



SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR

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

Date: 1st August,2019

Time: 10:30 AM

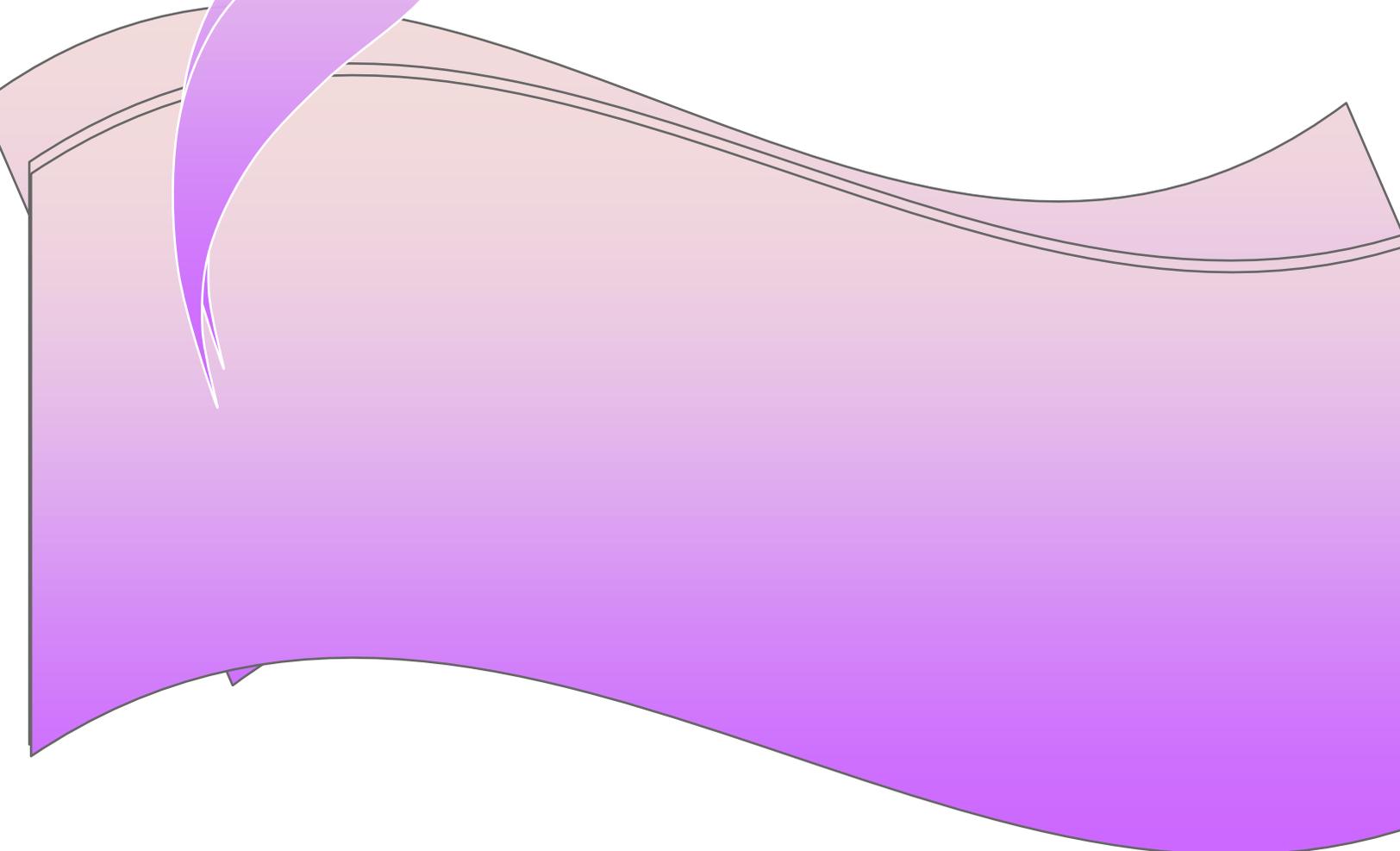
Venue

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

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	Approval of 4 Years BBA Curriculum for Session (2019-2023 onwards)	
2	Approval of 2 Years MBA Curriculum for Session(2019-2023 onwards)	
3	Approval for awarding MBA 1.5 degree to the students with business background enrolled under MBA 2 years program	
4	Approval for MS Curriculum Session 2020-2024 onwards	



SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR

DEPARTMENT OF MANAGEMENT SCIENCE

INTRODUCTION

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

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

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

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

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

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

Department Vision

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

Department Mission

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

OBJECTIVES OF THE DEPARTMENT

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

INTENDED LEARNING OUTCOMES OF THE DEPARTMENT

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



SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR

DEPARTMENT OF MANAGEMENT SCIENCE

BACHELORS PROGRAM

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

MISSION STATEMENT OF PROGRAM

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

PROGRAM OBJECTIVES.

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

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

PROGRAM OUTCOMES

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

i. Communicate effectively and professionally and demonstrate the ability to create coherent written and oral statements with the diverse audience across the cultures replicating skills to analyze and synthesize information.

ii. Demonstrate the ability to identify and evaluate relevant information for decision

making and make usage of diagnostic thinking skills and analytical techniques to assess the information and solve problems in the environment like ours characterized by uncertainty.

iii. Understand the importance of teamwork and group dynamics in achieving organizational goals and demonstrate ability to work effectively in teams.

iv. Acknowledges and understands significance of cultural diversity adapt their interpersonal behaviors and styles accordingly.

v. Understand various leadership styles and demonstrate proven ability in exercising these styles according to the requirement of the situation

vi. Understand the dynamics of the organizational conflict and power and

politics and make use of their analytical and interpersonal skills according.

vii. Acquire awareness of global diverse perspectives and understand the theory, operations, and challenges of global business.

viii. Demonstrate effectively practicing of overall functional business knowledge and ability to identify and interpret essential business concepts, principles and skills.

ix. Identify core organizational values and understand the issues of ethical and social

diversity based on ethic, gender, religion, and culture and demonstrate the ability to

propose feasible solutions to these issues.

x. Understand computer-based information systems and able to use end-user computing tools and infrastructures to apply and interpret functional business

ADMISSION REQUIREMENTS

ELIGIBILITY

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

DURATION

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

COURSE AND CREDIT REQUIREMENTS

- A total of 124-132 credits are required to complete BBA program.

EVALUATION

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



SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR

DEPARTMENT OF MANAGEMENT SCIENCE

ITEM # 1: Approval For BBA Curriculum Session 2019-2023 (Onwards)

STRUCTURE

S.NO	Categories	No. of courses	Credit Hours
		Min- Max	Min- Max
1	Compulsory Requirement (No Choice).	09-09	25-25
2	General Courses	09-09	27-27
3	Discipline Specific Core Courses	16-16	48-48
4	Electives/specialization within the Major	08-08	24-24
	Research Thesis/optional courses		06-06
TOTAL		42-42	130

Total numbers of Credit Hours

130

Duration

4 years

Semester Duration

16-18 weeks

Semesters

8

Course Load Per Semester

15-18 credit hours

LAYOUT

S.No	Compulsory Requirements(the student has no choice)	
	9 courses	
	25 Credit Hours	
	Subject	Credit Hours
1.	English I	3
2.	Introduction to Information and Communication Technologies	3
3.	Business Mathematics	3
4.	Pakistan studies	2
5.	English II	3
6.	Islamic studies	2
7.	Business Statistics	3
8	Business Communication	3
9	Introduction to Business	3
Total Credit Hours		25

S.No	General Courses	
	9 courses	
	27Credit Hours	
	Subject	Credit Hours

1	Foreign Language	3
2	Inferential Statistics	3
3	Understanding of Psychology	3
4	Principles of Sociology	3
5	Corporate Social Responsibility	3
6	Business law	3
7	Logic	3
8	Entrepreneurship	3
9	Business Ethics	3
Total Credit Hours		27

S.No	Discipline Related Core Courses	
	16 courses	
	48Credit Hours	
	Subject	Credit Hours
1.	Introduction to Management	3
2.	Introduction to Human Resource Management	3
3.	Organizational Behavior	3
4	Financial Accounting	3
5	Managerial Accounting	3
6	Small & Medium Enterprise	3
7	Financial Management	3
8	Business Finance	3
9	Money and Banking	3

10	Principles of Micro Economics	3
11	Principles of Macro Economics	3
12	Basics of Marketing	3
13	Marketing Management	3
14	Consumer Behavior	3
15	Business Research Methods	3
16	Project Management	3
Total Credit Hours		48

S.No	Elective Courses within the major	
	2 courses	
	6 Credit Hours	
	Subject	Credit Hours
1.	Elective I	3
2.	Elective 2	3
	Total Credit Hours	6

S.No	Elective Courses within the major	
	Subject	Credit Hours
1.	Corporate Governance	3
2.	Managerial Economics	3
3.	Contemporary issues in Management	3

S.No	Specialization Courses within the major	
	6 courses	
	18 Credit Hours	
	Subject	Credit Hours
1.	Specialization I	3
2.	Specialization II	3
3	Specialization III	3
4	Specialization IV	3
5	Specialization V	3
6	Specialization VI	3
	Total Credit Hours	18

S.No	List of Specialization Courses within the major	
	Subject	Credit Hours
	HR Specialization	
1.	Training and Development	3
2.	Leadership	3
3.	Performance and compensation Management	3
4	Group Dynamics	3
5	Contemporary issues in HR	3
6	Recruitment & Selection	3
7	Conflict Management	3
8	International HRM	3
9	Change Management	3

10	Industrial Relations	3
11	Reward Management	3
12	Workplace Diversity Management	
13	Organizational Transformation & Development	
	Finance Specialization	
8	Investment Analysis and Portfolio Management	3
9	Corporate Finance	3
10	Financial Risk Management	3
11	Financial Reporting and Analysis	3
12	Strategic Financial Management	3
13	Financial Statement Analysis	3
14	Auditing	3
15	Banking Law & Practices in Pakistan	3
1	Islamic Finance	3
17	Financial Markets & Institutes	3
18	Taxation	3
19	Behavioral Finance	3
	Marketing Specialization	
20	Integrated Marketing Communication	3
21	Marketing Research	3
22	Advertising	3
23	Seminar in Marketing	3
24	Sales Management	3
25	International Marketing	3

26	Brand Management	3
27	Social Media Marketing	3
28	Services Marketing	3



Shaheed Benazir Bhutto Women University Peshawar

Scheme of Study

BBA(Hons) 4 Years Program Session 2019-2023(Onwards)

S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
1.	1 st	English-I	ENG-301	3
2.		Principles of Sociology	PSC-404	3
3.		Introduction to Communication & Information Technologies	CS -301	(2,1)
4.		Introduction to Business	MS-301	3
5.		Islamic Studies	ISL-301	2
6.		Business Mathematics	MTH-306	3
Total Credit Hours				17
S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
7.	2 nd	English-II	ENG-302	3
8.		Business Statistics	STAT-303	3
9.		Logic	LOG-301	3
10.		Introduction to Management	MS- 304	3
11.		Foreign Language/Arabic	ISL-302	3
12.		Pakistan Studies	PST-323	2

Total Credit Hours				17
S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
13.	3 rd	Business Communication I	ENG-402	3
14.		Principles of Micro Economics	ECO- 301	3
15.		Inferential Statistics	STAT-411	3
16.		Financial Accounting	MS-411	3
17.		Introduction to Human Resource Management	MS-401	3
18.		Basics of Marketing	MS-402	3
Total Credit Hours				18
S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
19.	4 th	Principles of Macro Economics	ECO-302	3
20.		Marketing Management	MS-412	3
21.		Small and Medium Enterprises	MS-421	3
22.		Business Law		3
23.		Managerial Accounting	MS-431	3
24.		Understanding of Psychology	PSY- 301	3
Total Credit Hours				18

S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
		Business Ethics	ETH-501	3
25	5 th	Fundamentals of Finance	MS- 501	3

26		Business Research Methods	MS-503	3
27		Money & Banking	MS-521	3
30		Specialization I		3
31		Specialization II		3
Total Credit Hours				18

S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
33.	6th	Organizational Behavior	MS-511	3
34.		Financial Management	MS-512	3
37.		Corporate Social Responsibility	MS-513	3
		Specialization III		3
38		Specialization IV		3
39				
Total Credit Hours				15

S.NO	SEMESTER	COURSE TITLE]	COURSE CODE	CREDIT HOURS
	7th			
40		Entrepreneurship	MS-612	3
41		Consumer Behavior	MS- 614	3
42		Specialization V		3
43		Specialization VI		3
44				
45				

Total Credit Hours	12
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S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CRED IT HOURS
40	8th	Project Management	MS-613	3
41		Elective I		3
43		Elective II		3
44		Research /optional Subjects		6
45				
Total Credit Hours				15

NOTE: Course codes for the specialization subjects

1. From MS-533 till 539
2. From MS-621 till 629



**SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY
PESHAWAR**

SEMESTER-I

Course Name: 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• Modifiers	

	<ul style="list-style-type: none"> • 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: Principles of Sociology	Course Code: PSC-404
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
<p>Course Description: The course is designed to introduce the students with sociological concepts and the discipline. The focus of the course shall be on significant concepts like social systems and structures, socio-economic changes and social processes. The course will also cover characteristic features of Pakistan's society and social processes of the country.</p>	
<p>Objective and Learning Outcomes On successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Demonstrate an understanding of the role sociology plays in contributing to our understanding of social reality. <input type="checkbox"/> Understand the connection between the individual and society and apply the sociological perspective in creating social change. 	
Course Contents	
<p>CONTENTS</p> <p>Introduction: Definition, Scope, and Subject Matter, Sociology as a Science, Historical background of Sociology</p> <p>2. Basic Concepts: Group, Community, Society, Associations, Organization, Social Interaction</p> <p style="padding-left: 40px;">3. Social Groups</p> <p style="padding-left: 40px;">4. Culture and Socialization</p> <p style="padding-left: 40px;">5. Deviance and Social Control</p> <p style="padding-left: 40px;">6. Collective Behavior</p> <p>7. Social Change: Modern and Postmodern Societies.</p> <p style="padding-left: 40px;">8. Society in Pakistan:</p> <p style="padding-left: 80px;">Characteristics of Pakistani Society</p> <ul style="list-style-type: none"> <input type="checkbox"/> Social Stratification, Cast, Class & Ethnicity <input type="checkbox"/> Social Institutions in Pakistan, urban and rural division of Pakistan, Minorities, major social problems 	
<p>Text Books</p> <p>Anderson, Margaret and Howard F. Taylor. Sociology the Essentials. Australia: Wadsworth, 2001. 2. Gidden, Anthony. Introduction to Sociology. UK: Polity Press, 2002 3. Frank N Magill. International Encyclopedia of Sociology. U.S.A: Fitzroy Dearborn Publishers, 2003. 4. Macionis, John J. Sociology 10th ed. South Asia: Pearson Education, 2005. 5. Koenig Samuel. Sociology: An Introduction to the Science of Society. New</p>	

York: Barnes and Nobel, 1957. 6. Raza Rumi, Being Pakistani: Society, Culture and the Arts, Harper Collins, 2018.



Course Name: Introduction to Communication and Information Technologies	Course Code: CS -301
Course Structure: Lectures: 2, Labs: 1	Credit Hours: 3
Prerequisites: None	
Course Objectives: 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.	
Intended Learning Outcomes: After the completion of this course, the student will be able to: <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	
Course Outline: <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: <ol style="list-style-type: none">1. Norton, P.(7th ed.). <i>Introduction to Computers</i> .McGraw Hill .2. Williams, S.(6th ed.). <i>Using Information Technology: A Practical Introduction to Computer & Communications</i> .McGraw Hill.3. Sarah ,E., Hutchinson., Stacey, C., Sawyer.(6th ed.).<i>Computers, Communications & information: A user's introduction.</i>4. Leon,A., Leon.M. <i>Fundamentals of Information Technology</i>. Leon press	

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

	<p>Business Activity & Economic Structure</p> <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 <p>Business Size & Growth</p> <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 <p>Business finance</p> <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	<p>Marketing</p> <ul style="list-style-type: none"> • Meaning and definition • Product and market orientation • Channels of distribution • The wholesale trader • characteristics, functions, importance

	<ul style="list-style-type: none"> • The retail trader • Characteristics, function, importance.
Week 12	<p>Company form of organization</p> <ul style="list-style-type: none"> • Joint stock company • Features of joint stock company • Advantages and disadvantages of joint stock company
Week 13	<p>Promotion and formation of joint stock company</p> <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	<p>Company Meetings</p> <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	<p>Liquidation or winding up of a joint stock company</p> <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	<p>Business combinations</p> <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 I Reese & James p o Grady: 1991,“*Business*”,Boston,HoughtonMiffin Co.
- Veron a Musselman& Eugene Hughes: ”*Introduction to Modern Business*”, N.YMcGrawHill

Course Name: Islamic Studies	Course Code: ISL-301
Course Structure: Lectures:	Credit Hours: 2
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	
<ul style="list-style-type: none"> • Basic Concepts of Quran • History of Quran • Uloom-ul -Quran 	
Week 2	
Study of Selected Text of Holy Quran	
<ul style="list-style-type: none"> • 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	
<ul style="list-style-type: none"> • 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)

Course Name: Business Mathematics	Course Code: MTH-306
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
<p>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.</p> <p>Indented Learning Outcomes Upon the successful completion of this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Mathematical Function 2. Building and solving linear and quadratic equations 3. Types of functions 4. Matrices and its applications 5. Determinants and its applications 	
<p>Course Contents:</p> <p>Mathematical Notations Quadratic Equations Linear Equations Systems of Linear Equations and Their Applications Nonlinear Functions and Their Applications Matrices Determinants</p>	
<p>Recommended Books</p> <ul style="list-style-type: none"> • 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: English-II	Course Code: ENG-302
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
<p>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.</p>	
<p>Indented Learning Outcomes 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 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	<p>Effective Communication in Business</p> <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	<p>The 7 C's of Effective Communication</p> <ul style="list-style-type: none"> • Completeness • Conciseness • Consideration • Concreteness • Clarity • Courtesy • Correctness
Week 03	<p>The Process of Preparing Effective Business Messages Five planning steps</p>
Week 04	<p>Strategies for Successful Speaking and Successful Listening</p> <ul style="list-style-type: none"> • Strategies for improving oral presentation. • Strategies for reducing stage fright.

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

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

RECOMMENDED TEXTBOOKS

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

Course Name: Business Statistics		Course Code: STAT-303
Course Structure: Lectures: 3		Credit Hours: 3
Prerequisites: None		
Course Objectives		
<p>The main objectives of the course are to enhance students' competency in application of statistics to solve business management problems and to improve their level of quantitative sophistication for further advanced business analysis.</p>		
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 • 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 	

	<ul style="list-style-type: none"> • 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). 	

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: Introduction to Management		Course Code: MS-304
Course Structure:		Credit Hours: 3
Prerequisites:		
Course Objectives The main objective of this course is to understand students the role of 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	<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	* Organizing * Organization Structure a. Tall Vs Flat b. Narrow Vs Wide c. Centralized Vs Decentralized * Strategy and Organization Design a. Corporate Level Strategy b. Business Level Strategy c. Organizational Functions
Week 9	Mid Term Examinations
Week 10 & 11	* Motivation and its theories 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	* Groups and Teams in Organization * Types of Groups and Teams * Group and Team Development Process
Week 13	* Leadership and Power * Leadership Styles a. Charismatic b. Transformational c. Strategic d. Cross Cultural e. Ethical
Week 14 & 15	* Control * Types of Control * Levels of Control * The Control Process
Week 16	* Internal Assessment * Concluding Session
Week 17	Presentationweek
Week 18	Final Term Examinations
Recommended Books: Introduction to Management by Ricky W. Griffin	

Course Name: Foreign Language: Arabic-I	Course Code: ISL-302
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
Course Objectives	
<p>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</p>	
Course Contents	
WEEK	MODULE
Week 01	<p>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</p>
Week 02	<p>فعل مضارع ۱۔ فعل مضارع ۲۔ فعل مضارع کی اقسام اور گردانیں ۳۔ فعل مضارع کے قواعد اور اس کے متعلقات</p>
Week 03	<p>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</p>
Week 04	<p>اسماء- 1 ۱۔ اسم فاعل ۲۔ اسم مفعول</p>
Week 05	اسماء- 2

	<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 یعنی</p> <p>۱۔ اسم معرب کا تعارف اور اس کی اقسام</p> <p>۳۔ اسماء یعنی 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 I</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	ہفت اقسام (I)

	۱۔ صحیح ۲۔ مثال ۳۔ مضاعف ۴۔ لفیف
Week 14	ہفت اقسام (۲) ۱۔ ناقص ۲۔ مہوز ۳۔ اجوف
Week 15	معلم الانشاء سے منتخب مطالعہ استادا تفصیلات خود طے کرے
Week 16	معلم الانشاء سے منتخب مطالعہ استادا تفصیلات خود طے کرے
Week 17	معلم الانشاء سے منتخب مطالعہ استادا تفصیلات خود طے کرے

Text Books:

نصابی کتب

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

تمرین انجھ	محمد مصطفیٰ ندوی	3
معلم الانشاء	مولانا عبدالماجد ندوی	4

Recommended Books:

حواله جاتی کتب

نمبر شمار	نام مصنف	نام کتاب
1	علی جارم	النحو الواضع
2	نعیم الرحمن	اساس عربی
3	رشید الشیطوی	مبادی العربیة فی الصرف النحو
4	عبدالرحمن امرتسری	کتاب النحو
5	محمد مصطفی ندوی	تمرین النحو
6	عبدالرحمن طاہر	قواعد القرآن
7	جامعة الملك السعود، ریاض	اللغة العربیة لغير الناطقین بها

Course Name: Pakistan Studies (Compulsory)	Course Code: PST-323
Course Structure: Lectures: 2	Credit Hours: 2
Prerequisites: None	
Introduction/Objectives	
<ul style="list-style-type: none"> • Develop vision of historical perspective, government, politics, contemporary Pakistan, ideological background of Pakistan. • Study the process of governance, national development, issues arising in the modern age and posing challenges to Pakistan. • To make students understand the dynamics of population characteristics; Relationship between man, environment and resources. To highlight the importance of demographic data in planning and decision-making 	
Course Outline	
1) Historical Perspective	
a People and Land	
i. Indus Civilization	
ii. Muslim advent	
iii. Location and geo-physical features.	
b. Ideological rationale with special reference to Sir Syed Ahmed Khan, Allama Muhammad Iqbal and Quaid-e-Azam Muhammad Ali Jinnah.	
c. Factors leading to Muslim separatism	
2) Government and Politics in Pakistan	
a) Adoption of 1935 Act and Independence Act 1947 as Interim Constitution of Pakistan	

- b) Objective Resolution
- c) Salient Features of the constitutions of ;
 - Constitution of 1956
 - Constitution of 1962
 - Constitution of 1973

3) Pakistan in the 21st Century;

- a. Economic institutions and issues
- b. Foreign policy of Pakistan and challenges

4) Population Dynamics in Pakistan.

Introduction ,Population characteristics: Physical, Social and Economic

Population dynamics: Patterns of fecundity and fertility, morbidity and mortality

Population growth and change through pyramids, Population policies, current population situation, family planning and Islam

Text Books:

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

SEMESTER-III

Course Name: Business Communication I	Course Code: ENG-402
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
Course Objectives: 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.	
INTENDED LEARNING OUTCOMES: The students will be able to: <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	
Course Contents	
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
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	<ul style="list-style-type: none"> • Body Posture, Body Language, Proximity to audience • Panel discussion and Role Play
Week 15 and 16	<ul style="list-style-type: none"> • Picture Talk • Discussion on a TV/Film Scene <ul style="list-style-type: none"> • 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: Principles of Microeconomics	Course Code: ECO- 301
Course Structure: Lectures – 3	Credit Hours: 3
Pre-requisites: None	
<p>Course objectives 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 After studying this course the student will be able to understand:</p> <ol style="list-style-type: none"> 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 <p>Course Outline 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 • <p>DEMAND AND SUPPLY ANALYSIS</p> <ul style="list-style-type: none"> • The demand function. • Changes in demand. • The supply function. • Changes in supply. • Equilibrium of Supply & Demand • Elasticity of demand/supply and its measurement <p>APPROACHES TO UTILITY ANALYSIS</p>	

<ul style="list-style-type: none"> • Cardinal approach and consumer equilibrium. • Ordinal approach and consumer equilibrium. • Price, Income and Substitution effects on consumer equilibrium <p>PRODUCTION ANALYSIS</p> <ul style="list-style-type: none"> • Basic production concepts. • Total, Average and Marginal Product • Returns to scale. • Short-run and long-run production. • Optimum factor combination. <p>COST AND REVENUE ANALYSIS</p> <ul style="list-style-type: none"> • Various cost concepts. • The cost of production: Short-run cost, long-run cost. • Revenue and revenue curves: Total, average and marginal revenues. <p>MARKET STRUCTURES AND PRICING</p> <ul style="list-style-type: none"> • Market and its forms. • Price and out-put under perfect competition. • Price and out-put under monopoly, duopoly, oligopoly and monopolistic competition <p>RESOURCE ALLOCATION</p> <ul style="list-style-type: none"> • Role of the government in market efficiency. • The theory of Marginal Productivity. • Market demand for resources. • Existence of impact of externalities • Income distribution and fairness
<p>Recommended Reading</p> <ul style="list-style-type: none"> • Hardwick, Philip. et al (1986). “<i>An Introduction to Modern Economics</i>”. 2nd edition. Longman Group Limited. • Koutsoyiannis, A. (1988). “<i>Modern Microeconomics</i>”. 2nd edition. Macmillan Education Limited.

Course Name: Inferential statistics	Course Code: STAT- 411
Course Structure: Lectures 3	Credit Hours: 3
prerequisites: None	
<p>Objectives</p> <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. <p>Intended Learning Outcomes (ILOs)</p> <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 <ol style="list-style-type: none"> a. Estimation b. Estimates and estimators c. Point estimation
Week 2	<ol style="list-style-type: none"> a. Criteria for good point estimator b. Estimation by confidence interval
Week 3	Probability distribution <ol 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 <ol 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	<ol 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 <ol style="list-style-type: none"> a. deterministic model b. probabilistic model c. estimation of parameters in least square regression model
Week 7&8	<ol 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 <ol 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 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: Financial Accounting		Course Code: MS-411
Course Structure: Lectures		Credit Hours: 3
Objectives		
<ul style="list-style-type: none"> 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 aimed at understanding accounting as a process, taking a preparer's perspective, and emphasizing the importance of accounting in the process of decision making in an organization. To learn and practice accounting for cash, receivables, inventories, fixed assets and depreciation. 		
Intended Learning Outcomes (ILOs)		
After studying this course the student will be able to understand:		
<ol style="list-style-type: none"> The language of accounting and financial reporting. Complete Accounting Cycle. Preparation and the role of Journal, Ledger and subsidiary books. Preparation of balance sheet, profit and loss account and cash flow statement. Preparation of bank reconciliation and understanding inventory valuation methods and depreciation methods. 		
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 and 4	Basic Financial Statements <ul style="list-style-type: none"> Balance sheet Income Statement Cash- Flow Statement Exercise and problems 	
Week 5 and 6	The Accounting Cycle: Capturing Economic Event <ul style="list-style-type: none"> The Journal Debts And Credits Posting 	

	<ul style="list-style-type: none"> • The Ledger • The Use of Account • Net income, Revenue and Expense • Exercise and problems
Week 7	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 8	<ul style="list-style-type: none"> • Adjusting entries • Exercises and problems
Week 9	Mid term examination
Week 10 and 11	<ul style="list-style-type: none"> • The Adjusted Trial Balance • Preparing Financial Statements • Closing entries • After- Closing Trial Balance • Exercises and problems
Week 12 and 13	Accounting for merchandising activities <ul style="list-style-type: none"> • 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 • Transactions relating to purchase and sales
Week 14	Financial Assets <ul style="list-style-type: none"> • Meanings of cash • Bank statements • Bank reconciliation statement Inventory and the cost of goods sold <ul style="list-style-type: none"> • Specific identification • Cost flow assumptions • Average-cost method
Week 15	<ul style="list-style-type: none"> • First-In, first-out method • Last-In, first-out method • Average cost method

Week 16 & 17	Plant, assets and depreciation <ul style="list-style-type: none"> • Causes and Methods of Depreciation Straight line method Half year convention Double declining balance method 150 percent declining balance method MACRS
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-401
Course Structure: Lectures	Credit Hours:3
Prerequisites:	
Course Description This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Since human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of the basic concepts of managing human resource and their applications in today's organizations. The course is designed to help the students understand if western human resource management theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of managing human resource. It will shed light on the basic tenets of human resource management given by Qura'n and Sunnah. The students will also be encouraged to compare and contrast the human resource practices suggested in their text books and the practices critical for achieving success from indigenous perspective.	
Intended Learning Outcomes (ILOs) At the end of this course, students should be able to <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: Basics of Marketing	Course Code: MS-402
Course Structure: Lectures: 3, Labs: 0	Credit Hours: 3
Prerequisites: None	
<p>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.</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>	
<p>Indented Learning Outcomes 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

	<ul style="list-style-type: none"> • 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 <ul 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
Week 06	Introduction to Market Segmentation <ul style="list-style-type: none"> • Basis of market segmentation • Targeting and Positioning
Week 07	Product Development <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 • 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
Week 15	<ul style="list-style-type: none"> • Promotion Budget Allocation Techniques • Point of Purchase Promotion • Trade Promotion
Week 16	<ul style="list-style-type: none"> • Consumer Sales Promotion • Sponsorship • Event Marketing ❖
Week 17	<ul style="list-style-type: none"> • Case Study • Internal Assessment
Week 18	Final Examinations
Recommended Books 1. Principles of Marketing by Philip Kotler and Gary Armstrong- 11 th Edition	

Semester 4th

Course Name: Principles of Macroeconomics	Course Code: ECO- 302
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: <ol style="list-style-type: none">To become familiar with and readily use economic terminology.To learn about the analytical approach economists take to the problem of scarcity.To gain an intuitive understanding of macroeconomic theory and application.To acquire better critical thinking skills through the analysis of present day economic issues.To provide a foundation for possible careers in business, government, academic or other sectors.To develop a conscious recognition of economics in the world around us.	
Course Outline	
KEY CONCEPTS OF MACROECONOMICS <ul style="list-style-type: none">Objectives and instruments of macroeconomics.Tools of macroeconomics policy.Aggregate demand and supply.	
MEASURING ECONOMIC ACTIVITY. <ul style="list-style-type: none">Concepts of National Income.Measurement of National Income. GDP, NDP, GNP & NNP, Personal Income & Disposable Personal IncomeGDP Deflator and a real GDPNational Income as a measure of economic welfare	
CONSUMPTION AND INVESTMENT. <ul style="list-style-type: none">Consumption, Income and saving.Consumption Function.Saving Function.The Marginal Propensity to Consume and Average Propensity to consumeThe Marginal Propensity to Save and Average Propensity to saveDeterminants of ConsumptionDeterminants 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: Marketing Management		Course Code: MS-412
Course Structure: Lectures: 3		Credit Hours: 3
Course Contents		
Week	Module	
Week 1	Marketing: An Overview * 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 * The concept * The Components of Marketing Information System (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 * Introduction * Buying Roles and Buying Behavior * The Buying Decision Process * Dimensions of Consumer Market: (a) Cultural Dimensions (b) Social Dimensions (c) Personal Dimensions (d) Psychological Dimensions
Week 6	Types of Markets * The Industrial Market * The Reseller Market * The Government Market
Week 7 & 8	STP Marketing * An Introduction * Market Segmentation * Levels of Market Segmentation * Patterns of Market Segmentation Internal Assessment
Week 9	Mid Term Examination
Week 10	* Market Segmentation Procedure * Segmenting Consumer Markets and its Bases * Segmenting Business Markets
Week 11	* Market Targeting and its types * Market Positioning and its Bases
Week 12 & 13	The Product Strategies * 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 * Procedure for setting prices * Adapting the Price * Initiating and Responding to Price Changes
Week 16	The Marketing Channel Decisions * Retailing and Wholesaling
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: Small and Medium Enterprises	Course Code: MS-421
Course Structure: Lectures	Credit Hours: 3
<p>Course Objectives:</p> <p>This is a course about starting and growing a high potential business. Though we traditionally think that “small is beautiful”, the course focuses on businesses that are not intended to be small throughout their duration Rather we hope that with hard work and good luck, your “small” business can be expected to develop into a large and complex enterprise. A key vehicle for this effort is the <u><i>business plane</i></u>. The business plan helps you qualify the opportunity, and attract support from others. It helps engage and energize the founding team, investors, strategic partners, and vendors for your proposed business. An effective plan is a guide to managing the increasingly complex set of dynamics of a start-up, by providing the mileposts, and by indicating the resources that will be required to achieve them. Finally, it can provide a continuously updated set of guidelines against which you can evaluate actual performance.</p> <p>Course Contents:</p> <p>Entrepreneurs:</p> <ul style="list-style-type: none"> ➤ A Powerful Economic Force <p>Strategic Management:</p> <ul style="list-style-type: none"> ➤ Gaining a Competitive Edge ➤ Choosing a Form of Ownership ➤ Franchising and the Entrepreneur ➤ Buying an Existing Business ➤ Crafting a Winning Plan ➤ Creating a Guerrilla Marketing Plan ➤ Creating a Solid Financial Plan ➤ Managing Cash Flow ➤ Pricing and Credit Strategies ➤ Creative Use of Advertising and Promotion 	

- Global Marketing Strategies for Entrepreneurs
- E-Commerce and Entrepreneurship

Sources of Debt Financing:

- Location
- Layout
- And Physical Facilities
- Purchasing
- Managing Inventory
- Staffing and Leading a Growing Company
- Management Succession and Risk Management
- Ethics
- Social Responsibility
- And the Entrepreneur

The Legal Environment:

- Business Law and Government Regulation

Recommended Books:

- Effective Small Business Management: An Entrepreneurial Approach, 7/e,
Norman Scarborough, Thomas Zimmerer

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
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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 ofthecontractofsale, Deliveryofthegoods,Unpayseller 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, negotiationandendorsement,liabilitiesoftheparties,payment anddischargeofliabilities
Week15	Revision
Week16	Final exam
	<p>Recommended books</p> <p>1.Dr.KhwajaAmjadSaeed,MercantileandIndustrial Laws in Pakistan Latest Edition,Institute ofBusiness Management.</p> <p>2.NazirAhm</p> <p>adShaheen,Practicalapproachto the Companies Ordinance, Latest Edition,PLD.</p>

Title: Managerial Accounting	Course Code : MS-431
Course Structure: Lectures: 3, Labs: 0	Credit hours:3(3-0)
Course Description & Course Learning Objectives (CLO)	<p>Management Accounting is a three credit hour introductory level paper in the BBA/BS (A&F)/MBA 3.5 degree program. The paper seeks to build on concepts already met in the Financial Accounting paper. It goes beyond the prior paper by seeking to inculcate greater competencies in the recognition, measurement and assignment of costs, the making of decisions on the basis of this cost data and evaluating performance of managers and units.</p> <p>After taking this paper, you will further develop your skills in identifying, measuring and interpreting information for internal non-routine reporting to managers for strategic and tactical decisions, and internal routine reporting to managers for cost management, planning and control. This paper emphasizes the use of accounting information for internal purposes as opposed to the external disclosure focus of financial accounting.</p> <p>For many students Accounting papers are often quite challenging. It is very important for the students to understand that successful completion of this paper requires at least 5 hours of study per week. You are encouraged to seek help from your instructors if you are unsure about any aspect of the course – but first read the textbook, try to solve the self-study exercises and keep practicing. This strategy is often enough to satisfy frequently asked questions.</p> <p>Course Learning Objectives: After taking this paper students should:</p> <ol style="list-style-type: none"> 1) Be familiar with the basic concepts of management accounting system, and how the information generated by such a system can be useful for decision making and performance. 2) Demonstrate ability to measure and interpret management accounting data. 3) Understand and learn the different management accounting techniques to

	<p>associate costs with products.</p> <p>4) Critically evaluate the relevance and applicability of traditional management accounting techniques to the management of modern organizations in both the manufacturing and service sectors.</p>
Course Resources:	<ul style="list-style-type: none"> • Garrison, R.A., Noreen, E.W., and Brewer, P.C. (2012). Managerial Accounting. (14th Edition). McGraw-Hill. • Garrison, R.A., Noreen, E.W., and Brewer, P.C. (2008). Managerial Accounting. (12th Edition). McGraw-Hill. • Garrison, R.A., Noreen, E.W., and Brewer, P.C. (2004). Managerial Accounting. (11th Edition). McGraw-Hill. <p>Supplementary Reading:</p> <ul style="list-style-type: none"> • Barfield, J.T., Raiborn, C.A., and Kinney, M.R. (2002). Cost Accounting (5th Edition). South Western. • Hansen, D.R. and Mowen, M.M. (2006). Cost Management: Accounting and Control, (5th edition). South-Western Pub Co. • Hilton, R., Maher, M.W. and Selto, F.H. (2006). Cost Management: Strategies for Business Decisions (3rd edition). Irwin. • Horngren, C.T., Foster, G. and Datar, S.M. (2005). Cost Accounting - A Managerial Emphasis (12th edition). Prentice Hall.
Course Assessment(s):	<ol style="list-style-type: none"> 1. Mid-term Exam: 30% 2. Final Exam: 50% 3. Assignment: 20%

Course Schedule

Week/Lecture No.	Topic Description	Reading/Remarks
1	<p>Introduction to Management Accounting</p> <ul style="list-style-type: none"> ▪ Functions of Management and the Need for Management Accounting Information ▪ Comparison of Financial and Management Accounting 	Chapter No. 1
2	<p>Cost Terms, Concepts, and Classifications</p> <ul style="list-style-type: none"> ▪ General Cost Classifications ▪ Product Costs vs. 	Chapter No. 2

Period Costs		
3	Financial Statements :The bases for planning and control Cost Terms, Concepts, and Classifications <ul style="list-style-type: none"> ▪ Cost Classifications on Financial Statements ▪ Cost of goods manufactured statement ▪ 	Chapter No. 2
4	<ul style="list-style-type: none"> ▪ Cost of goods sold statement Exercises and problems	Chapter No. 3
5	Job Order Costing <ul style="list-style-type: none"> • An Overview of Job Order Costing Exercises and problems	Chapter No. 3
6	Process Costing <ul style="list-style-type: none"> ▪ Job Order Costing vs. Process Costing ▪ Flow of Costs in Process Costing ▪ Equivalent Units of Production 	Chapter No. 4
7	Process Costing <ul style="list-style-type: none"> ▪ Weighted Average Method 	Chapter No. 4
8	<ul style="list-style-type: none"> ▪ FIFO,LIFO Method 	Chapter No. 5
<i>Mid-Term Exam</i>		
9	Cost-Volume-Profit (CVP) Analysis	Chapter No. 5
10	<ul style="list-style-type: none"> ▪ Break-Even Analysis ▪ CVP Considerations in Choosing Cost Structure 	Chapter No. 5
11	Profit Planning <ul style="list-style-type: none"> ▪ Basic Framework of Budgeting 	Chapter No. 6,7
12	<ul style="list-style-type: none"> ▪ Preparing the Master Budget ▪ Sales budget ▪ Production budget ▪ Material budget 	Chapter No. 7

13	Profit Planning <ul style="list-style-type: none"> ▪ Labor budget ▪ Overheads budget ▪ Finished goods budget 	Chapter No. 7
14	Profit Planning <ul style="list-style-type: none"> ▪ Cash budget 	Chapter No. 7
15	<ul style="list-style-type: none"> ▪ Budgeted Financial statements 	Chapter No. 7
16	<ul style="list-style-type: none"> ▪ Final assignment presentations 	Chapter No. 7

Course Name: Understanding of 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 toPakistan. b. Historical Background and Schools of Psychology (A BriefSurvey) 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 	

- 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, Cardial, Visceral, Glandular), Galvanic Skin Response; Pupillometrics
- 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*(13thed.). Harcourt Brace College Publishers.
- Fernald,L.D.,&Fernald,P.S.(2005). *Introduction to psychology*. USA: WMCBrownPublishers.
- Glassman, W. E. (2000). *Approaches to psychology*. Open University Press.
- Hayes, N. (2000). *Foundation of psychology* (3rded.). Thomson Learning.
- Lahey, B. B. (2004). *Psychology: An introduction* (8th ed.). McGraw-HillCompanies, 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*. (3rded.). New York: WadsworthPublishers.
- Ormord, J. E. (1995). *Educational psychology: Developing learners*. Prentice- Hall, Inc

SEMESTER 5TH

Course Name: Business Ethics	Course Code: ETH-501
Course Structure: Lectures:3	Credit Hours: 3
Prerequisites: None	
<p>Course Objectives This course introduces contemporary and controversial ethical issues facing the business community. Topics include moral reasoning, moral dilemmas, law and morality, equity, justice and fairness, ethical standards, and moral development. Upon completion, students should be able to demonstrate an understanding of their moral responsibilities and obligations as members of the workforce and society.</p> <p>Course Objectives: At the completion of the course requirements, the student will be able to:</p> <ol style="list-style-type: none"> Define business ethics. Describe the evolution of business ethics. Describe major ethical perspectives. Understand and apply an ethical decision-making framework. Understand social responsibility from several dimensions. Understand how the organization influences ethical decision-making. Examine how significant others influence ethical decision-making. Examine opportunity and conflict. Develop an effective ethics program. Understand international business ethics. <p>Intended Learning Outcomes: At the completion of the course requirements, the student will be able to:</p> <ol style="list-style-type: none"> Define business ethics. Describe the evolution of business ethics. Describe major ethical perspectives. Understand and apply an ethical decision-making framework. Understand social responsibility from several dimensions. Understand how the organization influences ethical decision-making. Examine how significant others influence ethical decision-making. Examine opportunity and conflict. Develop an effective ethics program. Understand international business ethics. 	
Course Outline	
Week	Module
Week 1	<ul style="list-style-type: none"> Definition and Introduction to Ethics

	<ul style="list-style-type: none"> • 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 Prattey 3) Business Ethics: The State of Art by R.Edward Freeman 	

Course Name: Fundamentals of Finance	Course Code: MS-501
Course Structure: Lectures:3, Lab:0	Credit Hours: 3
Prerequisites: None	
Course Description	
<p>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.</p>	
LEARNING OUTCOMES	
<p>On completion of the course, students will be able to understand:</p> <ol style="list-style-type: none"> 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 <ul style="list-style-type: none"> • Finance a quick look. • What is financial management

	<ul style="list-style-type: none"> • Business finance and financial manager. • Forms of business organization. (Sole proprietorship, partnership, corporation) • Goals of the firm. • Agency problem.
Week 03&4	<p>Time Value of Money</p> <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

	<ul style="list-style-type: none"> • 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	<p>Understanding Financial Statements and Analysis</p> <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	<p>Trend analysis</p> <p>Common size analysis</p> <p>Index analysis</p>
Week 16 &17	<p>Practice numerical</p> <p>Presentations/Viva</p>
Week 18	<p>Final exams</p>
Recommended Books	
<ol style="list-style-type: none"> 1. Ross,Westerfield,Jordan:CorporateFinance Essentials. 2. JemesC.Vanhorne:Fundamentals ofFinancial Management 	

3. Eugene F. Brigham: Fundamentals of Financial Management
4. Brealey, R. A. & Myers, Principles of Corporate Finance

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 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 <ul style="list-style-type: none"> * Internal Assessment
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

	<ul style="list-style-type: none"> 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) i. Cross sectional ii. Longitudinal
Week 13	<ul style="list-style-type: none"> h. <u>Sampling Plan</u> i. Definition of Target Population 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	<p>* Presentations</p>
Week 18	Final Term Examinations
Textbooks:	

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	<p>Money and its functions</p> <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 style="text-align: center;">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 style="text-align: center;">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 style="text-align: center;">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 style="text-align: center;">9</p>	<p style="text-align: center;">Mid term</p>
<p style="text-align: center;">10</p>	<p>Financial markets and their functions</p> <ul style="list-style-type: none"> * Financial markets * Money market * Capital market * Mutual funds

<p style="text-align: center;">11&12</p>	<p>Instruments of credit</p> <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
<p style="text-align: center;">13</p>	<p>Methods of granting advances</p> <ul style="list-style-type: none"> * Overdraft * Securities * Distinction between bank overdraft and bank loan
<p style="text-align: center;">14</p>	<p>Central banking</p> <ul style="list-style-type: none"> * Central banking system * Functions of central bank
<p style="text-align: center;">15</p>	<p>State bank of Pakistan</p> <ul style="list-style-type: none"> * State bank of Pakistan * Functions of state bank of Pakistan * Role of state bank in economic development
<p style="text-align: center;">16 &17</p>	<p>Commercial banking in Pakistan</p> <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 taraqati bank limited(ZTBL) * Industrial development bank of Pakistan(IDBP) * Micro finance
<p style="text-align: center;">18</p>	<p>Tests, assignments, presentations</p> <p>Final exams</p>

SPECIALIZATION I

SPECIALIZATION II

SEMESTER 6TH

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
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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

RECOMMENDEDBOOK

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

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 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. Understandtheconceptsandtechniques 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	<p>Cash and Marketable Securities Management</p> <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	<p>Accounts Receivable and Inventory Management</p> <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	<p>Short-term Financing</p> <ul style="list-style-type: none"> • Spontaneous financing • Negotiated Financing • Factoring Accounts Receivable • Composition of short term financing
Week 12&13	<p>Capital Budgeting</p> <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 <ol style="list-style-type: none"> 1. JemesC.Vanhorne:Fundamentals of Financial Management 2. Ross,Westerfield,Jordan:CorporateFinance Essentials. 	

Course Title: Corporate social responsibility	
Credit hours: 3 hrs	
Course code: MS-513	
Weeks	Content
1& 2	Defining corporate social responsibility
3 & 4	The Principles of CSR
5 & 6	Stakeholders & the social contract
7 & 8	Issues concerning responsibility
9	MID-TERM
10 & 11	Ethics, CSR and Corporate behaviour
12 & 13	Globalization& CSR

14 & 15	CSR and strategy
16 & 17	CSR and Leadership
18	Final Exam
Suggested Readings	Corporate social responsibility , author David Crowther&Guler Aras

SPECIALIZATION III
SPECIALIZATION IV

SEMESTER 7TH

Course Name: Entrepreneurship	Course Code: MS-612
Course Structure: Lectures:3,Lab:0	Credit Hours: 3
Prerequisites: None	
COURSE DESCRIPTION/OBJECTIVES	
<p>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.</p> <p>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.</p> <p>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.</p>	
LEARNING OBJECTIVES	
<p>After completing this course, the participants should be able to:</p> <ol style="list-style-type: none"> 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	<p>ENTREPRENEURSHIP: AN EVOLVING CONCEPT</p> <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	<p>SOURCES OF CAPITAL FOR ENTREPRENEURIAL VENTURES</p> <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	<p>ASSESSMENT OF ENTREPRENEURIAL PLAN</p> <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"/> Whatis a BusinessPlan? <input type="checkbox"/> Pitfalls toAvoidinPlanning <input type="checkbox"/> BenefitsofaBusinessPlan <input type="checkbox"/> DevelopingaWell- Conceived Business Plan <input type="checkbox"/> Elements ofa Business Plan <input type="checkbox"/> UpdatingtheBusinessPlan <input type="checkbox"/> Presentation oftheBusiness Plan:The“Pitch”
WEEK13	STRATEGIC ENTREPRENEURIAL GROWTH <ul style="list-style-type: none"> <input type="checkbox"/> TheNature ofStrategic PlanninginEmergingFirms <input type="checkbox"/> Strategic Planning <input type="checkbox"/> TheLack ofStrategic Planning <input type="checkbox"/> TheValue ofStrategicPlanning <input type="checkbox"/> ManagingEntrepreneurial Growth <input type="checkbox"/> Venture DevelopmentStages <input type="checkbox"/> TheEntrepreneurial Companyin theTwenty-FirstCentury <input type="checkbox"/> BuildingtheAdaptiveFirm <input type="checkbox"/> TheTransitionfrom anEntrepreneurial StyletoaManagerial Approach <input type="checkbox"/> Understandingthe Growth Stage <input type="checkbox"/> UniqueManagerial ConcernsofGrowingVentures <input type="checkbox"/> The International Environment:Global Opportunities
WEEK14	VALUATION OF ENTREPRENEURIAL VENTURES <ul style="list-style-type: none"> <input type="checkbox"/> TheImportanceofBusiness Valuation <input type="checkbox"/> UnderlyingIssuesWhen AcquiringaVenture <input type="checkbox"/> DueDiligence <input type="checkbox"/> Analyzingthe Business <input type="checkbox"/> EstablishingaFirm’sValue <input type="checkbox"/> TermSheetsin Venture Valuation

WEEK15	HARVESTING THE ENTREPRENEURIAL VENTURE <ul style="list-style-type: none"> <input type="checkbox"/> Harvestingthe Venture:AFocus on theFuture <input type="checkbox"/> TheManagementSuccessionStrategy <input type="checkbox"/> KeyFactors inSuccession
RECOMMENDEDTEXTBOOK	
1. Entrepreneurship–TheoryProcessPractice,DonaldF.Koratko8 th Edition (SouthWestern- Cengage Learning)	

Course Name: Consumer Behavior	Course Code: MS-614
Course Structure: Lectures:3,lab:0	Credit Hours: 3
Prerequisites: None	
COURSE DESCRIPTION/OBJECTIVE	
<p>Consumer Behaviour (CB) is a course designed to enhance students understanding of how and why consumers purchase (or do not purchase) goods and services. It will combine both the theoretical concepts of consumer behavior and its application for marketing strategies related to private, public and non-profit sections. At the conceptual level it will seek to present and integrated framework around which major areas of consumer behaviour can be understood and applied.</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>	
LEARNING OUTCOMES	
At the end of the course the students should be able to:	
<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. 	

<p>WEEK 1& 2</p>	<p>INTRODUCTION</p> <ul style="list-style-type: none"> • Concept of consumer behavior • Definition • Development of Marketing Concept • Implementing the Marketing Concept • Segmentation, Targeting and Positioning • Digital Revolution in Marketplace • Why study Consumer Behavior
<p>Week 03 & 04</p>	<p>CONSUMER RESEARCH PROCESS</p> <ul style="list-style-type: none"> • Qualitative Research • Quantitative Research • Comparison between Positivism and Interpretivism • Consumer Research Process • Research Objectives • Secondary Vs Primary Data • Data Collection Methods • Validity • Reliability • Qualitative Data Collection Methods
<p>Week 05</p>	<ul style="list-style-type: none"> • Sampling Plan Decision • Probability Sampling Techniques • Non Probability Sampling Techniques

<p>Week 06 & 7</p>	<p>MARKET SEGMENTATION</p> <ul style="list-style-type: none"> • Market segmentation • Three Phases of Marketing Strategy • Bases for Segmentation • Geographic Segmentation • Demographic Segmentation • Psychological Segmentation • Psychographic segmentation • Sociocultural Segmentation • Use Related Segmentation • Benefit Segmentation • Criteria for effective Targeting
<p>Week 07 – 08</p>	<p>Personality and Self Concept</p> <ul style="list-style-type: none"> • Definition • Nature of Personality • Theories Of Personality
<p>Week 10</p>	<ul style="list-style-type: none"> • Brand Personality • Different Self Images • Perception
<p>Week 11& 12</p>	<ul style="list-style-type: none"> • Elements of Perception • Subliminal Perception • Aspects of Perception • Concepts Concerning Selective Perception • Principles of Perceptual Organization • Positioning • Perceptual Mapping • Perceived Quality • Perceived Risk

Week 13 & 14	<p>Interpersonal Determinants of Consumer Behavior</p> <ul style="list-style-type: none"> • Cultural Influences • Sub cultures • Social Influences • Focus Group • Social Classes • Opinion Leaders • Children and teen agers in family purchases • Personal Determinants of consumer behavior • Maslow hierarchy of needs • Attitudes • Changing Consumer Attitude • Learning • Learning Theory
Week 15 & 16	<ul style="list-style-type: none"> • Shaping • Consumer Decision Process • Steps in consumer decision process • Multi attribute attitude model • Four basic attitude functions
Week 17	Final Presentations
<p>RECOMMENDED TEXTBOOKS</p> <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 	

Specialization V

Specialization VI

SEMESTER 8TH

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 	

Elective I

Elective II

Levels of Specialization Subjects

HRM Semester 5th & 6th

- Training and Development
- Recruitment & Selection
- Leadership
- Organizational Transformation & Development
- Change Management
- Performance & Compensation Management

Semester 7th & 8th

- Labor Laws
- Group Dynamics
- Contemporary Issues in HR
- Conflict Management
- Industrial relations
- International HRM
- Workplace Diversity Management
- Reward Management

FINANCE Semester 5th & 6th

- Investment Analysis and Portfolio Management
- Islamic Finance
- Corporate Finance
- Financial Statement Analysis
- Banking Law & Practices in Pakistan

Semester 7th & 8th

- Financial Risk Management
- Financial Reporting and Analysis
- Strategic Financial Management
- Auditing
- Taxation
- Financial Markets & Institutes

MARKETING Semester 5th & 6th

- Advertising
- Brand Management
- Integrated Marketing Communication
- Sales Management

Semester 7th & 8th

- Seminar in Marketing
- International Marketing
- Social Media Marketing
- Services Marketing
- Marketing for non profit organization
- Marketing Research

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: 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.	

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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 • 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 	

	<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.	Test Research Articles Discussion Major Presentation	
18	Final Exams	

Course Name: Training and Development		Course Code:
Course Structure:		Credit Hours:
Course Outline		
Week	Module	
Week 1 & 2	Introduction <ul style="list-style-type: none"> • What is training • Training design process 	
Week 3 & 4	Learning <ul style="list-style-type: none"> • Learning outcomes • Learning theories • Learning process • Learning style 	
Week 5 & 6	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 	
Week 7 & 8	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 • Knowledge management • Four models of knowledge sharing 	
Week 8	•	
Week 9	Mid Term Examinations	

Week 10, 11, 12	Traditional methods <ul style="list-style-type: none"> • Presentation methods • Hands on methods • Group building methods • Action learning • Choosing training methods
Week 13, 14 & 15	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 16 & 17	Training Evaluation <ul style="list-style-type: none"> • Reasons for evaluating training • Types of Evaluation Design • Outcomes used in evaluation training programs • Evaluation process
Week 18	Final examinations

Recommended Books:

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) Upon successful completion of the course, students will be able to:</p>	

- 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 * Step 1: Review of the Marketing Plan * Step 2: Promotional Program Situation Analysis (a) Internal Analysis (b) External Analysis
5&6	* 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 * 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	

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 	

	<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 <p>Brand Equity</p> <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 <p>Internal Assessment</p>
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	<p>Brand Knowledge</p> <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 • Brand Image
Week 14 & 15	<p>Brand Association</p> <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	<p>Brand Attitude</p> <ul style="list-style-type: none"> • Introduction

	<ul style="list-style-type: none"> • 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	
<p>Objectives</p> <p>Leadership is not a new concept and has been discussed for years. One main difference between leadership and management is the process of obtaining results through individuals. Management relates to planning, organizing, controlling and implementing work to obtain desired results. Leadership takes the process a step further by involving how the employees think and feel. Leadership has been conceived as the focus of group processes, as a matter of personality, as a matter of inducing compliance, as the exercise of influence, as particular behaviors, as a form of persuasion, as a power relation, as an instrument to achieve goals, as an effect of interaction, as a differentiated role, as initiation of structure, and as many combinations of these definitions. Effective leaders are critical to the success of an organization, and leadership development is important to develop good leaders</p> <p>This course examines the vital role that leadership plays at all levels within a business organization. Students will discover the importance of leadership potential as a key to sustained professional and organizational excellence. Exposure to thought-provoking cases, exercises and literature will heighten students' awareness of the need to develop strong leadership skills in dealing with dynamic and culturally diversified organizations and communities of global world.</p> <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
Week 1 & 2	Introduction to leadership	Define Leadership. Leadership Managerial Roles Leadership theories Level of Analysis of Leadership Theory

Week 3 & 4	Leaders as individuals: <i>A personal side of Leadership</i>	Explore the relationship personality and traits Traits of Effective Leaders Big five model of personality Leadership Attitudes Achievement motivation theory
Week 5 & 6	Leadership styles	Explore different leadership styles University of Iowa leadership Model University of Michigan leadership model Ohio State University Leadership model Blake, Mouton & McCann Leadership model
Week 7 & 8	Power, Politics, Networking and Negotiation	Influence and power Sources of Power Types of Power Politics Common organizational political behaviors: networking, coalitions and reciprocity Guidelines for developing Political Skills Networking Process Negotiation Process
Week 9	Mid term	
Week 10 & 11, 12	Leading Through Vision	Transformational leadership charismatic leadership Personal meaning Weber's conceptualization of charisma Transactional leadership Transformational vs charismatic leadership
Week 13 & 14	Motivation	Motivation Process Types of Motivation theories Content Motivation theories Process Motivation theories Reinforcement Motivation theory
Week 15, 16 & 17	Leader follower relationships	Evolution of Dyadic Theory Dyadic Approach: Stages of development Out group characteristics In group characteristics Leader-member exchange (LMX) Team building Systems and networks Stages for developing positive LMX Effective follower-leader feedback and guidelines Followership types Factors that determine follower influence Dual role of being follower and leader

18	Final Exam
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Course Name Contemporary Issues in HR (HR spec)	Course Code:
Course Structure: Lectures 3	Credit Hours:3
Prerequisites: None	
<p>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.</p> <p>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.</p>	
COURSE CONTENT	
Week01	Career, types of career, and impact of globalization
Week02	Achieving balance in professional and personal life
Week03	Psychological Capital and types
Week04	Bullying at Workplace
Week 05	Different work arrangements that offer flexibility
Week06	Management of talent at workplace
Week07	Organization learning
Week08	Learning organization
Week09	Mid-Term

Week10	Psychological Contract and its types
Week11	Eco-friendly HRM
Week12	Electronic-HRM
Week13	Employer Branding
Week14 & 15	Corporate Social Responsibility Ethics
Week16	Management of Diversity at workplace
Week17	Emotions management
Week18	Final Exams
Recommended Book:	
Armstrong, M. (2012). A handbook of human resource practice (12 th edition). London: Kogan Page Limited	

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:	
<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 	

<p>practices. These learning objectives will be accomplished through lectures, videos, discussions, and projects.</p>	
Week 01, 02	<p>Introduction to Recruitment and Selection</p> <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 needs
Week 03	<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 04, 05	<p>Measurement, Reliability and Validity</p> <ul style="list-style-type: none"> • Role of Measurement: Criteria and Predictors • Considerations in the choice of selection techniques • Reliability • Validity and its types • Validation process • Biasness and fairness
Week 06, 07	<p>Legal Issues</p> <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 08	<p>Job Analysis and Competency Models</p> <ul style="list-style-type: none"> • Steps in Job Analysis • Job description • Job specification • Methods to collect job analysis information • Competencies
Week 09	Midterm Exam

Week 10, 11	Recruitment & Selection and Job Performance <ul style="list-style-type: none"> • Job performance • Job performance domain and dimensions • Multi –dimensional model of job performance • Counterproductive Work Behaviours • Measuring performance: effective performance measures • Objective performance measures • Subjective performance measures
Week 12, 13	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 14, 15	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 16, 17	Performance Tests, Assessment Centers, Integrity Testing, and Drug Testing <ul style="list-style-type: none"> • Work samples and simulation tests, • Situation exercises, • Honesty test Selection Interview
Week 18	Final Examinations

RECOMMENDED TEXT BOOK

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

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: Group Dynamics	Course Code:
Course Structure: Lectures: 3	Credit Hours: 3
COURSEDESCRIPTION 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	
INTENDED LEARNINGOUTCOMES Students will be able to	
<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; and6. describe the interpersonal and their own intrapersonal reactions within the context of the group.	
Week01 &2	Chapter 1:Introduction to Group dynamic <ul style="list-style-type: none">➤ Nature of groups➤ Nature of group dynamics

Week03, 04, 05	<p>Chapter 2: Studying Group</p> <ul style="list-style-type: none"> ➤ Measurements in group dynamics ➤ Research Methods in Group Dynamic ➤ Theoretical Perspectives in Group Dynamics
Week 06, 07, 08	<p>Chapter 3: Formation</p> <ul style="list-style-type: none"> ➤ Joining Groups ➤ Affiliation ➤ Attraction
Week 09	Mid Term Examinations
Week10, 11, 12	<p>Chapter 4: Inclusion and Identity</p> <ul style="list-style-type: none"> ➤ Isolation to Inclusion ➤ Individualism to Collectivism ➤ Personal Identity to Social Identity
Week13, 14, 15	<p>Chapter 5: Cohesion and Development</p> <ul style="list-style-type: none"> ➤ The Nature of Cohesion ➤ Developing Cohesion ➤ Consequences of cohesion ➤ Explaining initiations
Week 16, 17	<p>Chapter 6: Decision Making</p> <ul style="list-style-type: none"> ➤ The functional Perspective ➤ Groups as Imperfect Decision Makers ➤ Victims of Group thinking
Week18	Final Examinations
RECOMMENDED BOOKS	
1. Group Dynamics by Donelson R.forsyth	

Course Name: Performance and Compensation Management (HR spec, Research Elective)	Course Code:
Course Structure: Lectures 3	Credit Hours:3
<p>prerequisites: None</p> <p>Course objectives:</p> <p>The modern business and non-profit organizations demand high caliber of human resource providers and planners equipped with sound knowledge of personnel policies and procedures to motivate the workforce for higher efficiency and maximum productivity. In considering the demand, this course is designed to give an overview of current ideas and issues in Human Resource Development. The core objective of the course is to provide students with clear thinking and understanding of how to appraise and compensate human resource.</p> <p>INTENDED LEARNING OUTCOMES:</p> <p>This course supports the following learning outcomes of the HRM stream:</p> <p>Adhere to relevant ethical and legal principles when making human resource decisions or recommendations</p> <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. <p>On completion of this course, students are expected to be able to:</p> <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, 02	Performance management Performance appraisal Compensation management Compensable factors

Week03, 04	Traditional Bases for Pay : Seniority and Merit
Week05,06	Incentive pay
Week07, 08	Person focused pay
Week09	Mid-term exams
Week10, 11	Building Internally Consistent Compensation Systems
Week12, 13	Building Market competitive compensation systems
Week 14, 15, 16	Compensating the flexible workforce: contingent employees and flexible work schedules
Week 17	Workplace benefits
Week18	Final exam
<p>Recommended Books:</p> <ul style="list-style-type: none"> • Strategic Compensation (HRM Approach) by Joseph J. Martocchio • Dr. Panday And Rostogi, Public 1997, Wage & Salary Administration • Managing Human Resources, Chrudden/Sherman, Seventh Ed: 1987 <p>Hamid book of Wage & Salary Administration, Second Ed: Editor-Milton L. Rock.</p>	

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>	

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	Introduction Emergence of new Concepts <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	

Course Name: Services Marketing	Course Code:
Course Structure: Lectures:	Credit Hours: 3
Prerequisites: None	
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.

- 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, Lab:0	Credit Hours: 3
Prerequisites: None	
<p>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.</p> <p>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.</p> <p>INDENTED LEARNING OUTCOMES</p> <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

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
<p>RECOMMENDED TEXT BOOK</p> <p>1. David A. Aaker; V. Kumar; George Day, Marketing Research, Latest Edition, John Wiley & Sons.</p> <p>RECOMMENDED REFERENCE BOOK</p> <p>1. NK Malhotra, <i>Marketing research: an applied orientation</i>, Latest Edition, Pearson Prentice-Hall.</p>	

Course Name: Strategic Marketing	Course Code:
Course Structure: Lectures:3, Lab:0	Credit Hours: 3
Prerequisites: None	
<p>COURSE DESCRIPTION</p> <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</p>	

are critical to develop performance orientation. Principles, concepts and analytical tools are taught employing real life examples from both Pakistan's and international corporate world. This will enable the students to develop skills and competency to apply analytical tools and develop appropriate strategic marketing plans and manage its implementations.

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

LEARNING OUTCOMES

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

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

COURSE CONTENT

Week 01, 02	<p>Introduction</p> <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	<p>Environmental Analysis</p> <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> 	

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 • Myths and facts about social media 	
Week 02 & 3	<p>Planning for Social Media Marketing</p> <ul style="list-style-type: none"> • The Social Media Marketing Planning Cycle 	
Week 04& 05	<p>The Social Media Marketing Plan</p>	

	<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

Course Name Conflict Management (HR spec)	Course Code:
Course Structure: Lectures 3	Credit Hours:3
Prerequisites: None	

Week01	Nature of Conflict Defining Conflict
Week02	Threshold of Conflict Conflict and Competition Categorization of conflict Classifying Conflict Sources of Conflict
Week03	Intra-organizational conflict classification 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
Week 8	Consequences of Role Conflict Sources of Intrapersonal conflict Managing Intrapersonal Conflict
Week09	Mid-Term
Week10 Week 11 Week 12	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
Week13 Week14	Intragroup Conflict Types of Groups Effects of Intragroup Conflict Managing Intragroup Conflict
Week15 Week16 Week 17	Intergroup Conflict Dynamics of Intergroup Conflict Effects of Intergroup Conflict Managing Intergroup Conflict Intervention
Week18	Final Exams

Recommended Book:

Course Name: Change Management	Course Code:
Course Structure: Lectures	Credit Hours:
Learning outlines:	
<p>This course is geared toward deepening your understanding of the challenges, the techniques, and the problems associated with initiating and implementing major change in an organization. Throughout the course, the objective will be to prepare managers, or their consultants and advisers, to meet the challenges of organizational change successfully. The focus of this course will be on the theoretical concepts of change management and the application of these concepts in organizational strategies and decision makings. While we will cover the macro (organizational) level of change, we will also focus on the micro (individual) level of change and how you, as a manager/consultant, can lead change through your actions and through others. The objectives of this course are; teaching practical and applicable change management skills to equip students to proactively engage with change processes in the workplace, as well as improving the student’s self-confidence to use change management tools and models to design appropriate change plans for their workplace</p>	
Week	Module
Week 1, 2 & 3	Organizational Change Management: Understanding Organizational change and Transformation, Transformation Strategies, Process of Organizational Transformation, Perspectives of Organizational Change.
Week 4, 5 & 6	<i>Models of Organizational Change:</i> Process-based Change Models, Content-based Change Models, Individual Change Models, Integration of Change Models
Week 7 & 8	<i>Communicating Change and Process of Change</i> <i>Management:</i> Change Management Process, Phases of the Change Management Process.
Week 9	Mid Term Examinations
Week 10, 11 & 12	<i>Implementing Change:</i> Implementation of Change, the Delta Technique, Developing an Implementation Plan, Gaining Support and Involvement of Key People, Developing Enabling Organizational Structures, Celebrating Milestones
Week 13, 14 &	<i>Leading Changes:</i> Visionary Leadership, Leadership Framework,

15	Creating Shared Vision, Role of Leaders in the Phases of Organizational Change
Week 16 & 17	<i>Evaluating Organizational Change:</i> Concept of Monitoring and Evaluation, Measurement and Methods of Evaluation, Feedback Process, Continuous Incremental Change
Week 18	Final examination
<p>Recommended Books: Thomas G. Cummings and Christopher G. Worley (2009). Organization Development & Change, 9th Edition, South-Western, Cengage Learning.</p> <p>Amir Levy & Uri Merry (1986). ORGANIZATIONAL TRANSFORMATION: Approaches, Strategies, Theories, First Edition.</p>	

Course Name: Industrial Relations	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 industrial relations that will contribute to improving organizational performance while respecting and catering for the needs of employees. The course unit aims to give students an understanding of the key issues and tensions which can arise in employment relations, and the nature, objectives and methods adopted by the various parties seeking to influence the nature of those relations (e.g. government, employers, management, trade unions and employees).</p> <p>At the end of the course unit students should be able to understand:</p> <ul style="list-style-type: none"> • The characteristics of industrial relations • The process of industrial relations in organizations • Analyze and critically assess current trends in labour, management and industrial relations • Integrate analytical frameworks, research findings and managerial choices, policies and practice • Provide advice about good industrial relations practice in the workplace • Work effectively as a group member in analyzing industrial relations problems • Make a coherent group presentation on a topic related to the Course unit. 	
Week	Module
Week 1, 2 & 3	Part I Background to Industrial Relations

	<ul style="list-style-type: none"> • Understanding industrial relations • Approaches to industrial relations
Week 4, 5 & 6	Part II Management of Conflict in Industry <ul style="list-style-type: none"> • Conflict resolution • Collective bargaining • Negotiation for Win-win dispute resolution
Week 7 & 8	<ul style="list-style-type: none"> • Management of discipline • Management of strikes and lock outs
Week 9	Mid Term Examinations
Week 10, 11 & 12	Part III Positive Employee Relations <ul style="list-style-type: none"> • Building positive employee relations • Workers' participation in management • Management of Grievances • Working conditions and work behavior
Week 13 & 14	Part IV Issues in Industrial Relations <ul style="list-style-type: none"> • Adjustment process and voluntary retirement schemes • Management of Sexual harassment
Week 15, 16 & 17	Part V Industrial Relations and Labour Rights in Pakistan <ul style="list-style-type: none"> • Industrial Relations and Labour Rights • Industrial Relations Human Rights • Right to Work and Rights at Work
Week 18	Final examination
Recommended Books Dundon, T and Rollinson, D (2011). Understanding Employment Relations, McGraw-Hill Education, 2nd edition. (Introducing key elements of subject). Colling, T. and Terry, M. (eds.) (2010). Industrial Relations: Theory and Practice, Wiley-Blackwell, 3rd edition. (Edited collection of specialist chapters). Singh, BD. (2004) Industrial Relations Emerging Paradigms, First Edition	

Course Name: International HRM	Course Code:
Course Structure: Lectures	Credit Hours:
Learning outlines: By the end of the course, students will have: 1. A good knowledge and understanding of the main issues involved in the management of	

human resources in the international context

2. The capacity to contribute to the development and review of management policy, practices and systems in the field of international human resource management

3. Knowledge of different international perspectives on human resource management.

4. Knowledge of the operation of human resource management in multinational enterprises/ different countries

5. Acquired skills in library-based research, team working and team discussion and in written and oral presentations.

6. Been able to evaluate critically and analyze case studies based on the functional areas of international human resource management.

Week	Module
Week 1 & 2	<p>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 Difference between domestic and International HRM, variables that moderate differences between domestic and international HRM, Key Issues in IHRM</p>
Week 3 & 4	<p>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, Cross cultural dimensions, Hofstede Cultural dimensions, First group presentation on cross cultural differences QUIZ # 1 Group 1 Cross Culture Presentation Case Study Discussion on Expatriate Cultural Shock in Japan (Fred Bailey)</p>
Week 5 & 6	<p>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</p>
Week 7 & 8	<p>Chapter 4 "Global Recruitment and Selection" Multinational global recruitment process, issues, succession planning, expatriate selection process,</p>

	Case Study Discussion on Global Manager's Perceptions of Cultural Competence
Week 9	Mid Term Examinations
Week 10 & 11	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
Week 12 & 13	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
Week 14 & 15	Chapter 7 "Managing Performance across Boundaries" International pay and reward systems and Motivation, Balance sheet approach of compensation Development of performance appraisal and evaluation systems in a multinational context, Case Study Discussion Group 4 Cross Culture Presentation
Week 16 & 17	Chapter 8 "HR Issues in Expatriation and Repatriation" Multinationals performance appraisal issues, cross cultural differences remaining group presentations QUIZ # 3
Week 18	Final examination

Recommended Books:

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-WilHarzing&Joris Van Ruysseveldt, 2nd Edition, 2002, ISBN 9781446267301, SAGE Publisher

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Course Name: Workplace Diversity Management	Course Code:
Course Structure: Lectures	Credit Hours:

<p>Learning outlines:</p> <p>Knowledge and understanding</p> <p>On completion of the course, students shall be able to</p> <ul style="list-style-type: none"> • describe different aspects of diversity management (1) • explain the links between diversity management and context (2) <p>Competence and skills</p> <p>On completion of the course, students shall be able to</p> <ul style="list-style-type: none"> • exemplify the impact of diversity management in organizations (3) • demonstrate knowledge of the theories and practical applications of diversity management (4) <p>Judgment and approach</p> <p>On completion of the course, students shall be able to</p> <ul style="list-style-type: none"> • compare and use tools of diversity management (5) • adopting a scholarly approach, critically address the theories and practices of diversity management (6) 	
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Week	Module
Week 1 & 2	<ul style="list-style-type: none"> • What is workplace diversity?
Week 3 & 4	<ul style="list-style-type: none"> • Primary and secondary aspects of workplace diversity
Week 5 & 6	<ul style="list-style-type: none"> • What is workplace diversity management?
Week 7 & 8	<ul style="list-style-type: none"> • Contexts of workplace diversity
Week 9	Mid Term Examinations
Week 10 11, &	<ul style="list-style-type: none"> • Diversity management in organizations

12	
Week 13, 14 & 15	<ul style="list-style-type: none"> • Theories of diversity management
Week 16 & 17	<ul style="list-style-type: none"> • Tools of diversity management
Week 18	Final examination

Recommended Books:

- Kirton, G & Greene, A (2010), The dynamics of managing diversity: a critical approach. 3 edition. Oxford: Elsevier Butterworth-Heinemann Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- Klarsfeld, A (2010), International handbook on diversity management at work: country perspectives and equal treatment. Cheltenham: Edward Elgar (346 p). Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- Konrad, A M & Prasad, P & Pringle, Judith K (2009), Handbook of workplace diversity. Sage Publications, London Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- Moss, G (2011), Lessons on profiting from diversity. Basingstoke: Palgrave Macmillan Basingstoke (296 p). Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- Schwabenland, C (2012), Metaphor and Dialectic in Managing Diversity. Palgrave Macmillan, Basingstoke Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket

Course Name: 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: Reward Management	Course Code:
Course Structure: Lectures	Credit Hours:
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.

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

- a) The characteristics of reward management
- b) The aims and reward management framework
- c) The concepts of reward management, Valuing people and jobs
- d) 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

	<ul style="list-style-type: none"> • Pension
Week 18	Final examination
<p>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)</p>	

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 		

	<ul style="list-style-type: none"> • 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 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	

Course Name: Islamic Finance (FIN spec)	Course Code:
Course Structure: Lectures 3	Credit Hours: 3
Prerequisites: None	
Course Objective	
<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 	
INTENDED LEARNING OUTCOMES	
<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; <ul style="list-style-type: none"> • 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 IslamicBanks 	
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

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. Thus, it can be said that all the financial aspects of a corporation are covered in this course. All these aspects enable a person to apply these fundamentals of finance in a right way in the corporation so that the goal of the corporation is easily achieved.</p>		
LEARNING OBJECTIVES		
<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 participants should be able:</p> <ol style="list-style-type: none"> 1. To evaluate and formulate effective working capital policies to be cash efficient in day to day operations. 2. To make effective use of financial resources available to an organization. 3. To evaluate various alternatives available to acquire fixed assets. 4. To make use of computer applications in financial management issues. 5. To develop and analyse the pro-forma financial statements and also the sensitivity and scenario analysis for decision making. 6. To increase your confidence to participate in financial decision making. 		
Session/Week	Topic	Topics for discussion

1	LONG-TERM FINANCIAL PLANNING & GROWTH	<ul style="list-style-type: none"> • Financial planning models • External financing and growth • Internal growth and sustainable growth
2, 3	PROJECT CASH FLOWS FOR INVESTMENT DECISIONS	<ul style="list-style-type: none"> • Projected Cash Flows • Investment Cash Flows • Pro Forma financial Statements • Estimating NPV Estimates
4, 5, 6	PROJECT ANALYSIS AND EVALUATION	<ul style="list-style-type: none"> • Scenario and other what-if analysis • Operating leverage • Capital rationing • Accounting vs. Financial Break-Even
7,8	RAISING CAPITAL	<ul style="list-style-type: none"> • Early stage financing & venture capital, Underwriters • IPO's and Under pricing • Costs of issuing securities • Rights, Dilution • Issuing Long Term Debt • Securitization (bundling-unbundling) • Mutual funds management
9		Mid-Term
10,11	FINANCIAL LEVERAGE AND CAPITAL STRUCTURE POLICY	<ul style="list-style-type: none"> • Capital structure & Cost of Capital • The effect of financial leverage • Optimal capital structure
12,13	DIVIDENDS AND DIVIDEND POLICY	<ul style="list-style-type: none"> • Cash dividend and dividend payment • Low payout and high payout factors • Establishing a dividend policy • Stock repurchase, Stock splits
	SHORT TERM	<ul style="list-style-type: none"> • Operating and Cash Cycle • Alternative Financing Policies for current assets

14,15	FINANCE AND PLANNING	<ul style="list-style-type: none"> • Short Term Borrowing • Cash and Liquidity Management • Float Management • Cash Collection and Disbursements • Target Cash Balance • Credit and Inventory • Credit and Receivables • Factorization
16,17	HYBRID FINANCING: LEASING	<ul style="list-style-type: none"> • What is Lease, Why Lease? • Financial & Operating Lease • Valuing Financial Lease • Leasing Versus Purchasing Decision
18		Final Exams
<p>RECOMMENDED TEXTBOOKS</p> <ol style="list-style-type: none"> 1. Fundamentals of Corporate Finance by Ross, Westerfield & Jordon (8th Edition) 2. Financial Management, Theory and Practices by Brigham & Ehrhard (11th Edition) <p>REFERENCE BOOKS AND OTHER READING MATERIALS.</p> <ol style="list-style-type: none"> 1. Financial Management and Policy by James C. Van Horne 2. Principles of Corporate Finance by Brealey, Myers & Allen, Latest Edition 		

Course Name: FINANCIAL STATEMENTS ANALYSIS

Course Objectives:

The financial statement analysis course is designed to prepare future managers to effectively analyze, interpret, and evaluate an entity's financial statements and related information (e.g., attestation reports). The entities subject to analysis will be both private (e.g., owner managed) and public (e.g., where the firm's securities trade on a stock exchange) and will be drawn from a wide variety of different industries. Tools for interpreting cash flow patterns, for recognizing trends in financial performance (ratio analysis), and for firm valuation will be discussed. The importance for any organization of creating an effective financial reporting strategy will also be examined. The course will also expose students to future trends in financial reporting, both national and international.

WEEKS	Course Contents
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1,2&3	Introduction to Financial Statements: Nature, Meaning, Objectives, Limitation and Uses, What is Financial Statement Analysis, Advantage, Limitation, Relation between financial statements and financial statement analysis, Sources of information for financial statement analysis, Internal source, External source, Steps to analyzing financial statements
4&5	Techniques of Financial Statement Analysis, Instruments of analysis, Types of analysis, Tools and techniques of analysis
6,7&8	Ratio Analysis: Short term solvency/liquidity analysis, Analysis of capital structure, Profitability ratios showing rate of return on investment, Activity analysis/ asset management analysis, Stock market related ratios, Profit margin on sales, Return on investment
MID TERM	
9&10	Cash Flow Statement Analysis: Concept and preparation of cash flow statement, Cash flow ratios, Analyzing cash flow statement, Objectives of analyzing cash flow statement
11, 12&13	Income Statement Analysis: Need for income statement analysis, Various income statements formats, Classification of income statement analysis, Statement of retained earnings and shareholder equity
14, 15&16	Limitation of Financial Statement Analysis: GAAP Formation and its policies, GAAP Inadequacies, Limitation of financial statement
Final Examination	

Recommended/ Reference Books:

1. Financial statement analysis by Gokul Sinha published in 2009
2. Financial statement analysis by Charles J. Woeful

Course Name: Banking Law and Practice in Pakistan	Course Code:
Course Structure: Lectures:3	Credit Hours: 3
Prerequisites: None	
<p>Objectives</p> <p>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</p>	
<p>LEARNING OUTCOMES</p> <p>By the end of this course it is expected that the student will be able to understand:</p> <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	<p style="text-align: center;">Introduction</p> <p>Evolution of Banking.</p> <p>Early Growth</p> <p>Modern banking, Development of Modern banking.</p> <p>Types of banking</p> <p>Banking in Pakistan</p>
Week 3(done)	<p>Laws of Banking in Pakistan</p> <p>Banking companies ordinance ,1962</p> <p>State Bank of Pakistan Act,1956</p> <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	Specialized credit institutions –National <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	Specialized credit institutions – International <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)	The Banker’s Funds <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	Banker- Customer Relationship <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

	<ul style="list-style-type: none"> • Advantages of crossing • Collection of crossed cheques • Protection to collecting banker
Week 13	<p>Other Banking Instruments</p> <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	<p>Principles and Forms of Lending</p> <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	<p>Advances against immovable property</p> <p>Definition of mortgage</p> <p>Kinds of mortgage</p>
Week 17	Revision & Viva or Presentation
Week 18	Final Term Examinations
<p>Recommended Books:</p> <p>Practice and law of banking in Pakistan by Dr. Asrar H. Siddiqi</p>	

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, 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.

Learning Outcomes

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

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

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

1. Saunders, A. and M. Cornett. 2008. *Financial institutions management: A risk management approach*, 6th ed. Boston: McGraw-Hill.
2. Harrington, S. and G. Niehaus. 2004. *Risk management and insurance*, 2nd ed. Boston: McGraw-Hill.
3. 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.

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 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.</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 & 14	Business valuation	

Week 15&16	Bankruptcy and Restructuring
Week 17	Final Presentations
Week 18	Final Term Examinations
Recommended Books:	
<p>“Strategic Corporate Finance Application in Valuation and Capital Structure” by Justin Pettit, John Wiley and Sons Co. (2007)</p> <p>“Fundamentals of Corporate Finance” Latest Edition, by Ross, Westerfield and Jordon, McGraw-Hill Co</p>	

FINANCIAL REPORTING AND ANALYSIS

Course Name: Finanacial Reporting and Analysis	Course Code:
Course Structure: Lectures: 3	Credit Hours: 3
COURSEDESCRIPTION	
<p>The major source of data for economic decisions made by the stakeholders is the financial statements. The objective of the course is to create competency of reading and understanding the financial statements. The jargon sand 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>	
COURSE GOALS	
<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>	
LEARNING OUTCOMES	
<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.

Weeks	Modules
Week 01 & 02	<p>An Overview of Financial Reporting</p> <ul style="list-style-type: none"> • The history of Accounting • Development of Accounting Standards: From 1929 NY Stock crash to International Financial Reporting Standards (IFRS) • The Security Exchange Commission of Pakistan (SECP) and regulatory requirements for Financial Reporting. <p>Underlying issues and objectives of financial reporting: capital maintenance, temporal distributions etc</p>
Week 03, 04	<p>Conceptual Framework</p> <ul style="list-style-type: none"> • The history of conceptual framework • Major Issues on agenda • Rule based vrs. Principal based standards debate • The ambiguity of financial terminology and efforts to standardize interpretations
Week 05 & 06	<p>Important IAS and IFRS</p> <ul style="list-style-type: none"> • IAS 1 Presentation of Financial Statements, IAS 5 Information to Be Disclosed in Financial Statements – Originally issued October 1976, effective 1 January 1997. Superseded by IAS 1 in 1997 • IAS 2 Inventories • IAS 7 Statement of Cash Flows • IAS 38 Accounting for Research and Development Activities • IAS 18 Revenue • IAS 36 Impairment of Assets • IAS 38 Intangible Assets • IFRS 10 Consolidated Financial Statements • IFRS 13 Fair Value Measurement • Any other relevant IAS
Week 07,08 & 09	<p>Preparation of Financial Statements</p> <ul style="list-style-type: none"> • Balance Sheet • Profit and Loss Account/ Income Statement • Cash Flow Statement
Week 10	<p>Issues and Controversies in Financial Reporting</p>

<p>Week 11, 12</p>	<p>Earnings Management</p> <ul style="list-style-type: none"> • Incentives that might induce the company mgt. to manipulate earnings. • Fraud triangle • Risk factors related to attitude and rationalizations that may lead to fraudulent accounting. • Common accounting warning signs and methods of detecting them. • Accounting shenanigans on cash flow statement. • Stretching out payables. • Financing of payables. • Securitization of receivables. • Using stock buybacks to offset dilution of earnings.
<p>Week 13, 14</p>	<p>Financial analysis techniques</p> <ul style="list-style-type: none"> • Ratio analysis • Common size financial statements • Charts in financial analysis • Limitations of ratio analysis • Activity, liquidity, solvency, profitability and valuation ratios • Du-Pont analysis

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

RECOMMENDED TEXTBOOKS (LATEST AVAILABLE EDITION)

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

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, rearn conceptually is very much difficult to implement, either byself- 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>	

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.

Course Name: Banking Law and Practice in Pakistan	Course Code:
Course Structure: Lectures:3	Credit Hours: 3
Prerequisites: None	
Objectives	
<p>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</p>	
LEARNING OUTCOMES	
<p>By the end of this course it is expected that the student will be able to understand:</p> <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	<p style="text-align: center;">Introduction</p> <p>Evolution of Banking.</p> <p>Early Growth</p> <p>Modern banking, Development of Modern banking.</p> <p>Types of banking</p> <p>Banking in Pakistan</p>
Week 3(done)	<p>Laws of Banking in Pakistan</p> <p>Banking companies ordinance ,1962</p> <p>State Bank of Pakistan Act,1956</p> <p>Negotiable Instruments Act,1881</p> <p>Banker's Books Evidence act,1891</p>
Week 4	Commercial Banks

	<ul style="list-style-type: none"> • Nationalization of banks • Privatization of banks
Week 5	Specialized credit institutions –National <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	Specialized credit institutions – International <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)	The Banker’s Funds <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	Banker- Customer Relationship <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: Auditing	Course Code:
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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. khwajaAmjad 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	To build student's understanding of Pakistan's Tax Law and its implementation in different organizational setups.
INTENDED LEARNING OUTCOMES	<p>On successful completion of this course students will be able to:</p> <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.

	<ul style="list-style-type: none"> • 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	Income Tax law in Pakistan <ul style="list-style-type: none"> • Introduction • Nature • Scope Definitions Basic Terms used in income tax law
3 & 4	Income exempt from tax Salary
5 & 6	Income from property Capital and revenue receipts
7 & 8	Income from Business <ul style="list-style-type: none"> • Speculation business
9	Mid Term
10 & 11	Depreciation Capital Gains
12 & 13	Set of 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>

Course Name: Financial Markets and Institutes	Course Code:
Course Structure: Lectures	Credit Hours: 3
Prerequisites: None	
<p>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.</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
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> <ul style="list-style-type: none"> • Debt and equity markets • Primary and secondary markets • Exchanges and over-the-counter markets • 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	Mid term
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 <ul style="list-style-type: none"> 1) Collateral 2) Down payments 3) Private mortgage insurance 4) Borrower qualification • Mortgage loan amortization • Types of mortgage loans <ul 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

Recommended book

Frederic S. Mishkin and Stanley G. Eakins – Financial Markets + Institutions Sixth Edition



SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR

DEPARTMENT OF MANAGEMENT SCIENCE

ITEM#2. APPROVAL FOR 2 YEARS MBA CURRICULUM FOR Session 2019-2021(Onwards)

STRUCTURE

S.NO	CATEGORIES	NO. OF COURSES MIN- MAX	CREDIT HOURS MIN- MAX
1	Discipline Core / intermediate Courses	12-12	36-36
3	Electives within the Major/Research or optional subjects	10-10	30-30
TOTAL		32-32	66-66

Total numbers of Credit Hours 66

Duration 2 YEARS

Semester Duration 16-18 WEEKS

Semesters 4

Course Load Per Semester 12-18 CREDIT HOURS

Number of Courses Per Semester 4-6

Enlightenment Through Knowledge

LAYOUT

S.No	Discipline Core & Major Courses	
	12 Courses	
	36 Credit Hours	
	Subject	Credit Hours
1.	Introduction to Management	3
2.	Fundamentals of Marketing	3
3.	Financial Accounting	3
4.	Business Statistics	3
5.	Marketing Management	3
6.	Business Finance	3
7.	Business Mathematics	3
8.	Human Resource Management	3
9.	Cost Accounting	3
10.	Principles of Micro Economics	3
11.	Principles of Macro Economics	3
12.	Financial Management	3
Total Credit Hours		36

S.No	Specialization Courses within the major	
	10 Courses	
	30 Credit Hours	
	Subject	Credit Hours
1.	Specialization (HR spec)	
2.	Specialization (Finance spec)	
3	Specialization (Marketing spec)	
4.	Research thesis/optional subjects	

S.No	List of Specialization Courses within the major	
	Subject	Credit Hours
	HR Specialization	
1.	Training and Development	3
2.	Leadership	3
3.	Performance and compensation Management	3
4	Group Dynamics	3
5	Contemporary issues in HR	3
6	Recruitment & Selection	3
7	Conflict Management	3
8	Organizational Transformation & Development	3
9	International HRM	3
10	Workplace Diversity Management	3
11	Reward Management	3
12	Industrial Relations	3
13	Change Management	3
	Finance Specialization	
8	Investment Analysis and Portfolio Management	3
9	Corporate Finance	3
10	Financial Risk Management	3
11	Financial Reporting and Analysis	3
12	Strategic Financial Management	3
13	Corporate Finance	3
14	Auditing	3
15	Banking Law & Practices in Pakistan	3
1	Islamic Finance	3
17	Financial Markets & Institutes	3
18	Taxation	
	Marketing Specialization	
18	Integrated Marketing Communication	3
19	Marketing Research	3
20	Advertising	3
21	Seminar in Marketing	3
22	Sales Management	3
23	International Marketing	3
24	Brand Management	3
25	Social Media Marketing	3
26	Consumer Behavior	3



SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR
DEPARTMENT OF MANAGEMENT SCIENCE

MBA (2-YEAR SESSION 2019-2021) onwards

SCHEME OF STUDIES

S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
1.	1 st	Introduction to Management	MS – 711	3
3.		Fundamentals of Marketing	MS- 712	3
4.		Financial Accounting	MS-713	3
5.		Business Mathematics	MTH-706	3
6.		Principles of Micro Economics	ECO-701	3
		Business Finance	MS-714	3
				18
S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
7.		Business Statistics	STAT-701	3
8.		Marketing Management	MS –721	3

9.	2 nd	Cost Accounting	MS-722	3
10.		Principles of Macro Economics	ECO-702	3
11.		Human Resource Management	MS-715	3
		Financial Management	MS-723	3
Total Credit Hours for non Business Students				18

S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
12.	3 rd	Strategic Management (Elective I)	MS-731	3
13.		Applied Research Methods(Elective II)	MS-732	3
		Leadership & Management(Elective III)	MS-733	3
14.		Specialization I		3
		Specialization II		3
15.				
Total Credit Hours				15
S.NO	SEMESTER	COURSE TITLE	COURSE	CREDIT

			CODE	HOURS
		Operations Management (Elective IV)	MS-734	3
16.	4th	Specialization III		3
17.		Specialization IV		3
18.		Research Thesis		6
19 & 20.				
Total Credit Hours				15

NOTE: The students with business background will be exempted for first two semesters.

Course Codes for Specialization Subjects : From MS-741 till 749

Semester 1st

Course Name: Introduction to Management	Course Code: MS-711
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 management 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 and management. 2. Explain factors that influence the business environment. 3. Identify the types of business 4. Examine the key functions of management. 5. Describe the role of product, price, place and promotion in marketing. 6. Hold informed conversations with functional specialists and understand how to draw effectively on their expertise in managing organizations. 7. Understand the relevance of the western management principles and theories, for local settings. 	
Week	Module
Week 1	<p>Introduction to Management</p> <p>What is an Organization</p> <p>The Management Process</p> <p>Meaning and Definition of business</p> <p>Nature of business</p> <p>Importance of business</p>
Week 2 & 3	<p>Legal forms Of Business Organization</p> <p>Sole proprietorship(definition, characteristics, advantages and</p>

	<p>Disadvantages)</p> <p>Partnership (definition, characteristics, advantages and disadvantages, kinds of partners, partnership agreement)</p> <p>Corporation.</p>
Week 4	<p>Managerial Job Types</p> <p>Management Skills</p>
Week 5	<p>Managerial departments</p> <p>Marketing</p> <p>Human resource</p> <p>Finance</p> <p>Research and development</p>
Week 6	<p>Planning</p> <p>Goals and their kinds</p> <p>Organizational Goals and their types</p> <p>Management by objectives (MBO)</p>
Week 7	<p>The concept of Strategic Management</p> <p>Strategic Management Process</p>
Week 8	<p>Organizing</p> <p>Organization Structure</p> <p>The Organization Culture</p> <p>The Organization Environment</p> <p>a. Internal Environment</p> <p>b. External Environment</p>

Week 9	Mid Term Examinations
Week 10 & 11	<p>Motivation and its theories</p> <p>a. Content Perspective of Motivation (Maslow Hierarchy, ERG, 2 Factor Theory)</p> <p>b. Process Perspective of Motivation (Expectancy Theory, Equity Theory)</p> <p>c. Reinforcement Perspective (Types of Reinforcement, Reinforcement Theory)</p>
Week 12	<p>Groups and Teams in Organization</p> <p>Types of Groups and Teams</p> <p>Group and Team Development Process</p>
Week 13	Leadership and Power
Week 14 & 15	<p>Control</p> <p>Types of Control</p> <p>Levels of Control</p> <p>The Control Process</p>
Week 16	<p>Decision Making</p> <p>Manager as Decision Makers</p> <p>Steps in an Effective Decision making Process</p>
Week 17	Presentation week
Week 18	Final Term Examinations

Recommended Books:

Nisaruddin: "Business Organization", Lahore (National Publishing Corporation)

Barry I Reese & James p o Grady: 1991, "Business", Boston, Houghton Mifflin Co.

Veron a Musselman & Eugene Hughes: "Introduction to Modern Business", N.Y McGrawHill

Introduction to Management by Ricky W. Griffin

Course Name: Fundamentals of Marketing		Course Code: MS-712
Course Structure: Lectures: 3, Labs: 0		Credit Hours: 3
Prerequisites: None		
<p>Course Objectives</p> <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> <p>Indented Learning Outcomes</p> <p>By the end of this course it is expected that the student will be able:</p> <ol style="list-style-type: none"> 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	<p>Introduction to Marketing</p> <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 <ul 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

	<ul style="list-style-type: none"> • Wholesale Functions in Distribution
Week 13 and 14	Promotion and Advertising <ul style="list-style-type: none"> • Overview and importance • Promotion Approaches • Advertising Tools • Promotional Mix • POP 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"> ❖ Part of Business Plan ❖ 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	
3. Principles of Marketing by Philip Kotler and Gary Armstrong- 11 th Edition	

Course Name: Financial Accounting	Course Code: MS-713
Course Structure: Lectures	Credit Hours: 3
Objectives	
<ul style="list-style-type: none"> • 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. To learn and practice accounting for cash, receivables, inventories, fixed assets and depreciation. 	

Intended Learning Outcomes (ILOs)

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.
5. Preparation of bank reconciliation and understanding inventory valuation methods and depreciation methods.

Course Outline

Week	Module
Week 1&2	Accounting information for decision making <ul style="list-style-type: none">• Accounting Definition• Accounting system• Standards for the preparation of accounting system<ul style="list-style-type: none">-----GAAP-----IFRS• Accounting information: A Means To An End• Types of Accounting Information• Decision making by External Parties• Decision making by Internal Parties• Financial Accounting Standard Board• Securities and Exchange Commission• Audit
Week 3 and 4	Basic Financial Statements <ul style="list-style-type: none">• Balance sheet• Income Statement• Cash- Flow Statement• Exercise and problems
Week 5 and 6	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 7	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 8	<ul style="list-style-type: none"> • Adjusting entries • Exercises and problems
Week 9	Mid term examination
Week 10 and 11	<ul style="list-style-type: none"> • The Adjusted Trial Balance • Preparing Financial Statements • Closing entries • After- Closing Trial Balance • Exercises and problems
Week 12 and 13	Accounting for merchandising activities <ul style="list-style-type: none"> • 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 • Transactions relating to purchase and sales
Week 14	Financial Assets <ul style="list-style-type: none"> • Meanings of cash • Bank statements • Bank reconciliation statement Inventory and the cost of goods sold <ul style="list-style-type: none"> • Specific identification • Cost flow assumptions • Average-cost method
Week 15	<ul style="list-style-type: none"> • First-In, first-out method • Last-In, first-out method • Average cost method
Week 16 & 17	Plant, assets and depreciation <ul style="list-style-type: none"> • Causes and Methods of Depreciation

	Straight line method Half year convention Double declining balance method 150 percent declining balance method MACRS
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: Business Mathematics	Course Code: MTH-706
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: <ol style="list-style-type: none"> 1. Mathematical Function 2. Building and solving linear and quadratic equations 3. Types of functions 4. Matrices and its applications 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 <ul style="list-style-type: none"> • Cheryl Cleaves, Business Maths, Pearson(LatestEdition) • Burton, Shelton, Business Maths using Excel, South-Western Cengage Learning 	

Course Name: Principles of Microeconomics	Course Code: ECO- 701
Course Structure: Lectures – 3	Credit Hours: 3
Pre-requisites: None	

Course objectives

This course is designed to introduce key microeconomics concepts and techniques applicable as tools for rational economic decision-making within the micro framework. The course aims to demonstrate the relevance and usefulness of economic analysis to real world business situations. Emphasis is placed on optimal decisions making within the firm and the strategic relationship with other business. The goal of the course is to provide an introduction to microeconomics. Using microeconomics theory, the students will be able to understand the concepts of demand and supply, the price determination in the market, firm behavior and the structure of the markets.

Indented Learning Outcomes

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

- 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 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: Business Finance	Course Code: MS-714
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	<p>An Overview of Business Finance</p> <ul style="list-style-type: none">• Finance a quick look. <p>What is financial management</p> <ul style="list-style-type: none">• Business finance and financial manager.• Forms of business organization. (Sole proprietorship, partnership, corporation)• Goals of the firm.

	<ul style="list-style-type: none"> Agency problem.
Week 03&4	<p>Time Value of Money</p> <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

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

2.	Jemes C. Vanhorne: Fundamentals of Financial Management
3.	Eugene F. Brigham: Fundamentals of Financial Management
4.	Brealey, R. A. & Myers, Principles of corporate finance

SEMESTER 2nd

Course Name: Business statistics	Course Code: STAT- 701
Course Structure:	Credit Hours: 03
Requisites: Name:	

Learning Objectives:

To give the basic knowledge of Statistics to the students not majoring in Statistics

Intended Learning Outcomes:

- After completion of this course the student should be able to:
- Understand the use of the essential tools of basic Statistics;
- Organize and display the data through tables and graphs.
- Understand and differentiate between the types of data and variables.
- Evaluate and Interpret basic descriptive statistics.
- Apply the concepts and the techniques in their respective disciplines.

Course Outlines	
	Modules

Week 1	Introduction to Statistics Nature and scope of Statistics <ol style="list-style-type: none"> a. Population b. Sample c. Descriptive and inferential statistics d. Variable and constant e. Discrete and continuous variables
Week 2	Data Observations Primary and secondary data Collection of data Editing of data Classification of data
Week 3	Presentation of data <ol style="list-style-type: none"> a. Introduction b. Tabulation c. Constructing a frequency distribution d. Examples
Week 4	Graphical display <ol style="list-style-type: none"> a. Diagrams b. Simple bar chart c. Multiple bar chart d. Component bar chart e. Pie diagram f. Graphs and their construction g. Histogram h. Frequency polygon i. Frequency curve j. Ogive
Week 5	Measure of central tendency <ol style="list-style-type: none"> a. Different types of averages b. Mean (for group and ungrouped data) <ol style="list-style-type: none"> 1. Arithmetic mean

	<ul style="list-style-type: none"> 2. Geometric mean 3. Harmonic mean
Week 6	<ul style="list-style-type: none"> a. Median (for group and ungrouped data) b. Mode(for group and ungrouped data) c. Relative merits and demerits of various averages d. Properties of good averages
Week 7	<p>Measure of dispersion</p> <ul style="list-style-type: none"> a. Introduction b. Absolute and relative measures c. The semi-interquartile range d. The mean deviation

Week 8	Mid-term examination
Week 9	<ul style="list-style-type: none"> a. Variance and standard deviation b. Interpretation of standard deviation c. Coefficient of variation d. Properties of variance and standard deviation
Week 10	<p>Regression</p> <ul style="list-style-type: none"> a. Introduction b. Simple linear regression c. Examples
Week 11	<p>Correlation</p> <ul style="list-style-type: none"> a. Correlation b. Pearson product of moment correlation coefficient c. Examples

Week 12	Sampling and Sampling Distributions <ul style="list-style-type: none"> • Introduction • sample design and sampling frame • statistics vs parameters • Probability and non-probability sampling • Sampling with and without replacement
Week 13	<ul style="list-style-type: none"> • Sampling and non-sampling errors • sampling bias • sampling error • Sampling distributions for single mean. • Importance of sampling
Week 14	Hypothesis Testing <ol style="list-style-type: none"> a. The logic of hypothesis tests b. translating a research question into null and alternative hypotheses c. P-values d. Type I and Type II errors e. General procedure of hypothesis testing
Week 15	Testing of hypothesis about single mean (z and t-test) <ol style="list-style-type: none"> a. Introduction b. Testing of hypothesis c. Examples
Week 16	Testing of hypothesis about difference of mean <ol style="list-style-type: none"> d. Introduction e. Testing of hypothesis f. Examples
Week 17	Student's presentation + Quizzes
Week 18	Final term examination

Books Recommended:

1. Chaudhry, S.M.and Kamal, S. (1996), "Introduction to Statistical Theory" Parts I & II, 6th ed, Ilmi Kitab Khana, Lahore, Pakistan.

2. Chaudhry, S.M. and Kamal, S. (1996), "Introduction to Statistical Theory" Parts I & II, 6th ed, Ilmi Kitab Khana, Lahore, Pakistan.
3. Clark, G.M and Cooke, D. (1998), "A Basic Course in Statistics" 4th ed, Arnold, London.
4. Mclave, J.T., Benson, P.G. and Snitch, T. (2005) "Statistics for Business & Economics" 9th ed. Prentice Hall, New Jersey.
5. Spiegel, M.R., Schiller, J.L. and Sirinivasan, R.L. (2000) "Probability and Statistics", 2nd ed. Schaums Outlines Series. McGraw Hill. NY.
6. Walpole, R.E., Myers, R.H and Myers, S.L. (1998), "Probability and Statistics for Engineers and Scientist" 6th edition, Prentice Hall, NY.

Course Name: Marketing Management	Course Code: MS-721
Course Structure: Lectures: 3, Lab:0	Credit Hours: 3
<p>COURSE DESCRIPTION/OBJECTIVES</p> <p>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.</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. 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 implications 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	<p>Marketing: An Overview</p> <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	<p>Marketing Information Systems</p> <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	<p>Consumer Markets and Consumer Behavior Analysis</p> <ul style="list-style-type: none"> * Introduction * Buying Roles and Buying Behavior

	<ul style="list-style-type: none"> * 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	<p>Types of Markets</p> <ul style="list-style-type: none"> * The Industrial Market * The Reseller Market * The Government Market
Week 7 & 8	<p>Segmenation,Targeting and positioning</p> <ul style="list-style-type: none"> * An Introduction * Market Segmentation * Levels of Market Segmentation * Patterns of Market Segmentation <p>Internal Assessment</p>
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	<p>The Product Strategies</p> <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	<p>Pricing Strategies and Policies</p> <ul style="list-style-type: none"> * Procedure for setting prices * Adapting the Price * Initiating and Responding to Price Changes
Week 16	<p>The Marketing Channel Decisions</p> <ul style="list-style-type: none"> * Retailing and Wholesaling <p>Promotional Strategies</p> <ul style="list-style-type: none"> * Developing Effective Marketing Communication * The Communication Tools <ul style="list-style-type: none"> a. Advertising b. Sales Promotion c. Public Relations and Publicity d. Personal Selling e. Direct Marketing
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.	

Course Name: Cost Accounting	Course Code:MS-722
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: Principles of Macroeconomics	Course Code: ECO-702
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> <ol style="list-style-type: none"> 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.

Week	Lecture	Content
1	Lecture 1	Chapter 1. KEY CONCEPTS OF MACROECONOMICS Definition of macroeconomics, Objectives and instruments of macroeconomics.
	Lecture 2	Tools of macroeconomics policy.
2	Lecture 1	Aggregate demand and supply.
	Lecture 2	Chapter 2: MEASURING ECONOMIC ACTIVITY. Concepts of National Income.
3	Lecture 1	Measurement of National Income. GDP, NDP, GNP & NNP, Personal Income & Disposable Personal Income
	Lecture 2	GDP Deflator and a real GDP National Income as a measure of economic welfare
4	Lecture 1	Tests / Presentations in Chapter 1 and Chapter 2
	Lecture 2	Chapter 3: CONSUMPTION AND INVESTMENT. Consumption, Income and saving.
5	Lecture 1	Consumption Function. Saving Function.
	Lecture 2	The Marginal Propensity to Consume and Average Propensity to consume The Marginal Propensity to Save and Average Propensity to save
6	Lecture 1	Determinants of Consumption
	Lecture 2	Determinants of Investment (Rate of interest, MEC)
7	Lecture 1	Chapter 4: INCOME AND EMPLOYMENT DETERMINATION Classical approach.
	Lecture 2	Modern approach (Keynesian)
8	Lecture 1	Tests / Presentations in Chapter 3
	Lecture 2	Tests / Presentations in Chapter 4
Week 9 Mid Term Examination		
10	Lecture 1	Chapter 5: MULTIPLIER AND ACCELERATOR Investment Multiplier
	Lecture 2	Tax multiplier,

11	Lecture 1	foreign trade multiplier
	Lecture 2	super multiplier
12	Lecture 1	Tests / Presentations in Chapter 5
	Lecture 2	Chapter 6. FISCAL AND MONETARY POLICIES Fiscal Policy Tools and objectives
13	Lecture 1	Monetary Policy: tools & objectives
	Lecture 2	Tests / Presentations in Chapter 6
14	Lecture 1	Tests / Presentations
	Lecture 2	Tests / Presentations
15	Lecture 1	Chapter 7. INFLATION Nature and kinds.
	Lecture 2	Inflationary and deflationary gaps.
16	Lecture 1	Inflation and unemployment
	Lecture 2	Tests / Presentations in Chapter 7
17	Lecture 1	Presentations
	Lecture 2	Presentations
18		Final term Examination

Course Name: Human Resource Management	Course Code: MS-715
Course Structure: Lectures	Credit Hours:3
Prerequisites:	
Course Description	
<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</p>	

resource. It will shed light on the basic tenets of human resource management given by Quraʿn and Sunnah. The students will also be encouraged to compare and contrast the human resource practices suggested in their text books and the practices critical for achieving success from indigenous perspective.

Intended Learning Outcomes (ILOs)

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

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

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. By Luis R. Gomez Mejia, David B. Balkin, Robert L. Cardy Managing Human Resources.	

Course Name: Financial Management	Course Code: MS-723
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>	
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 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.

	<ul style="list-style-type: none"> • 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. 	

SEMESTER 3rd

STRATEGIC MANAGEMENT

Course Name: Strategic Management	Course Code: MS-731
Course Structure: Lectures: 3	Credit Hours: 3
Course Description	
<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>	
Intended Learning Outcomes	
<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 action2. 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 manner7. 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 * 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 * Introduction * The Nature of External Audit * Key External Forces
Week 4 & 5	* Competitive Analysis: Porter's Five Forces Model * Industry Analysis: The External Factor Evaluation (EFE) Matrix The Internal Audit * The Nature of Internal Audit * Key Internal Forces
Week 6& 7	* 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 * Types of Strategies * Levels of Strategies (a) Integration Strategies (b) Intensive Strategies (c) Diversification Strategies

	(d) Defensive Strategies
Week 12 & 13	Strategy Analysis and Choice * The Nature * A Comprehensive Strategy Formulation Framework (a) The Input Stage (b) The Matching Stage * SWOT Matrix * SPACE Matrix
Week 14 & 15	* 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	

.Course Name: Applied Research Methods		Course Code:732
Course Structure: Lectures: 3		Credit Hours: 3
Course Contents		
Week	Module	
Week 1	What is Research?	

	<p>What is Business Research?</p> <p>Types of Business Research</p> <ol style="list-style-type: none"> a. Applied b. Basic <p>Distinction Between Types of Business Research</p>
Week 2	<p>What is scientific Research?</p> <p>Hallmarks of Scientific Research</p> <p>An Overview to Business Research Process</p>
Week 3	<p>Step 1: Observation- Identifying Broad Problem Area</p> <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> <ol style="list-style-type: none"> a. Nature of the data to be collected <ol 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	<ol style="list-style-type: none"> b. Literature Review <ol style="list-style-type: none"> i. Reasons for Literature Survey ii. Conducting Literature Survey iii. Identifying Relevant Resources

	<ul style="list-style-type: none"> iv. Extracting Relevant Information v. Writing up Literature
Week 5	<p>Step 3: Problem Definition</p> <ul style="list-style-type: none"> a. Definition b. Defining the Real Problem c. Writing the Problem Statement
Week 6	<p>Step 4: Theoretical Framework</p> <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	<p>Step 5: Generation of Hypotheses</p> <ul style="list-style-type: none"> a. Definition b. What is Null and Alternative Hypotheses c. Writing Hypotheses <p>Step 6: Scientific Research Design</p> <ul style="list-style-type: none"> a. Purpose of Study <ul style="list-style-type: none"> i. Exploratory ii. Descriptive iii. Explanatory (Hypotheses Testing)

Week 8	<p>b. Types of Investigation</p> <ul style="list-style-type: none"> i. Causal ii. Correlation iii. Group Differences <p>c. Extent of Researcher Interference</p> <ul style="list-style-type: none"> i. Minimal ii. Manipulation <p>d. Study Setting</p> <ul style="list-style-type: none"> i. Contrived ii. Non- Contrived <p>Internal Assessment</p>
Week 9	Mid Term Examination
Week 10	<p>e. Measurement</p> <ul style="list-style-type: none"> i. How variables are Measured 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	<p>f. Data Collection Methods</p> <ul style="list-style-type: none"> i. Interviews: Structured, Semi Structured, Unstructured, Face to

	<p>Face, Telephonic Interviews</p> <p>ii. Questionnaire and Its Design</p> <p>a. Definition</p> <p>b. Design Guidelines</p> <p>c. Principles of Measurement</p> <p>d. Pilot Testing</p> <p>iii. Observation : Participant, Non Participant, Structured, Non Structured</p> <p>g. Time Horizon (General Concept no detailed as in book)</p> <p>i. Cross sectional</p> <p>ii. Longitudinal</p>
Week 13	<p>h. Sampling Plan</p> <p>i. Definition of Target Population</p> <p>ii. Definition of Element</p> <p>iii. Definition of Population Frame</p> <p>iv. Definition of Sample and Subject</p> <p>v. Sampling</p> <p>a. Probability: Simple Random, Systematic, Cluster, Stratified Random (Don't go for proportionate and disproportionate)</p>
Week 14	<p>b. Non-Probability: Purposive, Judgmental, Quota</p> <p>c. Determining the Sample Size</p> <p>vi. Unit of Analysis</p> <p>a. Individuals, Groups, Organizations</p>

	<p>i. Editing, Coding and Data Entry(in SPSS)</p> <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
<p>Textbooks:</p> <p>1. Business Research Methods by Uma Sekaran</p>	

SEMESTER 4th

Course Name: Operations Management	Course Code: MS-734
Course Structure: Lectures: 3:, Lab:0	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 ManagementbyJack R.Meredith andScottM.Shafer

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

OperationsManagement:CreatingValueAlongtheSupplyChainbyRobertaS.Russell andBernardW.Taylor

Levels of Specialization Subjects

HRM

- Training and Development
- Recruitment & Selection
- Leadership
- Conflict Management
- Performance and Compensation Management
- Group Dynamics
- Contemporary issues in HR
- Change management
- Industrial relations
- International HRM
- Workplace Diversity management
- Reward Management
- Organizational Transformation & Development

FINANCE

- Investment Analysis and Portfolio Management
- Islamic Finance
- Corporate Finance
- Financial Statement Analysis
- Banking Law & Practices in Pakistan
- Financial Risk Management
- Financial Reporting and Analysis

- Strategic Financial Management
- Auditing
- Taxation
- Financial Markets & Institutes
- Behavioral Finance

MARKETING

- Advertising
- Brand Management
- Integrated Marketing Communication
- Consumer Behavior
- Sales Management
- Seminar in Marketing
- International Marketing
- Social Media Marketing
- Services Marketing
- Marketing for non profit organization
- Marketing Research

Finance Specialization

Course Name: Investment Analysis and Portfolio Management.	Course Code:
Course Structure: Lectures:3, Lab:0	Credit Hours: 3
Prerequisites: None	
Objectives <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</p>	

allocate funds in a hypothetical portfolio. Major topics include estimation of capital market parameters, trade-off between risk and return, optimal portfolio selection, equilibrium asset pricing models, and delegated portfolio management. Emphasis will be put on development of techniques that should be part of the tool kit of those interested in becoming professional investors and/or researchers in finance. The course material is tilted heavily towards equity markets since there are separate courses that cover fixed income markets and derivative securities

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

	<ul style="list-style-type: none"> • 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:	

Course Name: Islamic Finance (FIN spec)		Course Code:
Course Structure: Lectures 3		Credit Hours: 3
Prerequisites: None		
Course Objective		
<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 		
INTENDED LEARNING OUTCOMES		
<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	

financial reporting and analysis

Course Name: Finanacial Reporting and Analysis	Course Code:
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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>? Underlying issues and objectives of financial reporting:</p>
	<p>Conceptual Framework</p> <p>? The history of conceptual framework</p> <p>? Major Issues on agenda</p> <p>? Rule based vrs. Principal based standards debate</p>
	<p>Important IAS and IFRS</p> <p>? 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>? IAS 2 Inventories</p> <p>? IAS 7 Statement of Cash Flows</p> <p>? IAS 38 Accounting for Research and Development Activities</p> <p>? IAS 18 Revenue</p> <p>? IAS 36 Impairment of Assets</p>
Week 07, 08 & 09	<p>Preparation of Financial Statements</p> <p>? Balance Sheet</p> <p>? Profit and Loss Account / Income Statement</p>
Week 09	<p>Mid Term Examinations</p>

	<p>Earnings Management</p> <ul style="list-style-type: none"> ② Incentives that might induce the company mgt. to manipulate earnings. ② Fraud triangle ② Risk factors related to attitude and rationalization that may lead to fraudulent accounting. ② Common accounting warning signs and methods of detecting them. ② Accounting shenanigans on cash flow statement.
	<p>Financial analysis techniques</p> <ul style="list-style-type: none"> ② Ratio analysis ② Common size financial statements ② Charts in financial analysis
	<ul style="list-style-type: none"> ② Limitations of ratio analysis ② Activity, liquidity, solvency, profitability and valuation ratios
	<p>Financial Statement Analysis: Applications</p> <ul style="list-style-type: none"> ② Company's past financial performance evaluation and finding company's strategy reflected in past financial performance. ② Basic projection of a company's future net income and cash flow. ② Role of financial statement analysis in assessing the credit quality of a potential debt investment. ② Financial statement analysis in screening for potential equity investments.
<p>Week 18</p>	<p>Final Examinations</p>

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

AUDITING

Course Name: Auditing	Course Code:
Course Structure: Lectures	Credit Hours: 3
Prerequisites:	
Course Description <p>Audit comprises a fundamental component of the recurrent and strategic activities of nearly all professional occupations. While a small group of jobs focus exclusively on internal and external audit tasks, the majority of commerce graduates will utilize the principles and practices of risk assessment, internal control, systems evaluation and forensic accountability in their professional lives. This course thus aims to provide an introduction to the principles and practices of auditing. In this context, it will also outline and critically examine contemporary audit issues and challenges.</p>	
Intended Learning Outcomes <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 concepts2) Apply a range of audit procedures3) 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
<p>Recommended Books Auditing and Assurance Services in Australia (6th Edition). Authors: Gay, G. and Simnett, R. Date of Publication: 2015 Publisher: McGraw-Hill Australia</p> <p>Understanding the New Auditing Standards Related to Risk Assessment American Institute of Certified Public Accountants 2006. New York</p>	

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 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 fundamentals of finance in a right way in the corporation so the goal of the corporation is easily achieved.</p>	
LEARNING OUTCOMES	
<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 participants should be able:</p>	

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:

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 Negotiable Instruments Act,1881 Banker’s Books Evidence act,1891
Week 4	Commercial Banks <ul style="list-style-type: none">• Nationalization of banks• Privatization of banks
Week 5	Specialized credit institutions –National <ul style="list-style-type: none">▪ Industrial development bank of Pakistan (IDBP)

	<ul style="list-style-type: none"> ▪ 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 • Termination of relationship • Notice by a banker
Week 11	<p>Cheques And Their Payment</p> <ul style="list-style-type: none"> • Definition of a cheque • The requisites of a cheque • Parties to a cheque • Payments of cheques
Week 12	<p>Crossed cheques and their collection</p> <ul style="list-style-type: none"> • General crossing • Special crossing

	<ul style="list-style-type: none"> • Advantages of crossing • Collection of crossed cheques • Protection to collecting banker
Week 13	<p>Other Banking Instruments</p> <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	<p>Principles and Forms of Lending</p> <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	<p>Advances against immovable property</p> <p>Definition of mortgage</p> <p>Kinds of mortgage</p>
Week 17	Revision & Viva or Presentation
Week 18	Final Term Examinations
<p>Recommended Books:</p> <p>Practice and law of banking in Pakistan by Dr. Asrar H. Siddiqi</p>	

Course Name: Training and Development		Course Code:
Course Structure:		Credit Hours:
Course Outline		
Week	Module	
Week 1 & 2	Introduction <ul style="list-style-type: none"> • What is training • Training design process 	
Week 3 & 4	Learning <ul style="list-style-type: none"> • Learning outcomes • Learning theories • Learning process • Learning style 	
Week 5 & 6	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 	
Week 7 & 8	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 • Knowledge management • Four models of knowledge sharing 	
Week 9	Mid Term Examinations	
Week 10 & 11	Traditional methods <ul style="list-style-type: none"> • Presentation methods • Hands on methods • Group building methods • Action learning • Choosing training methods 	
Week 12 & 13	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 	

	<ul style="list-style-type: none"> • Simulations and types • Distance learning
Week 14 & 15	Training Evaluation <ul style="list-style-type: none"> • Reasons for evaluating training • Types of Evaluation Design • Outcomes used in evaluation training programs • Evaluation process
Week 16 & 17	Training Trends Training and Development From a Change Model Perspective Key issues in implementing change Managers' misconceptions about training
Week 18	Final examinations
Recommended Books: <ol style="list-style-type: none"> 7. Employee Training & Development (5th edition) by Raymond. A Noe 8. Training & Development (N. Ramaswami) 1992 9. Management training in organizations (Ishwar Dayas) 1989 10. Training strategy (Martyn Sloman) 1996 11. Applied Psychology in KRM, Wayne F. CASCIO (Fifth Edition) 12. Creative Training Techniques Handbook by Robert W. Pike, CSP 	

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: <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 	

<p>structured employment interviews</p> <p>9. Critically evaluate the recruitment and selection practices being used by organizations.</p> <p>10. Contribute to the improvement of an organization's recruitment and selection practices.</p> <p>These learning objectives will be accomplished through lectures, videos, discussions, and projects.</p>	
Week 01, 02	<p>Introduction to Recruitment and Selection</p> <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 needs
Week 03	<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 04, 05	<p>Measurement, Reliability and Validity</p> <ul style="list-style-type: none"> • Role of Measurement: Criteria and Predictors • Considerations in the choice of selection techniques • Reliability • Validity and its types • Validation process • Biasness and fairness
Week 06, 07	<p>Legal Issues</p> <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

	<p>undue hardship</p> <ul style="list-style-type: none"> • Outreach Recruiting
Week 08	<p>Job Analysis and Competency Models</p> <ul style="list-style-type: none"> • Steps in Job Analysis • Job description • Job specification • Methods to collect job analysis information • Competencies
Week 09	Midterm Exam
Week 10, 11	<p>Recruitment & Selection and Job Performance</p> <ul style="list-style-type: none"> • Job performance • Job performance domain and dimensions • Multi –dimensional model of job performance • Counterproductive Work Behaviours • Measuring performance: effective performance measures • Objective performance measures • Subjective performance measures
Week 12	<p>Applicant Screening</p> <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	<p>Ability Tests and Personality Assessment</p> <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	<p>Performance Tests, Assessment Centers, Integrity Testing, and Drug Testing</p> <ul style="list-style-type: none"> • Work samples and simulation tests, • Situation exercises, • Assessment centres • Honesty test • Drug and alcohol tests,
Week 16, 17	<p>The Selection Interview</p> <ul style="list-style-type: none"> • Types of interview • Interview formats • Interview content: types of questions • Individual interviews and

	computerized interviews <ul style="list-style-type: none"> • Factors affecting interviews • Designing and conducting interviews • How to conduct an effective interview 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: Leadership	Course Code:
Course Structure: Lectures	Credit Hours: 3
Prerequisites: None	
<p>Objectives</p> <p>Leadership is not a new concept and has been discussed for years. One main difference between leadership and management is the process of obtaining results through individuals. Management relates to planning, organizing, controlling and implementing work to obtain desired results. Leadership takes the process a step further by involving how the employees think and feel. Leadership has been conceived as the focus of group processes, as a matter of personality, as a matter of inducing compliance, as the exercise of influence, as particular behaviors, as a form of persuasion, as a power relation, as an instrument to achieve goals, as an effect of interaction, as a differentiated role, as initiation of structure, and as many combinations of these definitions. Effective leaders are critical to the success of an organization, and leadership development is important to develop good leaders</p> <p>This course examines the vital role that leadership plays at all levels within a business organization. Students will discover the importance of leadership potential as a key to sustained professional and organizational excellence. Exposure to thought-provoking cases, exercises and literature will heighten students' awareness of the need to develop strong leadership skills in dealing with dynamic and culturally diversified organizations and communities of global world.</p> <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
Week 1 & 2	Introduction to leadership	Define Leadership. Leadership Managerial Roles Leadership theories Level of Analysis of Leadership Theory

Week 3 & 4	Leaders as an individuals: <i>A personal side of Leadership</i>	Explore the relationship personality and traits Traits of Effective Leaders Big five model of personality Leadership Attitudes Achievement motivation theory Leadership styles based on attitudes
Week 5 & 6	Leadership styles	Explore different leadership styles University of Iowa leadership Model University of Michigan leadership model Ohio State University Leadership model Blake, Mouton & Mccanse Leadership model
Week 7 & 8	Power, Politics, Networking and Negotiation	Influence and power Sources of Power Types of Power Politics Common organizational political behaviors: networking, coalitions and reciprocity
Week 9	Mid term	
Week 10 & 11	Leading Through Vision	Transformational leadership charismatic leadership Personal meaning Weber's conceptualization of charisma Transactional leadership Transformational vs charismatic leadership
Week 12 & 13	Motivation	. Motivation Process Types of Motivation theories Content Motivation theories Process Motivation theories
Week 14 & 15	Leader follower relationships	Evolution of Dyadic Theory Dyadic Approach: Stages of development Out group characteristics In group characteristics Leader-member exchange (LMX) Team building Systems and networks Stages for developing positive LMX Effective follower-leader feedback and guidelines Followership types Factors that determine follower influence Dual role of being follower and leader

Week 16 & 17	Strategic Leadership and change management	Effective strategic leadership & failure Strategic management Process of strategic management Need for change Role of leadership in implementing change Change management process Why people resist change Recommendations for minimizing resistance to change
18	Final Exam	

Course Name Conflict Management (HR spec)	Course Code:
Course Structure: Lectures 3	Credit Hours:3
Prerequisites: None	

Week01	Nature of Conflict
Week02	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

Course Name: Performance and Compensation Management (HR spec, Research Elective)	Course Code:
Course Structure: Lectures 3	Credit Hours:3
prerequisites: None	
Course objectives:	
<p>The modern business and non-profit organizations demand high caliber of human resource providers and planners equipped with sound knowledge of personnel policies and procedures to motivate the workforce for higher efficiency and maximum productivity. In considering the demand, this course is designed to give an overview of current ideas and issues in Human Resource Development. The core objective of the course is to provide students with clear thinking and understanding of how to appraise and compensate human resource.</p>	
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, 02	Performance management Performance appraisal Compensation management Compensable factors
Week03, 04	Traditional Bases for Pay : Seniority and Merit
Week05,06	Incentive pay
Week07, 08	Person focused pay
Week09	Mid-term exams
Week10, 11	Building Internally Consistent Compensation Systems
Week12, 13	Building Market competitive compensation systems
Week 14, 15	Compensating the flexible workforce: contingent employees and flexible work schedules

Week 16 & 17	Workplace benefits Compensation Laws
Week18	Final exam
Recommended Books:	
<ul style="list-style-type: none"> • Strategic Compensation (HRM Approach) by Joseph J. Martocchio • 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: Group Dynamics	Course Code:
Course Structure: Lectures: 3	Credit Hours: 3
<p>COURSEDESCRIPTION</p> <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> <p>INTENDED LEARNINGOUTCOMES</p> <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	<p>Chapter 1:Introduction to Group dynamic</p> <ul style="list-style-type: none"> ➤ Nature of groups ➤ Nature of group dynamics
Week03, 04	<p>Chapter 2: Studying Group</p> <ul style="list-style-type: none"> ➤ Measurements in group dynamics ➤ Research Methods in Group Dynamic ➤ Theoretical Perspectives in Group Dynamics
Week05&06	<p>Chapter 3: Formation</p> <ul style="list-style-type: none"> ➤ Joining Groups ➤ Affiliation ➤ Attraction
Week07,08	<p>Chapter 4: Inclusion and Identity</p> <ul style="list-style-type: none"> ➤ Isolation to Inclusion ➤ Individualism to Collectivism ➤ Personal Identity to Social Identity
Week 09	Mid Term Examinations
Week10&11	<p>Chapter 5: Cohesion and Development</p> <ul style="list-style-type: none"> ➤ The Nature of Cohesion ➤ Developing Cohesion ➤ Consequences of cohesion
Week12, 13	<p>Chapter 6: Structure</p> <ul style="list-style-type: none"> ➤ Norms ➤ Role ➤ Inter member relations
Week14, 15	<p>Chapter 7: Decision Making</p> <ul style="list-style-type: none"> ➤ The functional Perspective ➤ Groups as Imperfect Decision Makers ➤ Victims of Group thinking
Week 16, 17	<p>Chapter 8: Teams</p> <ul style="list-style-type: none"> ➤ Working together In teams ➤ Building the team ➤ Working Teams ➤ Team performance

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

Course Name Contemporary Issues in HR (HR spec)	Course Code:
Course Structure: Lectures 3	Credit Hours:3
Prerequisites: None	
<p>COURSE OBJECTIVES</p> <p>This course critically examines a range of contemporary issues in human resource management (HRM) theory and practice. We will examine ways in which HRM can have real influence on individual and organisational outcomes.</p> <p>INTENDED LEARNING OUTCOMES:</p> <p>To be able to identify contemporary issues in the field of human resource management (HRM) and determine the implications for organizations</p> <p>To understand the complexities of organisational functioning and issues facing contemporary workplaces and in particular behavioural issues that occur within organisations. This is achieved using a format of lectures and interactive reflection incorporating student’s opinions.</p> <p>To evaluate the nature of contemporary organisations and key aspects of the management of people within organisations.</p> <p>COURSE CONTENT</p>	

Week01	Career, traditional career, contemporary career perspective, and globalization
Week02	Work life balance
Week03	Psychological Capital and other types of capital
Week04	Workplace Bullying
Week05	Flexible work arrangements
Week06	Talent management
Week07	Organization learning
Week08	Learning organization
Week09	Mid-Term
Week10	Psychological Contract and types

Week11	Green HRM
Week12	HRM and electronic era
Week13	Employer Branding
Week14	Corporate Social Responsibility and Ethics
Week15	Diversity Management
Week16	Managing emotions at workplace
Week17	Knowledge Management Conflict Management
Week18	Final Exams

Recommended Book:

Armstrong, M. (2012). A handbook of human resource practice (12th edition). London: Kogan Page Limited

Course Name: Change Management	Course Code:
Course Structure: Lectures	Credit Hours:
<p>Learning outlines:</p> <p>This course is geared toward deepening your understanding of the challenges, the techniques, and the problems associated with initiating and implementing major change in an organization. Throughout the course, the objective will be to prepare managers, or their consultants and advisers, to meet the challenges of organizational change successfully. The focus of this course will be on the theoretical concepts of change management and the application of these concepts in organizational strategies and decision makings. While we will cover the macro (organizational) level of change, we will also focus on the micro (individual) level of change and how you, as a manager/consultant, can lead change through your actions and through others. The objectives of this course are; teaching practical and applicable change management skills to equip students to proactively engage with change processes in the workplace, as well as improving the student's self-confidence to use change management tools and models to design appropriate change plans for their workplace</p>	
Week	Module
Week 1 & 2	Organizational Change Management: Understanding Organizational change and Transformation, Transformation Strategies, Process of Organizational Transformation, Perspectives of Organizational Change.

Week 3 & 4	<i>Models of Organizational Change:</i> Process-based Change Models, Content-based Change Models, Individual Change Models, Integration of Change Models
Week 5 & 6	<i>Communicating Change and Process of Change</i> <i>Management:</i> Change Management Process, Phases of the Change Management Process.
Week 7 & 8	<i>Resistance to Change:</i> Concept of Resistance to Change, Forms of Resistance, Reactions to Change, Resistance to Organizational Change Initiatives, Overcoming the Resistance to Change, Techniques to Overcome Resistance
Week 9	Mid Term Examinations
Week 10 & 11	<i>Implementing Change:</i> Implementation of Change, the Delta Technique, Developing an Implementation Plan, Gaining Support and Involvement of Key People, Developing Enabling Organizational Structures, Celebrating Milestones
Week 12 & 13	<i>Leading Changes:</i> Visionary Leadership, Leadership Framework, Creating Shared Vision, Role of Leaders in the Phases of Organizational Change
Week 14 & 15	<i>Change Agents:</i> Meaning and Concept of Change Agents, Types of Change Agents, Role and Competencies of a Change Agent, Change Agent Styles, Areas that Change Agents can Change
Week 16 & 17	<i>Evaluating Organizational Change:</i> Concept of Monitoring and Evaluation, Measurement and Methods of Evaluation, Feedback Process, Continuous Incremental Change
Week 18	Final examination
<p>Recommended Books: Thomas G. Cummings and Christopher G. Worley (2009). Organization Development & Change, 9th Edition, South-Western, Cengage Learning.</p> <p>Amir Levy & Uri Merry (1986). ORGANIZATIONAL TRANSFORMATION: Approaches, Strategies, Theories, First Edition.</p>	

Course Name: Industrial Relations	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 industrial relations that will contribute to improving organizational performance while respecting and catering for the needs of employees. The course unit aims to give students an understanding of the key issues and tensions which can arise in employment relations, and the nature, objectives and methods adopted by the various parties seeking to influence the nature of those relations (e.g. government, employers, management, trade unions and employees).</p> <p>At the end of the course unit students should be able to understand:</p> <ul style="list-style-type: none"> • The characteristics of industrial relations • The process of industrial relations in organizations • Analyze and critically assess current trends in labour, management and industrial relations • Integrate analytical frameworks, research findings and managerial choices, policies and practice • Provide advice about good industrial relations practice in the workplace • Work effectively as a group member in analyzing industrial relations problems • Make a coherent group presentation on a topic related to the Course unit. 	
Week	Module
Week 1 & 2	Part I Background to Industrial Relations <ul style="list-style-type: none"> • Understanding industrial relations • Approaches to industrial relations
Week 3 & 4	Part II Management of Conflict in Industry <ul style="list-style-type: none"> • Conflict resolution • Collective bargaining
Week 5 & 6	<ul style="list-style-type: none"> • Negotiation for Win-win dispute resolution • Management of discipline • Management of strikes and lock outs
Week 7 & 8	Part III Positive Employee Relations <ul style="list-style-type: none"> • Building positive employee relations • Workers' participation in management
Week 9	Mid Term Examinations
Week 10 & 11	<ul style="list-style-type: none"> • Workers' participation in management • Management of Grievances

Week 12 & 13	<ul style="list-style-type: none"> • Working conditions and work behavior Part IV Issues in Industrial Relations <ul style="list-style-type: none"> • Adjustment process and voluntary retirement schemes • Management of Sexual harassment
Week 14 & 15	Part V Industrial Relations and Labour Rights in Pakistan <ul style="list-style-type: none"> • Industrial Relations and Labour Rights • Industrial Relations Human Rights • Right to Work and Rights at Work
Week 16 & 17	<ul style="list-style-type: none"> • International Labour Organization (ILO) • The ILO Conventions and Laws • Core Labour Rights • Decent Work
Week 18	Final examination
Recommended Books Dundon, T and Rollinson, D (2011). Understanding Employment Relations, McGraw-Hill Education, 2nd edition. (Introducing key elements of subject). Colling, T. and Terry, M. (eds.) (2010). Industrial Relations: Theory and Practice, Wiley-Blackwell, 3rd edition. (Edited collection of specialist chapters). Singh, BD. (2004) Industrial Relations Emerging Paradigms, First Edition	

Course Name: International HRM	Course Code:
Course Structure: Lectures	Credit Hours:
Learning outlines: By the end of the course, students will have: <ol style="list-style-type: none"> 1. A good knowledge and understanding of the main issues involved in the management of human resources in the international context 2. The capacity to contribute to the development and review of management policy, practices and systems in the field of international human resource management 3. Knowledge of different international perspectives on human resource management. 4. Knowledge of the operation of human resource management in multinational enterprises/ different countries 5. Acquired skills in library-based research, team working and team discussion and in written 	

and oral presentations.

6. Been able to evaluate critically and analyze case studies based on the functional areas of international human resource management.

Week	Module
Week 1 & 2	<p>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 Difference between domestic and International HRM, variables that moderate differences between domestic and international HRM, Key Issues in IHRM</p>
Week 3 & 4	<p>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, Cross cultural dimensions, Hofstede Cultural dimensions, First group presentation on cross cultural differences QUIZ # 1 Group 1 Cross Culture Presentation Case Study Discussion on Expatriate Cultural Shock in Japan (Fred Bailey)</p>
Week 5 & 6	<p>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 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</p>
Week 7 & 8	<p>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)</p>

	<p>QUIZ # 2</p> <p>Group 3 Cross Culture Presentation</p> <p>Chapter 6 "Global Compensation"</p> <p>International pay and reward systems and Motivation, Balance sheet approach of compensation,</p> <p>Case Study Discussion on Host country specific factors and the transfer of human resource management practices in multinational companies</p>
Week 9	Mid Term Examinations
Week 10, 11 & 12	<p>Chapter 7 "Managing Performance across Boundaries"</p> <p>International pay and reward systems and Motivation, Balance sheet approach of compensation</p> <p>Development of performance appraisal and evaluation systems in a multinational context,</p> <p>Case Study Discussion Group 4 Cross Culture Presentation</p>
Week 13, 14 & 15	<p>Chapter 8 "HR Issues in Expatriation and Repatriation"</p> <p>Multinationals performance appraisal issues, cross cultural differences remaining group presentations</p> <p>QUIZ # 3</p> <p>Chapter 9 "HR Issues in Acquisitions & Mergers and Joint Ventures"</p> <p>Reasons for the use of expatriates, why expatriates fail, management of expatriates, case study on expatriate Failure</p> <p>Case Study Discussion</p>
Week 16 & 17	<p>Chapter 9 (continued)</p> <p>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.</p> <p>QUIZ # 4</p>
Week 18	Final examination

Recommended Books:

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

Reference Books:

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

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Course Name: Workplace Diversity Management	Course Code:
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Course Structure: Lectures	Credit Hours:
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Learning outlines:

Knowledge and understanding

On completion of the course, students shall be able to

- describe different aspects of diversity management (1)
- explain the links between diversity management and context (2)

Competence and skills

On completion of the course, students shall be able to

- exemplify the impact of diversity management in organizations (3)
- demonstrate knowledge of the theories and practical applications of diversity management (4)

Judgment and approach

On completion of the course, students shall be able to

- compare and use tools of diversity management (5)
- adopting a scholarly approach, critically address the theories and practices of diversity management (6)

Week	Module
Week 1 & 2	<ul style="list-style-type: none"> • What is diversity?
Week 3 & 4	<ul style="list-style-type: none"> • Primary and secondary aspects of diversity
Week 5 & 6	<ul style="list-style-type: none"> • What is diversity management?
Week 7 & 8	<ul style="list-style-type: none"> • Contexts of diversity
Week 9	Mid Term Examinations
Week 10 & 11	<ul style="list-style-type: none"> • Diversity management in organizations

Week 12 & 13	<ul style="list-style-type: none"> • Theories of diversity management
Week 14 & 15	<ul style="list-style-type: none"> • Tools of diversity management
Week 16 & 17	<ul style="list-style-type: none"> • Perspectives on diversity management
Week 18	Final examination

Recommended Books:

- Kirton, G & Greene, A (2010), The dynamics of managing diversity: a critical approach. 3 edition. Oxford: Elsevier Butterworth-Heinemann Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- Klarsfeld, A (2010), International handbook on diversity management at work: country perspectives and equal treatment. Cheltenham: Edward Elgar (346 p). Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- Konrad, A M & Prasad, P & Pringle, Judith K (2009), Handbook of workplace diversity. Sage Publications, London Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- Moss, G (2011), Lessons on profiting from diversity. Basingstoke: Palgrave Macmillan Basingstoke (296 p). Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- Schwabenland, C (2012), Metaphor and Dialectic in Managing Diversity. Palgrave Macmillan, Basingstoke Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket

Course Name: Reward Management	Course Code:
Course Structure: Lectures	Credit Hours:

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.

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

- 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	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 3 & 4	Part II Performance and Reward <ul style="list-style-type: none"> • Performance Management and Reward • Financial Rewards
Week 5 & 6	<ul style="list-style-type: none"> • Bonus Schemes • Team Pay
Week 7 & 8	<ul style="list-style-type: none"> • Rewarding for Business Performance • Recognition Schemes
Week 9	Mid Term Examinations
Week 10 & 11	Part III Valuing and Grading Jobs <ul style="list-style-type: none"> • Pay Levels
Week 12, 13, 14	Part IV 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 V 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: 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	<u>DIAGNOSING ORGANIZATIONS</u>
Week 3 & 4	
Week 5 & 6	<u>ORGANIZATIONAL CHANGE</u>
Week 7 & 8	
Week 9	Mid Term Examinations
Week 10 & 11	<u>TRANSFORMATION THEORIES</u>
Week 12 & 13	

Week 14 & 15	"TRANSITION" STRATEGIES
Week 16 & 17	PROCESS OF CHANGE AND TRANSFORMATION MANAGEMENT
Week 18	Final examination
<p>Recommended Books:</p> <p>Thomas G. Cummings and Christopher G. Worley (2009). Organization Development & Change, 9th Edition, South-Western, Cengage Learning.</p> <p>Amir Levy & Uri Merry (1986). ORGANIZATIONAL TRANSFORMATION: Approaches, Strategies, Theories, First Edition.</p>	

Marketing Specialization

Course Name: Advertising	Course Code:
Course Structure: Lectures:3, Lab:0	Credit Hours: 3
Prerequisites: None	
<p>Course Objective:</p> <p>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.</p> <p>INDENTED LEARNING OUTCOMES</p> <p>By the end of this course it is expected that the student will be able:</p> <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 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	<p>Introduction to Advertising</p> <p>What is advertising?</p> <p>Roles and Functions of advertising</p> <p>The key players</p> <p>Types of Advertising</p>
2.	<p>What makes an ad effective?</p> <p>The evolution of advertising</p> <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	<p>Media Planning</p> <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 	

	<ul style="list-style-type: none"> • Internet Alternative Media	
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 	

	<ul style="list-style-type: none"> • 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.	<p style="text-align: center;">Test</p> <p style="text-align: center;">Research Articles Discussion</p> <p style="text-align: center;">Major Presentation</p>
18	Final Exams
Reference Material: Advertising, Principles and Practice, Seventh Edition by W. Wells, Moriarty, Burnett, Pearson Education.	

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	Marketing Research in Practice
Week03	The Marketing Research Process
Week04	Research Design and Implementation
Week05	Secondary Sources of Marketing Data
Week06	Standardized Sources of Marketing Data
Week07	Marketing Research on the Internet
Week08	Information Collection: Qualitative and Observational Methods
Week09	Mid-Term
Week10	Information from Respondents: Issues in Data Collection
Week11	Information from Respondents: Survey Methods
Week12	Attitude Measurement in Marketing Research
Week13	Designing the Questionnaire
Week14	Experimental Research
Week15	Correlation Analysis and Regression Analysis Discriminant and Canonical Analysis
Week16	Emerging Applications of Marketing Research: Database Marketing and Relationship Marketing
Week17	Project Submission & Final Exam
<p>RECOMMENDED TEXT BOOK</p> <p>1. David A. Asker; V. Kumar; George Day, Marketing Research, Latest Edition, John Wiley & Sons.</p> <p>RECOMMENDED REFERENCE BOOK</p> <p>1. NK Malhotra, <i>Marketing research: an applied orientation</i>, Latest Edition, Pearson Prentice-Hall.</p>	

Course Name: Services Marketing	Course Code:
Course Structure: Lectures:	Credit Hours: 3
Prerequisites: None	

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.

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

Course Name: Brand Management

Course Code:

Course Structure: lectures :3,Lab:0		Credit Hours: 3
Prerequisites: None		
Objectives The course objectives are to: 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 • 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 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 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	
4. Brand Management by Kevin Keller	

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 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	<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</p> <p>Role of IMC in Branding</p>	
3	<p>The Communication Process</p> <p>Steps in Developing Effective Communication</p>	

4	The IMC Planning Process * Step 1: Review of the Marketing Plan * Step 2: Promotional Program Situation Analysis (a) Internal Analysis (b) External Analysis
5&6	* 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 * 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	

HR Specialization

Course Name: Performance and Compensation Management (HR spec, Research Elective)	Course Code: MS-534(H)
Course Structure: Lectures 3	Credit Hours:3
<p>prerequisites: None</p> <p>Course objectives:</p> <p>The modern business and non-profit organizations demand high caliber of human resource providers and planners equipped with sound knowledge of personnel policies and procedures to motivate the workforce for higher efficiency and maximum productivity. In considering the demand, this course is designed to give an overview of current ideas and issues in Human Resource Development. The core objective of the course is to provide students with clear thinking and understanding of how to appraise and compensate human resource.</p> <p>INTENDED LEARNING OUTCOMES:</p> <p>This course supports the following learning outcomes of the HRM stream:</p> <p>Adhere to relevant ethical and legal principles when making human resource decisions or recommendations</p> <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. <p>On completion of this course, students are expected to be able to:</p> <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, 02	Performance management Performance appraisal Compensation management Compensable factors

Week03, 04	Traditional Bases for Pay : Seniority and Merit
Week05,06	Incentive pay
Week07, 08	Person focused pay
Week09	Mid-term exams
Week10, 11	Building Internally Consistent Compensation Systems
Week12, 13	Building Market competitive compensation systems
Week 14, 15	Compensating the flexible workforce: contingent employees and flexible work schedules
Week 16 & 17	Workplace benefits Compensation Laws
Week18	Final exam
<p>Recommended Books:</p> <ul style="list-style-type: none"> • Strategic Compensation (HRM Approach) by Joseph J. Martocchio • Dr. Panday And Rostogi, Public 1997, Wage & Salary Administration • Managing Human Resources, Chrudden/Sherman, Seventh Ed: 1987 <p>Hamid book of Wage & Salary Administration, Second Ed: Editor-Milton L. Rock.</p>	

Course Name: Group Dynamics	Course Code:
Course Structure: Lectures: 3	Credit Hours: 3
<p>COURSEDESCRIPTION</p> <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> <p>INTENDED LEARNINGOUTCOMES</p>	

Students will be able to

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

Week01 &2	<p>Chapter 1:Introduction to Group dynamic</p> <ul style="list-style-type: none"> ➤ Nature of groups ➤ Nature of group dynamics
Week03, 04	<p>Chapter 2: Studying Group</p> <ul style="list-style-type: none"> ➤ Measurements in group dynamics ➤ Research Methods in Group Dynamic ➤ Theoretical Perspectives in Group Dynamics
Week05&06	<p>Chapter 3: Formation</p> <ul style="list-style-type: none"> ➤ Joining Groups ➤ Affiliation ➤ Attraction
Week07,08	<p>Chapter 4: Inclusion and Identity</p> <ul style="list-style-type: none"> ➤ Isolation to Inclusion ➤ Individualism to Collectivism ➤ Personal Identity to Social Identity
Week 09	Mid Term Examinations
Week10&11	<p>Chapter 5: Cohesion and Development</p> <ul style="list-style-type: none"> ➤ The Nature of Cohesion ➤ Developing Cohesion ➤ Consequences of cohesion

Week12, 13	Chapter 6: Structure <ul style="list-style-type: none"> ➤ Norms ➤ Role ➤ Inter member relations
Week14, 15	Chapter 7: Decision Making <ul style="list-style-type: none"> ➤ The functional Perspective ➤ Groups as Imperfect Decision Makers ➤ Victims of Group thinking
Week 16, 17	Chapter 8: Teams <ul style="list-style-type: none"> ➤ Working together In teams ➤ Building the team ➤ Working Teams ➤ Team performance
Week18	Final Examinations
RECOMMENDEDBOOKS	
1. Group Dynamics by Donelson R.forsyth	

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	Career, traditional career, contemporary career perspective, and globalization
Week02	Work life balance
Week03	Psychological Capital and other types of capital
Week04	Workplace Bullying
Week05	Flexible work arrangements
Week06	Talent management
Week07	Organization learning
Week08	Learning organization
Week09	Mid-Term
Week10	Psychological Contract and types
Week11	Green HRM
Week12	HRM and electronic era
Week13	Employer Branding
Week14	Corporate Social Responsibility and Ethics
Week15	Diversity Management
Week16	Managing emotions at workplace
Week17	Knowledge Management Conflict Management
Week18	Final Exams

Recommended Book:

Armstrong, M. (2012). A handbook of human resource practice (12th edition). London: Kogan Page Limited

Course Name: Financial Risk management	Course Code:
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
Course Objective	
<p>Risk is costly. This statement is absolutely agreed by businessmen say or learn conceptually is very much difficult to implement, either by self- managed method or by risk-transfer approach. If a business executive decides to manage the</p>	

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:

9. Get a comprehensive perspective on risk management and insurance concepts, tools, and techniques.
10. Develop analytical and integrative thinking in understanding and implementing the risk management practices.
11. Arouse the sense of business through an experiential approach, especially in the completion of assignments.
12. 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
 - systematic risk
 - unsystematic 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?
- Major Derivative Exchanges of the world
- Pakistan Mercantile 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?
- Top Credit ratings Agencies
- Standard & Poor's
- Moody's
 - Scales Developed by S&P and Moody's
- Fitch Credit Rating Agency
- Credit Rating Agency of Pakistan
 - Pakistan Credit Rating agency
- Merton model (for measuring credit risk)

Week 16

Final Exam

RECOMMENDED BOOKS

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

Strategic Financial Management

Course Name: Strategic Financial Management	Course Code:
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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:	
<p>“Strategic Corporate Finance Application in Valuation and Capital Structure” by Justin Pettit, John Wiley and Sons Co. (2007)</p> <p>“Fundamentals of Corporate Finance” Latest Edition, by Ross, Westerfield and Jordon, McGraw-Hill Co</p>	

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 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 enable 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>	
LEARNING OUTCOMES	

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

1. To evaluate and formulate effective working capital policies to be cash efficient in day to day operations.
2. To make effective use of financial 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.

Financial Markets & Institutes

Course Name: Financial Markets and Institutes	Course Code:
Course Structure: Lectures	Credit Hours: 3
Prerequisites: None	
<p>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.</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
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> <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	Mid term
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

	<ul style="list-style-type: none"> • 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 5) Collateral 6) Down payments 7) Private mortgage insurance 8) Borrower qualification • Mortgage loan amortization • Types of mortgage loans 9) Insured and Conventional Mortgages 10) Fixed and Adjustable-rate Mortgages 11) Graduated-payment Mortgages 12) Growing-equity Mortgages 13) Shared-appreciation Mortgages 14) Equity Participation Mortgages 15) Second Mortgages 16) 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>

	Interest rates Returns Return Relative Bond Return Stock Return Numerical on Bond Return and Stock Return
17	Presentations
18	Final exams
Recommended book	
Frederic S. Mishkin and Stanley G. Eakins – Financial Markets + Institutions Sixth Edition	

Course Title:	Behavioral Finance (Elective Course) , 3-0 credit hours
Program:	MBA Program/ MS (Management Sciences) Program
Course Description:	The course introduces students to Behavioral Finance. It will address the core questions asked by behavioral scientists and behavioral finance researchers via a collection of seminal articles and demonstrations (both in-class and outside-class). It is an inter-disciplinary course which spans topics in finance, psychology, and decision science. We will first discuss the conventional finance paradigm and its empirical challenges. We then proceed with in-depth discussions of behavioral foundations, followed by application topics related to stock market investments and corporate finance.
Student Learning Outcomes:	<p>After completing this course successfully, students will be able to achieve the following the following learning outcomes:</p> <ul style="list-style-type: none"> • An understanding of the main principles of Behavioral Finance and Market Efficiency • An understanding of the implications of research on Behavioral Finance and Market Efficiency for security pricing and financial analysis • An understanding of the limits of Behavioral Finance. • Understand how cognitive biases predictably and consistently affect our decisions, and how our intuitions on how the mind works are faulty. • Understand how these biases affect the decisions of finance practitioners. • Apply this understanding to traditional models and techniques as taught in other courses. • Apply this understanding to help promote more efficient financial decisions for different categories of actors (e.g., individual investors, professional traders). • Develop links between theory and professional practice.
Learning Resources (Text books/ Reference	<ul style="list-style-type: none"> • Baker, H. K., & R Nofsinger, J. (2010). Behavioral finance h. kent baker and john r. Nofsinger, editors investors, corporations, and markets

		Beta for security(asset) Excel lesson plan				
4	2	The Portfolio Principles of Markowitz Markowitz Mean-Variance Portfolio Theory Portfolio of 2 Stocks, Excel lesson plan	Burton & Shah (2013)	Assignment/Project	2 weeks' time for the submission of assignment/project	
5 th	1	Mental accounting bias General Description Technical Description Theater Ticket Experiment Framing Effect	Pompian (2011)	Reading Material (In-class/Home) Mental Accounting: Chapter #8	5 th week	
	1	Mental Budgeting [Matching Costs To Benefits And Aversion To Debt] Sunk-Cost Effect [Size And Timing]	Nofsinger (2001)	Classroom Based Activity Mental Accounting Bias Test	5 th week	
Post Covid-19						
6 th	2	Mental Accounting And Diversification [Mental Accounting And Portfolios; Risk Perceptions]	Nofsinger (2001)	Reading Material (In-class/Home) 1) Risk Perception In The Real World- 2) Building Behavioral Portfolios Assignment 3) Mental Accounting Bias and Framing Bias	2 weeks' time for the submission of assignment/project	https://www.khanacademy.org/partner-content/wi-phi/wiphi-critical-thinking/wiphi-cognitive-biases/v/mental-accounting Using Google Meet for live lectures PowerPoint slides E-books Solutions for the numerical problems will be shared with the class (if required)
7 th	1	Heuristics and Biases Three (3) Key Heuristics Representativeness	Ackert & Deaves (2009)	Reading Material (In-class/Home) 1) Representativeness 2) Representativeness and Investing	7 th week	https://www.youtube.com/watch?v=ReFqFPJHLhA https://www.youtube.com/watch?v=ReFqFPJHLhA

		<p>Heuristics [Base Rate Neglect</p> <p>Gambler's Fallacy Vs. Hot Hand]</p>	Nofsinger (2001)			<p>h?v=3ljIVD-KYF4</p> <p>Using Google Meet for live lectures</p> <p>PowerPoint slides</p> <p>E-books</p>
	1	<p>Availability Heuristic Sources of Availability Bias</p> <p>Anchoring Heuristics</p> <p>Anchoring and Adjustment Bias</p>	Ackert & Deaves (2009)	<p>Reading Material (In-class/Home)</p> <p>1) Consequences of Availability Bias</p> <p>1) Detection of and Guidelines for Overcoming Availability Bias</p> <p>Reading Material (In-class/Home)</p> <p>1) Anchoring and Adjustment Bias</p>	7 th week	<p>Using Google Meet for live lectures</p> <p>PowerPoint slides</p> <p>E-books</p>
8 th		<p>Endowment Effect</p> <p>Status Quo Bias</p> <p>Attachment Bias</p> <p>Overcoming these Biases</p>	Nofsinger (2001)			<p>Using Google Meet for live lectures</p> <p>PowerPoint slides</p> <p>E-books</p>
9th Week -- Mid-Term Exams Week						
10	2	<p>Expected Utility Theory</p> <p>Neoclassical Economics</p> <p>Utility Maximization</p> <p>Risk Attitude</p> <p>[Risk-Averse Individual; Risk Seekers; Risk Neutral]</p>	Ackert & Deaves (2009)			<p>https://www.youtube.com/watch?v=cSZvSy4Vopc</p> <p>Using Google Meet for live lectures</p> <p>PowerPoint slides</p> <p>E-books</p>

11	2	Allais Paradox Prospect Theory	Ackert & Deaves (2009)	Reading Material (In-class/Home) 1) Framing	11 th week	https://www.youtube.com/watch?v=myqZZM9mj3g Using Google Meet for live lectures PowerPoint slides E-books
12 and 13	4	Social Forces at Work: The Collapse Of An American Corporation Corporate Boards Analysts What Do Professional Security Analysts Do? Do Analysts Herd? Enron	Ackert & Deaves (2009)	Assignment	2 weeks' time for the submission of assignment/project	Using Google Meet for live lectures PowerPoint slides E-books
14	2	Investing And The Internet The Internet (Psycho) Investor [The Rise Of The Internet Investor, Amplifying Psychological Biases, Advertising—Increasing The Biases, Online Trading And Performance, Day Traders—The Extreme Case] Exuberance On (And About) The Net [A Rose.Com By Any Other Name, A Bubble Burst, The Boiler Room Goes Online]	Nofsinger (2001)			Using Google Meet for live lectures PowerPoint slides E-books
15		Group Presentations/ Assignment/ Project	Article (Research Paper)	2 weeks' time for the submission of assignment/project		
16th Week -- Final-Term Exams Week						

TAXATION

Course Name: Taxation (FIN spec, Research Elective)	Course Code: MS-845(F)
Course Structure: Lectures 3	Credit Hours:3
prerequisites: None	
Course Objective	To build student's understanding of Pakistan's Tax Law and its implementation in different organizational setups.
INTENDED LEARNING OUTCOMES	<p>On successful completion of this course students will be able to:</p> <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	Income Tax law in Pakistan <ul style="list-style-type: none"> • Introduction • Nature • Scope Definitions Basic Terms used in income tax law
3 & 4	Income exempt from tax Salary

5 & 6	Income from property Capital and revenue receipts
7 & 8	Income from Business <ul style="list-style-type: none"> • Speculation business
9	Mid Term
10 & 11	Depreciation Capital Gains
12 & 13	Set of and carry forward of losses Penalties, Offences and Prosecutions Appeals
15 & 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>
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Course Name: FINANCIAL STATEMENTS ANALYSIS

Course Objectives:

The financial statement analysis course is designed to prepare future managers to effectively analyze, interpret, and evaluate an entity’s financial statements and related information (e.g., attestation reports). The entities subject to analysis will be both private (e.g., owner managed) and public (e.g., where the firm’s securities trade on a stock exchange) and will be drawn from a wide variety of different industries. Tools for interpreting cash flow patterns, for recognizing trends in financial performance (ratio analysis), and for firm valuation will be discussed. The importance for any organization of creating an effective financial reporting strategy will also be examined. The course will also expose students to future trends in financial reporting, both national and international.

WEEKS	Course Contents
1,2&3	Introduction to Financial Statements: Nature, Meaning, Objectives, Limitation and Uses, What is Financial Statement Analysis, Advantage, Limitation, Relation between financial statements and financial statement analysis, Sources of information for financial statement analysis, Internal source, External source, Steps to analyzing financial statements
4&5	Techniques of Financial Statement Analysis, Instruments of analysis, Types of analysis, Tools and techniques of analysis
6,7&8	Ratio Analysis: Short term solvency/liquidity analysis, Analysis of capital structure, Profitability ratios showing rate of return on investment, Activity analysis/ asset management analysis, Stock market related ratios, Profit margin on sales, Return on investment
MID TERM	
9&10	Cash Flow Statement Analysis: Concept and preparation of cash flow statement, Cash flow ratios, Analyzing cash flow statement, Objectives of analyzing cash flow statement
11, 12&13	Income Statement Analysis: Need for income statement analysis, Various income statements formats, Classification of income statement analysis, Statement of retained earnings and shareholder equity

14, 15&16	Limitation of Financial Statement Analysis: GAAP Formation and its policies, GAAP Inadequacies, Limitation of financial statement
Final Examination	

Recommended/ Reference Books:

1. Financial statement analysis by Gokul Sinha published in 2009
2. Financial statement analysis by Charles J. Woeful

3. Analysis of financial statements by Pamela P, Peterson and Frank J. Fabozzi
4. Financial Statement Analysis by John J.Wild, K.R.Subramanyam, Robert F

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>After taking this course students are better equipped, both mentally and academically; they understand various terms and concepts and understand how and when to apply them. It prepares them to take on the real life challenges and to add value to the organization for which they will work.</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	<p>Brand Evangelist The Secret to Evangelism Marketing Building Brand Evangelists Pros and Cons Brand Evangelism and Social Media</p>
7&8	<p>Co-Creation What Co-creation IS NOT Steps in Co-creation Limitations</p>
9	Mid Term Exams
10 & 11	<p>Guerrilla Marketing : Contemporary Perspective Traditional promotion concepts The need for Guerrilla Marketing Guerrilla Strategies</p>
12 & 13	<p>Ambush marketing Two Ways of Ambush Marketing Direct Ambush Marketing In Direct Ambush Marketing Ambush Marketing Strategies</p>
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

Reference Sources

Contemporary issues in marketing & consumer behavior by Elizabeth Parsons, Pauline Maclaran

Internet sources

Research Articles/Paperz

Marketing Magazines

International Marketing

Course Name: International Marketing (Mark Spec)	Course Code:
Course Structure: Lectures 3	Credit Hours:3
prerequisites: None	
<p>Course Objectives:</p> <p>To discuss the concepts relating to international business and to observe the diversity of business environments and their effects on MNC's, and also to study Marketing in International Markets, and to discuss how varying cultural, political, economic, and geo-strategic factors influence and determine the scope of international marketing.</p>	
<p>Learning Outcomes</p> <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: Pricing for International Markets.

WEEK 17: FINAL EXAMS

Recommended Books:

Cateora R Phillip, 1998, International Marketing, International Edition, New York, Mc Graw Hill
International

Social Media Marketing

Course Name: Social Media Marketing	Course Code:
Course Structure:	Credit Hours: 3
Prerequisites: None	
Course Description <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>	
Intended Learning Outcomes <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.

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"> 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



IAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR

DEPARTMENT OF MANAGEMENT SCIENCES

ITEM#4. APPROVAL FOR MS (Management Science) CURRICULUM FOR Session 2020-2022 Onwards

STRUCTURE

S.NO	CATEGORIES	NO. OF COURSES MIN- MAX	CREDIT HOURS MIN- MAX
1	Discipline Core / intermediate Courses	04-04	12-12
3	Specialization within the Major/Research or optional subjects	06-06	18-18
TOTAL		10-10	36-36

Total numbers of Credit Hours 36

Duration 1.5 YEARS

Semester Duration 16-18 WEEKS

Semesters 3

Course Load Per Semester 12 CREDIT HOURS

Number of Courses Per Semester 3-4

Enlightenment Through Knowledge

LAYOUT

S.No	Discipline Core & Major Courses	
	6 Courses	
	12Credit Hours	
	Subject	Credit Hours
1.	Qualitative and Quantitative Techniques	3
2.	Advance Research Methods	3
3.	Strategic Management	3
4.	Logic and critical thinking	3
Total Credit Hours		12

S.No	Specialization Courses within the major	
	6 Courses	
	18 Credit Hours	
	Subject	Credit Hours
1.	Specialization (HR spec)	6
2.	Specialization (Finance spec)	6
3	Specialization (Marketing spec)	6



IAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR

DEPARTMENT OF MANAGEMENT SCIENCE MS SCHEME OF STUDIES

S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
1.	1 st	Qualitative & Quantitative Techniques	MS-724	3
2.		Advance research methods	MS-735	3
3.		Specialization I		3
4.		Specialization II		3
				12
S.NO	SEMESTER	COURSE TITLE		CREDIT HOURS
7.	2 nd	Strategic Management	MS-731	3
8.		Logic and critical thinking	LOG-711	3
9.		Specialization III		3
10.		Specialization IV		3
11.				
12.				
Total Credit Hours				12
S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
13.	3 rd	Specialization V		3
14.		Specialization VI		3
15.		Research thesis		6
16.				
17.				12

List of Electives (MS)

Marketing

- 1) Advertising
- 2) Seminars in marketing
- 3) Brand management
- 4) Brand Management
- 5) International Marketing
- 6) Sales management
- 7) Marketing research
- 8) Advance strategic Marketing

Human Resource Management

- 1) Change management
- 2) Workplace diversity management
- 3) Industrial Relations
- 4) Reward and talent management
- 5) Conflict and negotiation management
- 6) Managerial leadership
- 7) Training and development
- 8) Recruitment & Selection
- 9) Performance and Compensation management
- 10) Group Dynamics
- 11) Organizational Transformation and Development
- 12) Contemporary issues in HRM
- 13) International HRM

Finance

1. Advance strategic finance
2. Corporate Governance
3. Islamic Banking and finance
4. Audit and Assurance
5. International Banking
6. Credit management
7. Investment Analysis and portfolio Management
8. Behavioral finance
9. Financial Risk Management
10. Econometrics

Course Title: Qualitative & Quantitative Techniques

Course Code: MS-724

Course Plan

Course contents

Week 1:	Simple/Two-Variable Regression Analysis:
	<ul style="list-style-type: none">• An Introduction, Estimated model and its interpretation, Use/Importance of Econometric Model, Error Term and its Importance, Regression Coefficients and Related Diagnostic Statistics: Computational Formulas
	<ul style="list-style-type: none">• Take-home assignment - 1
Week 2:	Reporting and Evaluating the Estimated Model
	<ul style="list-style-type: none">• Reporting of the Results of Regression Analysis, Evaluating the Results, Interpreting the results, Standard assumptions, BLUE properties of the estimator.
	<ul style="list-style-type: none">• Take-home assignment - 2
Week 3:	Simple Regression Analysis: Two Major Extensions/Applications
	* Measuring Growth or Decay
	* Measuring Two Aspects using Dummy Variable Approach
	* Take-home assignment - 3
Week 4:	Simple Regression to Multiple Regression Analysis
	<ul style="list-style-type: none">• Shortcomings of two-variable regression analysis
	<ul style="list-style-type: none">• An example of multiple regression analysis and its Evaluation (in terms of F-statistic, R^2 and t-statistic/p-value/significance level & DW
	<ul style="list-style-type: none">• Take-home assignment – 4
	<ul style="list-style-type: none">• Class-test 2.5 marks
Week 5:	Simple Regression to Multiple Regression Analysis
	<ul style="list-style-type: none">• Specification of an econometric model: Mathematical specification, Production-function specification, Cost-function specification, revenue-function specification
	<ul style="list-style-type: none">• Turning research ideas into research projects (research ideas → research questions → research objectives → research hypotheses)
	<ul style="list-style-type: none">• Take-home assignment – 5 (a & b)
Week 6:	Relaxing of Standard Assumptions: Normality Assumption and its testing
	<ul style="list-style-type: none">• Normality assumption
	<ul style="list-style-type: none">• Its testing
Week 7:	Problem of Multicollinearity: What Happens if Regressors are Correlated?
	<ul style="list-style-type: none">• Consequences, tests for detection and solutions/remedies

	<ul style="list-style-type: none"> • Take-home assignment - 6
Week 8:	Mid term
Week9:	Problem of Autocorrelation: What Happens if the Error terms are correlated?
	<ul style="list-style-type: none"> • Consequences, tests for detection and solutions/remedies • Take-home assignment - 8
Week 10 & 11	Time-series analysis - I
	<ul style="list-style-type: none"> • Panel data analysis • Unit root analysis • Take-home assignment – 11 • Class-test 2.5 marks
Week 12 & 13	Simultaneous equation models/Structural equation models
	<ul style="list-style-type: none"> • SEM, ILS, 2SLS and 3SLS • Take-home assignment – 13
Week 14 & 15	Qualitative response regression models: when dependent variables are binary/dummy
	<ul style="list-style-type: none"> • LPM, Logit model and Probit Model • Take-home assignment – 14 • Class-test 2.5 marks
Week 16	Presentation on students' mini-research projects

Required Text & Recommended Reading

The prescribed textbooks for this course are:

Gujarati, Damodar N. Basic Econometrics, 4th Edition. McGraw-Hill. 2007

Stock, J. H. and Watson, M.W. Introduction to Econometrics, 3/E. Pearson Education, 2011

Reference Books/Materials

Studenmund, A.H. Using Econometrics: A Practical Guide, 6/E, Prentice Hall

Asteriou, D. and Hall, S.G. Applied Econometrics – A Modern Approach. Palgrave Macmillan, 2007.

Salvatore, D and Reagle, D. Statistics and Econometrics, 2nd Ed. Schaum's Outlines.

Instructor's class-notes (hard copy at photo-copier shop)

Course Title: Advanced Research Methods	Course Code: MS-735
Credit Hours :- 3hrs	
Course description	<p>The course addresses a wide range of research methods, including formulating of research topic, downloading and critically reviewing relevant literature, developing theoretical framework, writing research proposal, collecting primary data and carrying out reliability test, generating data on variables, identifying and managing outliers while using primary and secondary data, selecting appropriate measures meant for using primary data versus secondary data versus panel data and carrying out actual research using statistical tools and techniques including One-sample t-test, Independent-samples t-test, paired-sample t-test, One-way ANOVA & Repeated ANOVA, and correlation and regression analysis. The aim of the course is to develop students' skills in understanding and carrying out research; hence the class lectures have therefore been supplemented with the following additional specific academic activities:</p> <ul style="list-style-type: none"> • A weekly-take home assignment for every individual student, wherein student is asked to study the reading material provided including certain case studies relating to topic covered during the current week and the one intended to be covered during next week. • A weekly-take home assignment for a 3 – 5 students group, wherein each of such students-groups is asked to practically carry out the part of the research activity relating to the topic covered during the week, and turn in the weekly report as group assignment. • A 20 – 30 minutes students' presentations-cum-class discussion on individual and group assignments on every alternate week (even-numbered weeks: week-2, week-4...). • A 30 – 60 minutes weekly SPSS-&-computer based practical exercises. • Students, in a group with 3 – 5 members, are supposed to select a topic in their respective specialization areas (HR, Finance, Marketing, Management), and carry out all steps of research as far as the course progresses, till the last weeks when they will make presentations on their research projects; students, in groups, will also submit their research projects' written reports.
Course learning objectives	<p>The prime aim of this course is to equip students with practical skills needed for selection of research topic, carrying out research, writing research report, and making a presentation on it. Therefore, by the end of the course, the students will demonstrate the ability to:</p> <ul style="list-style-type: none"> • formulate a research topic; • download relevant literature and critically review it; • compare and contrast, and decide upon which of the data collection techniques (collecting and using secondary data and/or collecting primary data through questionnaires, interviews and/or observations) will suit to the intended research;

- carry out reliability test, and identify outliers and manage them
- carry out One-sample t-test, Independent-samples t-test, paired-sample t-test, One-way ANOVA & Repeated ANOVA tests;
- estimate correlation and regression;
- carry out econometric analysis and various tests for model specification, autocorrelation, heteroscedasticity and multicollinearity.

Week	Topics to be Covered
1	Introducing research: What is research? Research process? Research stages; formulating & clarifying research topic – I; Introducing SPSS
2	Formulating and clarifying a research topic: part – II: What are three major attributes of a good research topic? SPSS: Descriptive statistics
3	Improving the proposed research topics, research questions & research objectives: Literature review – I: downloading relevant literature; identifying and using keywords; using internet; SPSS: Analyze & Transform commands
4	Literature review and theoretical framework– II: Reviewing literature, developing theoretical framework & research hypotheses, and conceptual & econometric modeling.
5	Developing research methodology: From conceptual modeling to mathematical/regression/econometrics modeling with examples. SPSS: Analyze & Transform commands (Repeat)
6	Practicing reviewing literature, developing theoretical framework & research hypotheses, and conceiving conceptual & econometric modeling in case of student’s own proposed research (Students’ group research); SPSS: Analyze & Transform commands (Repeat)
7	Understanding Grounded Theory and its applications Assignment: Readings to be provided by the instructor Class activity: Quiz/Surprise test/Class presentation
8	Understanding research philosophies and approaches
9	Writing research proposal on topic students’ research-teams have finalized; Writing ‘introduction’ section, how?; Writing ‘literature review’ section, how?; Writing ‘methodology’ section, how? Writing ‘references’ section, how? SPSS: Analyze & Transform commands (Repeat)
10	Carrying out analytic/quantitative research – Stage I, II & III: First stage: preparing data for analysis, entering data on items in SPSS Data Editor, carrying out reliability test, generating data on variables, exploring and managing outliers; Second stage: exploring

	and presenting data; Third stage: One-sample t-test, Pairs-sample t-test, Independent samples t-test, One-way ANOVA and Repeated ANOVA.
11	Carrying out analytic/quantitative research – Stage IV: estimating correlation, simple and multiple-regression; linear and log-linear regression. SPSS: Data analysis, estimation of correlation and multiple-regression, linear and log-linear regression.
12 & 13	Panel data analysis: carrying out common-effect, fixed-effect and random-effect models; SPSS: carrying out panel data using software.
14	Technical report writing: essential parts of research dissertation/research papers
15	Students' group project presentations and discussions thereon
16	Students' group project presentations and discussions thereon
Suggested Books/reading materials	<p>Research Methods for Business Students, by Saunders, Lewis and Thorn hill, published by Pearson education</p> <p>Sekaran, U and Bougie, R. (2010), <i>Research Methods for Business – A skill building approach</i>, Fifth Edition, John Wiley & Sons</p> <p>Cooper, D.R. & Schindler P.S. (2000), <i>Business Research Methods</i>, 9th Edition, Reprint by National Book Foundation, Islamabad.</p> <p>Instructor's notes and reading-materials available at University's photocopier-shop.</p>

Semester II

Course Name: Strategic Management	Course Code: MS-731
Course Structure: Lectures: 3	Credit Hours: 3
Course Description	
<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>	

Intended Learning Outcomes

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 Indicators of I/O View The RBView Indicators of RBV Balance Score Card
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

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

Course Title:	Logic & Critical Thinking
Course Code:	LOG:
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
<p>Recommended Book</p> <p>Irving.M, Copi. Introduction to Logic. Prentice Hall, 13th edition.</p>	

ADVANCE STRATEGIC FINANCIAL MANAGEMENT

Course Outline

Week	Module	Description
1.	Fund Analysis, cash flow analysis and financial Planning	<ul style="list-style-type: none">• Flow of Funds (Sources and Uses) Statement• Accounting Statement of Cash Flows
2.	Fund Analysis, cash flow analysis and financial Planning	<ul style="list-style-type: none">• Cash-Flow Forecasting• Range of Cash-Flow Estimates• Forecasting Financial Statements
3.	Capital budgeting	<ul style="list-style-type: none">• Capital budgeting technique• Payback period• Net Present Value (NPV)• Internal Rate of Return (IRR)• Profitability index
4	Project analysis and evaluation	<ul style="list-style-type: none">• Scenario analysis• Sensitivity analysis• Break even analysis• Operating cash flow, sales volume and break even
5 & 6	Dividend Policy	<ul style="list-style-type: none">• Passive versus active dividend policy• Factors influencing dividend policy• Dividend stability• Stock dividends and stock splits• Stock repurchase• Problems in Dividend policy

7	Capital Structure Determination	<ul style="list-style-type: none"> • A conceptual look • Net operating income approach • Traditional approach
08	Capital Structure Determination	<ul style="list-style-type: none"> • Modigliani and Miller No Taxes • Effect of Corporate Taxes • Tradeoff theory
09	Mid Term Exam	
10 & 11	Mergers and other forms of corporate restructuring	<ul style="list-style-type: none"> • Sources of value • Strategic acquisition involving common stock • Acquisition and capital budgeting • Takeovers, tender offers, and defenses
12 & 13	Mergers and other forms of corporate restructuring	<ul style="list-style-type: none"> • Strategic alliances • Divestiture • Ownership restructuring • Leveraged buyouts
14 & 15	Term loans and leases	<ul style="list-style-type: none"> • Term loans • Provisions of loan agreement • Equipment financing • Lease financing
16 & 17	International financial management	<ul style="list-style-type: none"> • Background • Types of exchange rate risk exposure • Management of exchange rate risk exposure • Structuring international trade
18	Final Exam	

Suggested Book (s)	<p>James C. Van Horn, Fundamental of Financial Management, Int'l edition</p> <p>Ross Westerfield Jordan Fundamentals of Corporate Finance Standard Edition</p>
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Reference Book (s)	Charles H. Gibson, Financial Statement Analysis, Using Financial Accounting Information. 7 th Edition
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COURSE OUTLINE		
Corporate Governance		
Week	Topics to be Covered	References
1	<p>INTRODUCTION</p> <ul style="list-style-type: none"> • Definition • Governance and Management • What is a Corporate Body? • Classification of Stakeholders • Key players • Scope of Corporate Governance • Different Board Types: The Good, Bad, and Ugly • Responsibilities of the Board <ul style="list-style-type: none"> a. The Oversight Function b. The Directional Functions c. The Advisory Function • Responsibilities of CEO & Senior Management 	Chapter 1
2 & 3	<p>TERMS & CONCEPTS CORPORATE GOVERNANCE</p> <ul style="list-style-type: none"> • Definition • Important Issues • CG in Public Sector • Dominant Personality Aspect • Stakeholders • Key Issues of CG <ul style="list-style-type: none"> ○ Financial Reporting ○ Directors Remuneration ○ Company-Stakeholders Relations ○ Risk Management ○ Communication • Approaches to CG <ul style="list-style-type: none"> ○ Shareholders Approach 	

	<ul style="list-style-type: none"> ○ Enlightened Shareholders Approach ○ Integrated/Pluralist Approach ● Watch list: Pirates of Silicon Valley (1999). <i>Story of Microsoft and Apple</i> ● 	
4.	<p>Ethics and the Role of CG Officer</p> <ul style="list-style-type: none"> ● Reputation <ul style="list-style-type: none"> a) Reputational Risk ● Ethics <ul style="list-style-type: none"> a) Code of Ethics ● Corporate Social Responsibility ● CSR and Reputation Risk ● Shades of CSR ● Formulating CSR Policy <ul style="list-style-type: none"> a) CSR Policy b) Bench Marking in CSR c) Sustainability Report ● Whistleblowers <ul style="list-style-type: none"> a) WB – Best Practice b) Disclosure c) Recommended Guide on WB ● Watch list: THE WHISTLEBLOWER (2010) 	
5,6 & 7 th	<p>Rights & Powers of Shareholders & Directors</p> <ul style="list-style-type: none"> ● How directors are elected (as per guideline of SECP) ● Powers of Directors ● Sources of Power ● Borrowing Powers ● Duties of Directors ● Statutory Duties ● Test of Fiduciary Duty ● Skill & Care Duty ● Delegation of Duties ● Care & Skill by NEDs ● Directors’ Liability ● Dealings with Directors ● Directors duties to Stakeholders other than shareholders ● Other Issues re directors ● Types of Directors ● Shareholders’ Powers 	

8.	<p>Balance of Power on the Board</p> <ul style="list-style-type: none"> • Role of the Board • Balance of the Board • Role of C.E.O • Role of Chairman • Watch list: Barbarian at the gate (1993) 	
9.	<p>Non-Executive Directors</p> <ul style="list-style-type: none"> • Who is NED • Why have NED • Sources of NED • Types of NED • Independence and Protection of NEDs • Guidelines for NEDs 	
10.	<p>The Board & Shareholders <i>Their relationship and attendant issues</i></p> <ul style="list-style-type: none"> • Nature of Relationship • Types of shareholders <ul style="list-style-type: none"> ○ Institutional shareholders ○ Small private shareholders ○ Large private shareholders ○ Corporate Shareholders • Communication between shareholders and board 	
11 & 12	<p>Financial Reporting</p> <ul style="list-style-type: none"> • Financial reports <ul style="list-style-type: none"> ○ Functions of Financial reports ○ Investors interest in Financial Reports ○ Key Issues • The Board's Role • External Audits <ul style="list-style-type: none"> ○ Errors and frauds ○ Auditor's liability • Non audit work • Role of Audit committee 	
13.	<p>Director's Remuneration</p> <ul style="list-style-type: none"> • Approaches to remuneration • Remuneration committee 	

14.	<p>Risk Management& Corporate Governance</p> <ul style="list-style-type: none"> • Risk Management Process • Classification of Risk • Risk Management technique • Internal control • Internal audit • Risk Management Reporting • Watch list: Rogue Trader (1999) 	
15 & 16	<p>Corporate Social Responsibility &The Role of Media incorporate Governance</p> <ul style="list-style-type: none"> • Concern for environment • Environmental risk management • Role of Media • Watch list: The insider (1999) 	
	<p>Documentaries</p> <ul style="list-style-type: none"> • Crude (2009) • The Corporation (2003) • Food, Inc. (2008) • Capitalism: A love story (2009) • The Yes Men Fix the World (2009) • Inside Job (2010) <p>CORPORATE GOVERNANCE 2ND EDITION BY BRIAN COYLE</p> <p>Additional Readings:</p> <ul style="list-style-type: none"> • Corporate Governance: The intersection of private and public reform, USAID (2009) • Case studies of good corporate governance practices, 2nd edition, OECD (2006) • Selected Issues in corporate governance; regional and country experience, United Nations (2003) • Articles from HBR. 	

Course

Name:

ISLAMIC BANKING and FINANCE

Course Objectives:

This introductory course is designed to teach delegates the principles of Islamic Banking and to highlight the differences between Islamic and conventional banking. It explores the different products and services commonly found in both the GCC and the Islamic market globally and it assesses the relative advantages and disadvantages of each. By the end of the course delegates will have a full understanding of the products and principles involved in Islamic Banking and how they differ from Western banking models.

WEEKS	Course Contents
1	A Brief Overview of Economic Systems, Capitalism, Communism, Islamic Economic System.
2	The Islamic Economic System, Factors of Production in Islam, The Objectives of the Distribution of Wealth in Islam
3	Riba, Usury, Interest , Introduction, Historical Background, Nature & Meaning, Prohibition of Riba, Riba in the Quran, Riba in Hadith, Riba in Fiqh
4	Rationale of Prohibition of Riba, Arguments in Favor of Interest , Arguments against Interest , Analysis of the Arguments in Favor of & Against Interest

5	Interest free Banking System, Objections, Reservations, Evaluation of the Objections & Reservations
6	Islamic Banking, Philosophy, Development Areas of Operations, None Fund Based Transactions, Investment Activities, Social Activities, Financing under Profit and Loss Sharing System, Potential of Islamic Banks
7	Islamic Modes of Financing: Musharakah, Definition of Musharakah, The Basic Rules of Musharakah, The Management of Musharakah, Basic Rules of Distribution of Profit and Loss
8	Powers and Rights of Partners and Musharakah, Termination of Musharakah, Termination of Musharakah without Closing the Business, Distinction between Interest Based Financing and Musharakah
MID TERM	
9	Mudarabah: Definition, Types of Mudarabah, Difference between Mudarabah and Musharakah, Investment, Mudarabah Expenses, Distribution of Profit and Loss, Roles of Mudarib, Termination of Mudarabah
10	Diminishing Musharakah, Meaning and Concept, Uses of Diminishing Musharakah
12	Murabaha: Definition, Difference between Murabaha and Sale, Issues in Murabaha, Basic Mistakes in Murabaha Financing, Bai' Muajjal
13	Salam and Istisna: Salam, Purpose of Use, Conditions of Salam, Parallel Salam, Istisna, Concept of Istisna, Difference between Istisna and Salam, Istisna as a Mode of Financing,
14	Ijarah (Leasing), Basic Rules, Lease as a Mode of financing, Difference between Murabaha and Leasing, Expenses Consequent to Ownership, Lessee as Ameen, Ijarah Wa Iqtina
15	Applications of Islamic Financing, Project Financing, Working Capital Financing, Import Financing, Export Financing
16	Islamic Investment, Securitization, Securitization of Musharakah, Securitization of Murabaha, Securitization of Ijarah
Final Examination	

Recommended Books:

1. ISLAMIC BANKING Shahid Hassan Siddiqui, Published Royal Book Company Karachi. (1994).
2. An Introduction to Islamic Finance Muhammad Tagi Usmani, Idaratul Marrif Karachi. (1999).
3. Islamic Banking - Dr. Muhammad Imran Ashraf Usmani Published, Darul Ishaat Karachi Edition (2002).

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
Week 2	Management's responsibility for the preparation of financial reports
Week 3 & 4	Fundamental audit concepts
Week 5 6 & 7	The audit engagement Client acceptance

	Planning the audit
Week 8	Testing controls
Week 9	Mid Term Examinations
Week 10 & 11	Substantive tests of transactions and balances Completion and review
Week 12	Audit Sampling
Week 13	Audit Completion
Week 14	Audit Reporting
Week 15	The professional and regulatory environment: * Ethics
Week 16	Regulation of auditing and legal liability
Week 17	Other Assurance Services Contemporary issues in auditing Presentations
Week 18	Final Term Examinations
<p>Recommended Books</p> <p>Auditing and Assurance Services in Australia (6th Edition). Authors: Gay, G. and Simnett, R. Date of Publication: 2015 Publisher: McGraw-Hill Australia</p> <p>Understanding the New Auditing Standards Related to Risk Assessment American Institute of Certified Public Accountants 2006. New York</p>	

COURSE OUTLINE

International Banking system

Course Code		Title	International Banking system
Credit Hours	3		
Course Objective	<p>This course is an interdisciplinary and systematic introduction to international banking with an emphasis on the:</p> <ul style="list-style-type: none"> • International banking functions and operations • drivers, patterns and trends of globalization • national differences in political economy • implications of regional economic integration • global monetary system • strategies and structures of international business • foreign market entry strategies and international strategic alliances 		
Week	Topics to be Covered		
1	<p>Definition of International banking</p> <p>Difference between international banking and multinational banking</p> <p>History of banking system and need of international banking</p> <p>World top ten international banks</p>		
2.	<p>Major functions of international banks</p> <p>Types of international banks</p> <ul style="list-style-type: none"> • Correspondent bank • Representative offices • Foreign branches • Subsidiary & affiliated banks • Offshore banking centers 		
3.	<p>Globalization</p> <p>Introduction to globalization</p> <p>The globalization of markets</p> <p>The globalization of production</p> <p>Benefits of globalization</p>		

<p>4.</p>	<p>Criticism on globalization</p> <p>Major factors/Movers of globalization</p> <p>Drivers of globalization</p>
<p>5.</p>	<p>Global considerations</p> <p>Organization for international operations</p> <p>Commission agen</p> <p>Export manager</p> <p>Export Department</p> <p>Internal corporation</p> <p>Multinational corporation</p>
<p>6.</p>	<p>Strategies for International business</p> <p>Exporting</p> <p>Licensing</p> <p>Franchising</p> <p>Strategic Alliances</p> <p>Multidomestic</p> <p>Global</p> <p>Political-Legal forces</p> <p>Political risk</p> <p>Assessing political risk</p> <p>Political mechanisms</p>

7.	<p>Competitive Forces</p> <p>Rivalry among existing firms in industry(competitors)</p> <p>Suppliers bargaining power(Suppliers)</p> <p>Threat of goods and services(Substitute goods & services)</p> <p>Threat of new competition(New entrance)</p> <p>Customer bargaining power(Customer)</p>
8	<p>Core competencies and entry mode</p> <p>Pressures for cost reductions and entry mode</p> <p>Establishing a wholly owned subsidiary</p> <p style="padding-left: 40px;">Pros and cons of acquisitions</p> <p style="padding-left: 40px;">Pros and cons of green-field investment</p>
9	Mid-Term Exam
10	<p>Regional Economic Integration</p> <p>Three major economic agreements</p> <p>The general agreement on tariffs and trade(GAAT)</p> <p>North American free trade agreement(NAFTA)</p> <p style="padding-left: 40px;">Evolution of European union (EU)</p>
11	<p>Foreign Exchange Market</p> <p>Functions of Foreign Exchange Market</p> <p>The Nature of the Foreign Exchange Market</p> <p>Economic Theories of Exchange Rate Determination</p>

	<p>Prices and exchange rates</p> <p>Interest rates and exchange rates</p> <p>Investor psychology and bandwagon effects</p>
12	<p>Exporting, Importing, Countertrade</p> <p>The Promise and Pitfalls of Exporting</p> <p>Improving Export Performance</p>
13 & 14	<p>Global Marketing and R&D</p> <p>Globalization of Markets and Brands</p> <p>Market Segmentation</p> <p>Distribution Strategy</p> <p>Communication Strategy</p> <p>Pricing Strategy</p> <p style="padding-left: 40px;">New Product Development</p>
15 & 16	<p>Settlement and financing of international trade</p> <p>Open account trade</p> <p>Documentary collection</p> <p>Financing</p> <p>Recourse loans against collection</p> <p>Non recourse finance against collections</p> <p>Documentary credits</p> <p>Letter of credit</p> <p>Advantages for exporter and importer</p> <p>Possible disadvantages for importer</p> <p>Overcoming on disadvantages</p>

17	<p>Money laundering</p> <p>International banks & washing of dirty money</p> <p>Economics of money laundering</p>
18	Final Exams
Suggested Book	<p>International Banking, Andrew w.millenuex</p> <p>Charles W.L. Hill, International Business, International Edition, 2003, Published by McGraw-Hill Irwin</p>

Course Name: CREDIT MANAGEMENT

Course Objectives:

The main objective of this course is to provide a comprehensive knowledge to the student about credit management latest tools. To prepare them with the latest knowledge about how the credit is managed. This course includes all the pre-requisites that a credit management course requires to be studied. After studying this course the student will be able to know what credit management is and what its importance is.

WEEKS	Course Contents
1&2	Introduction to credit management: Principles of sound lending, Forms of lending, Securities for advance, classification of securities, Creation of charge on securities
3&4	The lending process: Step 1: Identification of and introduction to the new customer, Step 2: Credit analysis, Step 3: Approval and Disbursement
5&6	The role of credit officer: Preparing loan application forms, Processing and follow of credit proposal

7&8	Types and modes of lending : Fun base and non fund based, Short terms and long terms financing
MID TERM	
9	Introduction to credit administration: Function of credit administration department, Function of CAD officer
10&11	Credit Monitoring: Importance of credit monitoring, Stages of credit monitoring(pre & Post sanction stages), 6-C`s,6-M`s,6-P`s
12	Risk Management: Types of risk management, Risk rating criteria and risk rating sheet
13&14	Introduction to SME financing: Criteria for SME, Future of SME in Pakistan
15	SBP Prudential regulation regarding loan classification: PR-consumer financing, PR-SME financing, PR-Corporate financing
16	Introduction to recovery ordinance 2001
Final Examination	

Recommended Books:

1. Practice and law of banking in Pakistan by Dr.AsrarH,siddiqi
2. Commercial Bank Management by peter s Rose
3. SBP Prudential regulation (www.sbp.gov.pk)

Investment and Portfolio Management

Week	Topic	Lectures
1	Understanding Investments The nature of investments Understanding the investment decision process	1 lecture
2 & 3	Investment Alternatives Organizing financial assets Money market securities Fixed-income securities Equity securities Derivative securities (Futures and Options)	2 lecture

2	<p>Indirect Investing Investment company Types of investment companies Major types of mutual funds Net Asset Value Mutual Fund Returns</p>	2 lectures
3	<p>Securities Markets Primary markets Secondary markets</p>	1 lecture
4	<p>How Securities are Traded Brokerage transactions How orders work Margin Short sales</p>	2 lectures
5	<p>The Returns and Risks from Investing Return Measuring returns Taking a global perspective Measuring risk Realized returns and risks from investing</p>	3 lectures
6	<p>Portfolio Theory Dealing with uncertainty Portfolio return and risk Analyzing portfolio risk Modern portfolio theory Measuring co-movements in security returns Calculating portfolio risk Efficient portfolios</p>	4 lectures
7	<p>Portfolio Selection Indifference curves Building a portfolio using Markowitz principles Estimation of minimum variance portfolio Impact of diversification on risk Single index model</p>	2 lectures
8	<p>Asset Pricing Models Capital market theory Equilibrium return-risk tradeoff Estimating SML Multi Factor Models Fama and French Model</p>	3 lectures
9 and 10	<p>Common Stock Valuation Discounted cash flow techniques Relative valuation techniques Common Stocks Analysis and Strategy Active and passive strategy</p>	4 lectures

	Framework for fundamental analysis	
11	Economy/ Market Analysis Assessing the economy Sector/ Industry Analysis Analyzing sector/ industry	2 lectures
12	Company Analysis Fundamental analysis Analyzing a company's profitability Earnings game P/E ratio	1 lecture
13 and 14	Technical Analysis Stock price and volume technique Technical indicators	3 lectures
15	Future Contracts Features Pricing Swaps	2 lectures
16	Option Contracts Features Valuation Black Scholes Model Course Book Charles P. Jones. <i>Investments Analysis and Management</i> 10e Kane Bodie Marcus. <i>Essentials to Investments</i> 7e	2 lectures

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 minimization, albeit its ease to say or learn conceptually is very much difficult to implement, either by self- managed method or by risk-transfer approach. If a business executive decides to manage the cost of risk herself, she has to estimate direct and indirect costs pertaining to the possibly risky events or occurrences. On the other hand, if executive transfers the risk to a third party, she has to load in insurance premium as the compensation for the insurer, comprising administrative fees and the insurer's business return.</p> <p>Learning Outcomes</p>	

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

13. Get a comprehensive perspective on risk management and insurance concepts, tools, and techniques.
14. Develop analytical and integrative thinking in understanding and implementing the risk management practices.
15. Arouse the sense of business through an experiential approach, especially in the completion of assignments.
16. 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

Valuation options using Black-Scholes Model

Week 7

SWAPS

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

Week 8

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 9

Midterm exams

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

- Introduction to operational risk
- How to measure operational risk
- Principles of internal control

Week 17

Final Exam

RECOMMENDED BOOKS

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

Course Books

There is no single book that will cover all the topics included in this course. Selected chapters from the following books will be covered in the course.

1. Hull, John C., 2007, Risk Management and Financial Institutions (RMFI), Prentice-Hall.
2. Hull, John C., 2006, Options, Futures, and Other Derivatives [OFOD], Prentice-Hall (sixth edition).
3. Ross, Stephen A., Westerfield, Randolph W., Jaffe, Jeffery F., & Roberts, Gordon S., *Corporate Finance*, Any Edition, McGraw Hill Ryerson, 1999. [Referred to below as “RWJR”]
4. Risk Management and Derivative by Rene Stulz, second edition

Behavioral Finance

Course Title:	Behavioral Finance (Elective Course) , 3-0 credit hours
Program:	MS (Management Sciences) Program
Course Description:	The course introduces students to Behavioral Finance. It will address the core questions asked by behavioral scientists and behavioral finance researchers via a collection of seminal articles and demonstrations (both in-class and outside-class). It is an interdisciplinary course which spans topics in finance, psychology, and decision science. We will first discuss the conventional finance paradigm and its empirical challenges. We then proceed with in-depth discussions of behavioral foundations, followed by application topics related to stock market investments and corporate finance.
Student Learning Outcomes:	<p>After completing this course successfully, students will be able to achieve the following the following learning outcomes:</p> <ul style="list-style-type: none"> • An understanding of the main principles of Behavioral Finance and Market Efficiency • An understanding of the implications of research on Behavioral Finance and Market Efficiency for security pricing and financial analysis • An understanding of the limits of Behavioral Finance. • Understand how cognitive biases predictably and consistently

	<p>affect our decisions, and how our intuitions on how the mind works are faulty.</p> <ul style="list-style-type: none"> • Understand how these biases affect the decisions of finance practitioners. • Apply this understanding to traditional models and techniques as taught in other courses. • Apply this understanding to help promote more efficient financial decisions for different categories of actors (e.g., individual investors, professional traders). • Develop links between theory and professional practice.
Learning Resources (Text books/ Reference books):	<ul style="list-style-type: none"> • Baker, H. K., & R Nofsinger, J. (2010). Behavioral finance h. kent baker and john r. Nofsinger, editors investors, corporations, and markets • Ackert, L., & Deaves, R. (2009). <i>Behavioral finance: Psychology, decision-making, and markets</i>. Cengage Learning. • Pompian (2011). Behavioral Finance And Wealth Management: How To Build Investment Strategies That Account For Investor Biases • Pompian, M. M. (2012). <i>Behavioral finance and investor types: managing behavior to make better investment decisions</i>. John Wiley & Sons • Nofsinger, J. R. 2001. Investment Madness: How psychology affects your investing and what to do about it • Burton, E., & Shah, S. (2013). <i>Behavioral finance: understanding the social, cognitive, and economic debates</i> (Vol. 854). John Wiley & Sons • Statman, M. (2019). <i>Behavioral Finance: The Second Generation</i>. CFA Institute Research Foundation.

Course Outline

We ek	Topics/Sub-Topics	References	Assignment/Activity/Project
1	The Basics Traditional Finance Theories	Drake & Fabozzi (2010)	
	What Is Behavioral Finance? Behavioral Finance: Micro Versus Macro	Pompian (2012)	(Book Chapter) Your Behavior Matters
2	The Basics (Stocks)		(In-class Activity) Numerical Analysis
	The Efficient Markets Hypothesis Levels Of Market Efficiency	Burton & Shah (2013)	Reading Material (In-class) (3) The Efficient Market Hypothesis and Its Critics Reading Material (Home)

			(4) From Efficient Markets Theory to Behavioral Finance
3	The EMH and the Market Model The Capital Asset Pricing Model (CAPM) Market Portfolio (M) Beta for security(asset) Excel lesson plan	Burton & Shah (2013)	Reading Material (In-class) (3) CAPM as an “Accepted” Theory (4) Assignment/Project
4	The Portfolio Principles of Markowitz Markowitz Mean-Variance Portfolio Theory Portfolio of 2 Stocks, Excel lesson plan	Burton & Shah (2013)	Assignment/Project
5 th	Mental accounting bias General Description Technical Description Theater Ticket Experiment Framing Effect	Pompian (2011)	Reading Material (In-class/Home) Mental Accounting: Chapter #8
	Mental Budgeting [Matching Costs To Benefits And Aversion To Debt] Sunk-Cost Effect [Size And Timing]	Nofsinger (2001)	Classroom Based Activity Mental Accounting Bias Test
6 th	Mental Accounting And Diversification [Mental Accounting And Portfolios; Risk Perceptions]	Nofsinger (2001)	Reading Material (In-class/Home) 4) Risk Perception In The Real World- 5) Building Behavioral Portfolios Assignment 6) Mental Accounting Bias and Framing Bias
7 th	Heuristics and Biases Three (3) Key Heuristics Representativeness Heuristics [Base Rate Neglect Gambler’s Fallacy Vs. Hot Hand]	Ackert & Deaves (2009) Nofsinger (2001)	Reading Material (In-class/Home) 3) Representativeness 4) Representativeness and Investing
	Availability Heuristic Sources of Availability Bias Anchoring Heuristics	Ackert & Deaves (2009)	Reading Material (In-class/Home) 2) Consequences of Availability Bias 2) Detection of and Guidelines for Overcoming Availability Bias

	Anchoring and Adjustment Bias		Reading Material (In-class/Home) 2) Anchoring and Adjustment Bias
8 th	Endowment Effect Status Quo Bias Attachment Bias Overcoming these Biases	Nofsinger (2001)	
9		Midterm Exam	
10	Expected Utility Theory Neoclassical Economics Utility Maximization Risk Attitude [Risk-Averse Individual; Risk Seekers; Risk Neutral]	Ackert & Deaves (2009)	
11	Allais Paradox Prospect Theory	Ackert & Deaves (2009)	Reading Material (In-class/Home) 2) Framing
12 and 13	Social Forces at Work: The Collapse Of An American Corporation Corporate Boards Analysts What Do Professional Security Analysts Do? Do Analysts Herd? Enron	Ackert & Deaves (2009)	Assignment
14	Investing And The Internet The Internet (Psycho) Investor [The Rise Of The Internet Investor, Amplifying Psychological Biases, Advertising—Increasing The Biases, Online Trading And Performance, Day Traders—The Extreme Case] Exuberance On (And	Nofsinger (2001)	

	About) The Net [A Rose.Com By Any Other Name, A Bubble Burst, The Boiler Room Goes Online]		
15 and 16	Group Presentations/ Assignment/ Project	Article (Research Paper)	2 weeks' time for the submission of assignment/project
17		Final Exams	

Course Name: Econometrics	Course Code:
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
<p>Course Objective</p> <p>The objective of this course is to provide a thorough introduction to the theory and application of contemporary econometric tools. It caters to students from different backgrounds, necessary if you are interested in applying econometric tools to data and problems in a variety of disciplines. e major focus of this course is to introduce you to the fundamentals of estimation and statistical inferences of a single equation linear regression model. Emphasis will be placed on Understanding theory through applications and problem solving.</p> <p>Derive statistical parameters to estimate causal relationships Estimate statistical parameters of a regression analysis using the Stata software package Interpret results of regression analysis with different specifications</p> <p>Learning Outcomes</p> <p>Students acquire hands-on experience, using statistical software, in the application of econometric methods to empirically analyze economic issues. This course emphasizes understanding economic data, economic model estimation, hypothesis testing, and</p>	

interpretation of results.

Week 1 and 2

- Introduction to Econometrics; Pure vs. Applied Econometrics; Types of Variables and Data; Methodology of Econometrics

Week 3 and 4

- Cross-Sectional Econometrics: Basic of Simple and Multiple Regression Models; Assumptions of CLRM; Statistical Inference (OLS estimation & Significance Testing)

Week 4, 5 and 6

- Issues in Cross-Sectional Econometric Models: Multicollinearity, Heteroscedasticity & Autocorrelation. Meaning, Consequences, Detection and Remedy

Week 7 and 8

- Dummy Variable Regression Models: ANOVA & ANCOVA type Models

Week 9

Midterm Exams

Week 10 and 11

- Time-Series Econometrics: Nature of Time Series data; Stationary and non-stationary data.

Week 12 and 13

- Concept of Cointegration and its use in Econometric models; Tests for Cointegration; Error-Correction Models

Week 14, 15 and 16

- Volatility Models: ARCH and GARCH Models

Week 17

Final Exam

RECOMMENDED BOOKS

1. “Basic Econometrics” by Gujarati & Porter
2. “Introductory Econometrics for Finance” by Chris Brooks
3. “An Introduction to Modern Econometrics using Stata” by Christopher Baum

HR Specialization

Course Name: Change Management		Course Code:
Course Structure: Lectures		Credit Hours:
<p>Learning outlines:</p> <p>This course is geared toward deepening your understanding of the challenges, the techniques, and the problems associated with initiating and implementing major change in an organization. Throughout the course, the objective will be to prepare managers, or their consultants and advisers, to meet the challenges of organizational change successfully. The focus of this course will be on the theoretical concepts of change management and the application of these concepts in organizational strategies and decision makings. While we will cover the macro (organizational) level of change, we will also focus on the micro (individual) level of change and how you, as a manager/consultant, can lead change through your actions and through others. The objectives of this course are; teaching practical and applicable change management skills to equip students to proactively engage with change processes in the workplace, as well as improving the student’s self-confidence to use change management tools and models to design appropriate change plans for their workplace</p>		
Week	Module	
Week 1 & 2	Organizational Change Management: Understanding Organizational change and Transformation, Transformation Strategies, Process of Organizational Transformation, Perspectives of Organizational Change.	
Week 3 & 4	<i>Models of Organizational Change:</i> Process-based Change Models, Content-based Change Models, Individual Change Models, Integration of Change Models	
Week 5 & 6	<i>Communicating Change and Process of Change</i> <i>Management:</i> Change Management Process, Phases of the Change	

	Management Process.
Week 7 & 8	<i>Resistance to Change:</i> Concept of Resistance to Change, Forms of Resistance, Reactions to Change, Resistance to Organizational Change Initiatives, Overcoming the Resistance to Change, Techniques to Overcome Resistance
Week 9	Mid Term Examinations
Week 10 & 11	<i>Implementing Change:</i> Implementation of Change, the Delta Technique, Developing an Implementation Plan, Gaining Support and Involvement of Key People, Developing Enabling Organizational Structures, Celebrating Milestones
Week 12 & 13	<i>Leading Changes:</i> Visionary Leadership, Leadership Framework, Creating Shared Vision, Role of Leaders in the Phases of Organizational Change
Week 14 & 15	<i>Change Agents:</i> Meaning and Concept of Change Agents, Types of Change Agents, Role and Competencies of a Change Agent, Change Agent Styles, Areas that Change Agents can Change
Week 16 & 17	<i>Evaluating Organizational Change:</i> Concept of Monitoring and Evaluation, Measurement and Methods of Evaluation, Feedback Process, Continuous Incremental Change
Week 18	Final examination
<p>Recommended Books: Thomas G. Cummings and Christopher G. Worley (2009). Organization Development & Change, 9th Edition, South-Western, Cengage Learning.</p> <p>Amir Levy & Uri Merry (1986). ORGANIZATIONAL TRANSFORMATION: Approaches, Strategies, Theories, First Edition.</p>	

Course Name: Workplace Diversity Management	Course Code:
Course Structure: Lectures	Credit Hours:

Learning outlines:

Knowledge and understanding

On completion of the course, students shall be able to

- describe different aspects of diversity management (1)
- explain the links between diversity management and context (2)

Competence and skills

On completion of the course, students shall be able to

- exemplify the impact of diversity management in organizations (3)
- demonstrate knowledge of the theories and practical applications of diversity management (4)

Judgment and approach

On completion of the course, students shall be able to

- compare and use tools of diversity management (5)
- adopting a scholarly approach, critically address the theories and practices of diversity management (6)

Week	Module
Week 1 & 2	<ul style="list-style-type: none"> • What is diversity?
Week 3 & 4	<ul style="list-style-type: none"> • Primary and secondary aspects of diversity
Week 5 & 6	<ul style="list-style-type: none"> • What is diversity management?
Week 7 & 8	<ul style="list-style-type: none"> • Contexts of diversity
Week 9	Mid Term Examinations
Week 10 & 11	<ul style="list-style-type: none"> • Diversity management in organizations
Week 12 & 13	<ul style="list-style-type: none"> • Theories of diversity management
Week 14 & 15	<ul style="list-style-type: none"> • Tools of diversity management
Week 16 & 17	<ul style="list-style-type: none"> • Perspectives on diversity management
Week 18	Final examination

Recommended Books:

- Kirton, G & Greene, A (2010), The dynamics of managing diversity: a critical approach. 3 edition. Oxford: Elsevier Butterworth-Heinemann Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- Klarsfeld, A (2010), International handbook on diversity management at work: country perspectives and equal treatment. Cheltenham: Edward Elgar (346 p). Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- Konrad, A M & Prasad, P & Pringle, Judith K (2009), Handbook of workplace diversity. Sage Publications, London Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- Moss, G (2011), Lessons on profiting from diversity. Basingstoke: Palgrave Macmillan Basingstoke (296 p). Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- Schwabenland, C (2012), Metaphor and Dialectic in Managing Diversity. Palgrave Macmillan, Basingstoke Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket

Course Name: Industrial Relations	Course Code:
Course Structure: Lectures	Credit Hours:
Learning outlines: This course is designed to provide guidance on the approaches that can be adopted to the development and management of industrial relations that will contribute to improving organizational performance while respecting and catering for the needs of employees. The course unit aims to give students an understanding of the key issues and tensions which can arise in employment relations, and the nature, objectives and methods adopted by the various parties seeking to influence the nature of those relations (e.g. government, employers, management, trade unions and employees).	
At the end of the course unit students should be able to understand:	
<ul style="list-style-type: none">• The characteristics of industrial relations• The process of industrial relations in organizations• Analyze and critically assess current trends in labour, management and industrial relations	

	<ul style="list-style-type: none"> • Integrate analytical frameworks, research findings and managerial choices, policies and practice • Provide advice about good industrial relations practice in the workplace • Work effectively as a group member in analyzing industrial relations problems • Make a coherent group presentation on a topic related to the Course unit.
Week	Module
Week 1 & 2	Part I Background to Industrial Relations <ul style="list-style-type: none"> • Understanding industrial relations • Approaches to industrial relations
Week 3 & 4	Part II Management of Conflict in Industry <ul style="list-style-type: none"> • Conflict resolution • Collective bargaining
Week 5 & 6	<ul style="list-style-type: none"> • Negotiation for Win-win dispute resolution • Management of discipline • Management of strikes and lock outs
Week 7 & 8	Part III Positive Employee Relations <ul style="list-style-type: none"> • Building positive employee relations • Workers’ participation in management
Week 9	Mid Term Examinations
Week 10 & 11	<ul style="list-style-type: none"> • Workers’ participation in management • Management of Grievances
Week 12 & 13	<ul style="list-style-type: none"> • Working conditions and work behavior Part IV Issues in Industrial Relations <ul style="list-style-type: none"> • Adjustment process and voluntary retirement schemes • Management of Sexual harassment
Week 14 & 15	Part V Industrial Relations and Labour Rights in Pakistan <ul style="list-style-type: none"> • Industrial Relations and Labour Rights • Industrial Relations Human Rights • Right to Work and Rights at Work
Week 16 & 17	<ul style="list-style-type: none"> • International Labour Organization (ILO) • The ILO Conventions and Laws • Core Labour Rights • Decent Work
Week 18	Final examination

Recommended Books

Dundon, T and Rollinson, D (2011). Understanding Employment Relations, McGraw-Hill Education, 2nd edition. (Introducing key elements of subject).

Colling, T. and Terry, M. (eds.) (2010). Industrial Relations: Theory and Practice, Wiley-Blackwell, 3rd edition. (Edited collection of specialist chapters).

Singh, BD. (2004) Industrial Relations Emerging Paradigms, First Edition

Course Name: Reward and Talent 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	<p>Part I Essentials of Reward Management</p> <ul style="list-style-type: none"> • An Overview of Reward Management • The Reward System • Total Rewards • International Reward

Week 3 & 4	Part II Performance and Reward <ul style="list-style-type: none"> • Performance Management and Reward • Financial Rewards
Week 5 & 6	<ul style="list-style-type: none"> • Bonus Schemes • Team Pay
Week 7 & 8	<ul style="list-style-type: none"> • Rewarding for Business Performance • Recognition Schemes
Week 9	Mid Term Examinations
Week 10 & 11	Part III Valuing and Grading Jobs <ul style="list-style-type: none"> • Pay Levels
Week 12 & 13	Part IV Rewarding Special Groups <ul style="list-style-type: none"> • Rewarding Directors and Senior Executives • Rewarding Sales and Customer Service Staff • Rewarding Manual Workers
Week 14 & 15	Part V Employee Benefit and Pension Schemes <ul style="list-style-type: none"> • Employee Benefits • Pension
Week 16 & 17	Part VI Talent Management
Week 18	Final examination
<p>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)</p>	

Course Name Conflict and Negotiation 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	Negotiation Management
Week18	Final Exams

Recommended Book:

Managing conflict in organizations by M. Afzal Ur Rahim

Course Name: Managerial Leadership	Course Code:
Course Structure: Lectures	Credit Hours: 3
Prerequisites: None	
<p>Objectives</p> <p>Leadership is not a new concept and has been discussed for years. One main difference between leadership and management is the process of obtaining results through individuals. Management relates to planning, organizing, controlling and implementing work to obtain desired results. Leadership takes the process a step further by involving how the employees think and feel. Leadership has been conceived as the focus of group processes, as a matter of personality, as a matter of inducing compliance, as the exercise of influence, as particular behaviors, as a form of persuasion, as a power relation, as an instrument to achieve goals, as an effect of interaction, as a differentiated role, as initiation of structure, and as many combinations of these definitions. Effective leaders are critical to the success of an organization, and leadership development is important to develop good leaders</p> <p>This course examines the vital role that leadership plays at all levels within a business organization. Students will discover the importance of leadership potential as a key to sustained professional and organizational excellence. Exposure to thought-provoking cases, exercises and literature will heighten students' awareness of the need to develop strong leadership skills in dealing with dynamic and culturally diversified organizations and communities of global world.</p> <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
Week 1 & 2	Introduction to leadership	Define Leadership. Leadership Managerial Roles Leadership theories Level of Analysis of Leadership Theory
Week 3 & 4	Leaders as an individuals: <i>A personal side of Leadership</i>	Explore the relationship personality and traits Traits of Effective Leaders Big five model of personality Leadership Attitudes Achievement motivation theory Leadership styles based on attitudes

Week 5 & 6	Leadership styles	Explore different leadership styles University of Iowa leadership Model University of Michigan leadership model Ohio State University Leadership model Blake, Mouton & Mccanse Leadership model
Week 7 & 8	Power, Politics, Networking and Negotiation	Influence and power Sources of Power Types of Power Politics Common organizational political behaviors: networking, coalitions and reciprocity
Week 9	Mid term	
Week 10 & 11	Leading Through Vision	Transformational leadership charismatic leadership Personal meaning Weber's conceptualization of charisma Transactional leadership Transformational vs charismatic leadership
Week 12 & 13	Motivation	. Motivation Process Types of Motivation theories Content Motivation theories Process Motivation theories
Week 14 & 15	Leader follower relationships	Evolution of Dyadic Theory Dyadic Approach: Stages of development Out group character tics In group characteristics Leader-member exchange (LMX) Team building Systems and networks Stages for developing positive LMX Effective follower-leader feedback and guidelines Followership types Factors that determine follower influence Dual role of being follower and leader
Week 16 & 17	Strategic Leadership and change management	Effective strategic leadership & failure Strategic management Process of strategic management Need for change Role of leadership in implementing change Change management process Why people resist change Recommendations for minimizing resistance to change

18	Final Exam
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Course Name: Training and Development		Course Code:
Course Structure:		Credit Hours:
Course Outline		
Week	Module	
Week 1 & 2	Introduction <ul style="list-style-type: none"> • What is training • Training design process 	
Week 3 & 4	Learning <ul style="list-style-type: none"> • Learning outcomes • Learning theories • Learning process • Learning style 	
Week 5 & 6	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 	
Week 7 & 8	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 • Knowledge management • Four models of knowledge sharing 	
Week 9	Mid Term Examinations	
Week 10 & 11	Traditional methods <ul style="list-style-type: none"> • Presentation methods • Hands on methods • Group building methods • Action learning • Choosing training methods 	
Week 12 & 13	Other methods of training <ul style="list-style-type: none"> • Technology influence on training and learning 	

	<ul style="list-style-type: none"> • Types of learning environment • Technology and multimedia • Computer based learning • E-learning • Blended learning • Simulations and types • Distance learning
Week 14 & 15	Training Evaluation <ul style="list-style-type: none"> • Reasons for evaluating training • Types of Evaluation Design • Outcomes used in evaluation training programs • Evaluation process
Week 16 & 17	Training Trends Training and Development From a Change Model Perspective Key issues in implementing change Managers' misconceptions about training
Week 18	Final examinations
Recommended Books: <ol style="list-style-type: none"> 13. Employee Training & Development (5th edition) by Raymond. A Noe 14. Training & Development (N. Ramaswami) 1992 15. Management training in organizations (Ishwar Dayas) 1989 16. Training strategy (Martyn Sloman) 1996 17. Applied Psychology in KRM, Wayne F. CASCIO (Fifth Edition) 18. Creative Training Techniques Handbook by Robert W. Pike, CSP 	

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: <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.

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

Week 01, 02	<p>Introduction to Recruitment and Selection</p> <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 needs
Week 03	<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 04, 05	<p>Measurement, Reliability and Validity</p> <ul style="list-style-type: none"> • Role of Measurement: Criteria and Predictors • Considerations in the choice of selection techniques • Reliability • Validity and its types • Validation process • Biasness and fairness
Week 06, 07	<p>Legal Issues</p> <ul style="list-style-type: none"> • Fair Labor Standard Act • Equal Pay Act • Workplace safety Act

	<ul style="list-style-type: none"> • 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 08	<p>Job Analysis and Competency Models</p> <ul style="list-style-type: none"> • Steps in Job Analysis • Job description • Job specification • Methods to collect job analysis information • Competencies
Week 09	Midterm Exam
Week 10, 11	<p>Recruitment & Selection and Job Performance</p> <ul style="list-style-type: none"> • Job performance • Job performance domain and dimensions • Multi –dimensional model of job performance • Counterproductive Work Behaviours • Measuring performance: effective performance measures • Objective performance measures • Subjective performance measures
Week 12	<p>Applicant Screening</p> <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	<p>Ability Tests and Personality Assessment</p> <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, 17	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 • How to conduct an effective interview 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: Performance and Compensation Management	Course Code:
Course Structure: Lectures 3	Credit Hours:3
prerequisites: None	
Course objectives:	
<p>The modern business and non-profit organizations demand high caliber of human resource providers and planners equipped with sound knowledge of personnel policies and procedures to motivate the workforce for higher efficiency and maximum productivity. In considering the demand, this course is designed to give an overview of current ideas and issues in Human Resource Development. The core objective of the course is to provide students with clear thinking and understanding of how to appraise and compensate human resource.</p>	
INTENDED LEARNING OUTCOMES:	
<p>This course supports the following learning outcomes of the HRM stream:</p> <p>Adhere to relevant ethical and legal principles when making human resource decisions or</p>	

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, 02	Performance management Performance appraisal Compensation management Compensable factors
Week03, 04	Traditional Bases for Pay : Seniority and Merit
Week05,06	Incentive pay
Week07, 08	Person focused pay
Week09	Mid-term exams
Week10, 11	Building Internally Consistent Compensation Systems
Week12, 13	Building Market competitive compensation systems
Week 14, 15	Compensating the flexible workforce: contingent employees and flexible work schedules

Week 16 & 17	Workplace benefits Compensation Laws
Week18	Final exam
<p>Recommended Books:</p> <ul style="list-style-type: none"> • Strategic Compensation (HRM Approach) by Joseph J. Martocchio • Dr. Panday And Rostogi, Public 1997, Wage & Salary Administration • Managing Human Resources, Chrudden/Sherman, Seventh Ed: 1987 <p>Hamid book of Wage & Salary Administration, Second Ed: Editor-Milton L. Rock.</p>	

Course Name: Group Dynamics	Course Code:
Course Structure: Lectures: 3	Credit Hours: 3
<p>COURSEDESCRIPTION</p> <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> <p>INTENDED LEARNINGOUTCOMES</p> <p>Students will be able to</p> <ol style="list-style-type: none"> 19. define a group; 20. explain the major theories of group development; 21. describe methods for identifying group problems and develop appropriate strategies for their resolution [Critical Thinking]; 	

	<p>22. demonstrate effective communication and decision making skills in small group settings;</p> <p>23. identify issues in group dynamics, such as group norms, structures, leadership, authority, membership, cultural sensitivity, and ethics; and</p> <p>24. describe the interpersonal and their own intrapersonal reactions within the context of the group.</p>
Week01 &2	<p>Chapter 1:Introduction to Group dynamic</p> <ul style="list-style-type: none"> ➤ Nature of groups ➤ Nature of group dynamics
Week03, 04	<p>Chapter 2: Studying Group</p> <ul style="list-style-type: none"> ➤ Measurements in group dynamics ➤ Research Methods in Group Dynamic ➤ Theoretical Perspectives in Group Dynamics
Week05&06	<p>Chapter 3: Formation</p> <ul style="list-style-type: none"> ➤ Joining Groups ➤ Affiliation ➤ Attraction
Week07,08	<p>Chapter 4: Inclusion and Identity</p> <ul style="list-style-type: none"> ➤ Isolation to Inclusion ➤ Individualism to Collectivism ➤ Personal Identity to Social Identity
Week 09	Mid Term Examinations
Week10&11	<p>Chapter 5: Cohesion and Development</p> <ul style="list-style-type: none"> ➤ The Nature of Cohesion ➤ Developing Cohesion ➤ Consequences of cohesion
Week12, 13	<p>Chapter 6: Structure</p> <ul style="list-style-type: none"> ➤ Norms ➤ Role ➤ Inter member relations

Week14, 15	Chapter 7: Decision Making <ul style="list-style-type: none"> ➤ The functional Perspective ➤ Groups as Imperfect Decision Makers ➤ Victims of Group thinking
Week 16, 17	Chapter 8: Teams <ul style="list-style-type: none"> ➤ Working together In teams ➤ Building the team ➤ Working Teams ➤ Team performance
Week18	Final Examinations
RECOMMENDEDBOOKS	
1. Group Dynamics by Donelson R.forsyth	

Course Name: Organizational Development and Transformation	Course Code:
Course Structure: Lectures	Credit Hours:
<p>Learning outlines:</p> <p>This course focuses on developing students’ organizational diagnosis and transformation skills. This course will improve students’ ability to explicitly generate and manage conflict, diagnose negotiation situations, strategize and plan upcoming negotiations, and engage in more effective negotiations.</p> <p>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.</p> <p>Research on conflict, counseling and negotiation will be used to supplement this learning. Throughout the semester students’ will be placed into various realistic organizational conflict situation, negotiation settings to analyze their negotiations. Students will need to prepare for, participate in a variety of organizational conflict, counseling and negotiations settings.</p>	

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> THE "TRANSFORMATION"
Week 14 & 15 Week 16 & 17	"TRANSITION" STRATEGIES PROCESS OF CHANGE AND TRANSFORMATION MANAGEMENT
Week 18	Final examination
<p>Recommended Books:</p> <p>Thomas G. Cummings and Christopher G. Worley (2009). Organization Development & Change, 9th Edition, South-Western, Cengage Learning.</p> <p>Amir Levy & Uri Merry (1986). ORGANIZATIONAL TRANSFORMATION: Approaches, Strategies, Theories, First Edition.</p>	

Course Name Contemporary Issues in HR (HR spec)	Course Code:
Course Structure: Lectures 3	Credit Hours:3
Prerequisites: None	
<p>COURSE OBJECTIVES</p> <p>This course critically examines a range of contemporary issues in human resource management (HRM) theory and practice. We will examine ways in which HRM can have real influence on individual and organisational outcomes.</p> <p>INTENDED LEARNING OUTCOMES:</p>	

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	Career, traditional career, contemporary career perspective, and globalization Work life balance
Week02	
Week03	Psychological Capital and other types of capital
Week04	Workplace Bullying
Week05	Flexible work arrangements
Week06	Talent management
Week07	Organization learning
Week08	Learning organization
Week09	Mid-Term
Week10	Psychological Contract and types
Week11	Green HRM
Week12	HRM and electronic era
Week13	Employer Branding
Week14	Corporate Social Responsibility and Ethics
Week15	Diversity Management
Week16	Managing emotions at workplace
Week17	Knowledge Management Conflict Management
Week18	Final Exams

Recommended Book:

Armstrong, M. (2012). A handbook of human resource practice (12th edition). London: Kogan

Course Name: International HRM	Course Code:
Course Structure: Lectures	Credit Hours:
<p>Learning outlines:</p> <p>By the end of the course, students will have:</p> <ol style="list-style-type: none"> 1. A good knowledge and understanding of the main issues involved in the management of human resources in the international context 2. The capacity to contribute to the development and review of management policy, practices and systems in the field of international human resource management 3. Knowledge of different international perspectives on human resource management. 4. Knowledge of the operation of human resource management in multinational enterprises/ different countries 5. Acquired skills in library-based research, team working and team discussion and in written and oral presentations. 6. Been able to evaluate critically and analyze case studies based on the functional areas of international human resource management. 	
Week	Module
Week 1 & 2	<p>Chapter 1 "Introduction – HRM to International HRM"</p> <p>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</p> <p>Difference between domestic and International HRM, variables that moderate differences between domestic and international HRM, Key Issues in IHRM</p>
Week 3 & 4	<p>Chapter 2 "The Role of Cultural understanding in IHRM "</p> <p>Define Culture, Culture significance in organizational success, Global cultural factors, Cultural Shock, HRM practices as a Cultural Variable,</p>

	<p>Cross cultural dimensions, Hofstede Cultural dimensions, First group presentation on cross cultural differences</p> <p>QUIZ # 1</p> <p>Group 1 Cross Culture Presentation</p> <p>Case Study Discussion on Expatriate Cultural Shock in Japan (Fred Bailey)</p>
Week 5 & 6	<p>Chapter 3 "Sustaining International Business Operations"</p> <p>Approaches to staffing, transferring staff for international business, difference b/w PCN, HCN, &TCN, Second group presentation on cross cultural differences</p> <p>Group 2 Cross Culture Presentation</p> <p>Chapter 4 "Global Recruitment and Selection"</p> <p>Multinational global recruitment process, issues, succession planning, expatriate selection process,</p> <p>Case Study Discussion on Global Manager's Perceptions of Cultural Competence</p>
Week 7 & 8	<p>Chapter 5 "Expatriate Training"</p> <p>International Training Development program, Approached of multinationals to train expatriate, group presentations on cross cultural differences, Home take Movie (Outsourced 2006)</p> <p>QUIZ # 2</p> <p>Group 3 Cross Culture Presentation</p> <p>Chapter 6 "Global Compensation"</p> <p>International pay and reward systems and Motivation, Balance sheet approach of compensation,</p> <p>Case Study Discussion on Host country specific factors and the transfer of human resource management practices in multinational companies</p>
Week 9	Mid Term Examinations
Week 10, 11 & 12	<p>Chapter 7 "Managing Performance across Boundaries"</p> <p>International pay and reward systems and Motivation, Balance sheet approach of compensation</p> <p>Development of performance appraisal and evaluation systems in a multinational context,</p> <p>Case Study Discussion Group 4 Cross Culture Presentation</p>

Week 13, 14 & 15	Chapter 8 "HR Issues in Expatriation and Repatriation" Multinationals performance appraisal issues, cross cultural differences remaining group presentations QUIZ # 3 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
Week 16 & 17	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
Week 18	Final examination

Recommended Books:

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

Reference Books:

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

Marketing Specialization

Advertising

Course Name: Advertising	Course Code:
Course Structure: Lectures:3	Credit Hours: 3
Prerequisites: None	

COURSE DESCRIPTION/OBJECTIVE

Advertising and Promotion management is designed as an introduction to the field of integrated marketing communications (IMC). The emphasis is on the use of communication to meet marketing objectives, including but not limited to advertising. This course will provide a broad overview of many areas that pertain to marketing communication. Special attention will be placed on understanding the consumer in order to communicate better. Although creative issues will be examined, this is primarily a management, not a creative, course. This course is intended to train you in the ways of advertising and other components of IMC. There are two parts to that – background knowledge and critical thinking. You will need an understanding of the “who, what and where” questions – advertising concepts in general, the specific terms that are used, and issues that arise. But you will also have to apply those concepts, theories, and tools, and to think through the issues to develop the best possible campaign and executions for the product or service and relevant audience. Advertising agencies know that the selection of strategies and executions are not arbitrary (as in choose 1 from column A, then 1 from column B); they must fit into the logic of the marketing plan, and communicate the right message for the product to the right target audience. The best method I know of to improve your critical thinking skills is through frequent practice. Expect lots of “how, when and why” questions both in class discussion and on your exams

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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	
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1	<p>Introduction to Advertising What is advertising? Roles and Functions of advertising The key players Types of Advertising</p>	
2.	<p>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</p>	
3.	<p>The marketing process How agencies work? International Marketing The dynamics of modern marketing</p>	
4 & 5	<p>Major Types of Advertising Institutional Advertising 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 Communication Phases in Advertising</p> <ul style="list-style-type: none"> • Awareness • Knowledge • Acceptance • Reference • Ownership • Reinforcement 	
6 & 7	<p>Media Planning 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 	

	<ul style="list-style-type: none"> • Flow Chart Scheduling & Budgeting <p>Media Strategy 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 Test</p>	
9	<p>Mid Term Examination</p>	
10	<p>Social, Ethical, and Regulatory Aspects of Advertising and Promotion 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 Areas of advertising regulation: 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	Regulation of Other Promotional Tools <ul style="list-style-type: none"> • Direct marketing • Sales promotion • Public Relation 	
16 & 17.	<p style="text-align: center;">Test Research Articles Discussion Major Presentation</p>	
18	<p style="text-align: center;">Final Exams</p>	

Seminars in Marketing

Course Name: Seminars in Marketing	Course Code:
Course Structure: Lectures	Credit Hours : 3
<p>Introduction</p> <p>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>After taking this course students are better equipped, both mentally and academically; they understand various terms and concepts and understand how and when to apply them. It prepares them to take on the real life challenges and to add value to the organization for which they will work.</p> <p>Intended Learning Outcomes (ILOs)</p> <p>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 Marketing : the nontraditional perspectives Dynamic Concepts Emergence of new Concepts</p> <ul style="list-style-type: none"> • Societal marketing concept • Corporate social responsibility • Cause related marketing • Social marketing • Social media marketing • Buzz marketing • Viral marketing • Brand evangelist
2&3	<ul style="list-style-type: none"> • Co creation of brands • Brand community • Brand Tribalism • Marketing for politics • Health marketing • Guerilla marketing
4 & 5	<p>Political Marketing :Concepts and Models What is Political Marketing? Conceptual Underpinning What PM is NOT What actually PM is?</p> <ul style="list-style-type: none"> • Product • Place • Price • Promotion <p>The challenges facing political marketers</p> <ul style="list-style-type: none"> • Commercialism associated with the marketing field • Generation of ethically ‘grey’ areas the practice of ‘lobbying <p>Behavior of politicians individually, and collectively, often makes it difficult</p>

6	<p>Consumer need and political brands Creating a political ‘product’ which satisfies consumer need marketing mix</p> <ul style="list-style-type: none"> • The services offering • Representation • Accommodation
7	<ul style="list-style-type: none"> • Investment and outcome • Political marketing approaches • The market-oriented party • Sales-oriented party • Product-oriented party
8	<p>Co-Creation Steps in Co-creation Limitations What Co-creation IS NOT What Co-creation IS Co-creation in Marketing</p>
9	<p style="text-align: center;">Mid Term Exams</p>
10 & 11	<p>Guerrilla Marketing : Contemporary Perspective Traditional promotion concepts Elements of the Promotion Mix Ingredients of the Promotion Mix</p> <ul style="list-style-type: none"> • Advertising • Public Relation • Sales promotion • Personal Selling <p>Criteria for Setting Promotion Objectives Changing the horizons New rules for promotion</p> <ul style="list-style-type: none"> • Presence • Activity • Energy • Network • Smart
12	<p>Ambush marketing Two Ways of Ambush Marketing</p> <ul style="list-style-type: none"> • Direct Ambush Marketing • In Direct Ambush Marketing

	Ambush Marketing Strategies purchase tickets to an event
13	<ul style="list-style-type: none"> • confusion technique • create its own event • sponsor other events that take place in the venue • wearing of clothing at an event • Purchase media time
14 & 15	<p>The Ethical Issue</p> <p>Protecting from Ambushing</p> <p>Ambient advertising</p> <p>Evangelist marketing</p> <p>Experiential marketing</p> <p>Presence marketing</p> <p>Street marketing</p> <p>Transitive promotion</p> <p>Blog marketing</p>
16 & 17	<p>Viral Marketing</p> <p>Social media marketing</p> <ul style="list-style-type: none"> • The Seven Myths of Social Media Marketing • Viral Marketing Glossary • Tools of viral marketing <p>Low-tech Viral Marketing</p> <p>Street teams & volunteer networks</p> <p>High-tech Viral Marketing</p> <p>E-zines</p> <p>Buzz” email marketing</p> <p>E-marketing</p> <p>Blog marketing</p> <p>Social networking sites</p> <p>Web based marketing</p> <p>Search Advertising</p> <p>Discussion of research papers</p> <p>Presentations</p>
18	Final Exams

Reference Sources

Contemporary issues in marketing & consumer behavior by Elizabeth Parsons, Pauline Maclaran

Internet sources

Research Articles/Paperz

Marketing Magazines

Brand Management

Course Name: Brand Management	Course Code:
Course Structure:	Credit Hours: 3
Prerequisites: None	
Course Description The course builds on existing communications and consumer behaviour models in order to explore many of the issues facing a modern day brand manager. Topics: evaluation of brands, brands and their relationships with consumers, how to create brand equity and the tools required to manage equity over time.	
Learning Outcomes By the end of this course students should be able to: <ol style="list-style-type: none">1. Understand key principles of branding2. Explain branding concepts and ideas in their own words3. Understand and conduct the measurement of brand equity and brand performance4. Practically develop a brand, including positioning and communication5. Prepare a professional, logical and coherent report in the form of a brand audit6. Deliver an oral presentation in a professional, engaging manner7. Develop an argument and express themselves clearly in both written and oral communication8. Consider ethical issues	
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 <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 • 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	
5. Brand Management by Kevin Keller	

International Marketing

Course Name: International Marketing	Course Code:
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Course Structure: Lectures		Credit Hours: 3
Course Objectives:		
<p>To discuss the concepts relating to international business and to observe the diversity of business environments and their effects on MNC's, and also to study Marketing in International Markets, and to discuss how varying cultural, political, economic, and geo-strategic factors influence and determine the scope of international marketing.</p>		
Learning Outcomes		
<p>Students will be able to</p> <ul style="list-style-type: none"> • understand and assess the challenges of turbulent business environments • be able to evaluate and design strategies in such environments either in marketing, international business and/or technology management fields and in their intersection • be able to apply relevant business skills • be able to choose relevant additional knowledge and skills to support subject-based expertise and international readiness • be able to conduct and report on an independent scientific research project • be able to utilize strong analytical skills and apply tools required for professional practices • be able to develop a global, innovative, market-oriented and ethical mindset 		
Course Contents		
WEEK	MODULE	
Week 01	The definition, Scope & Challenge of International Marketing	
Week 02	Dynamic Environment of International Marketing	
Week 03 & 4	The Emergence and importance of GATT, WTO and World Bank Cultural Dynamics in Accessing Global Markets,	
Week 05 & 6	The Political Environment Developing Global Marketing Strategies,	

Week 07 & 08	Global Marketing Management: Planning & Organization, Creating Products for Consumers in Global Markets,
Week 09	Mid Term Examination
Week 10 & 11	Exporting & Logistics, The Global Advertising & Promotion Effort: Global Advertising & World Brands
Week 12 & 13	Global Market Segmentation & Promotion Strategy, Media Mix Alternative,
Week 14 & 15	Global Industrial Marketing, Pricing for International Markets
Week 16	Pricing for International Markets
Week 17	<ul style="list-style-type: none"> • Internal Assessment • Conclusion Session
Week 18	Final Examinations
Recommended Books	
Cateora R Phillip, 1998, International Marketing, International Edition, New York, Mc Graw Hill International	

Sales Management

Course Name: Sales Management	Course Code:
Course Structure: Lectures	Credit Hours: 3
COURSE DESCRIPTION	
<p>This course introduce you the issues, strategies, relationships that relate to the jobs developing sustainable revenue through well mange sales and business related activities. You will become the acquainted managing the sales force and helping them sell. Special emphasis is put on developing a sales program, managing strategic account relationship, team development, diversity in work force, sales force automation, problem solving skills</p>	

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

LEARNING OUTCOMES

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

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

Course Contents

WEEK	MODULE
Week 01	The Nature of Personal Selling
Week 02	Personal Selling in the Marketing Mix

Week 03 & 4	Dimensions of Sales Management Evolution of Personal Selling,
Week 05 & 6	Selling Process Steps in the Selling Process, Advanced Steps in the Selling Process
Week 07 & 08	Territory Development and Time Management Sales Forecasting and Concepts,
Week 09	Mid Term Examination
Week 10 & 11	Estimating Market and Sales Potentials The Product Life Cycle
Week 12 & 13	Information Sources, Procedures and Qualitative Methods,
Week 14 & 15	Sales Budgeting, Organization of Sales Force,
Week 16	Sales Personnel Planning and Recruiting
Week 17	<ul style="list-style-type: none"> • Internal Assessment • Conclusion Session
Week 18	Final Examinations
Recommended Books	
Johnson Eugene, 1994, Sales Management: Concept, Practices and Cases, Second Edition, Singapore, McGraw Hill Book Co.	

Marketing Research

Course Name: Marketing Research	Course Code:
Course Structure: Lectures	Credit Hours: 3
Course Description	
This course is designed to acquaint the students with tools of gathering market data and then analyzing that data for corporate problem solving in the process to analyze consumer Behavior. 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.

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)

Course Contents

WEEK	MODULE
Week 01	Introduction Importance of Marketing Research
Week 02	The Marketing Research Process
Week 03 & 4	The Decision to Undertake Research Research Design & Data Source, Secondary Data
Week 05 & 6	The Measurement Process
Week 07 & 08	Exploratory Research Data Collection Methods
Week 09	Mid Term Examination
Week 10 & 11	Sampling Plan Qualitative Analysis
Week 12 & 13	Quantitative Analysis Data Processing, Data Analysis
Week 14 & 15	Reporting Research Findings

	The Role of Marketing Information Systems in Marketing Research
Week 16	Application of Marketing Research: Forecasting, Advertising Research Pricing Research, Case Studies
Week 17	<ul style="list-style-type: none"> • Internal Assessment • Conclusion Session
Week 18	Final Examinations
Recommended Books	
Kinnear C Thomas & Taylor R James, 1996, Marketing Research: An Applied Approach, N.Y, Mc Graw Hill Inc.	
Tull & Hawkins, Marketing Research, Mc Millan.	
Schoner UHL, Marketing Research, Wile	

Course Name: Advance Strategic Marketing	Course Code:
Course Structure: Lectures:	Credit Hours: 3
Prerequisites: None	
<p>Introduction:</p> <p>This session examine the development of strategic marketing plans based on a rigorous, thoroughly-tested research-based ten step process. This process enables a comprehensive approach to strategic marketing planning, covering the marketing audit, marketing tools and techniques, and the development of marketing objectives and strategies.</p> <p>In this case study session we will review a number of analytical frameworks and tools that can assist in identifying and evaluating marketing strategies. These Frameworks and tools, some of which will be familiar to you, are often used in isolation. The emphasis is on how to use these in combination to evaluate existing and develop new marketing strategies</p> <p>Course Objectives:</p>	

As the introductory session to the course, it is designed to guide you through the course structure, content and assessments, as well as to introduce you to the topic of strategic marketing; its evolution, how it is defined in contemporary terms and what connections it has both to business processes and in the creation of shareholder value.

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

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

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

Intended Learning Outcomes:

At the completion of the course, students will be able to better identify and evaluate the Strategic choices confronting organizations in developing advanced marketing strategy. Students will be able to undertake the situation analysis underpinning the design of marketing strategies and their translation into marketing programmes. At the end of this course you will be able to use a series of marketing analytical tools collectively and in a more integrated manner to analyze real-world marketing issues.

The skills developed in this course will enable you to better understand the complexities of developing advanced strategic marketing plans and the pitfalls and practical difficulties companies often experienced in trying to develop such plans.

Understanding the strategic importance of focusing on organizational climate and culture for companies who wish to gain a competitive advantage in the marketplace.

Gain experience of an advanced marketing strategy through analysis and development of Strategic Marketing Success (SMS) Report & Presentation

Course Outline:

Week 1

Introduction

- The challenges and opportunities of Marketing in today's Economy.
- Marketing concepts, Activities and Decisions
- The contribution of strategic Marketing within the context of business strategies of the firm.
- Value-Driven Marketing
- Managing Customer Relationships

Week 2

Strategic Marketing Planning

- Strategic Planning Process
- Corporate or Business unit Strategy
- Marketing Plan Structure
- Maintaining Customer focus and balance in Strategic Planning

Week 3

Foundation of Strategic Marketing Management

Defining the organization Business, Mission, and Goals

Week 4

Identifying and Framing organizational Growth opportunities

- Converting Environment Opportunities into Organizational Opportunities
- SWOT Analysis

Week 5

Formulating product-Market Strategies

- Market-Penetration Strategy
- Market Development Strategy
- Product Development Strategy
- Diversification

Week 6

Budgeting Marketing, Financial and Production Resources

- Operating budget
- Financial budget

Week 7

Developing Reformulation and Recovery Strategies.

Market Driven Strategy

- Characteristics of a Market-Driven strategy
- Why pursue a market driven strategy?
- Becoming market oriented
- Characteristics of market oriented
- Becoming a market oriented organization
- Market Orientation
- Distinctive Capabilities
- Southwest Airline's Distinctive Capabilities
- Capabilities
- Types of Capabilities
- Organization's process
- Creating value for customer
- Value composition
- Becoming market driven
- Market driven initiatives

Week 8

Mid Term Exams

Week 9

Environmental Analysis

- Trend and PEST analysis and their dynamic nature
- Competitive forces analysis of the industry and how the trend
- impact the forces and their dynamism
- Develop the Key Success Factors and understand how they may changed
- To identify the opportunities and threats

Week 10

Internal Analysis

- Resource Based View of the firm

- Strategic Marketing resources leading to strength and weakness in relation to the KSF
- The value chain analysis leading to identifying the core competency and sources of SCA

Week 11

Competitors Analysis

- The Nature of Competition in the market/industry
- Strategies adapted by the competitions and how they may change
- Develop the competitors profile matrix and establish strategic group maps.

Week 12

Marketing Strategies

- Leaders, Followers and Challenger Strategies
- First mover advantages and disadvantages
- Innovation and entrepreneurial marketing strategies

Week 13

Customer Analysis

Segmentation targeting and Positioning

- Process of segmentation and targeting
- Perceptual and positioning maps
- Developing effective positioning strategies

Week 14

Strategies of the Marketing Mix

- Product and Growth Strategies
- Pricing Strategies
- Promotion and Integrated Marketing Communication
- Distribution strategies

Week 15

Presentations

Week 16

Final Exams

RECOMMENDED BOOKS

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

Before the class you should read the following:

5. Varadarajan, Rajan. (2010) “Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premises”, Journal of the Academy of Marketing Science, Vol. 38:pp. 119–140
6. R. J. Slotegraaf and P. R. Dickson, “The Paradox of a Marketing Planning Capability”, Journal of the Academy of Marketing Science, October 1, 2004; 32(4): pp. 371 - 385.
7. Cranfield School of Management (2000), Marketing Management: A Relationship Marketing Perspective, Chapter 3, “Marketing Diagnostic Tools”, pp. 31-46. 3. Case study: Multi-Electronique et Cie.