



**SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR**  
**DEPARTMENT OF MANAGEMENT SCIENCE**

**MS SCHEME OF STUDIES**  
**SESSION 2025 and Onwards**

S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
1.	1 <sup>st</sup>	Quantitative and Qualitative Techniques	MS-724	3
2.		Advance Research Methods	MS-735	3
3.		Specialization (Elective I)		3
4.		Specialization (Elective II)		3
				<b>12</b>
S.NO	SEMESTER	COURSE TITLE		CREDIT HOURS
7.	2 <sup>nd</sup>	Advance Strategic Management	MS- 736	3
8.		Contemporary Issues in Management	MS-737	3
9.		Specialization (Elective III)		3
10.		Specialization (Elective IV)		3
11.				
12.				
<b>Total Credit Hours</b>				<b>12</b>
S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
15.		Research thesis		6
16.				
17.				06

### LIST OF SPECIALIZATION (ELECTIVES)

COURSES	COURSE CODES	CREDIT HOURS
<b>MARKETING SPECIALIZATION COURSES</b>		
Advertising and Promotion	MSM -751	<b>3</b>
Contemporary issues in marketing	MSM -752	3
Strategic Brand management	MSM -753	3
International Marketing Strategies	MSM -754	3
Sales management Approaches & Techniques	MSM -755	3
Advance Marketing research	MSM -756	3
Advance strategic Marketing	MSM -757	3
Marketing for not for profit Organization	MSM -758	3
<b>FINANCE SPECIALIZATION COURSES</b>		
Contemporary issues in Finance	MSF- 751	3
Islamic Banking and finance	MSF- 752	3
Audit and Assurance	MSF- 753	3
Mergers and Acquisition	MSF- 754	3
Behavioral finance	MSF- 755	3
Econometrics	MSF- 756	3
Corporate Governance	MSF- 757	3
International Banking System	MSF- 758	3
Advance Strategic Finance	MSF- 759	3
<b>HRM SPECIALIZATION COURSES</b>		
Organizational Change management	MSH- 751	3
Workplace diversity Managing Skills	MSH-752	3
Industrial Relation Practices	MSH-753	3

Managerial leadership	MSH- 754	3
Training and development Approaches	MSH- 755	3
Group Dynamics & Employee Behavior	MSH- 756	3
Contemporary issues in HRM	MSH- 757	3
Recruitment & Selection, Process & Practices	MSH- 758	3
Conflict and Dispute Resolutions	MSH-759	3
Employee Performance and Compensation Management	MSH- 761	3

**SEMESTER I & SEMESTER II**  
**DISCIPLINE CORE COURSES**

<b>Course Name: Quantitative and Qualitative Techniques</b>	<b>Course Code: MS-724</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<b>Prerequisites:</b>	
<p><b>Course objectives</b></p> <p>This main objective of this course is to encompass both quantitative and qualitative research paradigms.</p> <ul style="list-style-type: none"> <li>• Quantitative research focuses on numerical data, statistical analysis, and hypothesis testing,</li> <li>• Qualitative research examines meanings, experiences, and behaviors through non-numerical data, such as interviews, case studies, and thematic analysis.</li> <li>• Develop an understanding of quantitative and qualitative research paradigms and their applications.</li> <li>• Enhance scholars’ ability to formulate research problems, develop hypotheses, and design appropriate methodologies for academic and business research.</li> <li>• Familiarize students with data collection techniques, including surveys, experiments, interviews, and case studies. Introduce key data analysis methods, such as statistical modeling for quantitative research and thematic analysis for qualitative research.</li> </ul>	
<p><b>Course Outline</b></p> <p><b>Introduction:</b> Over view of Quantitative &amp; Qualitative Research, Why Study Research Methods? Methodological Approaches to the Social World .<b>Relationships among Qualitative Variables:</b> Relationships among Quantitative Variables, Relationships between a Qualitative and a Quantitative Variable, Statistically Significant Relationships, The Nature of Causal Relationship. <b>Measurement:</b> Levels of Measurement, Reliability and Validity, Reliability Assessment ,Test-Retest Reliability, Split-Half and Internal Consistency Reliability, Validity Assessment, Subjective Validation, Criterion-Related Validation, Construct Validation. <b>Simple Regression Analysis:</b> Evaluating the Regression Results, Interpreting the results, Standard assumptions, BLUE properties of the estimator, Measuring Two Aspects sing Dummy Variable Approach. <b>Simple Regression to Multiple Regression Analysis:</b> Shortcomings of two-variable regression analysis, An example of multiple regression analysis and its Evaluation- statistic, R2 and t-statistic, p-value/significance level, Normality assumption, Problem of Multicollinearity, Problem of Autocorrelation, Time series Analysis, Panel data analysis, Unit root analysis, Simultaneous equation models, Structural equation modeling Techniques. <b>Major qualitative methodologies:</b> Case study, Ethnography, Grounded theory, Thematic analysis, Key issues in qualitative data analysis in qualitative research , Data analysis skills, Drawing findings from qualitative data, Coding methods.</p>	

### Course Learning Outcomes

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

- Articulate the relative appropriateness of different analysis
- Identify the role of quantitative method in the discipline of business.
- Understand the differences between quantitative and qualitative research methods.
- Plan and conduct different methods of data collection and understand research ethics requirements.
- Analyze different forms of quantitative data.
- Understand and be able to use different quantitative methods for data analysis

### Recommended Book and Reference Material:

- Saunders, M., Lewis, Thornhill (2015) Research Methods for Business School Students. London:
- Pearson. 6. Symon, G and Cassell, C (2012) Qualitative organizational research: core methods and current challenges, London Sage
- Stock, J. H. and Watson, M.W. Introduction to Econometrics, 3/E. Pearson Education, 2011
- Updated Research Papers will be provided by the instructor for discussion and practice

<b>Course Name: Advance Research Methods</b>	<b>Course Code: MS-735</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<b>Course Objective</b>	
The course addresses a wide range of research methods, including	
<ul style="list-style-type: none"><li>● Formulating of research topic, downloading and critically reviewing relevant literature.</li><li>● 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.</li><li>● The aim of the course is to develop Scholars skills in understanding and carrying out research</li></ul>	

### Course Outline

**What is research?** Research process? Research stages, formulating & clarifying research topic, importance of educational research. **Steps in the process of research:** Identify the characteristics of quantitative and qualitative research. Type of research designs associated with quantitative and qualitative research, Ethical issues in conducting research. **Formulating and clarifying a research topic,** Research questions, and Research objectives. **Research problem:** Distinguish between a research problem and other parts of the research process,

Identify the criteria for deciding whether a problem can and should be researched, Elements in writing a "statement of the problem" section, Strategies useful in writing a "statement of the problem" section. **Literature review:** Why it is important, Steps in conducting a literature review, Systematic Literature review using Scopus & web of sciences databases, downloading relevant literature, identifying and using keywords, Critical Review of literature. **Developing theoretical framework & research hypotheses:** Conceptual & econometric modeling, Developing research methodology, Practicing reviewing literature, developing theoretical framework & research hypotheses, and conceiving conceptual & econometric modeling in case of scholars' own proposed research. Describe procedures for administering quantitative data collection Steps in the process of analyzing and interpreting quantitative data, Interpret the results, **Types of qualitative data,** Interviews focused group interviews, and participant observations, Identify the procedures for recording qualitative data, Recognize the field issues and ethical considerations that need to be anticipated in administering the data collection

### Course Learning Outcomes

Therefore, by the end of the course, the scholars will demonstrate the ability to:

- 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

### Recommended Book and Reference Material:

- Saunders, Lewis and Thorn hill, published by Pearson education
- Sekaran, U and Bougie, R. (2010), *Research Methods for Business – A skill building approach*, Fifth Edition, John Wiley & Sons
- Cooper, D.R. & Schindler P.S. (2000), *Business Research Methods*, 9<sup>th</sup> Edition, Reprint by National Book Foundation, Islamabad.
- Instructor's notes and reading-materials
- Updated research papers will be provided by the instructor for class discussion

<b>Course Name: Advance Strategic Management</b>	<b>Course Code: MS-736</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<b>Course Objectives</b>	
Advance Strategic Management is the capstone course for business administration scholars. The main aim of this course is to enable the scholars to	
<ul style="list-style-type: none"><li>• Learn new strategy formulation, implementation, and evaluation concepts and</li></ul>	

techniques.

- Scholars use this new knowledge, coupled with knowledge acquired from other courses, to chart the future direction of different organizations.

### **Course Contents**

**Strategic Management: An Overview:** Strategic Management Process, Key Terms in Strategic Management, A Comprehensive Strategic Management Model, and Benefits of Strategic Management. **Strategy Formulation Vision and Mission Statement:** Vision Statement, Mission Statement, Components of Mission Statement, Importance of Vision and Mission Statements. **Internal and External Assessment The External Audit:** The Nature of External Audit, Key External Forces, 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, Value Chain Analysis (VCA), The Internal Factor Evaluation (IFE) Matrix, The I/O View Indicators of I/O, View The RBV View Indicators of RBV Balance Score Card. **Strategies in Action:** Types of Strategies, Levels of Strategies. **Strategy Analysis and Choice:** A Comprehensive Strategy Formulation Framework. **Strategy Implementation:** Creating Strategy Supportive Culture, Production/ Operation Concerns While Implementing Strategies, Human Resource Concerns While Implementing Strategies, Marketing/ Finance/ R&D/ MIS Issues. **Strategy Evaluation:** Strategy Evaluation Framework

### **Course learning outcomes**

- To develop a framework of analysis to enable students to identify central issues and problem in complex, comprehensive case
- To suggest alternative course of action; and present well supported recommendations for future action.
- To develop conceptual skills so that students are able to integrate previously Learned aspects of corporations.
- To develop skills to analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions.
- To bridge the gap between theory and practice and developing an understanding of when and how to apply the concepts and techniques learned in earlier courses in marketing, accounting; finance, management, production and information systems.
- To develop analytical and decision making skills for dealing with complex conceptual problems in an ethical manners.

### **Recommended Book and Reference Material:**

- Fred. R. David, Strategic Management, Prentice Hall Latest Edition
- Kennedy B. Reed, Virginia Tech, Year: 2020, Strategic Management
- Anthony E. Henry Strategic Management 5<sup>th</sup> Edition 2024
- Timothy Galpin, The Strategist's Handbook: Tools, Templates, and Best Practices Across the Strategy Process,2023

<b>Course Name: Contemporary issues in Management</b>	<b>Course Code: MS-737</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<p><b>Course Objectives</b></p> <p>This main objective is to</p> <ul style="list-style-type: none"> <li>• Offers a comprehensive examination of both contemporary and classical issues in management theory and practice.</li> <li>• Aimed at MS-level scholars, the course promotes critical analysis of management literature, encourages scholarly discussion, and cultivates research-oriented thinking.</li> <li>• Key themes include strategic management, organizational behavior, leadership, innovation, ethics, and global management.</li> <li>• The main aim of this course is to engage the students with advanced managerial concepts and emerging trends, through readings, discussions, presentations, and research projects, preparing them for academic research or leadership roles in complex organizational environments.</li> </ul>	
<p><b>Course Contents</b></p> <p>Organization and organizational effectiveness, Importance of organizational design, Strategic Management and Competitive Advantage, Organizational Behavior and Culture, Creating and managing organizational culture, Management theories, Leadership Theories and Practices, Innovation and change management, Types of organizational change, Ethics, CSR, and Sustainable Management, Ethical dilemmas in management, Organizational transformations(Birth,growth,decline and death),Digital Transformation and AI in Management, Globalization, cross culture management.</p>	
<p><b>Course Learning Outcomes</b></p> <p>Students will be able to:</p> <ul style="list-style-type: none"> <li>• Identify trends, gaps, and debates in the field of management.</li> <li>• They will be able to connect theoretical concepts with real-world managerial issues.</li> <li>• Apply ethical reasoning and social responsibility considerations to management research and practice.</li> <li>• Develop awareness of global and cross-cultural dimensions of management and leadership.</li> </ul>	
<p><b>Recommended Book and Reference Material</b></p> <ul style="list-style-type: none"> <li>• Contemporary issues in Management by Lindsay Hamilton, Laura Mitchell, Anita Mangan · 2019</li> <li>• Contemporary issues in strategic management by Paul Phillips, Luiz Moutinho · 2018 ·</li> <li>• Current issues and management Cases in Business Organizations</li> <li>• Research articles</li> </ul>	

**SPECIALIZATION COURSES OFFERED IN  
1<sup>ST</sup> AND 2<sup>ND</sup> SEMESTERS**

**SPECIALIZATION COURSES**

**FINANCE**

<b>Course Name: Contemporary Issues in Finance</b>	<b>Course Code: MSF-751</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<p><b>Course objectives</b></p> <p>The main objectives of the course are:</p> <ul style="list-style-type: none"> <li>• To review key concepts relating to contemporary issues in the field of and to examine relevant regulatory frameworks and ethical considerations applicable to contemporary issues in finance.</li> <li>• To critically review various industry reports and evaluate the nature and importance of a selected contemporary issue in finance.</li> <li>• To critically analyse academic research papers examining the empirical works and theory in the selected contemporary issue.</li> <li>• To compose a report to communicate findings from the analysis of industry and academic evidence on the selected contemporary issue.</li> </ul>	
<p><b>Course Outline</b></p> <p>Contemporary issues in finance, Developments in corporate governance, .Private equity, Hedge funds, Performance measurement, International financial reporting standards, Pension scheme deficits, Managing financial risks, The use of derivatives, Is risk being underpriced?,Efficient Market Hypotheses</p>	
<p><b>Course Learning Outcomes</b></p> <ul style="list-style-type: none"> <li>● Demonstrate an understanding of financial theory pertaining to contemporary issues in financial management and the use of financial instruments in the contemporary world</li> <li>● Develop a frame of reference through which to identify, evaluate and solve financial problems pertaining to the broad area of finance with or without complete information.</li> <li>● Develop a critical understanding of contemporary financial issues, factors that influence those issues, and their relevance for international business.</li> </ul>	

**Recommended Book and Reference Material:**

- Abor, J. Y., Adjasi, C. K. D., & Lensink, R. (Eds.). (2021). *Contemporary issues in development finance*. Routledge.
- Bekaert, G., & Hodrick, R. J. (2017). *International financial management* (3rd ed.). Cambridge University Press.
- Caprio, G., & Honohan, P. (2013). *Handbook of key global financial markets*,

*institutions, and infrastructure.* Elsevier.

- Dixon, C. (2014). *Financial markets, banking, and monetary policy.* Wiley.
- Mishkin, F. S. (2021). *The economics of money, banking, and financial markets* (13th ed.). Pearson.
- Shiller, R. J. (2015). *Irrational exuberance* (3rd ed.). Princeton University Press.
- Stiglitz, J. E. (2017). *The Euro: How a common currency threatens the future of Europe.* W. W. Norton & Company.
- Allen, F., & Gale, D. (2009). *Understanding financial crises.* Oxford University Press.

<b>Course Name: Econometrics</b>	<b>Course Code: MSF-756</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<b>Prerequisites:</b>	
<b>Course Objectives:</b>	
<ul style="list-style-type: none"> <li>• Provide a thorough introduction to the theory and application of contemporary econometric tools.</li> <li>• Cater to students from diverse backgrounds interested in applying econometric tools to data and real-world problems across various disciplines.</li> <li>• Focus on the fundamentals of estimation and statistical inference in a single-equation linear regression model.</li> <li>• Emphasize understanding econometric theory through applications and problem-solving. Derive statistical parameters to estimate causal relationships.</li> </ul>	
<b>Course Outline</b>	
Introduction to Econometrics; Pure vs. Applied Econometrics; Types of Variables and Data; Methodology of Econometrics, Cross-Sectional Econometrics: Basic of Simple and Multiple Regression Models; Assumptions of CLRM; Statistical Inference (OLS estimation & Significance Testing, Issues in Cross-Sectional Econometric Models: Multicollinearity, Heteroscedasticity & Autocorrelation. Meaning, Consequences, Detection and Remedy, Dummy Variable Regression Models: ANOVA & ANCOVA type Models, Time-Series Econometrics: Nature of Time Series data; Stationary and non-stationary data, Concept of Cointegration and its use in Econometric models; Tests for Cointegration; Error-Correction Models, Volatility Models: ARCH and GARCH Models	
<b>Intended Learning Outcomes</b>	
<ul style="list-style-type: none"> <li>• Students acquire hands-on experience, using statistical software, in the application of econometric methods to empirically analyze economic issues.</li> <li>• This course emphasizes understanding economic data, economic model estimation, hypothesis testing, and interpretation of results.</li> </ul>	
<b>Recommended Books and Reference Material:</b>	

- Basic Econometrics 6th Edition By Damodar Gujarati
- a text book on econometrics : S. Shyamala, Navdeep Kaur & Arul Pragasam

<b>Course Name: Behavioral Finance</b>	<b>Course Code: MSF-755</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<p><b>Course Objective</b></p> <p>This course is intended to complement other finance courses that are mainly based on the traditional paradigm which assumes that investors and managers are generally rational. Specifically, this course has three main objectives.</p> <ul style="list-style-type: none"> <li>• First, we aim to examine how the insights of behavioural finance theories shed light on the behaviour of individual investors and finance professionals in investment decision-making and corporate financial decision-making.</li> <li>• Second, we explore the possibility to improve investment performance and corporate performance by recognising the cognitive biases and applying appropriate 'debiasing' techniques.</li> <li>• Finally, we investigate the implications of behavioural finance for the construction of good corporate governance mechanisms.</li> </ul>	
<p><b>Course Outline</b></p> <p>Overview of behavioural finance, Overconfidence and individual investors, Overconfidence and professional investors, Disposition effect, Risk perceptions, Prospect theory, Decision frames, Mental accounting, Familiarity and representativeness, Behavioral portfolio management, Herding, Social interaction, Emotions and investment decisions, Behavioral biases and corporate decision-making (Valuation, capital budgeting, and capital structure), Behavioral biases and corporate decision-making (Dividend policy and mergers and acquisitions), Psychological phenomena, corporate governance and group process, Behavioral finance and the financial crisis.</p>	
<p><b>Course learning outcomes:</b></p> <p>On completion of this course, the Scholars will be able to:</p> <ul style="list-style-type: none"> <li>• Understand and critically discuss the differences between a behavioural finance perspective and a traditional finance perspective</li> <li>• Understand and critically discuss the cognitive biases and errors of judgment that affect financial decisions</li> <li>• Critically evaluate behavioural influences involving individuals; investment decisions</li> <li>• Critically evaluate behavioural influences involving corporate (executive) financial decisions</li> <li>• Critically discuss important developments in this new area and the associated practical insights they provide.</li> </ul>	

**Recommended Book:**

- Forbes, W. (2009), Behavioural Finance, 1st edition, John Wiley, ISBN: 9780470028049.
- Ackert, L. and Deaves, R. (2010), Behavioral Finance: Psychology, Decision-Making, and Markets, 1st edition, South-Western, ISBN: 0538752866.
- Baker, K. and Nofsinger, J. (2010), Behavioral Finance: Investors, Corporations, and Markets, John Wiley, ISBN: 9780470499115.
- Montier, J. (2010), Behavioural Finance, John Wiley, ISBN: 9780470844876.
- Nofsinger, J. (2014), The Psychology of Investing, 5th edition (international edition), Pearson, ISBN: 0133382877.

<b>Course Name: Merger and Acquisition</b>	<b>Course Code: MSF-754</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<b>Prerequisites:</b>	
<b>Course Objectives</b>	
<p>This course provides comprehensive knowledge of mergers, acquisitions, and corporate restructuring, with a strong emphasis on the Pakistani context.</p> <ul style="list-style-type: none"><li>• Students will explore strategic rationales, valuation techniques, legal frameworks (SECP, Competition Commission of Pakistan), financial implications, and post-merger integration.</li><li>• The course integrates global best practices and case studies with local examples to understand the dynamics of M&amp;A in emerging markets like Pakistan.</li><li>• The main purpose of this course is to enable the scholars to Understand the strategic motives driving mergers and acquisitions globally and in Pakistan, Analyze the legal and regulatory environment governing M&amp;A in Pakistan.</li></ul>	
<b>Course Outline</b>	
<p>Introduction to M&amp;A: Types, History, and Trends, M&amp;A Process and Deal Lifecycle, Target Identification and Due Diligence, Valuation Techniques I: DCF, Comparable Companies, Valuation Techniques I: DCF, Comparable Companies, Legal and Regulatory Framework (Competition Law, SECP, Antitrust), Hostile Takeovers and Defense Mechanisms, Post-Merger Integration and Change Management, Financial Reporting and Accounting for M&amp;A, Ethical Considerations and Failures in M&amp;A, Emerging Trends in M&amp;A (Tech, ESG, Startups)</p>	

**Course learning outcomes**

- Describe key concepts, strategies, and motivations of M&A, with examples from Pakistan.
- Apply valuation techniques to real or hypothetical M&A scenarios
- Analyze legal, regulatory, and ethical issues in Pakistani M&A deals.
- Evaluate post-merger integration strategies and cultural considerations.
- Prepare and present a professional M&A deal proposal.

**Recommended Book:**

- Sherman, A. J. (2010). *Mergers and acquisitions from A to Z* (3rd ed.). AMACOM.
- DePamphilis, D. (2021). *Mergers, acquisitions, and other restructuring activities* (12th ed.). Academic Press.
- Rosenbaum, J., & Pearl, J. (2020). *Investment banking: Valuation, leveraged buyouts, and mergers & acquisitions* (3rd ed.). Wiley.
- Securities and Exchange Commission of Pakistan. (2010). *Competition Act 2010*. Government of Pakistan.
- Securities and Exchange Commission of Pakistan. (2017). *Companies Act 2017*. Government of Pakistan.

**Supplementary Materials:**

SECP reports on M&A transactions  
 CCP annual reports  
 Case studies from Pakistani corporate sector  
 Articles from Business Recorder, Dawn, and The Express Tribune

<b>Course Name: Audit and Assurance</b>	<b>Course Code: MSF-753</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<b>Course Objectives</b>	
<ul style="list-style-type: none"> <li>• Audit comprises a fundamental component of the recurrent and strategic activities of nearly all professional occupations.</li> <li>• 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.</li> <li>• This course thus aims to provide an introduction to the principles and practices of auditing.</li> <li>• In this context, it will also outline and critically examine contemporary audit issues and challenges.</li> </ul>	

**Course Outline**

Introduction to auditing, and an overview of the auditing process, Management's responsibility for the preparation of financial reports, Fundamental audit concepts, The audit engagement, Client acceptance, Planning the audit, Testing controls, Substantive tests of transactions and balances Completion and review, ,Audit Sampling, Audit Completion, Audit Reporting The professional and regulatory environment: Ethics, Regulation of auditing and legal liability, Other Assurance Services Contemporary issues in auditing

**Intended Learning Outcomes**

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

- 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
- Work in a collegiate manner.

### **Recommended Books and Reference Material**

- Gay, G., & Simnett, R. (2015). Auditing and assurance services in Australia (6th ed.). McGraw-Hill Australia.
- American Institute of Certified Public Accountants. (2006). Understanding the new auditing standards related to risk assessment. New York, NY.
- Arens, A. A., Elder, R. J., Beasley, M. S., & Hogan, C. E. (2022). Auditing and assurance services: An integrated approach (18th ed.). Pearson.
- Messier, W. F., Glover, S. M., & Prawitt, D. F. (2021). Auditing & assurance services: A systematic approach (12th ed.). McGraw-Hill Education.
- Hayes, R., Wallage, P., & Gortemaker, H. (2021). Principles of auditing: An introduction to international standards on auditing (4th ed.). Pearson.
- Boynton, W. C., & Johnson, R. N. (2006). Modern auditing: Assurance services and the integrity of financial reporting (8th ed.). Wiley.
- Gramling, A. A., Rittenberg, L. E., & Johnstone, K. M. (2022). Auditing: A risk-based approach to conducting a quality audit (11th ed.). Cengage Learning

<b>Course Name: Advance Strategic Finance</b>	<b>Course Code:MSF-759</b>
<b>Course Structure: Lecture</b>	<b>Course Credit Hours: 3</b>
<b>Prerequisites: None</b>	
<p><b>Course Objectives</b></p> <p>This course explores the key decision-making areas of Advance Strategic Finance.</p> <p>This course discusses the major decision-making areas of managerial finance and some selected topics in financial theory.</p> <p>The course reviews the theory and empirical evidence related to the investment and financing policies of the firm and attempts to develop decision-making ability in these areas.</p> <p>These may include leasing, mergers and acquisitions, corporate reorganizations, financial 118 planning and working capital management.</p>	
<p><b>Course Outline</b></p> <p>Fund Analysis, cash flow analysis and financial Planning, Fund Analysis, cash flow analysis and financial Planning, Capital budgeting, Project analysis and evaluation, Dividend Policy, Capital Structure Determination, Capital Structure Determination, Mergers and other forms of corporate restructuring, Mergers and other forms of corporate restructuring, Term loans and leases, International financial management.</p>	
<p><b>Intended Learning Outcomes</b></p> <p>By the end of this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the theoretical foundations and empirical evidence of corporate investment and financing policies.</li> <li>• Develop decision-making skills in areas such as leasing, mergers and acquisitions, and corporate reorganizations.</li> <li>• Apply financial planning and working capital management techniques to real-world scenarios.</li> <li>• Analyze investment decisions under uncertainty and evaluate risk-return trade-offs.</li> <li>• Assess the cost of capital, capital structure, and dividend policy in corporate finance.</li> <li>• The impact of mergers and acquisition on value creation.</li> <li>• Understand the pricing of financial instruments and corporate liabilities.</li> <li>• Critically evaluate research papers and case studies to apply financial theories to practical situations.</li> </ul>	
<p><b>Suggested Books:</b></p> <ul style="list-style-type: none"> <li>• James C. Van Horn, Fundamental of Financial Management, Int'l edition</li> <li>• Ross Westerfield Jordan Fundamentals of Corporate Finance Standard Edition.</li> <li>• Charles H. Gibson, Financial Statement Analysis, Using Financial Accounting Information. 7<sup>th</sup> Edition</li> <li>• Research papers on investment decision making under uncertainty, cost of capital, capital structure, pricing of selected financial instruments and corporate liabilities, and dividend policy will be discussed.</li> </ul>	

<b>Course Name: Corporate Governance</b>	<b>Course Code: MSF-757</b>
<b>Course Structure: Lecture</b>	<b>Course Credit Hours: 3</b>
<b>Course Prerequisites</b>	
<b>Course Objectives</b>	
<ul style="list-style-type: none"> <li>• This course provides an in-depth understanding of the principles, frameworks, and practices of corporate governance.</li> <li>• It explores the roles and responsibilities of boards of directors, shareholders, and other stakeholders in ensuring transparency, accountability, and ethical decision-making within organizations.</li> <li>• The course also examines the impact of corporate governance on organizational performance, risk management, and compliance with legal and regulatory requirements.</li> <li>• Students will analyze case studies and real-world examples to understand the challenges and best practices in corporate governance.</li> </ul>	
<b>Course outline</b>	
Introduction: definition, terms & concepts corporate governance, approaches to cg, ethics and the role of cg officer, rights & powers of shareholders & directors, balance of power on the board, non-executive directors, the board & shareholders, financial reporting, role of audit committee, director's remuneration, risk management& corporate governance, corporate social responsibility & role of media incorporate governance.	
<b>Course intended Learning Outcomes</b>	
<ul style="list-style-type: none"> <li>• Explain the key principles, theories, and frameworks of corporate governance.</li> <li>• Analyze the roles and responsibilities of boards of directors, management, and shareholders in corporate governance.</li> <li>• Assess the effectiveness of various corporate governance structures, including board composition, committees, and internal controls.</li> <li>• Understand the role of external audits, regulatory bodies, and corporate governance codes.</li> <li>• Identify the interests of different stakeholders (e.g., shareholders, employees, customers, regulators) and their influence on corporate governance.</li> <li>• Evaluate the importance of transparency, accountability, and ethical behavior in maintaining stakeholder trust.</li> <li>• Evaluate the role of corporate governance in identifying, managing, and mitigating organizational risks.</li> <li>• Analyze the role of corporate governance in promoting CSR and sustainable business practices.</li> <li>• Understand the link between governance, sustainability, and long-term organizational success.</li> <li>• Apply theoretical knowledge to analyze real-world corporate governance challenges and failures.</li> </ul>	

**Recommended readings and Documentaries**

- **CORPORATE GOVERNANCE 2<sup>ND</sup> EDITION BY BRIAN COYLE**

**Additional Readings:**

- Corporate Governance: The intersection of private and public reform, USAID (2009)
- Case studies of good corporate governance practices, 2<sup>nd</sup> edition, OECD (2006)
- Selected Issues in corporate governance; regional and country experience, United Nations (2003)

**Documentaries**

- Crude (2009)
- The Corporation (2003)
- Food, Inc. (2008)
- Capitalism: A love story (2009)
- The Yes Men Fix the World (2009)
- Inside Job (2010)

<b>Course Name: Islamic Banking and Finance</b>	<b>Course Code: MSF-752</b>
<b>Course Structure: Lecture</b>	<b>Course Credit Hours: 3</b>
<b>Course Prerequisites</b>	
<b>Course Objectives:</b>	
<ul style="list-style-type: none"><li>• This introductory course is designed to teach delegates the principles of Islamic Banking and to highlight the differences between Islamic and conventional banking.</li><li>• It explores the different products and services commonly found in the Islamic market globally and it assesses the relative advantages and disadvantages of each.</li><li>• It explores the foundations of Islamic economics, Shariah compliance, and the prohibition of Riba (interest), Gharar (uncertainty).</li><li>• The Key topics include Islamic financial instruments such as Murabaha, Musharakah, Mudarabah, Ijarah, Salam and Istisna, as well as the structure and functioning of Islamic banks.</li><li>• The course also examines the regulatory framework, challenges, and opportunities in the Islamic banking industry.</li></ul>	

**Course Outline:**

A Brief Overview of Economic Systems, Capitalism, Communism, Islamic Economic System, The Islamic Economic System, Factors of Production in Islam, The Objectives of the Distribution of Wealth in Islam, Riba, Usury, Interest, Introduction, Historical Background, Nature & Meaning, Prohibition of Riba, Riba in the Quran, Riba in Hadith, Riba in Fiqh, Rationale of Prohibition of Riba, Arguments in Favor of Interest, Arguments against Interest, Analysis of the Arguments in Favor of & Against Interest, Interest free Banking System, Objections, Reservations, Evaluation of the Objections & Reservations, Islamic Banking, Philosophy, Development Areas of Operations, Non-Fund Based Transactions, Investment Activities, Social Activities, Financing under profit and Loss Sharing System, Potential of Islamic Banks, 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, Powers and Rights of Partners and Musharakah, Termination of Musharakah, Termination of Musharakah without Closing the Business, Distinction between Interest Based Financing and Musharakah, Mudarabah: Definition, Types of Mudarabah, Difference between Mudarabah and

Musharakah, Investment, Mudarabah Expenses, Distribution of Profit and Loss, Roles of Mudarib, Termination of Mudarabah, Diminishing Musharakah, Meaning and Concept, Uses of Diminishing Musharakah, Murabaha: Definition, Difference between Murabaha and Sale, Issues in Murabaha, Basic Mistakes in Murabaha Financing, Bai' Muajjal, 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, 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, Applications of Islamic Financing, Project Financing, Working Capital Financing, Import Financing, Export Financing, Islamic Investment, Securitization, Securitization of Musharakah, Securitization of Murabaha, Securitization of Ijarah.

**Intended Learning Outcomes**

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. They will be able to;

- Understand the principles of Islamic banking and its distinction from conventional banking.
- Explore Shariah compliance and the prohibition of Riba, Gharar, and Maysir in Islamic finance.
- Analyze key Islamic financial instruments such as Murabaha, Musharakah, Mudarabah, Ijarah, Salam, and Istisna.
- Evaluate the structure, operations, and products of Islamic banks globally.
- Assess the advantages and disadvantages of Islamic banking products and services.
- Examine the regulatory framework and challenges in the Islamic banking industry.
- Identify opportunities for growth and innovation in Islamic finance.
- Apply knowledge of Islamic economics and finance to real-world scenarios.

**Recommended Books and Reference Material**

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

<b>Course Name: International Banking system</b>	<b>Course Code: MSF-758</b>
<b>Course Structure: Lecture</b>	<b>Course Credit Hours: 3</b>
<b>Course Prerequisites</b>	
<b>Course Description</b>	
<p>This course is an interdisciplinary and systematic introduction to international banking with an emphasis on the:</p> <ul style="list-style-type: none"> <li>• International banking functions and operations</li> <li>• drivers, patterns and trends of globalization</li> </ul>	
<ul style="list-style-type: none"> <li>• national differences in political economy</li> <li>• implications of regional economic integration</li> <li>• global monetary system</li> <li>• strategies and structures of international business</li> <li>• foreign market entry strategies and international strategic alliances</li> <li>• Illegal fund transfers like money laundering</li> </ul>	
<b>Course Content:</b>	
<p>Definition of International banking, Major functions of international banks Types of international banks, Globalization, Global considerations, Strategies for International business, Political-Legal forces, Competitive Forces, Regional Economic Integration, Foreign Exchange Market, Exporting, Importing, Countertrade, Global Marketing and R&amp;D, Money laundering.</p>	
<b>Intended Learning Outcome</b>	
<p>By the end of this course, students will be able to</p> <ul style="list-style-type: none"> <li>• To understand the international banking systems, financial markets, and the regulatory frameworks governing global financial operations.</li> <li>• Be knowledgeable about the services and facilities provided under international banking.</li> <li>• Understand the role of international strategic alliances and partnerships in global business expansion.</li> <li>• Use case studies and real-world examples to analyze challenges and opportunities in international banking and global business.</li> <li>• Explain the mechanisms and methods of illegal fund transfers, including money laundering, terrorist financing, and tax evasion.</li> <li>• Use case studies and real-world examples to analyze challenges and opportunities in international banking and global business.</li> </ul>	
<b>Suggested Books</b>	<p>International Banking, Andrew w.millenuex</p> <p>Charles W.L. Hill, International Business, International Edition, 2003, Published by McGraw-Hill Irwin</p>

## SPECIALIZATION COURSES

### MARKETING

<b>Course Name: Advertising and Promotion</b>	<b>Course Code: MSM-751</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<b>Course objectives</b> <ul style="list-style-type: none"><li>• Advertising and Promotion management is designed as an introduction to the field of integrated marketing communications (IMC).</li><li>• The emphasis is on the use of communication to meet marketing objectives, including but not limited to advertising.</li><li>• This course will provide a broad overview of many areas that pertain to marketing communication.</li><li>• 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.</li><li>• This course is intended to train scholars in the ways of advertising and other components of IMC. There are two parts to that – background knowledge and critical thinking.</li></ul>	
<b>Course Outline</b> <p><b>Introduction to Advertising:</b> Roles and Functions of advertising The key players Types of Advertising, The evolution of advertising, The Current Advertising Scene, Role of Advertising in Marketing <b>The key players and markets</b> The marketing process How agencies work? International Marketing The dynamics of modern marketing <b>Major Types of Advertising</b> Institutional Advertising Corporate Advertising, Image Advertising, Event Sponsorship, Advocacy Advertising, and Cause related advertising Product Advertising, Pioneer, Competitive, Comparative. <b>Case studies of advertising failures and success.</b> <b>Classification of Advertising Communication Phases in Advertising. Advertising Media Planning,</b> Background and Situation Analysis, Media Objectives &amp; opening Opportunities Strategy: Selection of Media, Flow Chart Scheduling &amp; Budgeting. <b>Media Strategy. Major Advertising Medias. Alternative Media. Social, Ethical, and Regulatory Aspects of Advertising and Promotion. Research Articles and case studies of social and ethical aspects in ads. Social aspects of advertising,</b> 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. <b>Ethical aspects of advertising,</b> Truth in advertising, Advertising to children, Advertising controversial products Regulatory Aspects of Advertising, Areas of advertising regulations. <b>Key Regulatory Agents .Government Regulation of Other Promotional Tools</b></p>	
<b>Course Learning Outcomes</b> <p>By the end of this course it is expected that the Scholars will be able:</p> <ul style="list-style-type: none"><li>● To explain the structure of advertising and promotion industry and the roles of its</li></ul>	

separate players, have assets to analyze promotion programs and identify main objectives distinguishing their singularities from marketing goals as well as to recognize, organize, and measure effectiveness of separate elements of advertising plan and its outcomes.

- To compare and generalize different promotion programs is also one of the main tasks of the course.
- To analyze and subdivide given advertisements (and other elements of promotion mix) into single measurable units, as well as the ability to link distinguished units to campaign's overall goals and evaluation methods.

**Recommended Book and Reference Material**

- Chris Hackley , Rungpaka Amy Hackley ,Advertising and promotion,4<sup>th</sup> Edition
- Anubhav Mishra, Tata Sai Vijay, Integrated Advertising, Promotion, and Marketing Communicating in a Digital World,2024
- George E. Belch ,2006, Advertising and promotion : an integrated marketing communications perspective
- Solomons, Kliphuis, and Wadley, 2022, eMarketing: The Essential Guide to Marketing in a Digital World - 7th Edition

<b>Course Name: Contemporary Issues in Marketing</b>	<b>Course Code: MSM-752</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<p><b>Course Objective</b></p> <ul style="list-style-type: none"> <li>• The aim of the course is to build the analytical and strategic thinking.</li> <li>• It helps student understand how companies compete and achieve competitive advantage.</li> <li>• 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.</li> <li>• After taking this course Scholars are better equipped, both mentally and academically</li> <li>• they understand various terms and concepts and understand how and when to apply them.</li> <li>• It prepares them to take on the real life challenges and to add value to the organization for which they will work.</li> </ul>	

## Course Outline

**Introduction :**Marketing : the nontraditional perspectives Dynamic Concepts, Emergence of new Concepts, Societal marketing concept, Corporate social responsibility, Cause related marketing, Social marketing, Social media marketing, Buzz marketing, Viral marketing, Brand evangelist. Co creation of brands, Brand community, Brand Tribalism,

Marketing for politics , Health marketing, Guerilla marketing. **Political Marketing: Concepts and Models:** What is Political Marketing? Conceptual Underpinning What PM is NOT, What actually PM is? The challenges facing political marketers. **Consumer need and political brands:** Creating a political product „which satisfies consumer need marketing mix, **Co-Creation:** Steps in Co-creation Limitations, What Co-creation IS NOT What Co-creation IS, Co-creation in Marketing. **Guerrilla Marketing: Contemporary Perspective. Ingredients of the Promotion Mix. Ambush Marketing and its strategies. Viral Marketing:** Social media marketing, Buzz, email marketing E-marketing, Blog marketing, Social networking sites ,Web based marketing, Search Advertising

## Course Learning Outcomes

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

- Ability to integrate various Marketing concepts
- Ability to develop a Marketing plan
- Ability to think strategically
- Ability to analyze the impact of various Marketing activities on sales and profitability of an organization

## Recommended Book and Reference Material

- Contemporary issues in marketing & consumer behavior by Elizabeth Parsons,Pauline Maclaran
- [Ayantunji Gbadamosi](#) - University of East London, UK,Contemporary issues in marketing: Principles and Practices,2019
- Norazah Mohd Suki, Norbayah Mohd Suki, Contemporary issues in marketing and management,2011
- As the content contain the contemporary issues in the market, so the instructor will provide updated material and research studies on the relevant topics
- Internet sources  
Marketing  
Magazines

<b>Course Name: Advance Strategic Marketing</b>	<b>Course Code: MSM-757</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<p><b>Course Objectives</b></p> <p>The aim of the course is to develop a strategic thinking approach to marketing.</p> <ul style="list-style-type: none"> <li>• It aims to help Scholar to 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.</li> <li>• 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.</li> </ul>	
<p><b>Course Outline</b></p> <p><b>Introduction</b> 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 <b>Strategic Marketing Planning:</b> Strategic Planning Process, Corporate or Business unit Strategy, Marketing Plan Structure. <b>Foundation of Strategic Marketing Management Defining the organization Business, Mission, and Goals:</b> Identifying and Framing organizational Growth opportunities. Formulating product-Market Strategies: Market-Penetration Strategy, Market Development Strategy, Product Development Strategy, and Diversification. <b>Budgeting Marketing, Financial and Production Resources. Developing Reformulation and Recovery Strategies, Environmental Analysis. Internal Analysis, Competitors Analysis. Customer Analysis. Strategies for Marketing Mix</b></p>	
<p><b>Intended learning outcomes</b></p> <p>At the completion of the course, students will be able:</p> <ul style="list-style-type: none"> <li>• To better identify and evaluate the Strategic choices confronting organizations in developing advanced marketing strategy.</li> <li>• Students will be able to undertake the situation analysis underpinning the design of marketing strategies and their translation into marketing programs.</li> <li>• They will be able to use a series of marketing analytical tools collectively and in a more integrated manner to analyze real-world marketing issues</li> </ul>	

### **Recommended Material and Books**

- PHILIP KOTLER, 2024, Strategic Marketing (Legend in Marketing)
- Strategic Marketing By Cravens & Piercy (Latest edition)
- Marketing Strategy and Competitive Advantage By Hooley, Piercy & Nicoulaud, (Latest edition)
- Marketing: Best Practices by Czinkota et. al. (Latest edition)
- 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

<b>Course Name: Marketing for Non Profit organizations</b>	<b>Course Code: MSM-758</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<p><b>Course Objectives</b></p> <p>On a wider conceptual scale, marketing is a philosophy as well as a social and managerial process that guides the entire organization with the goal to create satisfaction &amp; profitably by building value-laden relationships with customers. “Non-profit marketing” The course aims to achieve the following objectives;</p> <ul style="list-style-type: none"> <li>• To offer scholars the knowledge and understanding of the fundamentals of nonprofit marketing.</li> <li>• To relate nonprofit marketing and its underlying tenets with traditional marketing concepts and practices and differentiate them from private and public sector marketing concepts and practices</li> <li>• To help scholars understand and apply principles and practices of nonprofit marketing across a variety of nonprofit organizations including international agencies, national and local NGOs, religious and political organizations as well as donor agencies.</li> </ul>	
<p><b>Course Outline</b></p> <p>Development of non profit marketing, Types of non profit marketing, Marketing Mix; concept of four P’s and elements of 7P’s), Non-Profit Organization &amp; Marketing Mix for NPOS. Understanding Consumer in the Non-Profit Context, Strategic Marketing Plan &amp; Marketing Strategy for NOP, Steps for successful NPO marketing plan, Segmentation, Targeting and positioning for NPO’s, Understanding Product in Non-Profit Organization, digital marketing strategies for NPO’s, Content marketing, <b>Why Nonprofits Need a Content Marketing Strategy, Types of content marketing for NPO’s, How to build nonprofit content marketing strategies.</b> Communicating Customer Value Communication:</p> <p>Understanding the promotion Mix, Fundraising and Advocacy. Creating fund raising Plan, Social marketing at NPO’s.</p>	
<p><b>Course Learning Outcomes</b></p> <p>After the completion of this course a student will be able to;</p> <ol style="list-style-type: none"> <li>1. Have an improved understanding of fundamental ideas underlying non-profit marketing</li> <li>2. Have an improved understanding of a variety of non-traditional perspectives on marketing by relating it to aspects such as religion, politics, consumer behaviour, social perspectives and others</li> <li>3. Develop the ability to relate contemporary issues pertaining to non-profit marketing with conventional or for-profit marketing and appreciate similarities and differences</li> <li>4. Develop a clearer sense of key issues and emerging perspectives available in</li> </ol>	

academic literature relevant to marketing for non-profit organizations

### Recommended Book and Reference Material

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

**Course Name: Strategic Brand Management**

**Course Code: MSM-753**

**Course Structure: Lectures**

**Credit Hours: 3**

### Course objectives

- The main aim is to equip students with a comprehensive understanding of branding strategies, brand equity, and consumer perceptions to build and sustain strong brands in competitive markets.
- Students will learn to develop effective brand positioning, manage brand portfolios, and leverage digital and traditional media for brand communication.
- The course emphasizes brand innovation, global branding strategies, and crisis management while incorporating ethical and sustainable branding practices.

### Course Outline

**Introduction:** Difference between a product and a brand, Product Development Process, Levels of product **Branding:** Why Brands Matter? **Brand Elements:** Criteria for development of brand elements, Brand Name, Brand Logo/ Symbol, Brand slogan, Brand Jingle, Brand Character, Brand color and Packaging. **Brand Equity,** Designing Marketing Program to build Brand Equity, Product Strategy, Pricing Strategy, Channel Strategy **Brand Knowledge,** Brand Awareness, and Brand Image. **Brand Association. Brand Attitude.** Fighter Brand and Brand Cannibalization.

## **Course Learning Outcomes**

By the end of this course students should be able to:

1. Understand key principles of branding
2. Explain branding concepts and ideas in their own words
3. Understand and conduct the measurement of brand equity and brand performance
4. Practically develop a brand, including positioning and communication
5. Prepare a professional, logical and coherent report in the form of a brand audit
6. Deliver an oral presentation in a professional, engaging manner
7. Develop an argument and express themselves clearly in both written and oral communication

8. Consider ethical issues

**Recommended Book and Reference Material**

- Brand Management by Kevin Keller, latest edition
- Laura Ries, 2009, The 22 Immutable Laws of Branding : How to build product or service into world class brands
- The Brand Gap: Why Most Companies Are Failing to Connect with Today’s Consumers and How to Fix It by Marty Neumeier
- Unconscious Branding: How Neuroscience Can Empower (and Inspire) Marketing by Douglas Van

<b>Name: Sales Management Approaches &amp; Techniques</b>	<b>Course Code:MSM-755</b>
<b>Course Structure:</b> Lectures: 3	<b>Credit Hours: 3</b>
<b>Course Objectives</b> <ul style="list-style-type: none"><li>• This course introduce you the issues, strategies, relationships that relate to the jobs developing sustainable revenue through well manage sales and business related activities.</li><li>• The main aim is to enable scholar to Understand the core concepts, roles, and responsibilities in sales management.</li><li>• Analyze and apply different sales strategies and techniques in various organizational contexts. Develop skills in managing a sales team, including recruitment, training, motivation, and performance evaluation.</li><li>• Examine ethical and legal considerations in sales management.</li></ul>	
<b>Course Contents</b> <p>The Nature of Personal Selling, Role of Personal Selling in the Marketing, Different perspectives of Sales Management, History of Personal Selling, Process of personal Selling, Advanced Steps in the Selling Process, How to manage different factors for successful personal selling, Sales Forecasting and budgeting ,Estimating Market and Sales Potential for future planning, Information Sources, Procedures and Qualitative Methods, Sales Budgeting,</p>	

Organization of Sales Force, Sales Personnel recruitment process and training and development.

### **Course Learning Outcomes**

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

1. Explain the principles of sales management and its strategic role in business development.
2. Differentiate between various sales techniques
3. Assess market opportunities and customer needs to inform sales strategies.
4. Develop sales forecasts and set realistic sales targets.
5. Demonstrate ability to lead and manage a high-performance sales team.
6. Apply ethical frameworks to resolve common dilemmas in sales management.
7. Present a sales proposal or plan effectively, incorporating strategic and tactical elements.

### **Recommended Books and Reference Material:**

- Sales Management: Theory and Practices by Bill Donaldson ,1998
- Selling and Sales Management by David Jobber,Geoffery,2019
- Research Articles

<b>Name: International Marketing Strategies</b>	<b>Course Code:MSM-754</b>
<b>Course Structure: Lectures: 3</b>	<b>Credit Hours: 3</b>
<b>Course Objectives</b> <ul style="list-style-type: none"><li>• This course is designed with the objective to Understand the Global Marketing Environment, To equip students with tools for analyzing international markets and identifying viable opportunities for global expansion.</li><li>• To explore different modes of entry into international markets and evaluate strategic options such as exporting, licensing, joint ventures, and wholly owned subsidiaries. Evaluate the Role of Technology and Global Trends.</li><li>• To assesses the impact of digital transformation, global consumer behaviour trends,</li></ul>	

and sustainability on international marketing strategies.

### **Course Contents**

Scope & Challenge of International Marketing, Changing trends in a Dynamic Environment of International Marketing, Threats and opportunities in international market, The Emergence and importance of GATT, WTO and World Bank Cultural Dynamics in Accessing Global Markets, political crisis in certain countries, global warming, and the movement of consumers across the globe, The Political Environment, Developing Global Marketing Strategies, Global Marketing Management: Planning & Organization, Creating Products for Consumers in Global Markets, Exporting & Logistics, The international Advertising & Promotion: Global Market Segmentation & Promotion Strategy, Media Mix Alternative, Global Industrial Marketing, Pricing for International Market.

### **Course Learning Outcomes**

By the end of the course, students will be able to:

1. Identify and interpret key factors in the international marketing environment that influence business decisions.
2. Conduct market research and evaluate entry strategies for expanding into global markets.
3. Develop a comprehensive international marketing plan tailored to a specific country or region.
4. Critically assess standardization vs. adaptation decisions across the marketing mix.
5. Apply theoretical frameworks and real-world case studies to solve complex global marketing problems.
6. Demonstrate cross-cultural sensitivity and awareness in international marketing communications and branding.
7. Analyze the impact of global trends and technologies on international marketing strategy.

**Recommended Books and Reference Material**

- Global Marketing Strategy by Bodo B. Schlegelmilch · 2023
- International Marketing: Strategy Development & Implementation by Carl Arthur Solberg · 2017
- International Marketing Strategy: Analysis, Development and Implementation 9th Edition by Alexandra Kenyon , Isobel Doole , Robin Lowe

**Course Name: Advance Marketing Research****Course Code: MSM-756****Course Structure: Lectures 3****Credit Hours:3****Course Objectives**

- The main objective of this course is to deepen the scholars understanding of advanced marketing research methods and techniques.
- To introduce them how to Design and implement comprehensive marketing research projects. How to apply statistical and qualitative analysis tools to solve complex marketing problems. Critically evaluate research designs, instruments, and reports.
- To make them able to translate research findings into actionable marketing strategies.
- Develop skills in the ethical collection, analysis, and reporting of marketing data.

**Course Contents:**

Introduction, Importance of Marketing Research, The Marketing Research Process, Types of marketing research: Primary research, Secondary research, Qualitative research. Quantitative research. Branding research. Customer research. Competitor research, Product research. Decision to Undertake Research, Research Design & Data Source, Secondary Data, The Measurement Process, Exploratory Research, Data Collection Methods, Sampling Plan, Qualitative Analysis, Quantitative Analysis, Data Processing, Data Analysis, Reporting Research Findings, Fastest growing areas of marketing research: AI and Generative AI (GenAI) in Research, Rise of Digital Qualitative Research, Real-Time and Agile Market Research, Emphasis on Data Quality and Accuracy, Video Feedback and Emotion Recognition Technology.

**Course Learning Outcomes:**

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

1. Design and execute a full-scale marketing research project, from problem definition to actionable recommendations.
2. Apply advanced data analysis techniques to real-world marketing problems.
3. Critically assess the validity, reliability, and ethical implications of marketing research studies.
4. Interpret consumer insights and market data to inform marketing strategies and business decisions.
5. Develop and validate survey instruments, focus groups, and experimental designs appropriate to marketing research problems.
6. Integrate marketing theory and research to solve strategic business challenges.

**Recommended Books and Reference Material**

- AI Driven Marketing Research and Data Analytics by Masengu, Reason, Chiwaridzo, Option Takunda, Dube, Mercy · 2024
- Marketing Resaerch by Schmidt · 2007
- Marketing Research by Alvin C. Burns · 2007
- Advance Marketing Research by Richard Bagozzi · 1994

## SPECIALIZATION COURSES

### HUMAN RESOURCE MANAGEMENT

<b>Course Name: Organizational Change Management</b>	<b>Course Code: MSH-751</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<b>Course Objectives</b> <ul style="list-style-type: none"><li>• This course is geared toward deepening the understanding of the challenges, the techniques, and the problems associated with initiating and implementing major change in an organization.</li><li>• 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 making.</li><li>• 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.</li></ul>	
<b>Course Outline</b> <p>Organizational Change Management: Understanding Organizational change and Transformation, Transformation Strategies, Process of Organizational Transformation, Perspectives of Organizational Change. <i>Models of Organizational Change:</i> Process-based Change Models, Content-based Change Models, Individual Change Models, Integration of Change Models <i>Communicating Change and Process of Change Management:</i> Change Management Process, Phases of the Change management. <i>Resistance to Change:</i> Concept of Resistance to Change, Forms of Resistance, Reactions to Change, Resistance to Organizational Change Initiatives, Overcoming Resistance to Change, Techniques to Overcome Resistance. <i>Implementing Change:</i> Implementation of Change, the Delta Technique, Developing an Implementation Plan, Gaining Support and Involvement of Key People, Developing Enabling Organizational structure, Celebrating Milestones. <i>Leading Changes:</i> Visionary Leadership, Leadership Framework, Creating Shared Vision, Role of Leaders in the Phases of Organizational Change. <i>Change Agents:</i> Meaning and Concept of Change Agents, Types of Change Agents, Role and Competencies of a</p>	

Change Agent, Change Agent Styles, Areas that Change Agents can Change. *Evaluating Organizational Change: Concept of Monitoring and Evaluation, Measurement and Methods of Evaluation, Feedback Process, Continuous Incremental Change.*

### **Course Learning Outcomes**

By the end of this course, learners will be able to:

1. Explain key theories, models, and principles of change management in organizational settings.
2. Identify internal and external factors that drive organizational change and assess their impact.
3. Design effectively change strategies using established frameworks
4. Recognize sources of resistance to change and apply techniques to manage and reduce resistance effectively.
5. Demonstrate leadership skills in planning, communicating, and implementing change initiatives.
6. Evaluation tools and metrics to measure the success and sustainability of change efforts.

### **Recommended Book and Reference Material:**

Thomas G. Cummings and Christopher G. Worley (2009). **Organization Development & Change, 9th Edition**, South-Western, Cengage Learning.

Amir Levy & Uri Merry (1986). **ORGANIZATIONAL TRANSFORMATION: Approaches, Strategies, Theories**, First Edition.

<b>Course Name: Workplace Diversity Managing Skills</b>	<b>Course Code: MSH-752</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<p><b>Course Objectives</b></p> <ul style="list-style-type: none"> <li>• This course provides students with a comprehensive understanding of diversity management by exploring its key aspects and examining how diversity relates to different organizational and societal contexts.</li> <li>• Students will develop the ability to describe various dimensions of diversity management and analyze its connection to broader environmental, cultural, and institutional factors.</li> <li>• To encourage critical thinking and a scholarly approach to diversity management. To learn and to compare and utilize various diversity management tools, evaluating their effectiveness in different organizational settings.</li> <li>• To examine diversity management theories and practices, enabling them to make informed decisions and contribute to creating inclusive and equitable workplaces.</li> </ul>	
<p><b>Course Outline</b></p> <p>What is diversity? Primary and secondary aspects of diversity. What is diversity management? Contexts of diversity Diversity management in organizations Theories of diversity management Tools of diversity management Perspectives on diversity management.</p>	
<p><b>Course Learning Outcomes</b></p> <p>On completion of the course, students shall be able to</p> <ul style="list-style-type: none"> <li>• Describe different aspects of diversity management</li> <li>• Exemplify the impact of diversity management in organizations</li> <li>• Demonstrate knowledge of the theories and practical applications of diversity management Judgment and approach</li> <li>• Compare and use tools of diversity management</li> <li>• Adopting a scholarly approach, critically address the theories and practices of diversity management.</li> </ul>	
<p><b>Recommended Material and Reference Material</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Konrad, A M &amp; Prasad, P &amp; Pringle, Judith K (2009), Handbook of workplace diversity. Sage Publications, London Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.</li> <li>• Moss, G (2011), Lessons on profiting from diversity. Basingstoke: Palgrave Macmillan Basingstoke (296 p). Remark: Tillgänglig för kursstudenter gratis</li> </ul>	

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

<b>Course Name: Managerial Leadership</b>	<b>Course Code: MSF-754</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<b>Course Objectives</b> <ul style="list-style-type: none"><li>• This course examines the vital role that leadership plays at all levels within a business organization.</li><li>• Students will discover the importance of leadership potential as a key to sustained professional and organizational excellence.</li><li>• 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.</li><li>• Understand the Fundamentals of Leadership and explore Leadership Theories and Styles. To develop Key Leadership Skills.</li><li>• To learn techniques to inspire, engage, and motivate followers. To develop strategies for change management.</li></ul>	
<b>Course Outline</b> <p>Introduction to leadership, roles, theories and level of analysis of leadership theory. Leaders as an individual's: <i>A personal side of Leadership</i>. Explore relationships, personality and traits</p> <p>Explore different leadership styles. Power, Politics, Networking process and Negotiation process</p> <p>Leading Through Vision: Transformational leadership, charismatic leadership and Transactional leadership. Motivation Process, and Motivation theories</p> <p>Leader follower relationships, and Evolution of Dyadic Theory. Strategic Leadership and change management</p>	
<b>Learning outcomes</b> <p>After studying this course, the students should be able to:</p> <ol style="list-style-type: none"><li>1. Explain the underlying theories and current research findings for effective leadership behaviors in the workplace.</li><li>2. Apply different leadership styles to lead effectively in their personal and professional settings.</li><li>3. Explore, articulate and synthesis leadership choices in making</li></ol>	
<b>Recommended Reference Material</b> <ul style="list-style-type: none"><li>• Northouse, P. G. (2021). <i>Leadership: Theory and Practice</i>, 9th Edition. SAGE Publications.</li><li>• Kotter, J. P. (2012). <i>Leading Change</i>. Harvard Business Review</li></ul>	

Press.

- Covey, S. R. (2004). *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*. Free Press.
- Maxwell, J. C. (2018). *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You*, 10th Anniversary Edition. HarperCollins Leadership.
- Goleman, D., Boyatzis, R., & McKee, A. (2013). *Primal Leadership: Unleashing the Power of Emotional Intelligence*. Harvard Business Review Press.
- Greenleaf, R. K. (2002). *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*. Paulist Press. λ
- Bennis, W., & Nanus, B. (1985). *Leaders: Strategies for Taking Charge*. HarperBusiness. λ Kouzes, J. M., & Posner, B. Z. (2017). *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*, 6th Edition. Jossey-Bass.

<b>Course Name: Industrial Relation Practices</b>	<b>Course Code: MSH-753</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<b>Course Objectives</b>	
<ul style="list-style-type: none"><li>• This subject explores the foundations of industrial relations, including labor rights, collective bargaining, dispute resolution, and workplace negotiations.</li><li>• It also addresses contemporary challenges such as globalization, automation, and evolving labor market trends.</li><li>• This course is designed to provide guidance on the approaches that can be adopted to the development and management of industrial relations that will contribute to improving organizational performance while respecting and catering for the needs of employees.</li><li>• The course unit aims to give students an understanding of the key issues and tensions which can arise in employment relations, and the nature, objectives and methods adopted by the various parties seeking to influence the nature of those relations (e.g. government, employers, management, trade unions and employees).</li></ul>	

### **Course Outline**

**Background to Industrial Relations:** Understanding industrial relations, Approaches to industrial relations. **Management of Conflict in Industry:** Conflict resolution, Collective bargaining, Negotiation for Win-win dispute resolution, Management of discipline, Management of strikes and lockouts. **Positive Employee Relations:** Building positive employee relations, Workers,, participation in management, Workers,, participation in management, Management of Grievances, Working conditions and work behavior. **Issues in Industrial Relations:** Adjustment process and voluntary retirement scheme, Management of Sexual harassment. **Industrial Relations and Labour Rights in**

**Pakistan:** Industrial Relations and Labour Rights, Industrial Relations Human Rights, Right to Work and Rights at Work, International Labour Organization (ILO), The ILO Conventions and Laws, Core Labour Rights, Decent Work.

### **Learning outcomes**

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

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

### **Recommended Reference Material**

- 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

<b>Course Name: Training and Development Approaches</b>	<b>Course Code: MSH-755</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<p><b>Course Objectives</b></p> <ul style="list-style-type: none"> <li>• This course provides students with a comprehensive understanding of training and development principles, strategies, and best practices.</li> <li>• The main purpose is to enable Students to explore different aspects of training and development, including learning theories, instructional design, training methods, and evaluation techniques.</li> <li>• They will also examine the relationship between training programs and organizational goals, understanding how effective development initiatives contribute to overall business success.</li> <li>• Beyond theoretical knowledge, students will develop practical skills to design, implement,</li> <li>• and assess training programs. Additionally, this course promotes a critical and scholarly approach to training and development.</li> </ul>	
<p><b>Course Outline</b></p> <p>Introduction: What is training, Training design process Learning, Learning outcomes, Learning theories, Learning process, Learning style. The Needs Analysis Process: Why is it necessary, Causes and outcomes, Who will participate, Methods used in need analysis; its advantages and disadvantages, Need assessment process. Transfer of Training: Model of transfer process, Theories of transfer of training, Work environment characteristics which influence the transfer, Knowledge management, Four models of knowledge sharing. Traditional methods: Presentation methods, Hands on methods, Group building methods, Action learning. Other methods of training: Technology influence on training and learning.</p>	
<p><b>Learning outcomes</b></p> <ul style="list-style-type: none"> <li>• By the end of the course, students will have the knowledge, skills, and analytical abilities necessary to design and implement effective training programs, support employee development, and contribute to building a culture of continuous learning and growth within organizations.</li> <li>• Through case studies and real-world applications, students will learn how to identify skill gaps, create learning interventions, and measure the impact of training initiatives on employee performance and organizational outcomes</li> <li>• Students will compare and apply various tools and models, critically evaluating their effectiveness in different organizational settings.</li> <li>• They will also analyze emerging trends and challenges in workforce development, equipping them with the ability to make informed decisions in professional learning environments.</li> </ul>	

### **Recommended Book and Reference Material**

- Employee Training & Development (5<sup>th</sup> edition) by Raymond. A Noe
- Training & Development (N. Ramaswami) 1992
- Management training in organizations (Ishwar Dayas) 1989
- Training strategy (Martyn Sloman) 1996
- Applied Psychology in KRM, Wayne F. CASCIO (Fifth Edition)
- Creative Training Techniques Handbook by Robert W. Pike, CSP

<b>Course Name Conflict and Dispute resolutions</b>	<b>Course Code:MSH-759</b>
<b>Course Structure: Lectures 3</b>	<b>Credit Hours:3</b>
<b>Course objectives</b> <ol style="list-style-type: none"> <li>1. To provide students with a comprehensive understanding of conflict dynamics,</li> <li>2. To equip students with the knowledge and skills to analyze, manage, and resolve conflicts in diverse organizational settings.</li> <li>3. To explore various aspects of conflict management, including its causes, types, and impact on individuals and teams.</li> <li>4. To examine the relationship between conflict management and organizational context.</li> <li>5. To develop practical skills of students to exemplify the impact of conflict and negotiation management in real-world situations.</li> <li>6. To prepare students to handle conflicts effectively in professional settings.</li> <li>7. To develop students’ ability to evaluate theories and practices, ensuring their relevance and applicability in fostering productive and harmonious workplaces.</li> </ol>	
<b>Course Outline:</b> What is conflict, types of conflict, models of conflict, Process of Conflict Management, Intrapersonal Conflict and its types, sources, and management, Interpersonal Conflict and its types, sources, and management, Intragroup Conflict and its types, sources, and management, Intergroup Conflict and its types, sources, and management, Negotiation Management	
<b>Course Learning Outcomes</b> By the end of the course, students will have the knowledge, competencies, and critical judgment necessary to navigate complex conflicts, negotiate effectively, and contribute to a positive organizational culture through constructive conflict resolution.	
<b>Recommended Book and Reference Material</b>  Managing conflict in organizations by M. Afzal Ur Rahim, 5 <sup>th</sup> edition, 2023  Research Articles	

<b>Name: Recruitment and Selection Process and Practices</b>	<b>Course Code:MSH-758</b>
<b>Course Structure:</b> Lectures: 3	<b>Credit Hours: 3</b>
<p><b>Course Objectives</b></p> <ul style="list-style-type: none"> <li>• Understand the Fundamentals of Recruitment and Selection</li> <li>• Explore Workforce Planning and Job Analysis</li> <li>• Examine Recruitment Strategies and Techniques</li> <li>• Understand the Selection Process</li> <li>• Develop Effective Candidate Assessment and Decision-Making Skills</li> <li>• Understand Legal and Ethical Aspects of Recruitment</li> <li>• Explore Onboarding and Retention Strategies</li> <li>• Analyze Emerging Trends in Recruitment and Selection</li> </ul>	
<p><b>Course Outline:</b> Introduction to Recruitment and Selection, Difference between Recruitment and selection, Types and sources of recruitment, Measurement, Reliability and Validity in recruitment and selection, types of validity, legal issues in recruitment and selection, role and process of Job Analysis in recruitment and selection, Job Performance in recruitment and selection, types of job performance, screening process, effective resumes, types of selection tests, types of selection interviews.</p>	
<p><b>Course Learning Outcomes</b></p> <p>Upon completion of this course, students will be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the basic processes and principles related to organizational staffing.</li> <li>2. Understand the Canadian legal environment as it relates to recruitment and selection of human resources.</li> <li>3. Understand the scientific foundation of recruitment and selection research and practice.</li> <li>4. Appreciate the contribution of recruitment and selection practices to organizational effectiveness.</li> </ol> <p><b>Recommended Book and Reference Material:</b></p> <ul style="list-style-type: none"> <li>• Recruitment and Selection: Strategies for Workforce Planning &amp; Assessment 1st Edition, Kindle Edition by <a href="#">Carrie A. Picardi</a>,2019</li> <li>• Diane Arthur Recruiting, Interviewing, selecting and orienting new employees Latest Edition.</li> </ul>	

<b>Course Name: Employees Performance and Compensation Management</b>	<b>Course Code:MSH-760</b>
<b>Course Structure: Lectures 3</b>	<b>Credit Hours:3</b>
<b>Course Objectives</b> <ul style="list-style-type: none"> <li>• Understand the Fundamentals of Performance and Compensation Management</li> <li>• To explore Performance Management Systems</li> <li>• Develop Performance Measurement and Evaluation Techniques</li> <li>• Explore Compensation Structures and Strategies</li> <li>• Examine Legal and Ethical Aspects of Compensation</li> <li>• Develop Strategies for Employee Engagement and Retention</li> <li>• Analyze Emerging Trends in Performance and Compensation</li> </ul>	
<b>Course Contents:</b> Performance Management, Performance appraisal, Compensation management, Compensable factors, Traditional Bases for Pay, Contemporary bases for Pay, Building Internally Consistent Compensation Systems, Building Market competitive compensation systems, pay for contingent employees and flexible work schedules Workplace benefits Compensation Laws	
<b>Course Learning Outcomes:</b> Upon completion of this course, students will be able to: <ol style="list-style-type: none"> <li>1. Adhere to relevant ethical and legal principles when making human resource decisions or recommendations</li> <li>2. Use analytical skills and adopt systematic approaches in designing and operating HR systems to meet organizational needs.</li> <li>3. Display interpersonal skills and a professional demeanor when conducting HR services and functions.</li> <li>4. Implement the principles of equity in the context of compensation and performance management</li> <li>5. Take due account of relevant legislation and codes of practice in making appropriate moral judgments about employee compensation and performance management</li> <li>6. Consider the implications of both external and internal environmental factors when designing pay structures and performance systems for organizations</li> <li>7. Work cooperatively and productively in group projects</li> </ol>	
<b>Recommended Books and Reference Material:</b> <ul style="list-style-type: none"> <li>• Strategic Compensation (HRM Approach) by Joseph J. Martocchio</li> <li>• Dr. Panday And Rostogi, Public 1997, Wage &amp; Salary Administration</li> <li>• Managing Human Resources, Chruden/Sherman, Seventh Ed: 1987</li> <li>• Hamid book of Wage &amp; Salary Administration, Second Ed: Editor-Milton L. Rock.</li> </ul>	

<b>Course Name: Group Dynamics and Employee Behavior</b>	<b>Course Code:MSH-756</b>
<b>Course Structure: Lectures: 3</b>	<b>Credit Hours: 3</b>
<b>Course Objectives</b> <ul style="list-style-type: none"> <li>• Understand the Fundamentals of Group Dynamics</li> <li>• Explore Group Formation and Development</li> <li>• Examine Roles, Norms, and Group Behavior</li> <li>• Analyze Leadership and Decision-Making in Groups</li> <li>• Understand Conflict and Cooperation in Groups</li> <li>• Explore Communication and Influence in Groups</li> <li>• Apply Group Dynamics to Workplace and Social Settings</li> <li>• Examine Contemporary Issues and Trends in Group Dynamics</li> </ul>	
<b>Course Contents:</b> Introduction to Group dynamic, types of groups, doing research in group dynamics, Process of group development, Forming groups, individual vs group identity, Individualism to Collectivism, cohesions in groups, decision-making in groups, working as teams.	
<b>Course Learning Outcomes</b> Students will be able to <ol style="list-style-type: none"> <li>1.Explain the major theories of group development, describe methods for identifying group problems and develop appropriate strategies for their resolution</li> <li>2.Demonstrate effective communication and decision-making skills in small group settings</li> <li>3.Identify issues in group dynamics, such as group norms, structures, leadership, authority, membership, cultural sensitivity, and ethics; and</li> <li>4.Describe the interpersonal and their own intrapersonal reactions within the context of the group.</li> </ol>	
<b>Recommended Book:</b> Group Dynamics by Donelson R.forsyth, 7 <sup>th</sup> edition, 2018	

<b>Course Name Contemporary Issues in HR</b>	<b>Course Code: MSH-757</b>
<b>Course Structure: Lectures 3</b>	<b>Credit Hours:3</b>
<b>Course Objectives:</b> <ul style="list-style-type: none"> <li>• Comprehensive understanding of emerging and ongoing issues in HRM</li> </ul>	

- Explore critical topics and analyze how global trends and societal changes shape HR strategies in different organizational contexts.
- Develop practical competencies to assess and address contemporary HR challenges.
- Encourage a critical and scholarly approach to HRM, enabling students to compare and apply different frameworks and tools to tackle current HR challenges effectively

**Course Contents:** Contemporary issues in Career vs traditional career, Work-life balance, Human Capital and other types of capital, Flexible work arrangements, Workplace Bullying, Talent management, Psychological Contract and types, learning in and by organization, E-HRM, Green HRM, Employer Branding, Diversity Management, Corporate Social Responsibility and Ethics, Emotions Management, Knowledge Management

**Course Learning Outcomes:**

1. To be able to identify contemporary issues in the field of human resource management and determine the implications for organizations
2. To understand the complexities of organizational functioning and issues facing contemporary workplaces and in particular behavioral issues that occur within organizations. This is achieved using a format of lectures and interactive reflection incorporating student's opinions.
3. To evaluate the nature of contemporary organizations and key aspects of the management of people within organizations.

**Recommended Reference Material**

Sharma, R. C., & Sharma, N. (2024). Human Resource Management: Concepts, Theories and Contemporary Practices. Taylor & Francis.

Brewster, C., Carey, L., Grobler, P., Holland, P. J., & Warnich, S. (2008). Contemporary issues in human resource management. Oxford University Press Southern Africa.