

Government Collage University, Faisalabad



***SCHEME OF STUDIES***

**Master in Public Administration**

**Under Distance Education Program From 2012 and  
onwards**

**Directorate of Distance Learning Education**

## **Department of Public Administration**

### **Vision**

The vision of the Department is to prepare policy makers equipped with the latest knowledge and techniques of policy making so that our country has stable and sustainable policies for all fields of life.

### **Mission of the Department**

Mission of the Department of Public Administration is to improve the culture of policy making in Pakistan by providing theoretical framework based on research and assessment of the administration of the various public and private institutions

### **Introduction of Department**

As a discipline, Public Administration can be compared to Business Administration and is viewed as similar for those wishing to pursue governmental, welfare, or private sector careers. A Public Administrator often entails substantial ethical and sociological aspects not usually found in business schools.

After getting a degree in Public administration one can pursue career in public policy, public administration and civil service.

Degree holders of public administration can apply for all the jobs that are advertised for business administrators. They have an edge upon business administrators as they have knowledge of both business and public administration and can pursue multiple opportunities in public as well as private enterprises.

**About Dean, Faculty of Management and Administrative Sciences**

Prof. Dr. Muhammad Shahbaz Arif, a PhD in Applied Linguistics from Essex University, UK is well recognized for his proficiency in developing strategies for learning second language. He established Department of English Language Teaching and Linguistic with research degrees at Punjab University Lahore, University of management and Technology Lahore. Previously he was working as professor in the department of Foreign Languages at Taif University, Saudi Arabia. His work in the field of English and Linguistics is a guiding light for new researchers especially in Third World Countries. He has supervised and is currently supervising many PhD and M.Phil. theses. He is also associated with the editorial boards of many national and international journals such as Journal of Social Science and Humanity of McGill University . His area of interest is research methodology and English Syntax. His research articles are a valuable contribution in his area of specialization.

**SCHEME OF STUDIES FOR MASTER IN PUBLIC ADMINISTRATION****Specialization in Human Resource Management****Semester I**

<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>	<b>Marks</b>
MPA -D551	Public Administration and Society	3(3-0)	100
MPA -D553	Quantitative Techniques for Management	3(3-0)	100
MPA -D555	Principles of Management	3(3-0)	100
MPA -D557	Management Information System	3(3-0)	100
MPA -D559	Financial Accounting	3(3-0)	100
MPA -D561	Economic Analysis	3(3-0)	100
<b>Total</b>			<b>600</b>

**Semester 2**

MPA -D552	Human Resource Management	3(3-0)	100
MPA -D554	Financial Administration	3(3-0)	100
MPA -D556	Public Administration in Pakistan	3(3-0)	100
MPA -D558	Research Methods and Techniques	3(3-0)	100
MPA -D560	Marketing Management	3(3-0)	100
MPA -D562	International Marketing	3(3-0)	100
<b>Total</b>			<b>600</b>

**Semester 3**

MPA -D651	Organizational Design & Behavior	3(3-0)	100
MPA -D653	Comparative Public Administration	3(3-0)	100
MPA -D655	Human Resource Development	3(3-0)	100
MPA -D657	Performance & Compensation Management	3(3-0)	100
MPA -D659	Project management	3(3-0)	100
MPA -D661	Taxation Management	3(3-0)	100
<b>Total</b>			<b>600</b>

**Semester 4**

MPA -D652	Public Policy Analysis	3(3-0)	100
MPA -D654	Total Quality Management	3(3-0)	100
MPA -D656	International HRM	3(3-0)	100
MPA -D658	Industrial Relation Labor Law	3(3-0)	100
MPA -D660	Strategic Management	3(3-0)	100
MPA -D662	Managerial Economics	3(3-0)	100
MPA -D653	Internship of 12 weeks	3(3-0)	100
<b>Total</b>			<b>700</b>

**Maximum Marks of MPA 02 years Degree program are 2500.**

**MPA -D551 PUBLIC ADMINISTRATION AND SOCIETY****Course Contents:**

- 1.1 The Discipline of Public Administration
- 1.2 The issues of Public Administration
- 1.3 E-Commerce: Concept and theories
- 1.4 Model of Good Governance
- 1.5 Public Policy Making
- 1.6 Public Administration and Law
- 1.7 Functional Expertise of Public Administration
- 1.8 Bureaucracy and Governance
- 1.9 Local Government
- 1.10 Ecology of Public Administration
- 1.11 Financial Administration
- 1.12 Public Administration and Good Governance
- 1.13 International Public Administration

**BOOKS RECOMMENDED:**

1. Caiden, Gerald. E, *Public Administration*, 1982
2. Caro, R, *The Power Broke*, New York: Knopf, 1975
3. David H. Rosenbloom, *Public Administration-Understanding Management, Politics and Law in the Public Sector*, 2nd Edition
4. Denhardt, R., *Public Administration*, Belmont, CA: Wadsworth, 1995
5. Denhardt, R., *The Pursuit of Significance*, Belmont, CA: Wadsworth, 1993
6. Dilulio, J., Garvery, G., & Kettl. D., *Improving Government Performance*, Washington, D.C.: *The Brookings Institution*, 1993
7. Felix A. Negro, Lloyd G. Negro, *Modern Public Administration*, 7<sup>th</sup> Edition
8. Harmon, Michael M. & Mayer. Richard T, *Organization Theory for Public Administration*, Little, Brown and Company, 1986
9. Nicolas Henry, *Public Administration and Public Affairs*, 6th Edition
10. Shafritz, J. and Hyde, A., *Classics of Public Administration*, Pacific Grove: Brooks-Cole, 1987
11. Candler, r. & Plano, J., *Public Administration Dictionary*, New York: wiley, 1983
12. Obsourne, D. & Gaebler, I, *Reinventing Government*, Reading, MA: Addison Wesley, 1992
13. Wilson, J.Q., *Bureaucracy*, Scanton, PA: Basic Books, 1989

## **MPA-D555 PRINCIPLES OF MANAGEMENT**

The course is designed to develop an understanding of the basic concept and nature management. The major emphasis is on explanation of management process. The course develops an insight in the managerial functions in modern organizations. The course to prepare the students to meet the challenges created by the globalization of management.

### **AN OVERVIEW**

- Management: Definitions, concepts and process.
- Managerial levels, roles and skills.
- The evolution of management thought.
- The changing environment of management
- Management's ethical and social responsibilities

### **ORGANIZATION GOALS**

- The natures of organizational goals.
- Effective goal setting.
- Barriers to effective goal setting.
- Management by objectives.

### **PLANNING**

- The nature, purpose and process.
- The hierarchy and types of organization's plans.
- Strategic planning: Environment analysis, SWOT analysis, corporate, business and functional strategies.
- Operational planning tools: Flow charts, the gantt charts, the load charts, the PERT, and the logical framework.
- Effective planning: Barriers and overcoming them.

### **DECISION MAKING AND PROBLEM SOLVING**

- The nature of decision-making.
- The rational decision making model.
- Alternative to rational decision making model.
- Decision making styles.
- Committee and group aided decision making.

### **LEADERSHIP**

- The nature of leadership.
- Leadership theories.

- Leadership styles.
- Leadership skills.

### **MOTIVATION**

- Meaning and concept.
- Primary and secondary motives.
- Motivation theories.

### **ELEMENTS OF CONTROLLING**

- An overview of control.
- The basic control process.
- The critical control points and standards.
- The control system.
- Effective control system requirements.
- Resistance to control.
- Control strategy choice.
- Direct versus preventive control.
- Methods of control.

### **BOOKS RECOMMENDED:**

1. Ricky W. Griffin, *Management*, Houghton Mifflin Company.
2. Harold Knootz & Heins Wehrich, *Management*, McGraw Hill.
3. Morehead, *Organization Behavior (Theory & Practice)*, Houghton Mifflin.
4. *Principle & Practice of Management*: Terry.
5. Drucker, P.F, *The Practice of Management*.
6. Stephen P. Robbins and Mary Coulter, *Management*, Prentice Hall.
7. Judith R. Gordon, *Organizational Behavior*, Prentice Hall.
8. Davis and Newstrom, *Human Behavior at Work: Organizational Behavior*, McGraw Hill.
9. Robert Kreitner & Angelo Kinicki, *Organizational Behavior*, IRWIN.

**MPA-D559 FINANCIAL ACCOUNTING****COURSE DESCRIPTION/OBJECTIVES**

The primary aim of Financial Accounting is to provide students with an introduction to the process and function of financial reporting. Whilst a large proportion of the course is aimed at understanding accounting as a process, taking a preparers' perspective, we will also seek to develop an understanding of the importance of the role of accounting in today's society.

**LEARNING OUTCOMES**

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

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

**COURSE CONTENT****Accounting and its role**

- Development of accounting
- Accounting Theory and Conceptual framework
- Accounting Defined
- Why study Accounting
- Financial statements
- Major fields of Accounting
- Accounting as a Career

**Basic Accounting Concepts**

- The Entity Concept
- The Reliability (or Objectivity) principle
- The cost Principle
- The Going-Concern Assumptions
- The Stable Currency Assumptions
- Ethics-the-Most Fundamental Principle of Accounting
- Qualitative characteristics of Financial statements



**The recording process**

- The Recognition Issue
- The Valuation Issue
- The Classification Issue
- The Recording Process
- Analysis of Transaction
- The Journal
- The Ledger
- Balancing the Accounts

**Preparation of Financial Statements**

- Preparing Trial Balance
- Locating and correcting errors in recording process
- Preparing Profit and Loss Account and Balance Sheet

**The adjusting and closing entries**

- Need for Adjusting Entries
- Recording adjusting entries
- Preparing adjusted trial balance
- Recording closing entries
- Preparing post-closing trial balance
- Preparing work-sheet
- Preparation of Financial Statements

**Accounting for trading organization**

- The Purchase Function
- Accounting for Purchases and Sales
- Return and allowances
- Periodic System

**Text Books:**

Financial Accounting by Meigs & Meigs

## **MPA-D561          ECONOMIC ANALYSIS**

### **Course Description:**

This course focuses on introducing the discipline of economics and to provide a basic understanding of how economics function. Economic theory with real-world applications to impart the knowledge of operational economics in the students

### **Course Outline:**

- The Scope and Method of Economics
- The Economic Problem: Scarcity and Choice
- Demand, Supply and Market Equilibrium
- The Price System, Supply, Demand and Elasticity
- Household Behavior and Consumer Choice
- Indifference Curves
- The Behavior of Profit-Maximizing Firms and the Production Process
- Short-Run Costs and Output Decisions
- Costs and Output Decisions in the Long Run
- Input Demand: The Labor and Land Markets
- The Capital market & The Investment Decisions
- General Equilibrium and the Efficiency of Perfect Competition
- Monopolistic Competition and Oligopoly
- Antitrust and Regulation
- Externalities, Public Goods, Imperfect Information and Social Choice
- Income Distribution and Poverty
- Public Finance
- The Economics of Labor Markets and Labor Unions
- Current topics in Applied Microeconomics
- Introduction to Macroeconomics

- Measuring National Output and National Income
- Macroeconomics Problems
- Aggregate Expenditure and Equilibrium Output
- The Government of Fiscal Policy
- Money Demand, the Equilibrium Interest Rate and Monetary Policy
- Money, the Interest Rate and National Income: Analysis and Policy
- Aggregate Demand, Aggregate Supply and Inflation
- The Labor Market, Unemployment and Inflation
- Household and Firm Behavior in the Macroeconomics
- Debates in Macroeconomics
- Economic Growth and Productivity
- International Trade, Comparative Advantage and Protectionism
- The Balance of Payments and Exchange Rates
- Economic Growth in Developing Nations
- Economies in Transition and Alternative Economic Systems

Recommended Books:

## **MPA-D552 HUMAN RESOURCE MANAGEMENT**

The modern business and not-for-profit organizations demand high caliber of human resource eiders 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 given 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 plan, recruit, train, develop, appraise, compensate and lead human resource.

### **1. INTRODUCTION**

- Concepts of human resource management
- Human Resource Challenges
- Human Resource Functions
- Philosophical approaches to Human Resource Management

### **2. JOB DESIGN AND ANALYSIS**

- An overview of Job design
- Techniques of job design
- Job analysis
- Collection of job information
- Applications of job analysis information

### **3. HUMAN RESOURCES PLANNING & RECRUITMENT**

- Significance of Human Resource Planning
- The planning process
- The implementation of program
- Recruitment & selection policy issues
- Source of recruitment
- Selection process & procedure
- Evaluation of Human resource Planning & Recruitment

### **4. CAREER PLANNING & DEVELOPMENT**

- Promotion
- Anchorisom
- Demotion
- Separation

### **5. TRAINING AND DEVELOPMENT**

- Significance of training & development
- Principles of training & development
- Training & development methods

- Evaluation of training & development

## **6. MOTIVATION AND REWARD SYSTEM**

- Concept of motivation
- Reward systems
- Motivation through job design
- Motivation through employee participation
- Other motivation techniques

## **7. PERFORMANCE APPRAISAL**

- Appraisal: Definition and applications
- Basic consideration in appraisal
- Appraisal methods
- Legal issues for appraisal
- Appraisal challenges

## **8. COMPENSATION AND SERVICES**

- Objectives/Rationale of Financial compensation
- Challenges affecting compensation
- Wage criteria
- Policy and principles
- Job evaluation and its system
- Compensation for administrators & professionals
- Financial benefits and other services

## **9. DISCIPLINE**

- Concepts of discipline
- Preventive & corrective discipline
- Negative & positive approach
- Administration of disciplinary action
- Grievance handling.

### **BOOKS RECOMMENDED:**

1. William B. Werther & Keith Davis *Human Resource & Personnel*, McGraw Hill.
2. Bernardin & Russell, *Human Resource Management 2nd Edition*. McGraw Hill.
3. Fred Luthans, *Organizational Behavior. 8th Edition*, McGraw Hill.
4. Robert Kreitner & Angelokinicki, *Organizational Behavior 2nd Edition*, IRWIN.

**MPA-D554 FINANCIAL ADMINISTRATION****Course Description:**

This is an introductory course in finance that aims to highlight the importance of “money dimension” of decision making. Students, therefore, through this course shall be taught theory and practices of financial management so that they could conveniently “manage” the complexities of financial side of decision making.

**Course Outlines:**

- Introduction to principles of finance
- Finance and Financial System (with special focus on financial environment of Pakistan economy).
- Financial Planning and Financial Analysis
- Risk, Return fundamentals
- Time value of money concept
- Application of present value techniques in valuation models for bonds and stocks
- Working capital and short term financing
- Cost of capital
- Operating and financial leverage
- Basics of capital structure theory
- Long term finance decisions
- Capital budgeting techniques
- Introduction to risk management

**BOOKS RECOMMENDED:**

1. Lawrence J. Gitman, *Principles of Managerial Finance*, 8th edition
2. Brigham and Gapenski, *Fundamental of Financial Management*, 9<sup>th</sup> edition
4. Kneown, Martin, Petty, Scott, *Foundation of Finance*, 3rd edition
5. *Economic Survey of Pakistan*
6. *Business Recorder*

**MPA-D556 PUBLIC ADMINISTRATION IN PAKISTAN****A. OBJECTIVES**

The main purpose of this course to acquaint the students with the administrative structure of Pakistan and the contemporary issues and problems being faced to day. They must also be equipped with the knowledge of means to overcome these obstacles.

**B. CONTENTS**

1. Administrative Structure in Pakistan
2. Administrative Reforms in Pakistan
3. Role of District Administration
4. Judiciary and the Executives
5. Criminal Justice Administration
6. Institution of Ombudsman
7. Public Service Accountability
8. Corruption in Public Administration
9. Administrative delay.

**BOOKS RECOMMENDED:**

1. Khan J.R., *Government and Administration in Pakistan*, Islamabad 1987
2. Kreesberg, M., *Public Administration in Developing Countries*, Washington, 1960.
3. Ahmed, Munir, *Civil Service in Pakistan*, Karachi: 1964
4. Ahmed, Mumtaz, i, Karachi: NIPA, 1974.
5. Kennedy, Charles, *Bureaucracy in Pakistan*, Karachi: Oxford University Press, 1987.
6. Lioyal, Philip, *Services Administration by Local Authorities*, Cambridge, ICSA, 1985.

## **MPA-D558 BUSINESS RESEARCH METHODS AND TECHNIQUES**

### **COURSE DESCRIPTION**

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

### **INTENDED LEARNING OUTCOMES**

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



## **COURSE CONTENT**

The Role of Business Research

What is business research

Why it is important

The relevance of Western theories and research for local managers

How theories are developed

Why context is important in social sciences

The research process: An overview

What are the key steps in research process

Types of research

Problem Definition and the Research Proposal

Contents of research proposal

Writing effective research proposals

Exploratory Research and Qualitative analysis

Qualitative research and theory building

Survey Research: An Overview

Survey method and business research

Survey Research: Basic Method of Communication with respondents

Measurement and Scaling Concepts

Types of measures

Types of scales

Attitude Measurement

Types of attitudes and their relevant scales

Questionnaire Design

Open ended questions

Close ended questions

Sample Designs and Sampling Procedures

Types of Sampling

Relevance of sampling technique to research question

Determination of Sample Size

Basic Data Analysis: Descriptive Analysis

Entering data in SPSS

Univariate Analysis

Using SPSS for univariate analysis

Bivariate Analysis: Tests of Differences

Tests of mean differences

ANOVA

Data analysis and interpretation

Regression analysis using SPSS

CFAs and Path analysis using Amos

The Research Report

Contents of a research paper

Managerial decision making and Research

Policy implications for managers

## **RECOMMENDED BOOKS**

1. *William G. Zikmund, **Business Research Methods**, Latest Edition, Thomson Learning*

## **MPA-D560 MARKETING MANAGEMENT**

### **COURSE DESCRIPTION/OBJECTIVE**

Marketing management course is geared toward providing an understanding of the rationale for marketing decisions from a managerial perspective and the manipulation of marketing mix to achieve business goals. Practically marketing management 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. 67

### **LEARNING OUTCOMES**

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

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

### **COURSE CONTENT (SEMESTER 3)**

#### **MARKETING: AN OVERVIEW**

- Definitions
- The evolution of marketing management.
- The marketing concept and social responsibility.
- The importance and scope of marketing.
- The basic functions of marketing.

## MPA -D557      MANAGEMENT INFORMATION SYSTEMS

### COURSE DESCRIPTION/OBJECTIVE:

This is a fundamental course for the students of business administration. The course is designed to give concept of information systems and their importance for business success. Different information technology applications in business to manage better and how it will provide support to decision makers for strategic 73

business decisions will be discussed. Different applications like hospital information systems, corporate information systems, city information systems, crime information and control systems, Transaction process system etc. will be discussed.

### INTENDED LEARNING OUTCOMES

Upon completing this course, students will be able to:

1. Describe how data is captured, organized and managed using a data management system and design a simple database using data modeling techniques;
2. Discuss the strategic considerations in information system development and their impacts on the organization;
3. Design effective user interfaces and explain the importance of internal controls for information systems;
4. Describe the different technologies, techniques and infrastructure of transaction processing systems associated with various transaction cycles;
5. Explain the e-commerce technology architecture and discuss the strategies for successful E-commerce;
6. Identify and analyze risk factors, discuss measures to mitigate risks and the importance of business continuity planning; and
7. Explain how various information systems are designed to support the decision making process for business managers.

### COURSE CONTENTS Week 01

Introduction to Information Systems in Business

Why study information systems  
Why business need information technology

### Week 02

Fundamentals of Information System

### Week 03

Solving Business Problems with Information Systems

- ☐ Systems approached to problem solving
- ☐ Developing information system solutions

### Week 04

General Systems Model of the Firm

### Week 05

Computer Software, Hardware (Overview from Managerial Perspective)

### Week 06

DBMS

### Week 07

MS Access (A comprehensive workshop)

<b>Week 08</b>	IS for Business Operations ☑ Business information
<b>Week 09</b>	☑ Transaction processing system Transaction Processing System
<b>Week 10</b>	Decision Support System/ Financial Support System
<b>Week 11</b>	Accounting Information System/ Financial Information System
<b>Week 12</b>	Marketing Information System
<b>Week 13</b>	IS for Strategic Advantage ☑ Fundamentals of strategic advantage ☑ Strategic applications and issues in IT
<b>Week 14</b>	IS & Artificial Intelligence
<b>Week 15</b>	Enterprise & Global Management Managing IT (Planning & Implementing Change)
<b>Week 16</b>	Final Project (Report Submission & Presentations)

**RECOMMENDED TEXTBOOKS**

1. Kenneth C. Laudon, Management Information System- Managing the digital firms, Prentice Hall of India, (Latest Edition)
2. James O'Brien, Management Information Systems, (Latest Edition)
3. Raymond Mcleod, Jr, Management Information Systems, Prentice Hall (Latest

## **MPA-D562 International Marketing**

### **COURSE OUTLINES:**

#### **INTRODUCTION TO GLOBAL MARKETING**

- Overview of Basic Marketing
- Introduction to Global Marketing
- The importance of Global Marketing
- Management Orientations
- Forces Affecting global Integration and Global Marketing

#### **THE GLOBAL ECONOMIC ENVIRONMENT**

- An Overview of the World Economy
- Economic Systems
- Stages of Marketing Development
- Balance of Payments
- Trade Patterns

#### **THE GLOBAL TRADE ENVIRONMENT: REGIONAL MARKET CHARACTERISTICS AND PREFERENTIAL TRADE AGREEMENTS**

- The World Trade Organization and GATT
- Preferential Trade Agreements
- North America, Latin America: SICA, Andean Community, Mercosur, Asia-Pacific,
- Western, Central, and Eastern Europe, The Middle East

#### **SOCIAL AND CULTURAL ENVIRONMENT**

- Basic Aspects of Society and Culture
- High- and Low- Context Cultures
- Hofstede's Cultural Typology
- The Self-Reference Criterion and perception
- Diffusion Theory
- Marketing Implications of Social and Cultural Environment
- Training in Cross Cultural Competency

#### **THE POLITICAL, LEGAL, AND REGULATORY ENVIRONMENTS OF GLOBAL MARKETING**

- The Political Environment
- International Law
- Sidestepping Legal Problems: Important Business Issues
- Conflict Resolution, Dispute Settlement, and Litigation
- The Regulatory Environment

#### **GLOBAL INFORMATION SYSTEMS AND MARKETING RESEARCH**

- Information Technology for Global Marketing
- Information Subject Agenda
- Formal Market Research
- Current Issues in Global Marketing Research
- The Marketing Information System as a Strategic Asset
- An Integral Approach to Information Collection

#### **GOING GLOBAL: SEGMENTATION, TARGETING, AND POSITIONING**

- Global Marketing Segmentation
- Global Targeting
- Selecting a Target Market Strategy

- Product Positioning

### **SOURCING STRATEGIES: EXPORTING AND IMPORTING**

- Organizational Export Activities
- National Policies Governing Exports and Imports
- Tariff Systems
- Key Export Participants
- Organizing for Exporting in the Manufacturer's Country
- Organizing for Exporting in the Market Country
- Export Financing and Methods of Payment and Sourcing

### **GLOBAL MARKET ENTRY STRATEGIES: LICENSING, INVESTMENT, AND STRATEGIC ALLIANCES**

- Licensing
- Global Strategic Partnerships
- International Partnerships in Developing Countries
- Cooperative Strategies in Japan
- Cooperative Strategies in South Korea
- Cooperative Strategies in United States: Targeting the Digital Future
- Market Expansion Strategies

### **STRATEGIC ELEMENTS OF COMPETITIVE ADVANTAGE**

- Industry Analysis: Forces Influencing Competition
- Competitive Advantage
- Global Competition and National Competitive Advantage
- Current Issues in Competitive Advantage

### **PRODUCT AND BRAND DECISIONS**

- Basic Product Concepts
- Global Brand Development
- Product Saturation Levels in Global Markets
- Attitudes toward Foreign Products
- Extend, Adapt, Create: Strategic Alternatives in Global Marketing
- New Products in Global Marketing
- The International Product Trade Cycle Model

### **PRICING DECISIONS**

- An overview of pricing concept
- Global Pricing Objectives and Strategies
- Environmental Influences on Pricing Decisions
- Global Pricing: Three Policy Alternatives
- Gray Market Goods
- Dumping, Transfer Pricing and Countertrade

### **GLOBAL MARKETING CHANNELS AND PHYSICAL DISTRIBUTION**

- Channel Objectives and Constraints
- Selection and Care of Distributors and Agents
- Distribution Channels: Terminology and Structure
- Global Retailing
- Innovation in International Retailing
- Channel Strategy for New Market Entry
- Physical Distribution and Logistics Management

### **GLOBAL MARKETING COMMUNICATIONS DECISIONS : (ADVERTISING AND PUBLIC RELATIONS)**

- Global Advertising
- Advertising Agencies: Organizations and Brands
- Creating Global Advertising
- Global Media Decisions
- Public Relations and Publicity

**GLOBAL MARKETING COMMUNICATIONS DECISIONS : (SALES PROMOTION, PERSONAL SELLING,)**

- Special Forms of Marketing Communication, New Media
- Sales Promotion
- Personal Selling
- Special Forms of Marketing Communication: Direct Marketing, Event Sponsorship, and Product Placement
- New Media

**LEADING, ORGANIZING AND CONTROLLING THE GLOBAL MARKETING EFFORT**

- Introduction to leading and organizing in the global environment
- Global Marketing Management Control
- The Global Marketing Control
- The Global Marketing Audit



## **MPA-D651 ORGANIZATIONAL DESIGN & BEHAVIOR**

### **Course Contents:**

- 10.1 Organization and its environment
- 10.2 Organizational Design
- 10.3 Factors affecting Organizational Design
- 10.4 Forms of Organizational modification
- 10.5 Organizational Culture
- 10.6 Leadership
- 10.7 Innovation and Creativity
- 10.8 Conflict Management
- 10.9 Organizations of Future

### **BOOKS RECOMMENDED:**

1. Greenburg. J & Baron,R.A,Behaviour in Organizations, 6th Edition, 1997
2. Newstrom,J.W& Davis,K, Organizational Behaviour,10th Edition,1997
3. Scher Mer Bom, J.r & Hunt,J.G, Managing Organizational Behaviour, 5th Edition,1994
4. Robbins,S.P., Oranizatioal Behaviour, \*th Edition,1998
5. Daft Organizational Design

## **MPA-D653 COMPARATIVE PUBLIC ADMINISTRATION**

The aims of the course are to compare and contrast the administrative structures and processes of developed and developing political systems including Pakistan and to examine the various conceptual frameworks relevant to the comparison of those structures and processes. This course will necessarily explore the particular difficulties that administrative systems face in their response to contemporary demands made upon them. Students should be able to appreciate and to analyze the administrative problems of developing societies at cross-cultural levels.

### **CONTENTS**

1. Comparative Public Administration; Evolution, Significance and Scope.
2. Approaches to the study of comparative Public Administration Weber, F.W. Riggs and Crozier.
3. Administrative system: Developed administrative systems (USA & UK), Developing administrative systems (Pakistan and India).
4. Development Administration: Basic Concepts (Weidner).
5. Nation Building and Institution Building in Developing Countries.
6. Bureaucracy and Development: An over-view.

### **BOOKS RECOMMENDED:**

1. William Siffins, Toward a Comparative Study of Public Administration.
2. Forrel Heady, Public Administration: A Comparative Perspective
3. Frank Marini, News Public Administration.
4. F.W. Riggs, Frontiers of Development Administration
5. F.W. Riggs, Administration in Developing Countries
6. E.W. Weidner, Development Administration in Asia
7. J.D. Montgomery , Approaches to Development: & W.J. Siffins, Politics, Administration & Change.
8. G.A. Almond, Comparative Politics: A Development Approach& G.B. Powell
9. Almond & Coleman, The Politics of Developing Areas
10. George. F. Gant, Development Administration: Concepts, Goals & Methods.
11. Milton J. Esman, Institution Building
12. United Nation, Development Administration: Approaches & Trends in Public Administration for National.

## **MPA-D655 HUMAN RESOURCE DEVELOPMENT**

### **Course Outline:**

#### **Foundation of Human Resource Development (HRD)**

- Introduction to Human Resource Development
- Learning and HRD

#### **Framework for Human Resource Development**

- Assessing HRD Needs
- Designing Effective HRD Programs
- Implementing HRD Programs
- Evaluating HRD Programs

#### **Applications of HRD**

- Skills and Technical Training
- Coaching and Performance Management
- Career Management and Development
- Management Development
- Organizational Development and Change

#### **Methods of instruction and evaluation**

Lectures, class discussions, case analysis, quizzes, assignments, presentation, mid term and final term exams.

**Recommended Book:** *Human Resource Development by Werner & DeSimone (5<sup>th</sup> Edition)*

**MPA-D659 PROJECT MANAGEMENT 3 Credit****Pre Requisites: NIL****Learning Objectives:**

This course provides a comprehensive view of Project Management with a special focus on project management tools and techniques. Project

Management has become an effective Instrument of management in managing a variety tasks. The students would be familiarizing themselves with different stages of project management and will also learn different tools and technique used in managing projects.

**Learning Outcomes:**

- Define a project, program, and project management and its processes.
- Determine effective ways of integrating project management and general business management in an organization.
- Determine ways to effectively integrate a project across an entire enterprise to reduce the impact of change.
- Determine how ethics, integrity, and objectivity affect project management.
- Discuss ways of effectively communicating throughout the Project Lifecycle.
- Determine stakeholders and how they affect the project.
- Describe the Project Management Lifecycle and develop a basic project plan.
- Form an effective project team.
- Recognize one's own work behavior style and quickly read other people's styles.
- Identify how to mesh divergent styles together to achieve project success.

**Course Contents:**

Introduction to the course and Project Management; Project Selection and it's strategic relevance; Project Management Phases; Project Initiation /Definition; The project planning phase 1; The work break down structures; The project planning phase 2; Human Recourse Issues costing Risk analysis project partnering and outsourcing; The project planning phase 3 scheduling project activities; Project Implementation (Project Leadership, Communication and Teams.); Project evaluation, monitor and Control; Project Closure / Termination

**Text Books and Software:**

1. Project Management by Harold Kurzner
2. Project Management the managerial Process, 3rd addition by Ray, Clifford.Larson,Erik.
3. Information Systems Project Management by David Olson

## **MPA-D661 TAXATION MANAGEMENT**

### **Course Objectives:**

- The course of tax management is designed for the management of tax matters of the business houses to be joined by the young managers and find out the solutions of the practical tax related problems by applying workable approaches.
- By the end of the course, students will be able to understand the importance of taxes, forms of taxes, method of computation of income under all heads of income
- Students will learn how and when appeals or alternative methods of appeals can be adopted and how the application to seek various requests under the ordinance can be made
- The quiz tests and group assignments/class exercise will help to inculcate the habit of research and in depth study of the matters.

### **Course Contents:**

#### **Basic Concepts**

- o Definitions and basic concepts
- o Introduction of taxes and persons
- o Introduction of Status for taxation

#### **Accounting methods and taxes**

- o Difference between Tax accounting and financial accounting
- o Capital expenses and revenue expenses

#### **Forms of Income**

- o Total income
- o Deemed income
- o Presumptive income
- o Withholding taxes on incomes
- o Tax Avoidances and tax evasion

#### **Income statements**

- o Preparation of tax return
- o Preparation of tax statement
- o Preparation of wealth statement

#### **Heads of income**

- o Computation of Salary income
  
- o Computation of property income
- o Computation of business income
- o Computation of Capital gains
- o Computation of income from other sources

- o Set off of losses/carry forward of losses
- o Depreciation/ amortization of expenses and losses

**Assessments**

- o Returns and audit of returns
- o Universal self assessment scheme
- o Amendment of assessment

**Additional tax/ Penalty and prosecutions**

- o When additional tax is to be charged
- o Why and how penalty is charged
- o How and when prosecution proceedings can be invoked

**Appeals**

- o When an appeal can be filed
- o Different appellate forum
- o ADR and rules related therewith

Advance ruling and rules related therewith

• **Sales Tax Laws**

- o Supply and sale;
  - o Time of supply;
  - o Taxable activity
  - o Registration with Sales tax;
  - o Adjustments under the sales tax;
  - o Sales tax refunds systems
- Additional taxes under sales tax;
- o Penalty under sales tax

**BOOKS RECOMMENDED:**

Latest Editions of the following Publications:

1. Synopsis of Taxes in Pakistan : By Mirza Munawar Hussain
2. Income Tax Law with Practical Problem: By Prof. Dr. Khawaja Amjad Saeed.
3. Income Tax Ordinance: By Government of Pakistan
4. Sales Tax Act: By Government of Pakistan

**MPA-D652 PUBLIC POLICY ANALYSIS 3 Credit****Pre Requisites: Microeconomics****Learning Objectives:**

The purpose of this class is to evaluate the effectiveness of public policy in promoting efficiency and equity in our economy. Microeconomics and welfare economics provide a theoretical base, and regression and cost-benefit analyses serve as the primary empirical tools of analysis. A number of selected policies will be studied and evaluated. In addition to being of interest in their own right, the outcomes of these policies can inform future social decision-making, by revealing responses to incentive effects and potential unintended consequences, and by providing examples of effective and ineffective means of attaining social and economic goals.

**Learning Outcomes:**

The students will understand the policy process and

- Will be equipped with analytical tools of public policy analysis.
- The students will be able to prepare a policy paper on any policy issue.

**Course Contents:**

The Role of Public Policy; Tools of Analysis; Selected Policy Issues

**Text Books and Software:**

1. Weimer and Vining. 2005. *Policy Analysis: Concepts and Practices*. 4<sup>th</sup> Ed. Pearson/Prentice Hall.
2. Quade, E. S., *Analysis for Public Decisions*. 2nd Ed.

**MPA-D654 TOTAL QUALITY MANAGEMENT****COURSE DESCRIPTION/OBJECTIVE**

This course will present the various TQM frameworks, concepts, and quality improvement tools necessary for implementing the quality culture that characterizes world-class organizations. This course examines the concepts of TQM as systematic process in the context of continuous improvement and quality management initiatives that improves customer satisfaction. The course covers methodologies and tools that will aid the student to understand how TQM can be used as a strategic tool that helps the organization achieve a competitive advantage in a global economy.

Total Quality Management (TQM) is a comprehensive and fundamental rule or belief for leading and operating an organization, aimed at continually improving performance over the long term by focusing on customers while addressing the needs of all stakeholders. It is both a philosophy and a set of guiding principles that represent the foundation of a continuously improving organization. The bottom line of TQM is results: increased productivity, efficiency, customer satisfaction/delight, and world-class performance. This course will present the various TQM frameworks, concepts, and quality improvement tools necessary for implementing the quality culture that characterizes world-class organizations of the 21st century

**INDENTED LEARNING OUTCOMES**

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

1. Implement the principles and concepts inherent in a Total Quality Management (TQM) approach to managing a manufacturing or service organization.
2. Understand the philosophies--including similarities and differences--of the gurus of TQM in order to better evaluate TQM implementation proposals offered by quality management organizations and consultants.
3. Successfully implement process improvement teams trained to use the various quality tools for identifying appropriate process improvements.
4. Assess exactly where an organization stands on quality management with respect to the ISO 9000 quality management standard and the Baldrige Award criteria.
5. Develop a strategy for implementing TQM in an organization.

**COURSE CONTENTS****INTRODUCTION TO TOTAL QUALITY MANAGEMENT**

- Definition of TQM
- Overview of quality and dimensions of quality
- TQM framework
- Quality Gurus and their contribution to TQM



- Obstacles in implementing TQM program in an organization

### **Role Of Top Management In Implementing TQM**

- Quality statements
- Importance of Communication in implementing TQM program

### **RELATIONSHIP OF CUSTOMER SATISFACTION AND QUALITY IMPROVEMENT**

### **ROLE OF EMPLOYEES TEAMWORK AND EMPLOYEE EMPOWERMENT**

### **INITIATIVES FOR SUCCESSFUL TQM PERFORMANCE**

### **PERFORMANCE MEASURES FOR TQM**

- Typical measurements (cost, time ,HR, marketing, administrative measures and so on)
- Criteria for choosing performance measures and building performance excellence

### **QUALITY MANAGEMENT SYSTEM**

- Benefits of ISO registration

### **SATISTICAL PROCESS CONTROL**

- Introduction to SPC
- Basic SPC Tools

Final Project (Report Submission & Presentations)

### **TEXT BOOKS:**

1. John S. Oakland (2005) Total Quality Management, (3rd edition), Butterworth-Heinmann, An Imprint of Elsevier, Linacre house, Jordan Hill, Oxford, 200 Wheeler
2. Road, Burlington. Subburaj Ramasamy (2005) Total Quality Management, Tata McGraw-Hill Publishing Company Limited, Delhi
3. Foster, T. S. (2006). *Managing quality: An integrative approach* (2nd ed.). Upper Saddle, NJ: Prentice – Hall.
4. Sadikoglu, E. (2004, September). Total quality management: Context and performance. *The Journal of Academy of Business, Cambridge*, 5 (1/2), 364-366.

## **MPA-D658            INDUSTRIAL RELATIONS AND LABOR LAWS   3 Credit**

### **Pre Requisites:**

Introduction to HRM & Strategic HRM.

### **Learning Objectives:**

Industrial Relations in Pakistan; Link between Industrial relations & Human Resource Management; Collective bargaining; Worker involvement in decision-making; Grievance and dispute settlement; The management of conflict between employers, workers and trade unions

### **Learning Outcomes:**

- Apply labor relations concepts in order to deal effectively with management and union advocates.
- Find the most recent labor relations information.
- Apply labor relations rules and legislation to practical situations in the workplace, taking into account both "sides" of the issue.
- Focus on an objective, flexible, and collaborative approach to problem resolution, not the acceleration of disputes.
- Develop an informed opinion about the labor relations actions of parties that you hear about in the news.

### **Course Contents:**

An overview of Industrial Relations; Industrial Relations Act, 2008; The Industrial & Commercial Employment (Standing Orders) Ordinance, 1968; The Industrial & Commercial Employment (Standing Orders) Ordinance, 1968; The Factories Act, 1934; The Payment of Wages Act, 1936; The employees Social Security Ordinance, 1965; The Shops & Establishments Ordinance, 1969; The Employees Old -Age benefits Act, 1976; The Employees Cost of Living Act, 1973; Minimum Wages Ordinance, 1961; Case Study on ICI Pakistan Limited; Case Study on Glaxo Laboratories Pakistan Limited; Case Study on Ammar Textiles

### **Text Books and Software:**

1. Complete set of labor laws

**MPA-D660            STRATEGIC MANAGEMENT 3 Credit****Pre Requisites: Principals of Management****Learning Objectives:**

To provide an integrative framework that will allow students to synthesize knowledge from other business courses into a comprehensive understanding of competitive advantage. To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organizations.

To encourage students to think critically and strategically

To develop the ability to identify strategic issues and design appropriate courses of action

**Learning Outcomes:**

- Upon completion of this course, students will be able to complete the following key tasks:
- Articulate a vision that gives meaning to all the firm's stakeholders of the firm's objectives;
- Formulate a strategic plan that operationalizes the goals and objectives of the firm;
- Identify the resource endowments specific to the firm and those that are homogeneous to industry participants;
- Specify current and desired strategic positioning in order to respond to market demands;
- Implement a strategic plan that takes into account the functional areas of business;
- Evaluate and revise programs and procedures in order to achieve organizational goals;
- Consider the ethical dimensions of the strategic management process; and
- Effectively communicate change management strategies in various forums to an array of audiences with accuracy, clarity, specificity and professionalism.

**Course Contents:****Topic****The Nature of Strategic Management**

- ◆ What is Strategic Management?
- ◆ Key Terms in Strategic Management
- ◆ The Strategic-Management Model
- ◆ Benefits of Strategic Management
- ◆ Why Some Firms Do No Strategic Planning
- ◆ Pitfalls in Strategic Planning
- ◆ Guidelines for Effective Strategic Management
- ◆ Business Ethics and Strategic Management

◆ Comparing Business and Military Strategy

◆ The Nature of Global Competition

### **The Business Vision And Mission**

◆ What Do We Want to Become?

◆ What is Our Business?

◆ Importance of Vision and Mission Statement

◆ Characteristics of a Mission Statement

◆ Mission Statement Components

◆ Writing and Evaluating Mission Statements

### **The External Assessment**

◆ The Nature of an External Audit

◆ The Industrial Organization (I/O) View

◆ Economic Forces

◆ Social, Cultural, Demographic, and Environmental Forces

◆ Political, Governmental, and Legal Forces

◆ Technological Forces

◆ Competitive Forces

◆ Competitive Analysis: Porter's Five-Forces Model

◆ Sources of External Information

◆ Forecasting Tools and Techniques

◆ The Global Challenge

◆ Industry Analysis: The External Factor Evaluation (EFE) Matrix

◆ The Competitive Profile Matrix (CPM)

### **The Internal Assessment**

◆ The Nature of an Internal Audit

◆ The Resource-Based View

◆ Integrating Strategy and Culture

◆ Management

◆ Marketing

◆ Finance/Accounting

◆ Production/Operations

- ◆ Research and Development
- ◆ Management Information Systems
- ◆ Value Chain Analysis
- ◆ The Internal Factor Evaluation (IFE) Matrix

**Strategies In Action**

- ◆ Long-Term Objectives
- ◆ Balanced Scorecard
- ◆ Types of Strategies
- ◆ Integration Strategies
- ◆ Intensive Strategies
- ◆ Diversification Strategies
- ◆ Defensive Strategies
- ◆ Michael Porter's Generic Strategies
- ◆ Means for Achieving Strategies
- ◆ Strategic Management in Nonprofit and Governmental Organizations
- ◆ Strategic Management in Small Firms

**Strategy Analysis And Choice**

- ◆ The Nature of Strategy Analysis and Choice
- ◆ A Comprehensive Strategy-Formulation Framework
- ◆ The Input Stage
- ◆ The Matching Stage
- ◆ The Decision Stage
- ◆ Cultural Aspects of Strategy Choice
- ◆ The Politics of Strategy Choice
- ◆ Governance Issues

**Implementing strategies: management and Operations issues**

- ◆ The Nature of Strategy Implementation
- ◆ Annual Objectives
- ◆ Policies
- ◆ Resource Allocation

- ◆ Managing Conflict
- ◆ Matching Structure with Strategy
- ◆ Restructuring, Reengineering, and E-Engineering
- ◆ Linking Performance and Pay to Strategies
- ◆ Managing Resistance to Change
- ◆ Managing the Natural Environment
- ◆ Creating a Strategy-Supportive Culture
- ◆ Production/Operations Concerns When Implementing Strategies
- ◆ Human Resource Concerns When Implementing Strategies

**Implementing Strategies: Marketing, Finance/Accounting, R&D, And Mis Issues**

- ◆ The Nature of Strategy Implementation
- ◆ Marketing Issues
- ◆ Finance/Accounting Issues
- ◆ Research and Development (R&D) Issues
- ◆ Management Information Systems (MIS) Issues

**Strategy Review, Evaluation, And Control**

- ◆ The Nature of Strategy Evaluation
- ◆ A Strategy-Evaluation Framework
- ◆ The Balanced Scorecard
- ◆ Published Sources of Strategy-Evaluation Information
- ◆ Characteristics of an Effective Evaluation System
- ◆ Contingency Planning
- ◆ Auditing
- ◆ 21<sup>st</sup> Century Challenges in Strategic Management

**Text Books:**

1. Fred. R. David: Strategic Management, Prentice Hall.
2. **CHARLES W. L. HILL & GARETH R. JONES:** Essentials of Strategic Management, Second Edition, South-Western, Cengage Learning.
3. Strategic Management, Competitiveness and Globalization: Competitiveness and Globalization (Concepts), 2nd Canadian edition, by Hitt, Ireland, Hoskisson, Rowe, & Sheppard.
4. **STRATEGIC MANAGEMENT CASE STUDIES**

**MPA-D662            MANAGERIAL ECONOMICS            3 Credit**

**Pre Requisites:**

Principles of economics

**Learning Objectives:**

This course will increase the awareness among students about the importance of economics and how economics is used in decision making process in organizations.

**Learning Outcomes:**

- Economic analysis will basically enable students to get an idea how managers make optimal decisions keeping limitations and boundaries under considerations for profit maximization.

**Course Contents:**

Economic Decision Making Or Concept Of Managerial Economics; Economic

Optimization or Optimization techniques; Demand Analysis; Forecasting;

Production Analysis; Cost Analysis; Linear Programming; Pricing Practices

**Text Books and Software:**

1. Managerial Economics by mark Hirschey, Revised Edition.
2. Managerial Economics by Dominick Salvatore, 2nd edition.

**MPA-D663          INTERNSHIP          3 Credit**

**Pre Requisites:** All course work should be studied.

**Learning Objectives:**

It is on job training and it enables the students to apply the theories on work experience.

**Experience:**

Student will required to do an intern ship of 12 weeks and shall get experience in any reputed organization with job rotation in major functional areas and will prepare a comprehensive report on whole activity.

**Note:** Student has to present a report, and viva of internship will be conducted.

