

**CURRICULUM  
OF  
BUSINESS ADMINISTRATION  
FOR  
BBA, MBA & MS**



# BACHELOR OF BUSINESS ADMINISTRATION (BBA)

## 1. Programme Objective

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

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

## 2. Learning Outcomes

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

- i. Communicate effectively and professionally and demonstrate the ability to create coherent written and oral statements with the diverse audience across the cultures replicating skills to analyze and synthesize information.
- ii. Demonstrate the ability to identify and evaluate relevant information for decision-making and make usage of diagnostic thinking skills and analytical techniques to assess the information and solve problems in the environment like ours characterized by uncertainty.
- iii. Understand the importance of teamwork and group dynamics in achieving organizational goals and demonstrate ability to work effectively in teams.
- iv. Acknowledges and understands significance of cultural diversity adapt their interpersonal behaviours and styles accordingly.
- v. Understand various leadership styles and demonstrate proven ability in exercising these styles according to the requirement of the situation.
- vi. Understand the dynamics of the organizational conflict and power and politics and make use of their analytical and interpersonal skills accordingly

- vii. Acquire awareness of global diverse perspectives and understand the theory, operations, and challenges of global business.
- viii. Demonstrate effectively practicing of overall functional business knowledge and ability to identify and interpret essential business concepts, principles and skills.
- ix. Identify core organizational values and understand the issues of ethical and social diversity based on ethic, gender, religion, and culture and demonstrate the ability to propose feasible solutions to these issues.
- x. Understand computer-based information systems and able to use end-user computing tools and infrastructures to apply and interpret functional business knowledge.

### 3. Structure of BBA Programme

- a) The Bachelor of Business Administration programme is of 4-years duration, spread over 8 regular semesters, and consisting of 124-136 credit hours after completing twelve years of higher secondary school certificate or equivalent.
- b) The BBA degree would require successful completion of a minimum of 42 courses (3 or 2 cr.hr. each) picked from the following streams. It specifies the minimum and maximum range in each category. The course titles are suggestive and not mandatory.
  - Compulsory courses of 27 credit hours with following details
    - 12 credits for English and Communication
    - 6 credits for basic quantitative skills
    - 3 credits for Pakistan Studies
    - 3 credits for Islamic Studies
    - 3 credits for basic Economics
  - Inter-disciplinary courses of 25 credit hours.
    - The purpose of these courses is to provide broader exposure of life to the students. A student must have an understanding of the contemporary world, human psychology, the universe, the life itself, philosophy etc. These courses should not be business oriented.
  - Discipline-specific core, elective and specialization courses of 60 to 73 credit hours with following minimum requirement in each area
 

• Finance	6 credits
• Accounting	6 credits
• Marketing	6 credits
• Management	12 credits
• Quantitative Techniques	6 credits
• Information Technology	6 credits
• Economics	6 credits
  - Specialization courses of 12 credit hours.
  - Final Year Project/ Thesis of 3 credits may be encouraged.

- A university may add elective courses or areas of specialization according to the trends and demands of the market.
- The maximum course load should not exceed 18 credit hours and 9 credit hours in a regular semester and in summer respectively.

#### 4. LAYOUT FOR BBA (4-YEAR, 8-SEMESTER PROGRAMME)

Course titles are suggestive and are of 3 credit hours each. A university may like to offer courses of 2 credit hours while remaining within the prescribed limits. For example in the area of General courses more titles may be incorporated.

Compulsory Requirement (CR)	General Requirement (GR)	Discipline Specific Requirement		
		Foundation courses (Core)	Major courses	Specialization courses
27 CrHrs	25 CrHrs	27 CrHrs	33-45 CrHrs	12 CrHrs
1. Freshmen English-I 2. Freshmen English-II 3. Oral Communication 4. Business Communication 5. Pakistan Studies 6. Islamic Studies/Ethics (for Non-Muslims) 7. Mathematics I 8. Macro Economics 9. Statistics-I	1. International Relation and Current Affairs 2. Psychology 3. Sociology 4. Logic 5. Business Ethics 6. Pakistan Economy 7. Environmental Science 8. History 9. Language: Arabic/French/Chinese 10. Others	1. Financial Accounting I 2. Principles of Marketing 3. Business Finance 4. Principles of Mgt 5. IT in Business 6. HRM 7. Business Law 8. Business Research Methods 9. Micro Economics	<b>Core Courses</b> 1. Financial Accounting II 2. Financial Management 3. Marketing Management 4. Production/Operation Mgt. 5. Management Information System <b>Elective Courses</b> 6. Entrepreneurship 7. Consumer Behaviours 8. Organizational Behaviour 9. Money and Banking 10. Business Policy 11. Intl. Business Managements 12. Cost Accounting 13. Statistic-II 14. Research Project	To be selected from area of specialization

## 5. SEMESTER-WISE BREAKUP FOR BBA

Following is a suggested semester-wise breakup. Minor changes may be made in it if deemed necessary.

<b>SEMESTER-WISE BREAKUP FOR BBA</b>					
(For 45 courses or 135 credit hrs)					
	<b>Semester 1</b>	<b>Category</b>		<b>Semester 2</b>	<b>Category</b>
1	Freshman English 1	CR	1	Freshman English 1I	CR
2	Arabic/Chinese etc I	GR	2	Arabic/Chinese etc II	GR
3	Introduction to Computing	core	3	Business Mathematics	CR
4	Contemporary World	GR	4	Human Psychology	GR
5	Pakistan Studies	CR	5	Introduction to Management	Core
6	Islamic Studies	CR	6	Microeconomics	CR
	<b>Semester 3</b>			<b>Semester 4</b>	
1	Oral Communication	CR	1	Business Communication	CR
2	Business Statistics	CR	2	Principles of Marketing	core
3	Macro Economics	Core	3	Environmental Sciences	GR
4	Financial Accounting I	Core	4	Financial Accounting II	core
5	Introduction to HRM	Core	5	Pakistan Economics	Elective
6	Sociology	GR	6	Business Finance	core
	<b>Semester 5</b>			<b>Semester 6</b>	
1	Cost Accounting	Elective	1	Business Ethics	GR
2	Marketing Management	Core	2	Organizational Behaviour	Elective
3	Logic	GR	3	Consumer Behaviour	Elective
4	Financial Management	Core	4	MIS	Core
5	Business Law	Core	5	Specialization II	
6	Specialization I				
	<b>Semester 7</b>			<b>Semester 8</b>	
1			1	Project/Two elective courses	6 Cr Hrs
2	Business Research & Report Writing	Core	2	Business Policy	core
3	Operations Management	core	3	International Business Management	Elective
4	Entrepreneurship	Elective	4	Specialization IV	
5	Specialization III				



## **7. MASTER OF BUSINESS ADMINISTRATION (MBA)**

### **Programme Objectives**

The MBA program aims at developing a student's intellectual ability, executive personality and managerial skills through an appropriate blending of business and general education. The MBA curriculum provides students with a comprehensive management education of globally recognized best practices with flexibility of their adaptation to indigenous entrepreneurial and societal context. Curriculum of the programme ascends from general management education to specialization in diverse business fields. General management skills like oral and written communication, decision-making, leadership, and teamwork developed among the students at the initial level of the programme provides them with a solid foundation for more advanced studies at the elective level during the subsequent stage. Core courses taught integrate information and theories from various disciplines, including communication, economics, financial accounting, quantitative methods, business strategy, marketing, finance, organizational structure and strategic management and prepare the students to think critically about business issues in order to enable them to develop strategic level understanding and demonstrate comprehension of complex theoretical constructs in the major business disciplines and technologies.

Objective of the program, thus, is developing the unique leadership qualities among the young students required for successfully managing business functions, an organizational unit or an enterprise. It aims at to develop students into broadly educated business managers and executives who understand the nature of business as a whole, with the tools and techniques applicable to a wide variety of business situations. The program gives the students a chance to bring together all of the theories, skills and tools studied during the program and integrate them into a learning experience that highlights the nature of competition and the kind of strategic maneuvering that must be done in order to succeed.

Upon completion of the programme, many graduates go on to become successful entrepreneurs, or to assume leadership positions in SMEs, major local and multinational corporations, in consulting firms, or in government service. In the field, the graduates are expected to be able to integrate human and other organizational resources with continually developing technology, while nurturing the entrepreneurial spirit that has always been one of the key characteristics to successful businesses. They are expected to adapt and apply complex business theories as they build an understanding of evolving organizational realities that require instant, skillful and ethical action as they aim through rapidly changing circumstances. They are also expected to be able to identify key ethical, global, and social issues surrounding business related choices and make decisions that balance corporate values and socially responsible action.

### **Learning Outcomes**

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

1. Effectively utilize various human relation skills including leadership; oral and written communication; teamwork and collaboration.

2. Demonstrate competence in applying the tools and techniques of business management, drawing on a broad-based knowledge of the major functions like accounting, economics, finance, information systems, marketing, strategy and management to solve complex business problems and make sound business decisions.
3. Use qualitative and quantitative methods and analytic tools to diagnose business challenges, identify and analyze alternatives in a business context and leverage technology and analytic reasoning to cultivate new ways to successfully recognize, mitigate and solve problems.
4. Demonstrate a thorough understanding of the internal structures and operations of businesses ranging in size from small to multinational.
5. Demonstrate a thorough understanding of how the interplay between business and various external forces, both domestic and international, e.g., regulatory, competitive, environmental and non-governmental interest groups shape management decisions strategies and outcomes.
6. Think critically and creatively in seeking solutions to practical and theoretical problems by using developed skills to evaluate information, solve problems, and make sound decisions.
7. Recognize legal and ethical problems that arise in the domestic and international environment and choose and defend solutions.
8. Recognize and reconcile cultural differences when solving complex business problems.
9. Identify, articulate and disseminate core organizational values, evaluate the ethical, global and social issues of various business options for all stakeholder groups and demonstrate the ability to propose feasible solutions to ethical, global, and social dilemmas consistent with stakeholder and organizational values.

## **PROGRAMME STRUCTURE**

- a. The standard MBA programme would be 2 years consisting of minimum 60 credit hours of work load after completing sixteen years of education. A university may go up to maximum of 72 Cr. hrs.
- b. Universities may offer up to 30 Cr. hrs exemptions to 4 years BBA or equivalent degrees directly relevant to business education (e.g. BBS and old MBA). In case of non relevant 16 years education a university may require some deficiency courses but not more than 15 credit hours.
- c. The standard course load should be no more than 15 Cr. hrs for undergraduate (up to 500 level) and 12 Cr. hrs for graduate (600 and above level) courses in a regular semester and 6 Cr. hrs. in Summer.
- d. The MBA degree holders will be eligible for admission to PhD. However, a university may require a student to complete some deficiency course/s, specially in the field of Research Methodology, if deemed necessary.
- e. For all practical purposes MBA degree is equivalent to MS degree.



- f. The recommended broad content of the MBA programme are provided in Table-1. The first column mentions the functional areas to be covered. The second column mentions minimum credit hours to be covered in each area. The third and fourth columns provide the suggested, not mandatory, titles for the courses. The whole idea is that first year courses should be up to 500 level (usually covered during 4-year BBA programmes) and second year courses should not be less than 600 level.

**Table-1**

<b>Functional Area</b>	<b>Minimum cr. hrs</b>	<b>Year 1 Undergrad Courses</b>	<b>Year 2 Graduate Courses</b>
<b>1-Finance</b>	<b>6</b>	<b>Financial Management</b>	<b>Strategic Finance</b>
<b>2-Marketing</b>	<b>6</b>	<b>Marketing Management</b>	<b>Strategic Marketing</b>
<b>3-Accounting</b>	<b>6</b>	<b>Financial Accounting</b>	<b>Financial Reporting and Analysis</b>
<b>4-Management</b>	<b>15</b>	a) <b>Theory &amp; Practice of Management</b> b) <b>HRM</b>	a) <b>Strategic Management</b> b) <b>Leadership and OB</b> c) <b>Operations Management</b>
<b>5-Economics</b>	<b>3</b>	<b>Business Economics</b>	
<b>6-Quantitative Techniques</b>	<b>3</b>	<b>Business Math &amp; Stat</b>	
<b>7- Support</b>	<b>6</b>	<b>Business Law</b> <b>Business Communication</b>	
<b>8-Research Methodology</b>		<b>Business Research Methods</b>	
<b>9- Elective /Specialisation</b>			<b>12 cr. hrs Elective /Specialisation courses.</b> <b>(It may include Project/Thesis up to 6 cr. Hrs)</b>

## SEMESTER-WISE BREAKUP FOR MBA

Following is a suggested semester-wise breakup. Minor changes may be made in it if deemed necessary.

**Table II**

<b>1ST SEMESTER</b>		<b>3RD SEMESTER</b>	
1	BUSINESSECONOMICS	1	FINANCIAL REPORTING AND ANALYSIS
2	BUSINESS MATHS AND STATS	2	STRATEGIC MARKETING
3	FINANCIAL ACCOUNTING	3	STRATEGIC MANAGEMENT
4	MARKETING MANAGEMENT	4	OPERATIONS MANAGEMENT
5	THEORY AND PRACTICE OF MANAGEMENT		<b>SUMMER</b>
	<b>2ND SEMESTER</b>	1	ELECTIVE 1
1	FINANCIAL MANAGEMENT	2	ELECTIVE 2
2	HRM		
3	BUSINESSLAW		<b>4TH SEMESTER</b>
4	BUSINESS COMMUNICATION	1	STRATEGIC FINANCE
5	BUSINESS RESEARCH METHODS	2	LEADERSHIP AND ORGANIZATIONAL BEHAVIOR
		3	ELECTIVE 3
		4	ELECTIVE 4

**Note:** As per quality assurance standards maximum course load at graduate level can be 12 credit hours per semester and 6 credit hours in Summer.

## 8. MS IN MANAGEMENT SCIENCES

The MS in Management Sciences programme aims at developing a student's intellectual ability in terms of understanding the theoretical and philosophical underpinnings of modern business. The students are encouraged to explore the deepest, broadest questions of life: why we exist, how society should organize itself, how institutions should relate to society, and the purpose of human endeavor, to name just a few. The structure of markets, societies and organizations depends on our assumptions about human beings, the global resources and human welfare. The program aims at developing a comparative perspective rather than teaching one school of thought. In effect, Adam Smith known as father of modern economics was not an economist but a philosopher. He was chairman of the Moral Philosophy Dept. at Glasgow University. Another important feature of the program is to develop an integrated thinking so that students can connect the dots amongst the competing political, financial, environmental, ethical, and social interests. The program is essentially research oriented and focuses on academic research having practical applications in real life. The program is suitable both for those who want to pursue academic career and for those who want to pursue professional career.

### Learning Outcomes

The students will be able to:

1. Understand the theoretical underpinnings of the modern business activity.
2. Conduct research independently
3. think more broadly and more deeply about the beliefs and values at the root of business activities
4. appreciate and critically evaluate different schools of thought
5. Contribute towards the development of new ideas, theories and business models

### The Structure of MS programme

MS is 30 to 36 credit hrs program after 16 years of relevant business education. It is research oriented degree. Although it offers different areas of specialization yet it is deemed necessary that there is a certain bare minimum of strategic understanding of each core functional area in order to develop integrated decision making capability. The broad structure of the program is as follows.

1	Core	12 Cr. Hrs
2	Specialisation	12 Cr. Hrs
3	Research Thesis	6 Cr. Hrs
	Total	30 Cr. Hrs

The area and suggested title of core courses are as follows

1. Advanced Research Methodology
2. Strategic Management
3. Strategic Finance
4. Strategic Marketing

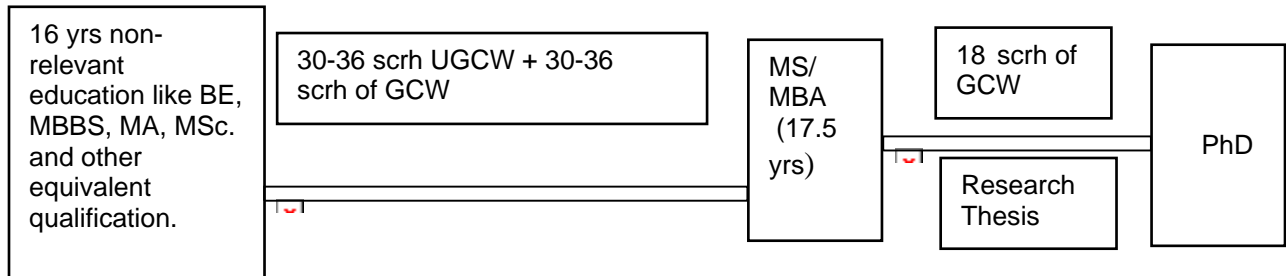
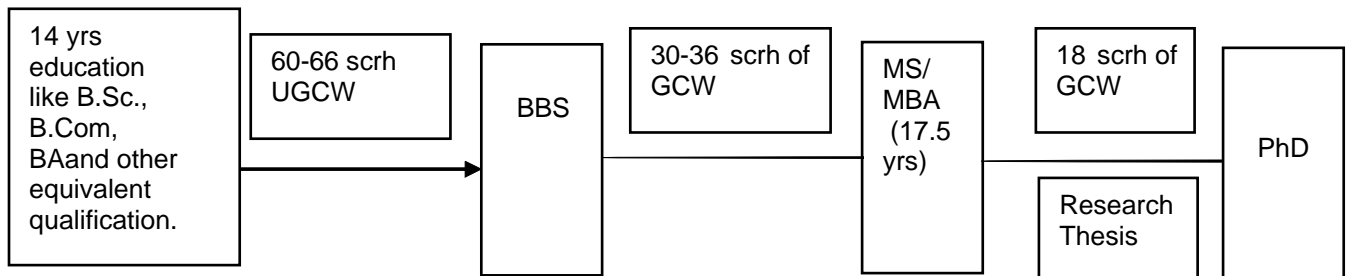
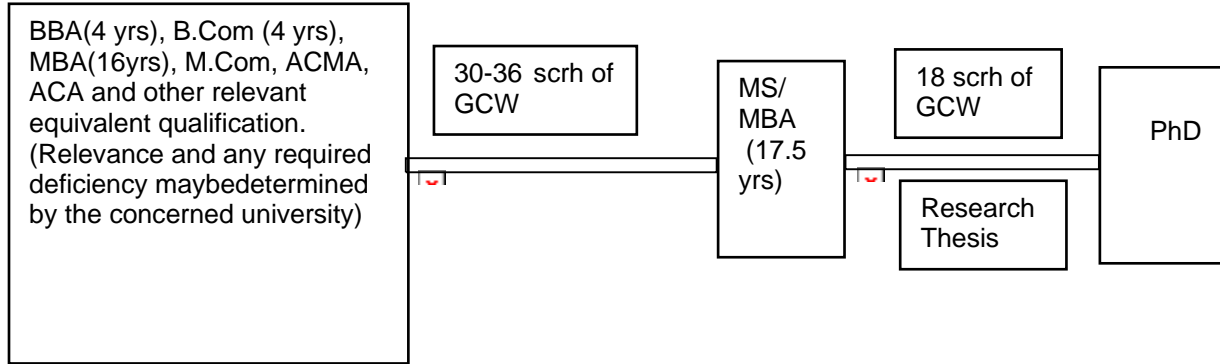
A university may like to add two more subjects as core or specialization to make the total credit hours up to 36.

## **Eligibility for non-business 16 year degree holders**

The students with 16-year of non relevant education will be required to do 30 to 36 credit hours of deficiency courses before they could become eligible for admission to MS program. The following courses are recommended to be successfully completed as minimum requirement.

1. Financial Accounting-I
2. Financial Accounting-II
3. Introduction to Management
4. Introduction to HRM
5. Principles of Marketing
6. Marketing Management
7. Business Finance
8. Financial Management
9. Business Economics
10. Business Mathematics and Statistics

# Roadmap for Business Education



Semester Credit Hour-----scrh  
 Undergraduate Coursework-----UGCW  
 Graduate Coursework-----GCW

## Notes:

30-36 Graduate Coursework for MS/MBA includes compulsory 6 credit hours of research thesis in case of MS and research/field project in caseofMBA. (A consensus was reached in previous meetings that research thesis is compulsory IRU 06 DQG FDQW EH VXEVWLWuted with two courses. In case of MBA the project may be substituted with two courses.

# BBA

## COMPULSORY REQUIREMENT COURSES

<b>ENGLISH-I</b>
<b>ENGLISH-II</b>
<b>ORAL COMMUNICATION &amp; PRESENTATION</b>
<b>BUSINESS COMMUNICATION I</b>
<b>STATISTICS -I</b>
<b>MATHEMATICS-I</b>
<b>PRINCIPLES OF MICROECONOMICS</b>
<b>ISLAMIC STUDIES ± ANNEXURE-A</b>
<b>PAKISTAN STUDIES-ANNEXURE-B</b>

### **ENGLISH-I**

#### **COURSE DESCRIPTION/OBJECTIVE**

This course provides the students Language skills for effective communication, organizational communication, the writing process, designing business documents, writing business correspondence, preparing reports, proposals, manuals and presentation, preparing employment and administrative messages, business terminology for marketing and trade, communicating with the customer

#### **INDENTED LEARNING OUTCOMES**

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

1. To further develop students skills in reading, writing, speaking and thinking.
2. To understand the use of English in effective communication and literature.
3. To develop student understands and appreciation of essay writing, short stories and will develop ability to evaluate and understand written material.
4. To develop effective business communication skills and enhance presentation skills.

## COURSE CONTENT (SEMESTER 1)

<b>Week 01</b>	<ul style="list-style-type: none"> <li>• Parts of Speech</li> <li>• Parts of Sentences</li> </ul>
<b>Week 02</b>	<ul style="list-style-type: none"> <li>• Clauses</li> <li>• Phrases</li> <li>• Capitalization</li> <li>• Punctuation</li> <li>• Usage</li> <li>• Modifiers</li> </ul>
<b>Week 03</b>	<ul style="list-style-type: none"> <li>• Conjunctions</li> <li>• Figures of Speech</li> <li>• Modifiers</li> <li>• Proofreading</li> </ul>
<b>Week 04</b>	<ul style="list-style-type: none"> <li>• Pre-writing Skills</li> <li>• Graphic Organizers</li> <li>• Five Planning steps for effective message</li> </ul>
<b>Week 05</b>	<ul style="list-style-type: none"> <li>• Reflective Essays</li> <li>• Persuasive Essays</li> <li>• Compare-Contrast Essays</li> </ul>
<b>Week 06</b>	<ul style="list-style-type: none"> <li>• Literary Analysis</li> <li>• Library Skills</li> <li>• Reference Book Skills</li> </ul>
<b>Week 07</b>	<ul style="list-style-type: none"> <li>• Creative Writing</li> <li>• Letter Writing</li> <li>• bad news, good news,</li> </ul>
<b>Week 09</b>	<ul style="list-style-type: none"> <li>• Resume,</li> <li>• Emails and applications</li> </ul>
<b>Week 09</b>	<ul style="list-style-type: none"> <li>• Research Papers</li> </ul>
<b>Week 10</b>	<ul style="list-style-type: none"> <li>• Short storywriting</li> </ul>
<b>Week 11</b>	<ul style="list-style-type: none"> <li>• 7 Cs of communication</li> </ul>
<b>Week 12</b>	<ul style="list-style-type: none"> <li>• Effective reading skills development</li> <li>• Book reading</li> <li>• Research paper reading</li> </ul>
<b>Week 13</b>	<ul style="list-style-type: none"> <li>• Case study</li> <li>• News-paper/ article</li> </ul>
<b>Week 14</b>	<ul style="list-style-type: none"> <li>• Introduction to communication</li> </ul>
<b>Week 15</b>	<ul style="list-style-type: none"> <li>• Effective presentation skills</li> </ul>
<b>Week 16</b>	<ul style="list-style-type: none"> <li>• Public Speaking Skills</li> <li>• Persuasive Speeches</li> </ul>
<b>Week 17</b>	Presentation week

# ENGLISH-II

## COURSE DESCRIPTION/OBJECTIVE

This course aims at helping students develop a positive, constructive and practical approach to effective written and oral communication in business and professional settings.

Audience awareness, developing a design, handling questions and answers, personal presence, style and body language are some other aspects that will be discussed.

## INDENTED LEARNING OUTCOMES

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

1. Communicate in clear, concise correspondence to meet the diverse needs and multiple purposes of business and social communication situations. Presentations, interviews, meetings and conferences are an integral part of any professional environment. Well-prepared and well-executed presentations leave an indelible impression on superiors, peers and subordinates alike.
2. Students will learn to use graphics, audio-visual aids and audience handouts in an effective manner.

## COURSE CONTENT (SEMESTER 3)

<b>Week 01</b>	<b>Effective Communication in Business</b> <ul style="list-style-type: none"><li>• Importance and benefits of effective communication</li><li>• Components of communication</li><li>• Concepts and problems of communication</li><li>• Non-verbal communication</li></ul>
<b>Week 02</b>	7KH 7 & ¶V RI (IIHFWLYH & RPPXQLFDWLRQ) <ul style="list-style-type: none"><li>• Completeness</li><li>• Conciseness</li><li>• Consideration</li><li>• Concreteness</li><li>• Clarity</li><li>• Courtesy</li><li>• Correctness</li></ul>
<b>Week 03</b>	<b>The Process of Preparing Effective Business Messages</b> Five planning steps
<b>Week 04</b>	<b>Strategies for Successful Speaking and Successful Listening</b> <ul style="list-style-type: none"><li>• Strategies for improving oral presentation.</li><li>• Strategies for reducing stage fright.</li></ul>



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

	<ul style="list-style-type: none"> <li>• Appearance and body actions.</li> <li>• Use of voice.</li> <li>• Use of visual aids</li> </ul>
<b>Week 12</b>	<b>Additional Oral Communication Activities</b> <ul style="list-style-type: none"> <li>• Conducting and participating in meetings.</li> <li>• Techniques for participating in a meeting.</li> <li>• Interviewing people</li> <li>• Guidelines for the interviewee.</li> <li>• Dictating letters and reports.</li> <li>• Using the telephone.</li> </ul>
<b>Week 13</b>	<b>Non-Verbal Communication</b> <ul style="list-style-type: none"> <li>• Classification of non-verbal communication</li> <li>• Kinesics</li> <li>• Proxemics</li> <li>• Time language</li> <li>• Paralanguage</li> <li>• Physical context</li> </ul>
<b>Week 14</b>	Communications in group meetings
<b>Week 15</b>	Writing Covering Letters Resume
<b>Week 16</b>	Confidence building, tips to be impressive
<b>Week 17</b>	Final project Presentations

## RECOMMENDED TEXTBOOKS

1. Murphy, Effective Business Communication, 7<sup>th</sup> edition  
Hand Outs.

## ORAL COMMUNICATION & PRESENTATION

### COURSE OUTLINE

CREDIT HOURS: 3

### Introduction

The Course is designed to introduce to the students of the Essentials of Speech Communication. Hence this course focuses on the topic of Public Speaking. The aim of this course is to develop effective oral communication skills.

### OBJECTIVES:

#### The students will be able to:

- Speak objectively
- Develop oral presentation
- Listen with a purpose
- Speak persuasively
- Decipher verbal and non-verbal messages

- Develop and maintain the sense of confidence and self-worth
- Objective participation in meetings
- Develop skills to face media

## Course Contents

- Introduction to oral communication
- Forms of oral communication
- Importance of oral communication
- Analyze your organization and Environment
- Oral and written communication : a comparison
- Planning steps of a Message / Speech
- Barriers in oral communication
- Oral communication in business
- Oral communication in practice
- Persuasive Speaking
- Visual Aids
- Line graphs-Bar graphs
- Pie charts etc
- Transparencies
- Usage of over-head Projectors and VCR etc.
- Planning and Conducting an Interview
- Objective usage of telephone
- Dictating, Importance of dictation
- Importance and procedure of note-making
- Oral Communication in committee
- Meetings, symposia/workshops
- Oral communication in e-mail and on internet
- Group discussion /panel discussion /role of moderator
- Facing media
- Communication in personal selling
- Report writing and presentation
- How to make presentation/ control of stagefright, general guidance and allocation of topics to students
- Knowing and analyzing audience
- Motivating your audience
- Character and Personality traits of audience
- Internal and External audience
- Scripted Speech
- Planning your Speech
- Choosing the right language
- Body Posture, Body Language, Proximity to audience
- Panel discussion and Role Play
- Picture Talk
- Discussion on a TV/Film Scene
- Debate/Presentation

## RECOMMENDED TEXTBOOKS

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

## **Additional Readings**

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

## **BUSINESS COMMUNICATION I**

### **COURSE DESCRIPTION**

We all communicate. Communication plays a major role in all human activity. It is part of our culture. Within the business community, public and private organisations, and the professions communication is associated with the more specific activities of interacting, informing, instructing and persuading. People who possess demonstrable skills in these activities are employed, prized and promoted. If businesses are to survive in an increasingly competitive and information-oriented environment they will need trained.

Communicators, who can speak, write and interact with others efficiently, effectively and professionally.

This course is intended to provide participants with advanced understanding of the concepts and principles of professional business communication and to support the development of their skills in interpersonal, spoken and business related communications through practice and feedback. Course participants will be encouraged to participate actively in the course through their group presentations, reflections and academic writing.

### **Course Goals**

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

- Describe the process of communication within business organizations
- Demonstrate effective listening behaviour
- Use language and nonverbal communication to communicate effectively
- Analyzes realistic business situations and selects the communication strategy or strategies appropriate to bring about the desired outcome
- Anticipates misunderstandings in business communication and apply effective techniques in an effort to avoid these misunderstandings
- Apply correct English grammar, spelling, punctuation, mechanics and usage to write clear, concise and complete letters and memorandums of a minimum of 500 words
- Compares and contrasts various forms of business correspondence, including positive, negative, informative and persuasive messages
- Demonstrate the ability to organize and compose various forms of business correspondence, including positive, negative, informative and persuasive messages
- Demonstrate the process of researching, organizing, and composing written reports of a minimum of 750 words
- Translate the content of written reports into an oral format

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

### Indented Learning Outcomes

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

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

### Course Content

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

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

## RECOMMENDED BOOKS

1. Court Bovee, John Thill, Business Communications Essentials, Prentice Hall, Latest Edition

## STATISTICS-I

### COURSE DESCRIPTION/OBJECTIVE

The main application of statistics to solve business management problems and to improve their level of quantitative sophistication for further advanced business analysis.

### INDENTED LEARNING OUTCOMES

At the conclusion of this course, the student will be:

1. Data description and data presentation in a business environment;
2. Measures of Central Tendency
3. Measure of Relative Dispersion
4. Use of index numbers
5. Basic probability concepts and probability distributions as an aid to business decision making.

### COURSE CONTENTS

<b>Week 01</b>	<b>INTRODUCTION</b> <ul style="list-style-type: none"><li>• Definition</li><li>• Descriptive Statistics &amp; Inferential Statistics</li><li>• Statistics Applications in Business</li></ul>
<b>Week 02</b>	<b>DATA CONDENSATION AND PRESENTATION</b> <ul style="list-style-type: none"><li>• Data</li><li>• The Data Array and Frequency Distribution</li><li>• Relative Frequency Distribution</li><li>• Cumulative frequency distribution</li><li>• Graphical Representation</li></ul>
<b>Week 03</b>	<b>DATA CONDENSATION AND PRESENTATION</b> <ul style="list-style-type: none"><li>• Graphical Representation<ul style="list-style-type: none"><li>○ Pie Chart</li><li>○ Frequency Bar Chart</li><li>○ Frequency Histogram</li><li>○ Frequency Polygon</li><li>○ Ogive</li></ul></li></ul>

<b>Week 04 &amp; 05</b>	<p>MEASURES OF CENTRAL TENDENCY FOR GROUPED AND UNGROUPED DATA</p> <ul style="list-style-type: none"> <li>• Means: (Arithmetic, Geometric, Harmonic)</li> <li>• The Median</li> <li>• The Mode</li> <li>• Quartiles</li> </ul>
<b>Week 05 &amp; 06</b>	<p>MEASURES OF DISPERSION FOR GROUPED AND UNGROUPED DATA</p> <ul style="list-style-type: none"> <li>• Range</li> <li>• Mean absolute deviation</li> <li>• Variance</li> <li>• Standard Deviation</li> <li>• Relative Dispersion</li> </ul>
<b>Week 07 &amp; 08</b>	<p>INDEX NUMBERS</p> <ul style="list-style-type: none"> <li>• Defining an Index Number</li> <li>• Un-weighted Aggregates Index</li> <li>• Weighted Aggregates Index</li> <li>• Average of Relative Methods</li> <li>• Quantity and Value Indices</li> </ul>
<b>Week 09</b>	<p>SETS</p> <ul style="list-style-type: none"> <li>• Basic Sets and Subsets</li> <li>• Operations on sets</li> <li>• Venn Diagram</li> </ul>
<b>Week 10 &amp; 11</b>	<p>PERMUTATION AND COMBINATION</p> <ul style="list-style-type: none"> <li>• Successive event principle</li> <li>• Permutations for all or part of elements of a set</li> <li>• Permutation of the objects ranged in circle</li> <li>• Combination</li> </ul>
<b>Week 12 &amp; 13</b>	<p>PROBABILITY AND LAWS OF PROBABILITY</p> <ul style="list-style-type: none"> <li>• Basic concepts</li> <li>• Addition rules of probability</li> <li>• Conditional Probabilities</li> <li>• Multiplication rule of probability</li> </ul>
<b>Week 14</b>	<p>MATHEMATICAL EXPECTATION</p> <ul style="list-style-type: none"> <li>• Expected value.</li> <li>• Expected monetary value.</li> <li>• Decision criterion utility &amp; Expected Utility.</li> </ul>



<b>Week 15 &amp; 16</b>	<p><b>PROBABILITY DISTRIBUTION</b></p> <ul style="list-style-type: none"> <li>• Basic concept</li> <li>• Types of Probability Distribution.</li> <li>• Random variables</li> <li>• The Binomial distribution</li> <li>• The Poisson Distribution</li> <li>• The Normal Distribution</li> <li>• Distribution of continues Random variable.</li> <li>• Sample regressionand correlation</li> </ul>
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### TEXT/REFERENCE BOOKS

1. David, S Moore et.al, Introductionto thePractice ofStatistics, 6<sup>th</sup> EditionWH. Freeman.
2. Levin I. Richard., Statistics for Management,4<sup>th</sup> Ed; McGraw Hill.
3. Engle wood Cliffs, New Jersey, Prentice Hall International, 1987.
4. Michael J. Evans & Jeffrey S. Rosenthal, Probability andStatistics , WH Freeman
5. Starr K. Martian & Sobal Gross Marion, Statistics for Business andEconomics, 1<sup>st</sup> Ed; New York, McGraw Hill, International,1983.
6. Walpole, R, Introduction toStatistics, Edition3
7. Shaumand Seigel, Statistics for Business (Latest Edition)

### MATHEMATICS-I

This course is built uponthematheoretical concepts,principles andtechniques that are useful in business management. The main objectives of the course are to  
 HQKDQFH VWXGHQWV¶ Competency in application of mathematical concepts in solving business management problems andto improve their level of quantitative approach.

### LEARNING OUTCOME

Upon the successful completion ofthis course, you should beable to:

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

### COURSE CONTENTS (delete numbering only)

<b>Week 01</b>	<b>MATHEMATICALNOTATIONS</b>
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	<ul style="list-style-type: none"> <li>• Introduction to Submission</li> <li>• Multiplication</li> <li>• Introduction of Subscripted variables</li> <li>• Linear Equation involving one variable</li> </ul>
<b>Week 02</b>	<p><b>Quadratic Equations</b></p> <ul style="list-style-type: none"> <li>• Solution of Quadratic Equations by factorization method</li> <li>• Solution of Quadratic Equations by square completion methods</li> <li>• Solution of Quadratic Equations by quadratic formula</li> <li>• Applications of quadratic equation</li> </ul>
<b>Week 03</b>	<p><b>LINEAR EQUATIONS</b></p> <ul style="list-style-type: none"> <li>• Characteristics of Linear Equations</li> <li>• Graphical Characteristics</li> <li>• Writing of the Linear Equation <ul style="list-style-type: none"> <li>○ Slope-Intercept Form</li> <li>○ Slope and Point formula</li> <li>○ Two point formula</li> </ul> </li> <li>• Determining the Equation of a Straight Line Linear Equations involving more than two variables</li> </ul>
<b>Week 04 &amp; 05</b>	<p><b>SYSTEMS OF LINEAR EQUATIONS AND THEIR APPLICATIONS</b></p> <ul style="list-style-type: none"> <li>• <i>Introduction</i></li> <li>• Two variables Systems of Equations. <ul style="list-style-type: none"> <li>○ Elimination method</li> </ul> </li> <li>• Three variable system of Equations <ul style="list-style-type: none"> <li>○ Elimination method</li> </ul> </li> <li>• Applications of Linear Equations and Systems of Equations</li> </ul>
<b>Week 06 &amp; 07</b>	<p><b>SYSTEMS OF LINEAR EQUATIONS AND THEIR APPLICATIONS</b></p> <ul style="list-style-type: none"> <li>• <i>Introduction</i></li> <li>• Two variables Systems of Equations. <ul style="list-style-type: none"> <li>○ Gauss <math>\pm</math> Jordan Elimination method</li> </ul> </li> <li>• Three variable system of equations <ul style="list-style-type: none"> <li>○ Gauss-Jordan Elimination method</li> </ul> </li> <li>• Applications of Linear Equations and Systems of Equations</li> </ul>
<b>Week 08 &amp; 09</b>	<p><b>SYSTEMS OF LINEAR EQUATIONS AND THEIR APPLICATIONS</b></p> <ul style="list-style-type: none"> <li>• <i>Introduction</i></li> <li>• Two variables Systems of Equations.</li> </ul>

	<ul style="list-style-type: none"> <li>○ Gauss ±Jordan Inversion method</li> <li>• Threevariable systemof equations <ul style="list-style-type: none"> <li>○ Gauss-Jordan Inversion method</li> </ul> </li> <li>• Applications of Linear Equations and Systems of Equations</li> </ul>
<b>Week 10 &amp; 11</b>	<p><b>NONLINEAR FUNCTIONSAND THEIR APPLICATIONS</b></p> <ul style="list-style-type: none"> <li>• Non Linear Functions-Introduction</li> <li>• Quadratic Functions, Characteristics andTheir Applications</li> <li>• Polynomial Functions.</li> <li>• Exponential Functions &amp; Applications</li> <li>• Logarithmic Functions, Properties ofLogarithmic Functions</li> </ul>
<b>Week 12 &amp; 13</b>	<p><b>MATRICES</b></p> <ul style="list-style-type: none"> <li>• Introduction to Matrices</li> <li>• Types of Matrices</li> <li>• Matrix Operations</li> <li>• Inverse of Matrix</li> <li>• TheDeterminant &amp; its Properties</li> <li>• The Method of Cofactors</li> </ul>
<b>Week 14 &amp; 15</b>	<p><b>DETERMINANTS</b></p> <ul style="list-style-type: none"> <li>• Determinants</li> <li>• Properties of Determinants</li> <li>• Determinants and Non Singularity</li> <li>• Special Determinants</li> <li>• Solution of Linear Equations by Determinants <ul style="list-style-type: none"> <li>○ &amp;KDUDPHU↑V 5XOH</li> </ul> </li> </ul>
<b>Week 16</b>	<p><b>DETERMINANTS</b></p> <ul style="list-style-type: none"> <li>• Solution of Linear Equations by Determinants <ul style="list-style-type: none"> <li>○ Inverse Matrices Method</li> </ul> </li> </ul>

### RECOMMENDED/REFERENCE BOOKS

1. Cheryl Cleaves, Business Maths, Pearson (Latest Edition)
2. Burton, Shelton, Business Maths using Excel, South-Western Cengage Learning
3. Budnick, Mathematics for Business Economics and Social Science

### PRINCIPLESOFMICROECONOMICS

#### COURSE DESCRIPTION

This course is designed to introduce keymicroeconomics conceptsandtechniques applicable as tools for rational economic decision-making within the micro

framework. The course aims to demonstrate the relevance and usefulness of economic analysis to real world business situations. Emphasis is placed on optimal decisions making within the firm and the strategic relationship with other business.

The goal of the course is to provide an introduction to microeconomics. Using microeconomics theory, the students will be able to understand the concepts of demand and supply, the price determination in the market, firm behavior and the structure of the markets.

### INDENTED LEARNING OUTCOMES

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

1. The Economic problem of allocation and distribution of resources.
2. The factors that determine demand and supply
3. The concept of elasticity of demand and supply
4. Analyze the effect of market structure on firm behavior
5. Analyze efficiency and the role of government in promoting and deterring efficiency
6. The concept of derived demand for labor and capital
7. The existence of impact of externalities
8. ,QFRPHGLVWULEXWLRQ DQG ³IDLUQHVV´.

### COURSE CONTENT

<b>Week 01,02</b>	<b>BASIC ECONOMIC CONCEPTS</b> <ul style="list-style-type: none"> <li>• Economics: Basic Themes and Nature</li> <li>• Micro versus Macro Economics</li> <li>• Positive versus Normative economics</li> <li>• Economic problem of resource allocation</li> <li>• Economics relevance to business organizations</li> </ul>
<b>Week 03,04</b>	<b>DEMAND AND SUPPLY ANALYSIS</b> <ul style="list-style-type: none"> <li>• The demand function.</li> <li>• Changes in demand.</li> <li>• The supply function.</li> <li>• Changes in supply.</li> <li>• Equilibrium of Supply &amp; Demand</li> <li>• Elasticity of demand/supply and its measurement.</li> </ul>
<b>Week 05,06</b>	<b>APPROACHES TO UTILITY ANALYSIS</b> <ul style="list-style-type: none"> <li>• Cardinal approach and consumer equilibrium.</li> <li>• Ordinal approach and consumer equilibrium.</li> <li>• Price, Income and Substitution effects on consumer equilibrium.</li> </ul>
<b>Week 07,08</b>	<b>PRODUCTION ANALYSIS</b> <ul style="list-style-type: none"> <li>• Basic production concepts.</li> <li>• Total, Average and Marginal Product</li> <li>• Returns to scale.</li> <li>• Short-run and long-run production.</li> <li>• Least-cost factor combination.</li> <li>• Producer equilibrium.</li> </ul>

<b>Week 09,10</b>	<b>COST AND REVENUE ANALYSIS</b> <ul style="list-style-type: none"> <li>• Various cost concepts.</li> <li>• The cost of production: Short-run cost, long-run cost.</li> <li>• Revenue and revenue curves: Total, average and marginal revenues.</li> <li>• Profit-Maximization</li> </ul>
<b>Week 11,12</b>	<b>MARKET STRUCTURES AND PRICING</b> <ul style="list-style-type: none"> <li>• Market and its forms.</li> <li>• Price and out-put under perfect competition.</li> <li>• Price and out-put under monopoly, duopoly, oligopoly and monopolistic competition.</li> </ul>
<b>Week 13,14</b>	<b>RESOURCE ALLOCATION</b> <ul style="list-style-type: none"> <li>• Role of the government in market efficiency.</li> <li>• The theory of Marginal Productivity.</li> <li>• Market demand for resources.</li> <li>• Existence of impact of externalities</li> <li>• Income distribution and fairness</li> </ul>
<b>Week 15</b>	Project/Revision

### TEXT/REFERENCE BOOKS

1. *David M. Winch, Micro Economics: Problems and Solutions, Oxford University Press. (Latest Edition)*
2. Mc Connell & Brue, Economic 15<sup>th</sup> Edition., McGraw Hill, INC
3. Muhammad Hussain Choudhry, Economic Theory Volume 1, Caravan Book House, Lahore 2002.
4. Ruffin and Gregory, Principles of Economics, Illinois: Scott Foresman and Company, (Latest Edition).
5. Samuelson and Nordhaus, Economics, New Delhi, Tata McGraw Hill, (Latest Edition).
6. Scott and Nigro: Principles of Economics, New York; Macmillan Publishing Co., Inc., (Latest Edition).

# BBA

## Foundation Courses (Core)

<b>FINANCIAL ACCOUNTING I</b>
<b>PRINCIPLES OF MARKETING</b>
<b>BUSINESS FINANCE</b>
<b>INTRODUCTION TO MANAGEMENT</b>
<b>INTRODUCTION TO HUMAN RESOURCE MANAGEMENT</b>
<b>BUSINESS &amp; CORPORATE LAW</b>
<b>BUSINESS RESEARCH METHODS</b>
<b>PRINCIPLES OF MACRO-ECONOMICS</b>

### **FINANCIAL ACCOUNTING I**

#### **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 from a theoretical perspective, we will also seek to develop an understanding of the importance of the practical aspects of financial reporting.

#### **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

<p><b>Week 01</b></p>	<p><b>Accounting and its role</b></p> <ul style="list-style-type: none"> <li>• Development of accounting</li> <li>• Accounting Theory and Conceptual framework</li> <li>• Accounting Defined</li> <li>• Why study Accounting</li> <li>• Financial statements</li> <li>• Major fields of Accounting</li> <li>• Accounting as a Career</li> </ul>
<p><b>Week 02</b></p>	<p><b>Basic Accounting Concepts</b></p> <ul style="list-style-type: none"> <li>• The Entity Concept</li> <li>• The Reliability (or Objectivity) principle</li> <li>• The cost Principle</li> <li>• The Going-Concern Assumptions</li> <li>• The Stable Currency Assumptions</li> <li>• Ethics-the-Most Fundamental Principle of Accounting</li> <li>• Qualitative characteristics of Financial statements</li> </ul>
<p><b>Week 03 &amp; 04</b></p>	<p><b>The recording process</b></p> <ul style="list-style-type: none"> <li>• The Recognition Issue</li> <li>• The Valuation Issue</li> <li>• The Classification Issue</li> <li>• The Recording Process</li> <li>• Analysis of Transaction</li> <li>• The Journal</li> <li>• The Ledger</li> <li>• Balancing the Accounts</li> </ul>
<p><b>Week 05 &amp; 06</b></p>	<p><b>Preparation of Financial Statements</b></p> <ul style="list-style-type: none"> <li>• Preparing Trial Balance</li> <li>• Locating and correcting errors in recording process</li> <li>• Preparing Profit and Loss Account and Balance Sheet</li> </ul>
<p><b>Week 06 &amp; 07</b></p>	<p><b>The adjusting and closing entries</b></p> <ul style="list-style-type: none"> <li>• Need for Adjusting Entries</li> <li>• Recording adjusting entries</li> <li>• Preparing adjusted trial balance</li> <li>• Recording closing entries</li> <li>• Preparing post-closing trial balance</li> <li>• Preparing work-sheet</li> <li>• Preparation of Financial Statements</li> </ul>
<p><b>Week 08 &amp; 09</b></p>	<p><b>Accounting for trading organization</b></p> <ul style="list-style-type: none"> <li>• The Purchase Function</li> <li>• Accounting for Purchases and Sales</li> <li>• Return and allowances</li> <li>• Periodic System</li> </ul>

	<ul style="list-style-type: none"> <li>• Perpetual System</li> <li>• Worksheet</li> <li>• Preparation of financial Statements</li> <li>• Departmental Accounts</li> </ul>
<b>Week 10 &amp; 11</b>	<b>Accounting Systems</b> <ul style="list-style-type: none"> <li>• Developing a System</li> <li>• Subsidiary Journals</li> <li>• Subsidiary ledgers</li> <li>• Cash Book</li> <li>• Petty cashbook</li> <li>• Control Accounts</li> </ul>
<b>Week 12</b>	<b>Cash and temporary investment</b> <ul style="list-style-type: none"> <li>• Nature and Composition of Cash</li> <li>• Cash Management and Control</li> <li>• Maintaining Bank Account</li> <li>• Bank Reconciliation</li> <li>• Short term investments</li> </ul>
<b>Week 13 &amp; 14</b>	<b>Accounting for debtors and stock</b> <ul style="list-style-type: none"> <li>• Accounting Treatment of Bad Debts</li> <li>• Direct write-Off Method</li> <li>• Aging Schedule</li> <li>• Percentage of Sales Method</li> <li>• Recoveries of Bad debts</li> <li>• Stock</li> <li>• Measurement of Stock Quantity</li> <li>• Measurement of Stock Cost</li> <li>• Perpetual Stock System</li> <li>• Periodic Stock System</li> </ul>
<b>Week 15 &amp; 16</b>	<b>Accounting for property, plant and equipment</b> <ul style="list-style-type: none"> <li>• Property, Plant and Equipment</li> <li>• Lump-sum Purchase</li> <li>• Subsequent Expenditure</li> <li>• Depreciation methods</li> <li>• Revaluation</li> <li>• Review of Useful life</li> <li>• Intangible Assets and Amortization</li> <li>• Wasting Assets and Depletion</li> </ul>

## TEXT/REFERENCE BOOKS

1. Williams, Haka, Bettner: Financial & Managerial Accounting, Latest Edition, Prentice Hall
2. Professor Muhammad Ammanullah Khan: Financial Accounting, Latest Edition
3. )UDQN :RRG¶V\_ %XVLQHVV \$FFRXQWLQJ \_\_ (OHYHQWKEdition
4. Meigs and Meigs, Accounting for Business Decision, 9<sup>th</sup> Edition/Latest Edition



# PRINCIPLES OF MARKETING

## COURSE DESCRIPTION/OBJECTIVE

This course is designed to introduce foundations of marketing as they relate to the whole business enterprise. This course will focus on developing an understanding of key marketing concepts.

The objective of this course, specifically, is to enhance the conceptual knowledge of marketing as applicable to decision making process with a focus on tactical marketing mix decisions. Further it will provide the student with a comprehensive framework to evaluate marketing decisions and to create successful marketing initiatives. The course, will therefore, provide an understanding of the principles of marketing in relation to the product and services including the planning process, organizing the marketing functions, implementing the marketing decisions keeping in mind the ethical, legal and societal consideration.

## LEARNING OUTCOMES

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

1. Understand the marketplace and the consumers.
2. Understand the elements in marketing mix and their application in marketing decisions.
3. Outline the functions of marketing communication.
4. Discuss social responsibility and ethics in marketing.
5. Understand the importance of customer relationship in marketing and the creation of customer value.

## COURSE CONTENT

<b>Week 01</b>	<b>INTRODUCTION TO MARKETING</b> <ul style="list-style-type: none"><li>• Marketing and the Society</li><li>• Importance and scope of marketing</li><li>• Definition of marketing</li><li>• Nature and concept of marketing</li></ul>
<b>Week 02</b>	<b>MARKETING ENVIRONMENTS</b> <ul style="list-style-type: none"><li>• The Marketing environment<ul style="list-style-type: none"><li>○ Macro environment</li><li>○ Micro environment</li></ul></li><li>• Environmental scanning and monitoring</li></ul>
<b>Week 03</b>	<b>MARKETING &amp; STRATEGY</b> <ul style="list-style-type: none"><li>• Strategic planning</li><li>• Strategic marketing planning</li><li>• Forecasting marketing demand</li></ul>
<b>Week 04</b>	<b>MARKETING DECISIONS</b> <ul style="list-style-type: none"><li>• Information required for marketing decisions</li><li>• Reasons for obtaining information</li><li>• Marketing research</li></ul>

<b>Week 05</b>	<b>CONSUMER BEHAVIOUR</b> <ul style="list-style-type: none"> <li>• Information for purchase decisions</li> <li>• Consumer decision process</li> <li>• Influence of social and psychological factors</li> <li>• Market implications</li> </ul>
<b>Week 06</b>	<b>MARKET SEGMENTATION AND TARGETING</b> <ul style="list-style-type: none"> <li>• Factors for Segmentation</li> <li>• Selecting the target market</li> <li>• Developing the positioning and target market strategies</li> </ul>
<b>Week 07</b>	<b>PRODUCTS AND SERVICES</b> <ul style="list-style-type: none"> <li>• Definition of product and services</li> <li>• Classification of consumer goods</li> <li>• Classification of business goods</li> </ul>
<b>Week 08</b>	<b>PRODUCT DEVELOPMENT AND LIFE CYCLE</b> <ul style="list-style-type: none"> <li>• Product development process and commercialization</li> <li>• Product life cycle stages and its implications</li> </ul>
	<b>MID-TERM EXAMINATION</b>
<b>Week 09</b>	<b>PRICING</b> <ul style="list-style-type: none"> <li>• Overview of pricing</li> <li>• Importance of pricing</li> <li>• Break even analysis</li> <li>• Factor effecting pricing decisions</li> </ul>
<b>Week 10</b>	<b>SETTING THE PRICE AND RELATING STRATEGIES</b> <ul style="list-style-type: none"> <li>• Pricing objectives <ul style="list-style-type: none"> <li>◦ Sale based objectives</li> <li>◦ Profit based objectives</li> </ul> </li> <li>• Status quo Pricing</li> <li>• Price strategy</li> </ul>
<b>Week 11</b>	<b>PRICING TECHNIQUES AND THEIR APPLICATIONS</b> <ul style="list-style-type: none"> <li>• Cost based pricing</li> <li>• Cost plus pricing</li> <li>• Target pricing</li> <li>• Floor pricing</li> </ul>
<b>Week 12</b>	<b>DISTRIBUTION</b> <ul style="list-style-type: none"> <li>• Importance of distribution channels</li> <li>• Selecting a channel of distribution</li> <li>• Retail functions in distribution</li> <li>• Recent trends in wholesaling and retailing</li> </ul>
<b>Week 13</b>	<b>PROMOTION</b> <ul style="list-style-type: none"> <li>• Importance and types of promotion</li> <li>• Channels of communication</li> <li>• Objectives, budgeting and promotional mix</li> <li>• Legal environments of promotion</li> </ul>
<b>Week 14</b>	<b>ADVERTISEMENT AND PUBLICITY</b> <ul style="list-style-type: none"> <li>• Scope of advertisement and publicity</li> </ul>

	<ul style="list-style-type: none"> <li>• Characteristic of advertisement and publicity</li> <li>• Development, planning and implementation of advertising plan</li> <li>• Evaluating the success and failure of promotional plan</li> </ul>
<b>Week 15</b>	<b>INTRODUCTION To E-BUSINESS</b> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Different trends</li> <li>• Rules of doing e-business</li> <li>• E-business application in the market</li> </ul>
<b>Week 16</b>	<ul style="list-style-type: none"> <li>• Conclusion Session</li> <li>• Final Exam</li> </ul>

## RECOMMENDED TEXT BOOKS

1. Philip Kotler, Principles of Marketing (Latest Edition)
2. David Jobber, Principles of Marketing (Latest Edition)
3. Jerome McCarthy & William, D. Parean, Basics Marketing, (Latest Edition)

## BUSINESS FINANCE

### COURSE DESCRIPTION

Business Finance course aims at imparting knowledge about the very basic concepts and tools of Business Finance. It emphasizes the importance of Business Finance skills to individuals and enterprises. It deals with the finance function in an organization, the role of the finance manager and the financial environment in which the firm operates. The financial environment covers the understanding of financial and capital markets along with the broad orientation of macro-economic factors affecting the business. The emphasis will remain on developing the skills for planning, appraising and evaluating the investment, financing and operating decisions.

### Learning Outcomes

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

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

### COURSE CONTENTS

<b>Week 01</b>	<b>An Overview of Business Finance</b> <ul style="list-style-type: none"> <li>• Finance a quick look.</li> <li>• Business finance and financial manager.</li> <li>• Forms of business organization.</li> <li>• Goals of business finance.</li> <li>• Agency problem.</li> </ul>
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<b>Week 02</b>	<b>Understanding financial statements and cash flows.</b> The balancesheet. The income statement. Taxes. Cashflow.
<b>Week 03</b>	<b>Analyzing the financial statements</b> Standardizedfinancial statements. Ratio analysis. The Du-pont identity . Internal and sustainable growth. Using financial statement information.
<b>Week 04 &amp; 05</b>	<b>Time Value of Money</b> <ul style="list-style-type: none"> <li>• The roleand perspectives ofthe TVM concept</li> <li>• Future values</li> <li>• Present values</li> <li>• The relationship betweenfuture and present values</li> <li>• Annuities</li> <li>• Future and present values of cashflows under high compoundingfrequency</li> <li>• Impact of higher compoundingfrequency</li> <li>• Inflation andtheTimeValueof Money</li> </ul>
<b>Week 06</b>	<b>Bond and Their Valuation</b> <ul style="list-style-type: none"> <li>• Definition, types andfeatures of bonds</li> <li>• Valuationof bonds (the basic process)</li> <li>• Basic relationships in bond valuation</li> <li>• %RQGKROGHU↑V H[SHFWHG UDWH RI UHWXUQ</li> <li>• Risks associatedwith bond returns</li> </ul>
<b>Week 07 &amp; 08</b>	<b>Stocksand Their Valuation</b> <ul style="list-style-type: none"> <li>• Shares and their basic features</li> <li>• Benefits from a share investments</li> <li>• Price ofordinary shares</li> <li>• Behaviour of expecteddividend growth and share price</li> <li>• Price of shares basedon earnings</li> <li>• Expected rateofreturn</li> <li>• Preferred shares and their characteristics</li> <li>• Price ofpreferred shared andthe expected rate of return</li> <li>• Valuing the entire business</li> </ul>
<b>Week 09 &amp; 10</b>	<b>Net present value and other investment Criteria</b> Net present value. The payback rule. The averageaccounting return. The internal rate of return. The profitability index. The practice of capital budgeting.
<b>Week 11 &amp; 12</b>	<b>Introduction to Islamic Finance.</b> The concept of: Mudarba Musharqa Murabah

	<p>Ijarah Comparison with the conventional financial system</p>
<b>Week 13-14</b>	<p><b>Risk and Return</b></p> <ul style="list-style-type: none"> <li>• Expected returns and risk defined</li> <li>• Calculating expected return</li> <li>• Calculating risk (Variance and Standard deviation)</li> <li>• Portfolio expected returns</li> <li>• Portfolio variance and standard deviation</li> <li>• Systematic and unsystematic risk</li> <li>• Diversification and portfolio risk</li> </ul>
<b>Week 15 &amp; 16</b>	<p><b>The Cost of Capital</b></p> <ul style="list-style-type: none"> <li>• The cost of capital concepts</li> <li>• Individual and weighted average costs of capital</li> <li>• Costs of capital and valuation</li> <li>• Capital structure</li> <li>• Capital structure decision (No taxes or other capital market imperfections)</li> <li>• Taxation and capital structure decision</li> <li>• Debt equity ratio, cost of capital and the value of the firm (The MM Propositions)</li> <li>• Optimal capital structure</li> <li>• Costs of financial distress and bankruptcy</li> <li>• The static trade-off theory</li> <li>• The pecking order theory</li> <li>• Personal taxes</li> <li>• Evidence on capital structure determinants</li> </ul>

### **RECOMMENDED TEXT BOOKS (Latest available edition)**

1. Ross, Westerfield, Jordan: Corporate Finance Essentials.
2. James C. Vanhorne: Fundamentals of Financial Management
3. Eugene F. Brigham: Fundamentals of Financial Management
4. Brealey, R. A. & Myers, Principles of corporate finance.

## **INTRODUCTION TO MANAGEMENT**

### **COURSE DESCRIPTION AND GOALS**

This is an introductory course about the management of organizations. It provides instructions on principles of management that have general applicability to all types of enterprises; basic management philosophy and decision making; principles involved in planning, organizing, leading, and controlling; and recent concepts in management. The principles learned in this course will allow the student to effectively work with and through others in an organization. The course will also encourage the students to explore and inquire the applicability of western management principles and theories in local settings. Besides, the course will discuss the Islamic perspective of managing businesses and organizations.

## INTENDED LEARNING OUTCOMES

This course will cover the basic managerial functions of planning, organizing, leading, and controlling, We will also try to learn the evolution and best practices ZKLFK DUH EHHQ XVHG LQ WRGD\IV PRGHUQ HUD\_

At the conclusion of this course, the student should be able to:

1. Hold informed conversations with functional specialists and understand how to draw effectively on their expertise in managing organizations.
2. Understand the relevance of the western management principles and theories, for local settings.
3. Understand the Islamic perspective of managing businesses and organizations.
4. Apply course concepts and theory in a practical context.
5. Integrate several of the disciplines studied
6. Demonstrate empirical investigative skills by producing an in-depth analysis of a management situation usually presented through case studies, resulting in recommendations for a programme of action.
7. Recognise the need to take a holistic approach to performance improvement rather than a narrowly functional approach.

## PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

### COURSE CONTENT (SEMESTER)

<b>Week 01</b>	Introduction to Management Organization, The management Process
<b>Week 02</b>	The History and evaluation of Management Organizational theories and different approaches to management
<b>Week 03</b>	The organizational Culture and the Manager The external environment and the Manager The internal environment and the manager
<b>Week 04</b>	Foundations and basic elements of Planning Process of planning and MBO Effective strategic planning
<b>Week 05</b>	Decision Making 7KHPDQDJHU\IV UROH DV GHFLVLRQPDNHU Decision making process
<b>Week 06</b>	Basics of Strategic Management Case of Strategic Management Strategic management process

<b>Week 07</b>	Organizational Structure Types of organizational structures
<b>Week 08</b>	<b>MID-TERM EXAMINATION</b> Case Decision-making
<b>Week 09</b>	Human Resource Management HRM processes
<b>Week 10</b>	Motivation its theories Current issues in Motivation
<b>Week 11</b>	Team work and Group Behaviour Case of team and team work
<b>Week 12</b>	Leadership and its characteristics Leadership styles and behaviours
<b>Week 13</b>	The process of Control The Control Standards
<b>Week 14</b>	Case of Controlling Presentation
<b>Week 15</b>	Staffing Presentation
<b>Week 16</b>	Conclusion Session Terminal Exam (to be announced by the University)

## ASSESSMENT CRITERIA

\$VVHVVP HQW ZLOO EH EDVHG RQ QDWXUH RIWKH FRXUVH DQG WHDFKHU SUHIHUHQ

## RECOMMENDED TEXT BOOKS

1. Mary Coulter & Robbins, Management, International ed.

## INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

### COURSE DESCRIPTION

This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Since human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of the basic concepts of HRM in organizations. The course is designed to help the students understand if western human resource management theories and practices have any relevance to the

local settings. The course will also discuss the Islamic perspective of managing human resource. It will shed light on the basic tenets of human resource PDQDJHPHQWJLYHQE\4XUD\Q DQG6XQQDK\_7KHVWXGHQWV ZLOO DOVR EHHQFRXU compare and contrast the human resource practices suggested in their text books and the practices critical for achieving success from indigenous perspective.

## INTENDED LEARNING OUTCOMES

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

1. Demonstrate an in-depth knowledge of the activities and decisions that inform the employment relationship and management including recruitment, selection, training, health and safety, employment laws, motivation, and productivity of employees.
2. Understand the relevance of the HRM theories and practices, developed in Western settings, in indigenous cultures.
3. Develop and design different forms and memos for recruitment, selection, TNA and performance appraisal of employees.
4. Understand the Islamic perspective of managing human resource.
5. Demonstrate and assess leadership in a professional context, by selecting and appraising appropriate styles for situations, and contributing and discussing relevant expertise, liaising with and assessing professional colleagues, and managing and evaluating a supporting team.
6. Identify and discuss ethical implications of situations and decisions, and develop appropriate professional stances.
7. Participate in selection of personnel using psychometric assessment techniques.
8. Conduct internal research on HR-related problems at work, and communicate results effectively to colleagues and peers.
9. Understand the difference between HRM theories, their relevance and application from indigenous context.

## COURSE CONTENT

<b>Week 01</b>	<b>Introduction</b> Meeting present human resource requirements What is HRM Why HRM is important
<b>Week 02</b>	Emerging Human resource management challenges. Trends in HRM Global vs local HRM practices
<b>Week 03</b>	HRM from Islamic and indigenous perspective Basic Islamic philosophy of managing human resource
<b>Week 04</b>	Conducting Job analysis. HR Planning Job Description Job Specification



<b>Week 05</b>	<b>Staffing</b> Recruiting and selecting employees Recruitment techniques Sources of recruitment Selection tests and Interviewing techniques
<b>Week 06</b>	<b>Employee development</b> Performance appraisals Performance management
<b>Week 07</b>	Training and development Training the employees Types of training Technique of training
<b>Week 08</b>	<b>MID-TERM EXAMINATION</b>
<b>Week 09</b>	Developing careers Career growth
<b>Week 10</b>	Project Description and discussion
<b>Week 11</b>	<b>Compensations</b> Managing compensation Types of compensation
<b>Week 12</b>	Rewarding performance Pay for Performance
<b>Week 13</b>	Designing and administering benefits Types of benefits
<b>Week 14</b>	Employee relations
<b>Week 15</b>	Project Presentations
<b>Week 16</b>	Conclusion Session Terminal Exam (to be announced by the University)

## RECOMMENDED BOOKS

1. *By Luis R. Gomez Mejia, David B. Balkin, Robert L. Cardy **Managing Human Resources.** (Fourth ed.)*

## BUSINESS & CORPORATE LAW

### COURSE DESCRIPTION

The course basically deals with the introduction of those commercial laws which are directly or indirectly related to Business. It includes a short study of contract law, SDUWQHUVKLS \$FW\_ FRPSDQLHV† RUGLQDQFH DQG 1HJRWLDble instrument.

The emphasis in this course is to introduce the students with the basic concepts of conventional business law and its implementation in the contemporary financial

institutions. The course is outlined in such away to show the basic philosophy of conventional Business Law along with someexample from case study

## LEARNING OUTCOMES

At the conclusion ofthis course, the student will be:

1. To provide basic philosophy of conventional Business Law so toenable a student to critically analyze these laws with those present in other legal system.
2. At the conclusion ofthis course, the student will be:
3. To know about thebasic concepts of conventional business law.
4. To know about basic aspect of conventional Business Law
5. To explain that how such different aspects can be practically applied in the modern market
6. Can determine various hurdles in the way of implementationof such Laws in themodern market
7. Can put forward somesuggestion that how such hurdles canbe removed
8. Can describe easily advantages of conventional Business Law in the business activities
9. Can describe disadvantages of conventional Business Law
10. Can determine that how business canbemade profitable in theeyes of philosophy of such Laws
11. Can compare the conventional Business Law with other conventional business laws

## COURSE CONTENT

<b>Week 01</b>	Definitionand classificationofLaws, over view of general and commercial terms, Business Entities such assole proprietorship, partnership and joint stock companies
<b>Week 02</b>	Definitionof a contract, Essential elements of a valid contract, Legal provision governing offers ,communication, acceptance or counter offer, consideration, agreement, lawful purpose, parties to the contractandtheir intent to create contractual obligations
<b>Week 03</b>	Rights and Duties of parties, specific performanceof the contract,Discharge ofthe contract, Breachof the contract and remedies, illegal, voidable and void contracts
<b>Week 04</b>	Definitionand Essential Elements ofa partnership, partnership deeds, rights and duties of partners, partnership distinguished from sole proprietorship and the companies
<b>Week 05</b>	Individual and Joint liabilities of thepartners for thefirm debts, SULQFLSOHV JRYHUQLQJ RZQHUVKLS RI WKHILUP¶V DVVHW DQG distribution ofprofits, implied and specific authority ofthe partners, principleofholding out, Dissolutionof the partnership
<b>Week 06</b>	Concept of limited liability and Juristic personRequirement andprocess of incorporation, Effects of incorporation, types of

	jointstock companies by nature and formation, Ownership and management of the companies
<b>Week 07</b>	Rights of the shareholders, Rights, power and duties of the Board of Directors, Statutory provisions governing the election of Directors, meeting of the shareholders and the board of Directors, disclosure requirements and the financial statements
<b>Week 09</b>	Listed vs. non listed companies, advantages and disadvantages of listing, listing requirements of Stock Exchange. salient provision of Code of Corporate Governance, Brief discussion of Securities and Exchange Commission Of Pakistan as the corporate watchdog
<b>Week 09</b>	Mid term exam
<b>Week 10</b>	Definition, Nature of the contract of sale, conditions and warranties, Definition, Nature of the contract of sale condition and warranties
<b>Week 11</b>	Transfer of property, performance of the contract of sale, Delivery of the goods, Unpaid seller and auction sale, Consignment basis, Delivery against advance payment, supply against letter of credit, types of letter of credit
<b>Week 12</b>	Laws relating to indemnity, guarantees, bailment, hypothecation, pledge and Mortgage, agency agreement
<b>Week 13</b>	Evolution of Banks, types of banks, major function of banks, Negotiable instruments Act, Definition, characteristics of Negotiable instruments,
<b>Week 14</b>	Bill of Exchange and promissory Notes, parties to instrument, negotiation and endorsement, liabilities of the parties, payment and discharge of liabilities
<b>Week 15</b>	Revision
<b>Week 16</b>	Final exam

### RECOMMENDED BOOKS

1. Dr. Khwaja Amjad Saeed, Mercantile and Industrial Laws in Pakistan Latest Edition, Institute of Business Management.
2. Nazir Ahmad Shaheen, Practical approach to the Companies Ordinance, Latest Edition, PLD.

### RECOMMENDED REFERENCE BOOKS

1. Sajid A Qurashi, Business Law, Latest Edition.
2. Liaqat Ali Butt, The Negotiable Instrument, Latest Edition, PLD.

### BUSINESS RESEARCH METHODS

#### 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:

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

## COURSE CONTENT

<b>Week 01</b>	The Role of Business Research What is business research Why it is important
<b>Week 01</b>	The relevance of Western theories and research for local managers How theories are developed Why context is important in social sciences
<b>Week 02</b>	The research process: An overview What are the key steps in research process Types of research
<b>Week 03</b>	Problem Definition and the Research Proposal Contents of research proposal Writing effective research proposals

<b>Week 04</b>	Exploratory Research and Qualitative analysis Qualitative research and theory building
<b>Week 05</b>	Survey Research: An Overview Survey method and business research
<b>Week 06</b>	Survey Research: Basic Method of Communication with respondents
<b>Week 07</b>	Measurement and Scaling Concepts Types of measures Types of scales
<b>Week 08</b>	Attitude Measurement Types of attitudes and their relevant scales
<b>Week 09</b>	Questionnaire Design Open ended questions Close ended questions
<b>Week 10</b>	Sample Designs and Sampling Procedures Types of Sampling Relevance of sampling technique to research question
<b>Week 11</b>	Determination of Sample Size
<b>Week 12</b>	Basic Data Analysis: Descriptive Analysis Entering data in SPSS
<b>Week 13</b>	Univariate Analysis Using SPSS for univariate analysis
<b>Week 14</b>	Bivariate Analysis: Tests of Differences Tests of mean differences ANOVA
<b>Week 15</b>	Data analysis and interpretation Regression analysis using SPSS CFAs and Path analysis using Amos
<b>Week 16</b>	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*

## PRINCIPLES OF MACRO-ECONOMICS

### COURSE DESCRIPTION

This course aims at giving students knowledge about the working of a mixed economy at the aggregate level under pinning of aggregate output and income determination, key macro-economics problems and major policy debate. The basic themes are extended to find out how the disciplines of national income, macro economics in closed and open economy, macro economic stabilization policies, macro-economic components (consumption, saving, private investment, interest etc.), public finance, money and banking link up with conventional macroeconomics.

## INDENTED LEARNING OUTCOME

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

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

## COURSE CONTENT

<b>Week 01,02</b>	<p><b>KEY CONCEPTS OF MACROECONOMICS</b></p> <ul style="list-style-type: none"> <li>• Objectives and instruments of macroeconomics.</li> <li>• Tools of macroeconomics policy.</li> <li>• Aggregate demand and supply.</li> </ul>
<b>Week 03,04</b>	<p><b>MEASURING ECONOMIC ACTIVITY.</b></p> <ul style="list-style-type: none"> <li>• Concepts of National Income.</li> <li>• Measurement of National Income. GDP, NDP, GNP &amp; NNP, Personal Income &amp; Disposable Personal Income</li> <li>• GDP Deflator and a real GDP</li> <li>• National Income as a measure of economic welfare</li> </ul>
<b>Week 05,06</b>	<p><b>CONSUMPTION AND INVESTMENT.</b></p> <ul style="list-style-type: none"> <li>• Consumption, Income and saving.</li> <li>• Consumption Function.</li> <li>• Saving Function.</li> <li>• The Marginal Propensity to Consume and Average Propensity to consume</li> <li>• The Marginal Propensity to Save and Average Propensity to save</li> <li>• Determinants of Consumption</li> <li>• Determinants of Investment (Rate of interest, MEC)</li> </ul>
<b>Week 07,</b>	<p><b>INCOME AND EMPLOYMENT DETERMINATION</b></p> <ul style="list-style-type: none"> <li>• Classical approach.</li> <li>• Modern approach (Keynesian)</li> <li>• Post Keynesian Approach</li> </ul>
<b>Week 08,</b>	<p><b>MULTIPLIER AND ACCELERATOR</b></p> <ul style="list-style-type: none"> <li>• Investment Multiplier.</li> <li>• Tax multiplier, foreign trade multiplier and super multiplier.</li> </ul>

<b>Week 09</b>	<b>FISCAL AND MONETARY POLICIES</b> <ul style="list-style-type: none"> <li>• Fiscal Policy</li> <li>• Monetary Policy</li> </ul>
<b>Week 10,</b>	<b>INFLATION</b> <ul style="list-style-type: none"> <li>• Nature and kinds.</li> <li>• Inflationary and deflationary gaps.</li> <li>• Inflation and unemployment.</li> </ul>
<b>Week 11</b>	<b>BUSINESS CYCLE</b> <ul style="list-style-type: none"> <li>• The concept of Business Cycle</li> <li>• Business Cycle Theories</li> <li>• Business Cycle &amp; Business Decision Making</li> </ul>
<b>Week 12,13</b>	<b>INTERNATIONAL TRADE</b> <ul style="list-style-type: none"> <li>• Classical theory of International trade (CIT)</li> <li>• Modern theory of International trade (H-O-Theorem)</li> <li>• Economic Integration and Regional Cooperation.</li> <li>• Protection and free trade.</li> <li>• WTO (Objectives and role)</li> </ul>
<b>Week 14</b>	<b>BALANCE OF PAYMENTS</b> <ul style="list-style-type: none"> <li>• Balance of Payments Accounts.</li> <li>• Disequilibrium &amp; Imbalance of Payments.</li> <li>• Causes and Remedies.</li> </ul>
<b>Week 15</b>	Project/Revision

## TEXT/REFERENCE BOOKS

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

# BBA

## Major courses (Core)

FINANCIAL ACCOUNTING II
FINANCIAL MANAGEMENT
MARKETING MANAGEMENT
CONSUMER BEHAVIOUR
MANAGEMENT INFORMATION SYSTEMS

### FINANCIAL ACCOUNTING II

#### COURSE DESCRIPTION/OBJECTIVE

This course is built upon the Financial Accounting Course in the sense that it provides advanced treatment of basic techniques learned in the first course of Financial Accounting. It mainly focuses upon the company accounts and their understanding in the context of the IAS and companies ordinance 1984.

#### LEARNING OUTCOMES

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

1. The formation of companies and important financial statements (balance sheet, income statement/profit and loss account, cash flow statement, statement of owner equity) of Public Limited companies.
2. Exposer about company annual report and notes to the accounts.
3. The accounting for partnership and non-profit organizations.
4. The accounting for consolidated statements.
5. Accounting for leasing and fixed assets.

#### COURSE CONTENT

<b>Week 1</b>	<p><b>Accounting for companies</b></p> <ul style="list-style-type: none"> <li>• The Company</li> <li>• Types of Company</li> <li>• Formation of a Public Limited Co,</li> <li>• Classes of Shares</li> <li>• Ordinary Shares</li> <li>• Preference Shares</li> <li>• Issuance of Shares</li> </ul>
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	<ul style="list-style-type: none"> <li>• Market Value of Shares</li> <li>• Share Capital and Share Premium</li> </ul>
<b>Week 02</b>	<b>Accounting for Issuance of shares</b>
<b>Week 03 &amp; 04</b>	<b>Company final Accounts</b> <ul style="list-style-type: none"> <li>• Preparing Final Accounts <ul style="list-style-type: none"> <li>○ Profit &amp; Loss Account</li> <li>○ Appropriation Account</li> <li>○ Balance Sheet</li> </ul> </li> <li>• Published Annual Reports</li> </ul>
<b>Week 05</b>	<b>Company final Accounts</b> <ul style="list-style-type: none"> <li>• Alteration of Capital</li> <li>• Bonus Shares</li> <li>• Right Issue</li> <li>• Stock Splits</li> </ul>
<b>Week 06</b>	<b>Accounting for Dividends</b>
<b>Week 07</b>	<b>Accounting for Bonds and Debentures</b> <ul style="list-style-type: none"> <li>• Issuance of Bonds and Debentures</li> <li>• Redeemable Capital</li> </ul>
<b>Week 08 &amp; 09</b>	<b>Preparation and Interpretation of Cash Flow</b>
<b>Week 10 &amp; 11</b>	<b>Important IAS and FRS</b> <ul style="list-style-type: none"> <li>• Inventories IAS-2</li> <li>• Revenue recognition</li> <li>• Research and Development</li> <li>• Intangible Assets</li> <li>• Revaluation of Assets</li> <li>• Impairment of Assets</li> <li>• Post balance sheet events</li> </ul>
<b>Week 12 &amp; 13</b>	<b>Analysis of Financial Statements</b> <ul style="list-style-type: none"> <li>• Ratios</li> <li>• Trend analysis</li> <li>• Common size analysis</li> </ul>
<b>Week 14 &amp; 15</b>	<b>Accounting for consolidated statements.</b>
<b>Week 16</b>	<b>Accounting for Partnerships</b>

### TEXT/REFERENCES BOOKS:

1. By Williams, Haka, Bettner: Financial & Managerial Accounting, Latest Edition. Publisher Prentice Hall
2. Professor Muhammad Ammanullah Khan: Financial Accounting, Latest Edition
3. Frank Wood, Business Accounting ± II, (Latest Edition)
4. Miegs and Meigs, Accounting for Business Decision, 12<sup>th</sup>/Latest Edition

## FINANCIAL MANAGEMENT

### COURSE DESCRIPTION

The module aims at building competence in corporate finance further by extending the coverage in Business Finance module to include three more of the finance functions ± financial planning and control, working capital management and

financing sources. It continues to emphasize on strategic decision making techniques that best serve the interests of shareholders, which is to maximize the value of the company.

## INDENTED LEARNING OUTCOMES

At the end of this course the student will be able to understand:

1. Role of financial planning and control, financial forecasting and cash budgeting tools
2. Working capital and its components, applications of different techniques that managers can use to manage various aspects of working capital, cash and liquidity, credit and receivables, inventories, etc.
3. Short term sources of financing
4. Long term financing, venture capital, equity, debentures etc
5. Different theories of capital structure, their predictions about optimal capital structure and the limitations of using debt in the capital structure

## COURSE CONTENT (SEMESTER 3)

<b>Week 01</b>	<p><b>Meaning and Scope of Financial Management.</b></p> <ul style="list-style-type: none"> <li>• Finance and financial management</li> <li>• Scope of Financial management</li> <li>• Business organizations</li> <li>• Organization of the finance function</li> <li>• Finance management vs. other managerial functions</li> </ul>
<b>Week 02</b>	<p><b>The Finance manager and the financial environment</b></p> <ul style="list-style-type: none"> <li>• Financial markets</li> <li>• Financial institutions</li> <li>• The roles of the finance manager</li> <li>• Goals of the firm</li> <li>• Agency problems and their mitigation</li> </ul>

<p><b>Week 03 &amp; 04</b></p>	<p>37LPH 9DOXH RI 0RQH\¶¶¶</p> <p>Calculatethefuture value (FV) or present value (PV) of a single sumofmoney;  Calculatethe interest rateor time periodfor single-sum problems;  Calculatethe FV or PV of an annuity and an annuity due;  Calculatethepayments, interest rate, or timeperiodfor annuity and annuity-due problems.  Calculatethe value, cashflow, or interest rate in aperpetuity problem;  Calculatethe FV or PV of a series of unevencashflows (i.e., compoundor discount the Cashflows);  Adapt all FVand PV calculations toother-than-annual compounding periods;  Computethe solutionfor various time value ofmoney problems.</p> <p>3%RQG DQG 7KHLU 9DOXDWLRQ¶¶¶</p> <p>Wholssues Bonds, Key Characteristics of Bonds  Bond Valuation, BondYields  Bonds with Semiannual Coupons  Assessing the Riskiness of a Bond  Default Risk, Bond Markets</p>
<p><b>Week 05</b></p>	<p>36KDUHDQG 7KHLU 9DOXDWLRQ¶¶¶</p> <p>Legal Rights and Privileges of Common Stockholders  Types of Ordinary Stock  The Market for Ordinary Stock  Ordinary Stock Valuation  Share Market Equilibrium  Actual Share Prices and Returns  PreferredShares</p>
<p><b>Week 06</b></p>	<p>35LVNDQG 5HWXUQ¶¶¶</p> <p>Stand Alone Risk  TheTrade Off between Risk and Return  Risk in a Portfolio Context  The Relationship between Risk and Rates ofReturn  Physical Assets versus Securities  Some Concerns about Betaand the CAMP  Volatility Versus Risk</p>
<p><b>Week 07</b></p>	<p><b>INVESTMENT APPRAISALS</b></p> <ul style="list-style-type: none"> <li>• Types of investment projects</li> <li>• Investment process</li> <li>• Non-discounted appraisal techniques</li> <li>• Discounted Cashflow techniques</li> <li>• A comparison of the NPV and theIRRmethods</li> </ul>

<p><b>Week 08</b></p>	<p>3\$QDO\VLV RI &amp;DVK )ORZV¶¶¶</p> <p>The student should be able to</p> <p>Explain the relevance of cashflows to analyzing business activities;</p> <p>Describe the elements of operating cashflows;</p> <p>Describe the elements of investing cashflows;</p> <p>Describe the elements of financing cashflows;</p> <p>Classify a particular item as an operating cashflow, an investing cashflow, or a Financing cashflow;</p> <p>Compute, explain, and interpret a statement of cashflows, using the direct method and the indirect method;</p> <p>Compute free cashflow.</p>
<p><b>Week 09</b></p>	<p>3\$QDO\VLV RI ,QYHQWRULHV¶¶¶</p> <p>The student should be able to</p> <p>compute ending inventory balances and cost of goods sold using the LIFO, FIFO, and average cost methods to account for product inventory;</p> <p>Explain the usefulness of inventory and cost-of-goods-sold data provided by the LIFO, FIFO, and average cost methods when prices are stable versus when prices are rising;</p> <p>Discuss the impact of LIFO and FIFO (in periods of rising prices and stable or increasing inventory quantities) on a company's operating income, net income, and earnings per share;</p> <p>Describe the effects of adjustment from LIFO to FIFO on inventory balances, cost of goods sold, and income;</p> <p>Compute and describe the effects of the choice of inventory method on profitability, liquidity, activity, and solvency ratios;</p> <p>Discuss the two reasons why a LIFO reserve might decline during a period and</p> <p>Discuss the implications of such a decline for financial analysis.</p>
<p><b>Week 10</b></p>	<p>37KH ,QYHVWPHQW 6HWWLQJ¶¶¶</p> <p>The student should be able to</p> <p>Calculate the holding-period return;</p> <p>Calculate the holding-period yield;</p> <p>Calculate both the arithmetic mean return and the geometric mean return;</p> <p>Calculate the expected return;</p> <p>Calculate the variance and standard deviation of return;</p> <p>Calculate the coefficient of variation for an investment;</p> <p>Calculate the expected rate of return for a stock or a stock market series, using Estimates of ending values and dividend payments.</p>
<p><b>Week 11</b></p>	<p>37KH &amp;RVW RI &amp;DSLWDO</p> <p>The student should be able to</p> <p>Explain why the cost of capital used in capital budgeting</p>

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	<p>should be a weighted average of the costs of various types of capital the company uses and not the cost of the specific financing used to fund a particular project;</p> <p>Define and calculate (1) the component cost of debt, (2) the component cost of preferred stock, (3) the component cost of retained earnings (three different methods), and (4) the component cost of newly issued stock or external equity;</p> <p>define the target (optimal) capital structure;</p> <p>Define and calculate a firm's average cost of capital.</p>
<b>Week 12</b>	<p>The student should be able to</p> <p>define capital budgeting;</p> <p>describe and calculate four methods used to evaluate capital projects: payback period, discounted payback period, net present value (NPV), and internal rate of return (IRR);</p> <p>explain the NPV profile;</p> <p>explain the relative advantages and disadvantages of the NPV and IRR methods, particularly with respect to independent versus mutually exclusive projects;</p> <p>Describe and calculate the modified IRR (MIRR);</p> <p>([SODLQ WKH 3PXOWLSOH ,55 SUREOHP´ DQG WKH FRQGLWLRQ WKDW FD cause the problem;</p> <p>Explain why NPV, IRR, and MIRR methods can produce conflicting rankings for capital projects.</p>
<b>Week 13</b>	<p>The student should be able to</p> <p>Distinguish between cashflows and accounting profits;</p> <p>Define the following terms and discuss their relevance to capital budgeting:</p> <p>incremental cashflow, sunk cost, opportunity cost, externality, and cannibalization;</p> <p>Define an expansion project and a replacement project;</p> <p>Determine by NPV analysis whether a replacement project should be undertaken;</p> <p>Define initial investment outlay, operating cashflow over a project's life, and compute each measure for an expansion project and a replacement project;</p> <p>Compare two projects with unequal lives, using both the replacement chain and equivalent annual annuity approaches;</p> <p>Discuss the effects of inflation on capital budgeting analysis.</p>
<b>Week 14</b>	<p>The student should be able to</p> <p>Distinguish among three types of project risk: stand-alone, corporate, and market;</p> <p>Distinguish among sensitivity analysis, scenario analysis, and Monte Carlo simulation as risk analysis techniques;</p> <p>Describe how the security market line is used in the capital</p>

	<p>budgeting process; Describe the pure play and accounting betamethodsfor estimating individual project betas.</p>
<b>Week 15</b>	<p>3&amp;DSLWDO 6WUXFWXUHDQG The student should beable to Define target capital structure andoptimal capital structure; Describe, and state the impact of changes in, factors that LQIOXHQFH D FRPSDQ\¶V FDSLWDO VWUXFWXUH GHFLVLRQ_ Explain business risk andfinancial risk anddiscuss factors that influenceeach risk; Explain and calculate the effects of changes in sales or earnings before interest and taxes (EBIT) onearnings per share for companies with differing amounts of debt financing; Defineoperating IHYHUDJH DQG H[SODLQ KRZ LW DIIHFWV DSURMHFW¶V RU FRPSDQ\¶V H[SHFWHG UDWHRI UHWXUQ_ Calculatethebreakeven quantity of sales and determine the ILUP¶V JDLQ RU ORVV DW YDULRXV VDOHV OHYHOV_ Definefinancial leverage; Calculatedegree of operating leverage,degree of financial leverage, anddegree of total leverage; Describe the relationship betweenfinancial leverage and financial risk; Discuss why the use of greater amounts of debt in the capital structure can raise both the cost ofdebt andthe cost of equity capital; Describe how changes in the use of debt cancause changes LQ WKH FRPSDQ\¶V HDUQLQJV SHU VKDUH DQG LQWKH VWRFN SULFH Distinguish between the value of a companyandthe value of WKH FRPSDQ\¶V FRPPRQ VWRFN_ Explain theeffect of taxes and bankruptcy costs onthe cost of capital, the optimal capital structure, and theModigliani and Miller (MM) capital structure irrelevance proposition; Compare the MM capital structure irrelevance propositionand the trade-off theory of leverage; Describe howa company signals its prospects through its financing choices.</p>
<b>Week 16</b>	<p><b>Financial forecasting</b> Keeping Track offorecasts Sales Forecast Financial Statement Forecasting: Constant Ratio Method The AFN Formula Forecasting Financial RequirementsWhen theBalanceSheet Ratios Are Subject toChange Other Techniques for Forecasting Financial Statements Computerized Financial Planning Models</p>
<b>Week 17</b>	<p><b>Managing Cure net Assets</b> Working Capital Terminology Alternative Current Asset Investment Policies</p>

	The Concept of Zero Working Capital Cash Management The Cash Budget Cash Management Techniques Marketable Securities Inventory costs Inventory Control Systems Receivables Management Credit Policy Setting the Credit Period and Standards Setting the Collection Policy
<b>Week 18</b>	<b>Financing current Assets</b> Sound Working Capital Requires Appropriate Financing Alternative Current Asset Financing Policies Advantages and Disadvantages of Short-Term Financing Accruals Account Payable (Trade Credit) Short-Term Bank Loans The Cost of Bank Loans Choosing a Bank Commercial Paper Use in short-Term Financing

## RECOMMENDED BOOKS

1. Ross, S.A., Westerfield, R. W. & Jordan, B. D. (2006) Fundamentals of *corporate finance*. 7th edition. New York: McGraw Hill
2. Eugene F. Brigham: Fundamentals of Financial Management
3. Jones, Financial Management
4. White, Sondhi and Fried, Analysis of Financial Statements.

## 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.

## 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)

<b>Week 01</b>	<p><b>MARKETING: AN OVERVIEW</b></p> <ul style="list-style-type: none"> <li>• Definitions</li> <li>• The evolution of marketing management.</li> <li>• The marketing concept and social responsibility.</li> <li>• The importance and scope of marketing.</li> <li>• The basic functions of marketing.</li> </ul>
<b>Week 02/03</b>	<p><b>MARKETING INFORMATION SYSTEMS.</b></p> <ul style="list-style-type: none"> <li>• Concept and components of marketing information systems.</li> <li>• Marketing intelligence system.</li> <li>• Marketing research system.</li> <li>• Analytical marketing system.</li> <li>• Marketing decision support system.</li> </ul>
<b>Week 04 &amp; 05</b>	<p><b>CONSUMER MARKETS AND CONSUMER BEHAVIOR ANALYSIS</b></p> <ul style="list-style-type: none"> <li>• Demographic dimensions of consumer market.</li> <li>• Behavioral dimensions of consumer market.</li> <li>• The consumer's decision process.</li> <li>• The buyer's decision process.</li> <li>• The industrial market, the reseller market and the Government market.</li> <li>• Organizational markets and their buying objectives &amp; structures.</li> </ul>
<b>Week 06 &amp; 07</b>	<p><b>STP MARKETING</b></p> <ul style="list-style-type: none"> <li>• An overview of marketing opportunities and target markets</li> <li>• Market segmentation concept patterns &amp; procedure</li> <li>• Dimensions to segment consumer and industrial markets</li> <li>• Market targeting and product positioning</li> </ul>



<b>Week 08 &amp; 09</b>	<b>PRODUCT MARKET STRATEGIES</b> <ul style="list-style-type: none"> <li>• Basic concepts of product planning.</li> <li>• The product life cycle: Stages and marketing strategies.</li> <li>• New product planning and development.</li> <li>• Product-mix strategies.</li> <li>• Branding, packaging and labeling.</li> </ul>
<b>Week 10 &amp; 11</b>	<b>PRICING STRATEGIES AND POLICIES</b> <ul style="list-style-type: none"> <li>• Procedure for price setting.</li> <li>• Methods of setting prices.</li> <li>• Price-adaptation strategies</li> <li>• One-price and flexible-price policies.</li> <li>• Price level policies over the product life cycle.</li> <li>• Initiating and responding to price changes.</li> </ul>
<b>Week 12 &amp; 13</b>	<b>MARKETING CHANNEL DECISIONS</b> <ul style="list-style-type: none"> <li>• Channel -design decisions.</li> <li>• Channel -management decisions.</li> <li>• Channel dynamics.</li> </ul>
<b>Week 14 &amp; 15</b>	<b>PROMOTIONAL STRATEGIES</b> <ul style="list-style-type: none"> <li>• Effective advertising programs.</li> <li>• Sales promotion and public relations programs.</li> <li>• The strategic personal selling process.</li> <li>• Strategic sales-force management.</li> </ul>
<b>Week 16</b>	<b>CONCLUDING SESSION AND EXAMS</b>

### **RECOMMENDED TEXT/REFERENCE BOOKS:**

1. Philip Kotler, Marketing Management, Analysis, Planning, Control, Prentice Hall.
2. William J. Stanton & Charles Futrell, Fundamentals of Marketing, McGraw Hill.
3. Jagdish Sheth and Dennis E. Garrett, Marketing Management: A Comprehensive Reader, SouthWestern Publishing.
4. E. Jerome McCarthy & William D. Paeranth, Basic Marketing: Managerial Approach, IRWIN.

# CONSUMER BEHAVIOR

## COURSE DESCRIPTION/OBJECTIVE

Consumer Behaviour (CB) is a course designed to enhance students understanding of how and why consumers purchase (or do not purchase) goods and services. It will combine both the theoretical concepts of consumer behaviour and its application for marketing strategies related to private, public and non-profit sections. At the conceptual level it will seek to present and integrated framework around which major areas of consumer behaviour can be understood and applied.

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

## LEARNING OUTCOMES

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

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

## COURSE CONTENT

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

<b>Week 11 &amp; 12</b>	<b>PERSONAL INFLUENCE ON CONSUMER BEHAVIOUR</b> <ul style="list-style-type: none"> <li>• Personality and self-concept</li> <li>• Motivation</li> <li>• Attitude and change</li> <li>• Information processing and learning</li> </ul>
<b>Week 13</b>	<b>CONSUMER INNOVATION AND ADAPTATION PROCESS</b>
<b>Week 14</b>	Characteristics of B2B Buying Behaviour, Organizational Buying Behavior -Consumer Markets
<b>Week 15</b>	Conclusion and Revision
<b>Week 16</b>	FINAL EXAM

### **RECOMMENDED TEXT BOOKS**

1. Hawkins, Mothersbaugh and Best, Consumer Behaviour, Latest Edition
2. Shiffman and Kanuk, Consumer Behavior, Latest Edition
3. Loudon and Bitta, Consumer Behavior, Latest Edition

## **OPERATIONS MANAGEMENT**

### **COURSE DESCRIPTION/OBJECTIVE**

This course is designed to provide the student with an understanding of the foundations of the operations function in both manufacturing and services. The course will analyze operations from both the strategic and operational perspectives and highlight the competitive advantages that operations can provide for the organization. The goal of the course is to help students become effective managers in a competitive, global environment. The course will examine operations as a competitive weapon, demand forecasting, supply-chain management, aggregate planning, inventory systems, just-in-time systems and material requirements planning.

### **INDENTED LEARNING OUTCOMES**

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

1. Describe operation management areas of responsibility and the contribution of operations management to an organization.
2. Use computer analysis to produce a linear regression forecasting model.
3. Explain the concept of supply-chain management and the requirements and design of a successful supply chain.
4. Develop an operational aggregate plan following a chase strategy, level strategy or mixed strategy.
5. Describe inventory systems for independent demand and the costs and benefits of carrying inventory.
6. Identify the characteristics of JIT (just-in-time) systems that enable the realization of the JIT philosophy.

7. Identify the key concepts of materials planning for dependent demand using MRP (material requirement planning).

### PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
Lectures	<b>Multimedia presentations, group discussions, Knowledge of Computer</b>
Active Learning	

### COURSE CONTENTS

<b>Week 01,02</b>	<b>INTRODUCTION</b> <ul style="list-style-type: none"> <li>• Introduction to Operations Management</li> <li>• Competitiveness, Strategy, and Productivity</li> </ul>
<b>Week 03</b>	<b>OPERATIONS MANAGEMENT MODELS</b> <ul style="list-style-type: none"> <li>• Forecasting</li> <li>• Decision Making</li> <li>• Transportation models</li> <li>• Waiting lines models</li> <li>• Learning curves</li> </ul>
<b>Week 04,05</b>	<b>SYSTEM DESIGN</b> <ul style="list-style-type: none"> <li>• Product and Service Design: Reliability</li> <li>• Strategic Capacity Planning for Products and Services: Decision Theory</li> <li>• Process Selection and Facility Layout: Linear Programming</li> <li>• Design of work systems: Learning Curves</li> <li>• Location Planning and Analysis: The Transportation Model</li> </ul>
<b>Week 06</b>	<b>QUALITY</b> <ul style="list-style-type: none"> <li>• Management of Quality</li> <li>• Quality Control: Acceptance Sampling</li> </ul>
<b>Week 07,08</b>	<b>INVENTORY MANAGEMENT AND SCHEDULING</b> <ul style="list-style-type: none"> <li>• Inventory Management</li> <li>• Aggregate Planning</li> <li>• MRP and ERP</li> <li>• JIT and Lean Operations: Maintenance</li> <li>• Scheduling</li> </ul>
<b>Week 09,10</b>	<b>SUPPLY CHAIN MANAGEMENT</b> <ul style="list-style-type: none"> <li>• Supply Chain Strategies</li> <li>• Vendor selection, Internet purchasing, Supplier quality and reliability</li> <li>• Benchmarking</li> </ul>

	<ul style="list-style-type: none"> <li>• Types of Facilities and location analysis techniques</li> <li>• Transportation and distribution system</li> </ul>
<b>Week 11,12</b>	<b>PROJECT MANAGEMENT</b> ➤ WAITING LINES AND SIMULATIONS
<b>Week 13,14</b>	<b>LAYOUT STRATEGY</b> <ul style="list-style-type: none"> <li>• Basics layouts</li> <li>• Designing process layouts</li> <li>• Designing product layouts</li> <li>• Warehousing and storage layouts</li> <li>• Assembly line balancing</li> <li>• Hybrid Layouts</li> </ul>
<b>Week 15</b>	Final Project (Report Submission & Presentations)

### ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	1	5%
	Assignment	1	5%
	Project	1	10%
	Mid-Term	1	30%
Final Exam	End Term Exam		50%

### TEXTBOOK

1. Operations Management, International Edition, Eighth Edition, by William J. Stevenson, Publisher: McGraw-Hill
2. Jay Heizer & Barry Render, Operations Management, Latest Edition, Prentice Hall

### REFERENCE BOOK

1. Operations Management by William J. Stevenson
2. Operations Management for MBAs by Jack R. Meredith and Scott M. Shafer
3. Operations Management (10th Edition) (Pearson Custom Business Resources) by Jay Heizer and Barry Render
4. Operations Management: Creating Value Along the Supply Chain by Roberta S. Russell and Bernard W. Taylor

## 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

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

<b>Week 01</b>	Introduction to Information Systems in Business Why study information systems Why business need information technology
<b>Week 02</b>	Fundamentals of Information System
<b>Week 03</b>	Solving Business Problems with Information Systems <ul style="list-style-type: none"> <li>▪ Systems approached to problem solving</li> <li>▪ Developing information system solutions</li> </ul>
<b>Week 04</b>	General Systems Model of the Firm
<b>Week 05</b>	Computer Software, Hardware (Overview from Managerial Perspective)
<b>Week 06</b>	DBMS
<b>Week 07</b>	MS Access (A comprehensive workshop)
<b>Week 08</b>	IS for Business Operations <ul style="list-style-type: none"> <li>▪ Business information systems</li> <li>▪ Transaction processing system</li> </ul>
<b>Week 11</b>	Accounting Information System/ Financial Information System
<b>Week 10</b>	Decision Support System/ Financial Support System
<b>Week 12</b>	Marketing Information System

<b>Week 09</b>	Transaction Processing System
<b>Week 13</b>	IS for Strategic Advantage <ul style="list-style-type: none"> <li>▪ Fundamentals of strategic advantage</li> <li>▪ Strategic applications and issues in IT</li> </ul>
<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. -DPHV 2↑%ULHQ\_ 0DQDJHPHQW Information Systems, (Latest Edition)
3. Raymond Mcleod, Jr, Management Information Systems, PrenticeHall (Latest Edition)

# BBA

## Major Elective Courses

<b>ORGANIZATIONAL BEHAVIOUR</b>
<b>MONEY &amp; BANKING</b>
<b>COST ACCOUNTING</b>
<b>STATISTICS ±II</b>
<b>INTERNATIONAL BUSINESS MANAGEMENT</b>
<b>BUSINESS POLICY</b>

### **ENTREPRENEURSHIP**

#### **COURSE DESCRIPTION/OBJECTIVES**

With more than half of the new jobs being created in the world economy by small businesses, the particular problems and experiences encountered in starting and developing new enterprises are clearly worth studying. This course of Entrepreneurship has been designed to provide the participants with an overall understanding of the concept of entrepreneurship and small business management. Participants will be prepared to start, survive, and succeed in their own businesses.

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

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

This course is about learning of risk and failure and growing from it. It is about OHDUQLQJ WR IRUJH RQH¶V LGHDV LQWR ZRUNDEOH EXVLQHV FRQFHSWV\_ FRPPL paper, and flesh them out into a reasonable form that can be tested to see if it could stand up to the demands of the market. The students must write at a top level, argue the potential of their ideas, and convince investors that their ideas are worth being born in the marketplace.



## LEARNING OBJECTIVES

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

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

## COURSE CONTENTS

Session	Topic
WEEK. 1	<p>ENTREPRENEURSHIP: AN EVOLVING CONCEPT</p> <ul style="list-style-type: none"> <li>• Entrepreneurship – A perspective</li> <li>• Emerging Trends: The Internet and E-Commerce</li> <li>• ENTREPRENEURIAL OPPORTUNITIES</li> <li>• The evolution of Entrepreneurship</li> <li>• The myths &amp; approaches to entrepreneurship</li> </ul>
2	<p>UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT</p> <ul style="list-style-type: none"> <li>• Comparative analysis entrepreneurship in other countries</li> <li>• Strategic Objectives</li> <li>• Competitor Analysis</li> </ul>
3	<p>UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT</p> <ul style="list-style-type: none"> <li>• STP Strategies</li> <li>• Marketing Mix Strategies</li> </ul>
4	<p>UNDERSTANDING THE ENTREPRENEURIAL PERSPECTIVE IN INDIVIDUALS</p> <ul style="list-style-type: none"> <li>• The Entrepreneurial Perspective</li> <li>• The Dark side of Entrepreneurship</li> <li>• Entrepreneurial Motivation</li> </ul> <p>ENTREPRENEURIAL PERSPECTIVE IN ORGANIZATIONS – CORPORATE ENTREPRENEURSHIP</p> <p>SOCIAL ENTREPRENEURSHIP AND THE ETHICAL CHALLENGES OF ENTREPRENEURSHIP</p>
5	<p>INNOVATION: THE CREATIVE PURSUIT OF IDEAS</p> <ul style="list-style-type: none"> <li>• Opportunity Identification: The search for New Ideas</li> <li>• Entrepreneurial Imagination and Creativity</li> <li>• The role of Creative Thinking</li> <li>• Arenas in Which People Are Creative</li> <li>• Innovation and the Entrepreneur</li> <li>• The Innovation Process</li> </ul>
6	<p>PATHWAYS TO ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> <li>• The Pathways to New Ventures for Entrepreneurs</li> <li>• Creating New Ventures</li> </ul>

	<ul style="list-style-type: none"> <li>• Acquiring an Established Entrepreneurial Venture</li> <li>• Franchising: The Hybrid</li> </ul>
7	<p>LEGAL CHALLENGES FOR ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> <li>• Legal Challenges for the Entrepreneurial Venture</li> <li>• Intellectual Property Protection: Patents, Copyrights, and Trademarks</li> <li>• Identifying Legal Structures for Entrepreneurial Ventures</li> <li>• Sole Proprietorships</li> <li>• Partnerships</li> <li>• Corporations</li> <li>• Specific Forms of Partnerships and Corporations</li> <li>• Understanding Bankruptcy</li> </ul>
8	<p>SOURCES OF CAPITAL FOR ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> <li>• Debt Versus Equity</li> <li>• The Venture Capital Market</li> <li>• Angel Investing</li> </ul>
9	<p>ASSESSMENT OF ENTREPRENEURIAL PLAN</p> <ul style="list-style-type: none"> <li>• The Challenge of New-Venture Start-Ups</li> <li>• Pitfalls in Selecting New Ventures</li> <li>• Critical Factors for New-Venture Development</li> <li>• Why New Ventures Fail</li> <li>• The Evaluation Process</li> </ul>
10	<p>MARKETING CHALLENGES FOR ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> <li>• The Marketing Concept for Entrepreneurs</li> <li>• Marketing Research</li> <li>• Inhibitors to Marketing Research</li> <li>• Internet Marketing</li> <li>• Developing the Marketing Concept</li> <li>• Developing a Marketing Plan</li> <li>• Pricing Strategies</li> </ul>
11	<p>FINANCIAL PREPARATION FOR ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> <li>• The Importance of Financial Information for Entrepreneurs</li> <li>• Understanding the Key Financial Statements</li> <li>• Preparing Financial Budgets</li> <li>• Pro Forma Statements</li> <li>• Capital Budgeting</li> <li>• Break-Even Analysis</li> <li>• Ratio Analysis</li> </ul>
12	<p>DEVELOPING AN EFFECTIVE BUSINESS PLAN</p> <ul style="list-style-type: none"> <li>• What is a Business Plan?</li> <li>• Pitfalls to Avoid in Planning</li> <li>• Benefits of a Business Plan</li> <li>• Developing a Well-Conceived Business Plan</li> <li>• Elements of a Business Plan</li> <li>• Updating the Business Plan</li> </ul>

13	<b>STRATEGIC ENTREPRENEURIAL GROWTH</b> <ul style="list-style-type: none"> <li>• The Nature of Strategic Planning in Emerging Firms</li> <li>• Strategic Planning</li> <li>• The Lack of Strategic Planning</li> <li>• The Value of Strategic Planning</li> <li>• Managing Entrepreneurial Growth</li> <li>• Venture Development Stages</li> <li>• The Entrepreneurial Company in the Twenty-First Century</li> <li>• Building the Adaptive Firm</li> <li>• The Transition from an Entrepreneurial Style to a Managerial Approach</li> <li>• Understanding the Growth Stage</li> <li>• Unique Managerial Concerns of Growing Ventures</li> <li>• The International Environment: Global Opportunities</li> <li>• Achieving Entrepreneurial Leadership in the New Millennium</li> </ul>
14	<b>VALUATION OF ENTREPRENEURIAL VENTURES</b> <ul style="list-style-type: none"> <li>• The Importance of Business Valuation</li> <li>• Underlying Issues When Acquiring a Venture</li> <li>• Due Diligence</li> <li>• Analyzing the Business</li> <li>• (VWDEOLVKLQJ D )LUPV 9DOXH</li> <li>• Term Sheets in Venture Valuation</li> <li>• Additional Factors in the Valuation Process</li> </ul>
15	<b>HARVESTING THE ENTREPRENEURIAL VENTURE</b> <ul style="list-style-type: none"> <li>• Harvesting the Venture: A Focus on the Future</li> <li>• The Management Succession Strategy</li> <li>• Key Factors in Succession</li> </ul>
16	<b>PROJECTS/PRESENTATIONS</b>

### RECOMMENDED TEXT BOOK

1. Entrepreneurship ± Theory Process Practice, Donald F. Koratko 8<sup>th</sup> Edition (South Western - Cengage Learning)

## ORGANIZATIONAL BEHAVIOUR

### COURSE DESCRIPTION/OBJECTIVE

Organizational behaviour (OB) is an interdisciplinary field drawing from numerous disciplines including psychology, sociology, anthropology, economics, organization theory, statistics, and many others. Effective management of human resources within organizations requires an understanding of various behaviour and processes. Managers need to know why people behave as they do in relation to their jobs, their work groups and their organizations. This knowledge of individuals' perceptions, motivational attitudes and behaviour will enable managers to not only understand themselves better, but also to adopt appropriate managerial policies and leadership styles to increase their effectiveness.

The focus of instruction will move progressively through the individual, group and organizational levels of behaviour and will examine the interrelationships of behavioural phenomena among these levels. Additionally, concepts such as motivation, communication and leadership and their relevance to organizational behaviour will be examined in detail. The course is also designed to help the students understand if Western Organizational Behavioural theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of understanding and directing human behaviour in a specific direction.

## INDENTED LEARNING OUTCOMES

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

1. Understand the components of individual behavior and group behaviors in the organizational context.
2. Understand the relevance of the OB theories and practices, emphasized by Western texts, in local settings.
3. Understand the Islamic perspective of understanding and directing human behaviour towards achievement of goals.
4. Understand the causes of job dissatisfaction and stress as well as methods of improving job satisfaction and dealing with stress.
5. Analyze the impact of individuals and team behaviour on organizational productivity
6. Evaluate the impact of organizational structure, design, culture and change
7. Synthesize various theories of motivation and leadership and understand their application to workplace.

## COURSE CONTENTS

<b>Week 01</b>	What is Organizational Behaviour Importance of organizational behavior
<b>Week 02</b>	Foundations of Individual Behaviour: Biographical Characteristics, Ability, Learning
<b>Week 03</b>	Organizational behaviour from Islamic and indigenous perspective Understanding human psychology through the lenses of Quran and Sunnah
<b>Week 04</b>	Attitudes and Job Satisfaction Types of attitudes Types of behaviors
<b>Week 05</b>	Perception and Individual Decision Making Why perception is important Types of decision making Biases and errors in decision making
<b>Week 06</b>	Motivation concept Content theories of Motivational Process theories of motivation
<b>Week 07</b>	Motivation: from concept to application Applying motivation concepts for designing reward system

	1. Emotions and Moods
<b>Week 08</b>	<b>MID-TERM EXAMINATION</b>
<b>Week 09</b>	Foundations of Group Behaviour Groups in organization
<b>Week 10</b>	Basic Approaches to Leadership Trait theories Behavioural theories
<b>Week 11</b>	Contemporary Issues in Leadership
<b>Week 12</b>	Power and politics Types and sources of power Politics in organizations
<b>Week 13</b>	Conflict and negotiation Types of conflicts
<b>Week 14</b>	Functions of organization structure Types of organizational structure Organizational structure and its impact on individuals and groups
<b>Week 15</b>	Organizational culture Organizational culture and individual behavior
<b>Week 16</b>	Conclusion Session Project/Presentation

## RECOMMENDED BOOKS

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

## MONEY & BANKING

### COURSE DESCRIPTION/OBJECTIVES

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

This course provides an overall perspective on the monetary and financial institutions. Monetary institutions can only be understood if one knows the magnitudes of the economic variables associated with them.

### LEARNING OUTCOMES

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

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

## COURSE CONTENT

<b>Week 01-02</b>	<b>MONEY:</b> <ul style="list-style-type: none"> <li>• Nature</li> <li>• Definition and Functions.</li> <li>• Types of Money</li> <li>• Evolution of Fiat Money</li> </ul>
<b>Week 03-04</b>	<b>DEMAND FOR MONEY:</b> <ul style="list-style-type: none"> <li>• The transactions precautionary and speculative motives.</li> <li>• Factors affecting the demand for money.</li> </ul>
<b>Week 05-06</b>	<b>SUPPLY OF MONEY: TYPES OF MONEY:</b> <ul style="list-style-type: none"> <li>• The concept M1 to M4</li> <li>• The process of money creation and sources.</li> </ul>
<b>Week 07-08</b>	<b>MONETARY THEORIES</b> <ul style="list-style-type: none"> <li>• The crude Quantity Theory</li> <li>• Modern Quantity Theory</li> <li>• Inventory Theoretic Approach</li> </ul>
<b>Week 09-10</b>	<b>CENTRAL BANKING</b> <ul style="list-style-type: none"> <li>• Functions of central bank</li> <li>• The central reserve system</li> <li>• Modern banking and creation of money.</li> <li>• Control of Credit &amp; money by the Central Bank and the instruments used for it</li> </ul>
<b>Week 11-12</b>	<b>COMMERCIAL BANKING:</b> <ul style="list-style-type: none"> <li>• Commercial bank and its functions</li> <li>• Commercial banks and payment system</li> <li>• Commercial banks and money stock</li> <li>• The organizations and structure of banks</li> <li>• Lending to business firms</li> <li>• Policies and procedures</li> </ul>
<b>Week 13-14</b>	<b>FOREIGN EXCHANGE AND TRADE</b> <ul style="list-style-type: none"> <li>• Foreign exchange determination</li> <li>• Theory of international trade</li> <li>• Import/export and letters of credit</li> <li>• Trade financing</li> </ul>
<b>Week 15-16</b>	<b>Islamic Perspective of money and banking</b>

## TEXT/REFERENCE BOOKS

1. Mishkin, Frederic. S, The Economics of Money and Banking and Financial Markets, 8<sup>th</sup> edition, Pearson Education
2. Meenai, S. A. Money and Banking in Pakistan, Karachi, Oxford University Press.
3. Locket, D.G., Money & Banking, McGraw Hill.

4. Mc Connell & Brue, Economic 15<sup>th</sup> Edition., McGraw Hill, INC
5. Rose, Peter S., Commercial Bank Management, McGraw Hill.
6. Zamir Iqbal & Abbas Mirakhos, An introduction to Islamic finance.

## **COST ACCOUNTING**

### **COURSE DESCRIPTION/OBJECTIVE**

The Course deals with examining Cost Accounting as a tool for providing information for manufacturing, internal reporting, external reporting as well as for managerial decision making. The broad course objectives are to help students to understand the central concepts of Cost Accounting, the methods of conducting data analysis preparation of reports for managerial decisionmaking.

### **LEARNING OUTCOMES**

After studying this course student will be able to understand:

1. The importance of Cost Accounting as a first step in the Manufacturing process.
2. Cost Accounting and explain its purpose within an organization.
3. The steps involved in the Accumulation of Total Cost in different departments.
4. Financial accounting and Cost Accounting.
5. Cost data for the decision making of the higher management.
6. Product costing preparation and process costing analysis.
7. Cost of production and cost of goods sold statements for onward reporting to financial statements.

<b>COURSE CONTENT</b> <b>Week 01</b>	Cost Accounting Concepts and Objectives.
<b>Week 02</b>	Financial Statements The bases for planning and control
<b>Week 03</b>	Costs: Concepts, Uses and Classification
<b>Week 04-06</b>	Job Order Costing, Process Costing:
<b>Week 07-09</b>	Planning and Control of Factory Overhead.
<b>Week 10</b>	Joint and byproduct costing.
<b>Week 11</b>	Planning and Control of Materials.
<b>Week 12</b>	Planning and Control of Labor.
<b>Week 13</b>	Value Cost and Profit Analysis.
<b>Week 14-15</b>	Differential Cost Analysis
<b>Week 16</b>	<b>Project/ Presentations</b>

## TEXTBOOKS:

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

## STATISTICS- II

### COURSE DESCRIPTION/OBJECTIVE

7KH PDLQ REMHFWLYHV RI WKH FRXUVH DUH WR HQKDQFH VWXGHQWV¶ FRPSHVV application of statistics to solve business management problems and to improve their level of quantitative sophistication for further advanced business analysis.

### INDENTED LEARNING OUTCOMES

At the conclusion of this course, the student will be:

1. Know the sampling
2. Estimation
3. Hypothesis testing
4. Regression and correlation analysis
5. Time series

### COURSE CONTENTS

<b>Week 01</b>	<b>SAMPLING</b> <ul style="list-style-type: none"><li>• Sampling distribution of mean with replacement</li><li>• Sampling distribution of mean without replacement</li></ul>
<b>Week 02 &amp; 03</b>	<b>ESTIMATION</b> <ul style="list-style-type: none"><li>• Point estimation</li><li>• Interval estimation<ul style="list-style-type: none"><li>○ Mean</li><li>○ Proportion</li><li>○ Difference of Mean of two population</li><li>○ Difference of proportion of two population</li><li>○ Variance of the population</li><li>○ Ratio of Variances of two population</li></ul></li></ul>
<b>Week 04 &amp; 05</b>	<b>HYPOTHESIS TESTING</b> <ul style="list-style-type: none"><li>• Hypothesis testing of mean</li><li>• Hypothesis testing proportion</li><li>• Hypothesis testing of difference of mean</li><li>• Hypothesis testing of difference of proportion</li></ul>
<b>Week 06</b>	<b>HYPOTHESIS TESTING</b> <ul style="list-style-type: none"><li>• Variance</li><li>• Ratio of Variance</li></ul>



<b>Week 07 &amp; 08</b>	REGRESSION AND CORRELATION ANALYSIS <ul style="list-style-type: none"> <li>• Linear regression</li> <li>• Correlation coefficient</li> <li>• Coefficient of determination</li> </ul>
<b>Week 09</b>	REGRESSION AND CORRELATION ANALYSIS <ul style="list-style-type: none"> <li>• Hypothesis testing of OLS Estimates</li> <li>• Calculation of Standard error</li> </ul>
<b>Week 10</b>	GOODNESS-OF-FIT-TESTS <ul style="list-style-type: none"> <li>• Chi square test</li> </ul>
<b>Week 11</b>	TEST OF INDEPENDENTS <ul style="list-style-type: none"> <li>• Chi square test</li> <li>• 2x2 Contingency table</li> <li>• Higher order contingency table</li> </ul>
<b>Week 12 &amp; 13</b>	ANOVA <ul style="list-style-type: none"> <li>• One way classification</li> </ul>
<b>Week 14</b>	ANOVA <ul style="list-style-type: none"> <li>• Two way classification</li> </ul>
<b>Week 15 &amp; 16</b>	TIME SERIES ANALYSIS <ul style="list-style-type: none"> <li>• Moving Average</li> <li>• Seasonality</li> <li>• Measure of trend and seasonal variations</li> <li>• Time series analysis in forecasting</li> </ul>

### TEXT/REFERENCE BOOKS

1. David, S Moore et.al, Introduction to the Practice of Statistics 6<sup>th</sup> Edition WH.Freeman.
2. Levin I. Richard., Statistics for Management, 4<sup>th</sup> ed; McGraw Hill.
3. Engle wood Cliffs, New Jersey, Prentice Hall International, 1987.
4. Michael J. Evans & Jeffrey S. Rosenthal, Probability and Statistics , WH Freeman
5. Starr K. Martian & Sobal Gross Marion, Statistics for Business and Economics, 1<sup>st</sup> Ed; New York, McGraw Hill, International, 1983.
6. Walpole, R, Introduction to Statistics, Edition 3
7. Shaumand Seigel, Statistics for Business (Latest Edition)

## INTERNATIONAL BUSINESS MANAGEMENT

### COURSE DESCRIPTION/OBJECTIVE

This course provides the manager's perspective in the fields of international payments, international trade, and the analyzation of investments. Emphasis is given to the materials and concepts that illuminate the strategies, structure, practices, and effects of multinational enterprises. The topics to be covered are: The Nature of International Business Management; Marketing to Customers with Diverse Cultural Backgrounds; Operations in Diverse Political and Legal

Environments; Finance in the International Marketplace; Human Resources and Employees of Diverse Cultural Backgrounds; and Strategy and Structure of International or Global Enterprises.

## INDENTED LEARNING OUTCOMES

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

1. Develop an understanding of the worldwide developments and foundations for international business and the cultural context for managing in an overseas environment.
2. Develop an understanding of the Macroeconomic and political changes that have taken place in the era of Globalization and beyond Globalization.
3. Investigate the political economy of international business, trade and investment.
4. Describe and explain trade and the investment environment in which international business transactions occur.
5. Develop an understanding of the global monetary framework in which international business transactions are conducted.
6. Develop an understanding of the Foreign Exchange Market in which international business transactions can be affected.
7. Develop an understanding of the benefits and risks of the global capital market on international business transactions.
8. Examines the strategies and structures that firms adapt in order to compete effectively in the international business environment.
9. Examine the strategies and functions of international management in the areas of managing political risk, negotiations, planning, organizing international operations, decision making and controlling.
10. Develop an understanding of the horizons of international business and Management in the areas of social responsibility and ethics in the era of globalization.
11. Provide a blend of solid research based information compiled with real world current events and interesting application examples that help explain and reinforce important international topics

## COURSE CONTENTS

<b>Week 01,02,</b>	<b>THE NATURE OF INTERNATIONAL BUSINESS</b> <ul style="list-style-type: none"> <li>• Why study global business</li> <li>• The process of internationalization</li> <li>• Theories of internationalization</li> <li>• Regional trading blocs</li> </ul>
<b>Week 03,</b>	<b>CULTURAL INFLUENCES ON INTERNATIONAL BUSINESS</b> <ul style="list-style-type: none"> <li>• Importance of culture</li> <li>• The elements of culture</li> <li>• Evaluating cultural differences</li> <li>• &amp;XOWXUH DQG 01&amp;¶6</li> </ul>
<b>Week 04,05</b>	<b>THE INTERNATIONAL ECONOMIC ENVIRONMENT</b> <ul style="list-style-type: none"> <li>• Economic systems</li> <li>• Economic structure</li> <li>• International organizations (WTO, UNO, IBRD</li> </ul>

	<p>IMF, OPELEU)</p> <ul style="list-style-type: none"> <li>• Theories of international trade</li> <li>• Theories of international investment.</li> <li>• The balance of payment</li> <li>• Free trade versus protection</li> <li>• Techniques of protection</li> <li>• Trade in services</li> </ul>
<b>Week 06</b>	<p><b>THE INTERNATIONAL POLITICAL AND LEGAL ENVIRONMENT</b></p> <ul style="list-style-type: none"> <li>• Political factors</li> <li>• The international legal environment</li> <li>• The conflict of laws</li> <li>• Arbitration</li> <li>• Uniform laws</li> <li>• Economic and Political Integration</li> </ul>
<b>Week 07</b>	<p><b>THE MULTINATIONAL COMPANY</b></p> <ul style="list-style-type: none"> <li>• The pros and cons of multinationals</li> <li>• Control of MNC activities</li> <li>• MNC conflict with national government</li> <li>• Techniques of host country control</li> <li>• UNCTAD codes</li> <li>• The OECD codes</li> </ul>
<b>Week 08,09</b>	<p><b>DIRECT FOREIGN INVESTMENT</b></p> <ul style="list-style-type: none"> <li>• Trends indirect foreign investment</li> <li>• Reasons for direct foreign investment</li> <li>• Strategies for direct foreign investment</li> <li>• Acquisitions</li> <li>• Crossborder mergers and takeovers</li> <li>• Transaction cost analysis</li> </ul>
<b>Week 10,11</b>	<p><b>INTERNATIONAL TECHNOLOGY TRANSFER</b></p> <ul style="list-style-type: none"> <li>• Reasons for technology transfer</li> <li>• Licensing and franchising</li> <li>• Legal aspects of franchising</li> <li>• Patent violations</li> <li>• Protection of trademark</li> <li>• International agreements concerning intellectual property</li> </ul>
<b>Week 12</b>	<p><b>INTERNATIONAL LOGISTICS AND DISTRIBUTION</b></p> <ul style="list-style-type: none"> <li>• Sea transport, air transport, rail and road transport</li> <li>• INCOTERMS</li> <li>• Warehousing</li> <li>• Distribution channels</li> <li>• Use of agents and distributors</li> <li>• Agency contracts</li> <li>• Special Distribution problems</li> </ul>
<b>Week 13</b>	<p><b>INTERNATIONAL FINANCIAL MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• The international monetary system</li> </ul>

	<ul style="list-style-type: none"> <li>• Exchange rates</li> <li>• International capital markets</li> <li>• Management of foreign exchange risk</li> <li>• Bills of exchange, letters of credit and factoring</li> </ul>
<b>Week 14</b>	<b>INTERNATIONAL BUSINESS ENTRIES.</b> <ul style="list-style-type: none"> <li>• Exporting</li> <li>• Joint ventures</li> <li>• Subsidiaries</li> <li>• Locating export markets</li> <li>• International marketing research</li> <li>• International market segmentation</li> </ul>
<b>Week 15</b>	Final Project (Report Submission & Presentations)

## TEXTBOOK

1. Roger Bennett. International Business 2<sup>nd</sup> edition, Financial Times Pitman publishing.

## REFERENCE BOOK

1. Czinkota, Michael. R Ronkainen, Ilkka. A (2001) Global Business, 3<sup>rd</sup> Edn, South-Western
2. Claude M. Jonnard, International Business and Trade: Theory, Practice, and Policy, International Business Series.

## BUSINESS POLICY

### COURSE DESCRIPTIONS

&RXUVH\_&DWDORJ\_'HVFULSWLRQ\_ 7KLV FRXUVH LV D 'FDSVWRQH' VHPLQDU LQ J management and can be only taken upon successful completion of the five preceding courses. The knowledge, theories, skills, and techniques derived from all previous courses will be integrated. Analysis and diagnosis of business problems will be applied in order to formulate strategies, tactics, plans, and policies for the improvement of organizational performance. Accomplished through practice in rational and responsible decision-making processes, the course will develop a well-defined approach to solving the technical, economic, and human problems of management.

### INDENTED LEARNING OUTCOMES

At the conclusion of this course, the student should be able to:

1. Providing recapitulations and summaries;
2. Making observations that integrate concepts and discussions;
3. Citing relevant personal examples;
4. Asking key questions that lead to revealing discussions;
5. Engaging in devil's advocacy;
6. Disagreeing with the instructor when the difference of opinion serves as both counterpoint and a way of exploring all sides of a concept, issue, or practice;
7. Presenting one of his/her thought items to the class;
8. Working with others to come to a common understanding of topics -- in and out of the classroom;

9. Offering a different and unique, but relevant insight into the issue;
10. Moving the discussion forward with a concrete example to generate a deeper, richer appreciation of the conceptual issue; and
11. 7UDQVFHQGLQJ WKH <sup>3</sup>, IHHO´ \Qdrome, meaning your comment is embedded in some conceptual or experiential framework.

## COURSE CONTENT

<b>Week 01,02</b>	Introductory Lecture 37KH \QDPLFV RI %XVLQHVV DQG (FRQRPLFV´
<b>Week 03,04</b>	Ethical Business Policy and Strategy Business Ethics and Social Responsibility
<b>Week 05,06</b>	Business in a Borderless World
<b>Week 07,08</b>	0 DQDJLQJ 8QLRQLJHG(PSOR\HHV´ In-&ODVV +DQGRXW_ 3/DERU 5HODWLRQV LQD *OREDO &RQWH[W
<b>Week 09,10</b>	Managing Human Resources The Nature of Management
<b>Week 11,12</b>	<b>Organization, Teamwork, and Communication</b> <b>Motivating the Workforce</b>
<b>Week 13</b>	<b>Options for Organizing Business</b> <b>Small Business, Entrepreneurship, and Franchising</b>
<b>Week 14</b>	Customer-Driven Marketing Dimensions of Marketing Strategy
<b>Week 15</b>	<b>Accounting and Financial Statements</b> <b>Money and the Financial System</b>
<b>Week 16</b>	<b>Financial Management and Securities Markets</b>
<b>Week 17</b>	<b>Final Exam</b>

## REQUIRED TEXTBOOKS:

1. Paperback O. C. Ferrell and Geoffrey Hirt. Business: A Changing World. Sixth Edition. McGraw-Hill Irwin, 2008.

# BBA

## Management Specialisation Courses

<b>TOTAL QUALITY MANAGEMENT</b>
<b>CORPORATE SOCIAL RESPONSIBILITY</b>
<b>CORPORATE STRATEGY</b>
<b>DECISION SUPPORT SYSTEMS</b>
<b>E-COMMERCE</b>
<b>LEADERSHIP</b>
<b>MANAGERIAL ECONOMICS</b>

### **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.

### PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
Lectures	Multimedia presentations, group discussions, Knowledge of Computer
Active Learning	

### COURSE CONTENTS

Week 01,02	<b>INTRODUCTION TO TOTAL QUALITY MANAGEMENT</b> <ul style="list-style-type: none"> <li>• Definition of TQM</li> <li>• Overview of quality and dimensions of quality</li> <li>• TQM framework</li> <li>• Quality Gurus and their contribution to TQM</li> <li>• Obstacles in implementing TQM program in an organization</li> </ul>
Week 03,04	<b>Role Of Top Management In Implementing TQM</b> <ul style="list-style-type: none"> <li>• Quality statements</li> <li>• Importance of Communication in implementing TQM program</li> </ul>
Week 05,06	<b>RELATIONSHIP OF CUSTOMER SATISFACTION AND QUALITY IMPROVEMENT</b>
Week 07,08	<b>ROLE OF EMPLOYEES TEAMWORK AND EMPLOYEE EMPOWERMENT INITIATIVES FOR SUCCESSFUL TQM PERFORMANCE</b>
Week 09,10	<b>PERFORMANCE MEASURES FOR TQM</b> <ul style="list-style-type: none"> <li>• Typical measurements (cost, time, HR, marketing, administrative measures and so on)</li> <li>• Criteria for choosing performance measures and building performance excellence</li> </ul>
Week 11,12	<b>QUALITY MANAGEMENT SYSTEM</b> <ul style="list-style-type: none"> <li>• Benefits of ISO registration</li> </ul>

	<ul style="list-style-type: none"> <li>• ISO Series of Standards</li> <li>• Environmental management system (ISO 14000)</li> </ul>
<b>Week 13,14</b>	<b>SATISTICAL PROCESS CONTROL</b> <ul style="list-style-type: none"> <li>• Introduction to SPC</li> <li>• Basic SPC Tools</li> </ul>
<b>Week 15</b>	Final Project (Report Submission & Presentations)

### ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	1	5%
	Assignment	1	5%
	Project	1	10%
	Mid-Term	1	30%
Final Exam	End Term Exam		50%

### TEXTBOOKS:

1. John S. Oakland (2005) Total Quality Management, (3<sup>rd</sup> edition), Butterworth-Heinemann, An Imprint of Elsevier, Linacre House, Jordan Hill, Oxford, 200 Wheeler Road, Burlington.
2. Subburaj Ramasamy (2005) Total Quality Management, Tata McGraw-Hill Publishing Company Limited, Delhi

### REFERENCE:

1. Foster, T. S. (2006). Managing quality: An integrative approach (2nd ed.). Upper Saddle, NJ: Prentice Hall.
2. Sadikoglu, E. (2004, September). Total quality management: Context and performance. The Journal of Academy of Business, Cambridge, 5 (1/2), 364-366.

## CORPORATE SOCIAL RESPONSIBILITY

### COURSE DESCRIPTION

This course is designed to engage students in a discussion of Corporate Social Responsibility through a series of interactive learning activities. The course will begin with preparing the students to discuss and debate the definition and situations in which companies have not done a very good job at demonstrating good & SUDFWLFHV\_DQG ZHOO H[DPLQH WKH FRPSOH[LW RI WKRVL VLWXDWLRQV DG RI SRVVLEOH UHVSQRVHV\_ )LQDOO\_ ZHOO ORRN DW VRPH FRPSDQLHV WKD GHPRQVUDWHG & EHVW SUDFWLFHV\_DQG GLVFXVV ZKDW WKHVLV H[DPSOHV V WEDN apply in our future careers. The class depends highly on student participation, and student interests will drive the topics and situations that are considered and discussed.



## LEARNING OBJECTIVES:

After successfully completing this course, students will be able:

- To explain what Corporate Social Responsibility means
  - To understand the complex balance between CSR and other elements of company strategy
  - To identify real-world CSR best practices and to reflect on how those might be more broadly applied
  - To critically analyze situations where companies are facing CSR issues, including an appreciation of the interests of various stakeholders
  - To recommend a course of action that balances CSR with other business interests, and is compelling and persuasive
- After successfully completing this course.

## COURSE CONTENTS

<b>Week 01</b>	Introduction to CSR The roles and objectives of corporations, and the nature of CSR
<b>Week 02</b>	Externalities (costs and benefits), market failures and CSR components
<b>Week 03</b>	Accountability, corporate governance and voluntary disclosure
<b>Week 04</b>	6 WDNHKROGHU HQJDJHPHQW DQG VWDN HKROGHUV¶ LQWHUHVWV
<b>Week 05</b>	, QYHVWRUV¶ LQWHUHVWV DQG &65 FRQVLGHUDWLROQ
<b>Week 06</b>	Disclosure regulation
<b>Week 07</b>	Trends in CSR reporting
<b>Week 08</b>	MID SEMESTER BREAK
<b>Week 09</b>	Theories of CSR behaviour and disclosure
<b>Week 10</b>	Theories of CSR behaviour and disclosure continued
<b>Week 11</b>	CSR accounting and measurement issues
<b>Week 12</b>	CSR reporting: voluntary initiatives and guidelines
<b>Week 13</b>	Contemporary issues

## REQUIRED TEXTBOOK

1. Dunphy, D., A. Griffiths and S. Benn. Organisational Change for Corporate Sustainability. London: Routledge, 2003.

# CORPORATE STRATEGY

## COURSE DESCRIPTION

This course deals with major techniques and approaches to the development and implementation of strategy as it concerns firms competing domestically and internationally. We will explore the underlying concepts, analytical techniques, and evaluation of strategic options that form the basis for strategic analysis and action. This course is designed to introduce you to key strategic concepts and to explore the reasons for the success and failure of businesses in this era of global competition. The course teaches concepts applicable to firms around the world, with a special emphasis to small and large companies based in Asia.

## LEARNING OUTCOME

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

1. Familiar with the concepts, frameworks and techniques of strategy
2. Gain expertise in applying these concepts, frameworks and techniques to:
  - ‡ understand the reasons for good or bad performance by a firm
  - ‡ generate strategy options for a firm
  - ‡ assess available options under conditions of imperfect knowledge
  - ‡ select the most appropriate strategy
  - ‡ recommend means of implementing the chosen strategy.
3. Enhance your ability to:
  - ‡ view business problems from a strategic perspective
  - ‡ develop original and innovative approaches to strategic problems that span national boundaries
  - ‡ create convincing plans of action for resolution of business problems.
4. Improve your analytical, discussion and presentation skills.

## COURSE CONTENTS

<b>Week 01,02</b>	<b>Strategy Frameworks</b> This session introduces core concepts in strategy to develop simple strategic frameworks to guide strategic thinking. The key focus will be on the factors that influence strategy: customers, competition and competencies. Issue: How can leaders think strategically?
<b>Week 03,04</b>	<b>Leadership, Intent, Strategy and Success</b> We continue our discussion of strategy, by focusing on the relationship between Intent, strategy and firm success. What role do leaders play in this process? What does a final strategy document contain? Issues: How can a company effectively align its intent, strategy and operations?

<b>Week 05,06</b>	<p><b>Outlining your strategy</b></p> <p>We will work in small teams to clarify the following issues:</p> <ul style="list-style-type: none"> <li>- :KDW LV \RXU FRPSDQ\¶V VWUDWHJLF LQWHQW"</li> <li>- What are your XQLW¶V VWUDWHJLF REMHFWLYHV"</li> <li>- Which strategy will achieve these strategic objectives?</li> </ul>
<b>Week 07,08</b>	<p><b>Competencies and Competition</b></p> <p>We focus on clarifying the concept of competencies, a major determinant of business success. A key issue is how competencies relate to customers and competitors. We will establish that this relationship is at the core of strategy.</p> <p>Issue:</p> <p>:KDW DUH \RXU FRPSDQ\¶V FRUH FRPSHWHQFLHV LQ WKH ZRUOG regions in which it competes?</p>
<b>Week 09,10</b>	<p><b>Refining your strategy</b></p> <p>We will work continue to work in small teams to clarify the following issues:</p> <p>:KDW DUH \RXU FRPSDQ\¶V UHVRXUFHV DQG FRPSHWHQFLHV"</p>
<b>Week 11,12</b>	<p><b>Lecture and Discussion: Competencies, Resources and Corporate Growth</b></p>
<b>Week 13,14</b>	<p><b>Lecture and Discussion ± Competition, strategy and firm performance</b></p>
<b>Week 15,16</b>	<p>Final Project (Report Submission &amp; Presentations)</p>

## TEXTBOOK:

1. Singh, Kulwant and Andrew Delios. 2005. Strategy for Success in Asia . John. Wiley & Sons (Pte.), Singapore. ISBN 0-470-82137-X.

## DECISION SUPPORT SYSTEMS

### CATALOG DESCRIPTION

A study of decision support systems and applications. Topics include: decision support framework, decision processes, design and development, architecture and networking, web-based DSS, evaluating DSS projects

As a result of our work together in this course, you should:

1. To review and clarify the fundamental terms, concepts and theories associated with Decision Support Systems, computerized decision aids, expert systems, group support systems and executive information systems.
2. To examine examples and case studies documenting computer support for organizational decision making, and various planning, analysis and control tasks.
3. To discuss and develop skills in the analysis, design and implementation of computerized Decision Support Systems.

4. To examine user interface design issues and evaluate the user interfaces and capabilities of Decision Support Systems.
5. To improve hands-on skills using HTML, Microsoft Access and Excel, and JavaScript for building state-of-the-art Decision Support Systems, especially Web-Based systems that use advanced computing and networking technologies.
6. To understand that most Decision Support Systems are designed to support rather than replace decision makers and the consequences of this perspective for designing DSS.
7. To discuss organizational and social implications of Decision Support Systems.

## COURSE CONTENT

<b>Week 1</b>	Ch. 1 Supporting Business Decision-Making Tutorial 1: Using Worksheets to Make Business Decisions
<b>Week 2</b>	Ch. 2 Gaining Competitive Advantage with DSS Tutorial 2: Creating a Worksheet
<b>Week 3</b>	Ch. 3 Analyzing Business Decision Processes Tutorial 3: Developing a Professional-Looking Worksheet
<b>Week 4</b>	Ch. 3 Analyzing Business Decision Processes Tutorial 4: Creating Charts
<b>Week</b>	
<b>Week 5</b>	Ch. 4 Designing and Developing DSS
<b>Week 6</b>	Review Power DSS Chs. 1-4
<b>Week 7</b>	Ch. 5 Designing and Evaluating DSS User Interfaces Tutorial 7: Developing an Excel Application
<b>Week 8</b>	Ch. 6 Evaluating DSS Architecture, Networking and Security Issues Tutorial 11: Importing Data into Excel
<b>Week 9</b>	Ch. 7 Implementing Communications-Driven and Group DSS Tutorial: Using Microsoft Netmeeting for Decision Support
<b>Week 10</b>	Ch. 8 Building Data and Document-Driven DSS Tutorial 5: Working with Excel Lists Appendix 2: Using Data Maps
<b>Week 11</b>	
<b>Week 12</b>	Review Power DSS Chs. 5-8
<b>Week 13</b>	Ch. 9 Building Knowledge-Driven DSS and Mining Data Tutorial 9: Data Tables and Scenario Management
<b>Week 14</b>	Ch. 10 Building Model-Driven DSS Tutorial 10: Using Solver for Complex Problems
<b>Week 15</b>	Final Term

## TEXT AND READINGS:

### Our primary text is:

1. Power, D. J. Decision Support Systems: Concepts and Resources for **Managers**.
2. An MS Excel text like: Parsons, J., D. Oja, R. Ageloff and P. Carey, **New Perspectives on Microsoft Excel 2000-Comprehensive Enhanced**, Course Technology, ISBN: 0-619-04427-6, 2001.
3. You will probably want to subscribe to DSSResources.COM. The subscription cost is \$10 for 1 month or \$20 for 4 months. The subscriber zone has support materials that you may find useful.

## E-COMMERCE

### COURSE DESCRIPTION

This course emphasizes organizational issues related to electronic commerce, such as business models for B2B or B2C e-commerce, technology infrastructure, electronic payment mechanisms, information privacy, and competitive advantage.

### LEARNING OUTCOME

The objectives of the course are to provide students with an appreciation of the major technical and organizational issues related to e-commerce. By the end of the semester, the student will be able to:

- Explain how electronic commerce can be used to create a competitive advantage for an organization;
- Analyze the strengths and weaknesses of different business models related to B2B and B2C electronic commerce;
- Analyze a business case and identify strengths and weaknesses in the e-commerce strategy;
- Explain many technical, ethical, and policy issues in electronic commerce (e.g., data mining, security, privacy, and intellectual property rights) as well as how individuals, organizations, and policy makers are addressing these problems.
- Explain the effects of policy decisions on e-commerce and businesses

### COURSE SCHEDULE

	<b>Topics to be covered in the course</b>	<b>Learning Objective of this topic</b>
1.	Introduction to e-Commerce	To define electronic commerce (EC) and describe its various categories. Describe and discuss the content and framework of EC. Describe the major types of EC transactions. Describe the digital revolution as a driver of EC. Describe the business environment as a driver of EC. Describe some EC business

		models. Describe the benefits of EC to organizations, consumers, and society. Describe the limitations of EC. Describe the contribution of EC to organizations responding to environmental pressures.
2.	e-Commerce Infrastructure	Define e-marketplaces and list their components. List the major types of e-marketplaces and describe their features. Describe the various types of EC intermediaries and their roles. Describe electronic catalogs, shopping carts, and search engines. Describe the various types of auctions and list their characteristics. Discuss the benefits, limitations, and impacts of auctions. Describe bartering and negotiating online. Define e-commerce and explain its role as a market mechanism. Discuss liquidity, quality, and success factors in e-marketplaces. Describe the economic impact of EC. Discuss competition in the digital economy. Describe the impact of e-marketplaces on organizations
3.	Business Models and e-Commerce	Describe electronic retailing (e-tailing) and its characteristics. Define and describe the primary e-tailing business models. Describe how online travel and tourism services operate and their impact on the industry. Discuss the online employment market, including its participants, benefits, and limitations. Describe online real estate services. Discuss online stock-trading services. Discuss cyber-banking and online personal finance. Describe on-demand delivery by e-grocers. Describe the delivery of digital products and online entertainment. Discuss various e-tail consumer aids, including comparison-shopping aids. Identify the critical success factors and failure avoidance tactics for direct online marketing and e-tailing. Describe re-intermediation, channel conflict, and personalization in e-tailing
4.	e-Commerce Strategy	Describe the factors that influence consumer behavior online. Understand the decision-making process of consumer purchasing online. Describe how companies are building one-to-one relationships with customers. Explain how personalization is accomplished online. Discuss the issues of e-loyalty and e-trust in EC. Describe consumer market research in EC. Describe Internet marketing in B2B, including organizational buyer behavior. Describe the objectives of Web advertising and its characteristics. Describe the major advertising methods used on the Web. Describe various online advertising strategies and types of promotions. Describe permission marketing, ad management, localization, and other advertising-related issues. Understand the role of intelligent agents in consumer issues and advertising applications.
5.	Supply Chain Management and e-Commerce	Define the supply chain and describe its characteristics and components. List supply chain problems and their causes. List solutions to supply chain problems provided by EC. Define c-

		commerce and list the major types. Describe collaborative planning and Collaboration, Planning, Forecasting, and Replenishing (CPFR) and list the benefits of each. Define intrabusiness EC and describe its major activities. Discuss integration along the supply chain. Understand corporate portals and their types and roles. Describe e-collaboration tools such as workflow software and groupware.
6.	Innovative EC Systems	Describe e-government to citizens (G2C) to businesses (G2B) and to others. Describe various e-government initiatives. Discuss online publishing, e-books, and blogging. Describe e-learning and virtual universities. Describe knowledge management and dissemination as an e-business. Describe C2C activities. Understand how peer-to-peer technology works in intrabusiness, in B2B, and in C2C
7.	e-Commerce Security and Controls	Document the trends in computer and network security attacks. Describe the common security practices of businesses of all sizes. Understand the basic elements of EC security. Explain the basic types of network security attacks. Describe common mistakes that organizations make in managing security. Discuss some of the major technologies for securing EC communications. Detail some of the major technologies for securing EC networks components.
8.	Electronic Payment Systems	Understand the shifts that are occurring with regards to non-cash and online payments. Discuss the players and processes involved in using credit cards online. Discuss the different categories and potential uses of smart cards. Discuss various online alternatives to credit card payments and identify under what circumstances they are best used. Describe the processes and parties involved in e-checking. Describe payment methods in B2B EC, including payments for global trade. Discuss electronic bill and invoice presentation and payment. Understand the sales tax implications of e-payments.
9.	Mobile Commerce and Pervasive Computing	Define mobile commerce and understand its relationship to e-commerce. Understand the mobile computing environment that supports m-commerce. Describe the four major types of wireless telecommunications networks. Discuss the value-added attributes and fundamental drivers of m-commerce. Discuss m-commerce applications in finance, advertising, and provision of content. Describe the application of m-commerce within organizations. Understand B2B and supply chain management applications of m-commerce. Describe consumer and personal applications of m-commerce. Understand the technologies and potential application of location-based m-commerce. Describe the major inhibitors and barriers of m-commerce. Discuss the key characteristics and current uses of pervasive computing

10	Legal and Ethical Issues in e-Commerce	Describe the differences between legal and ethical issues in EC. Understand the difficulties of protecting privacy in EC. Discuss issues of intellectual property rights in EC. Describe unsolicited ad problems and remedies. Understand the conflict between free speech and censorship on the Internet. Describe major legal issues in EC. Describe the types of fraud on the Internet and how to protect against them. Describe representative societal issues in EC. Describe the role and impact of virtual communities on EC. Describe the future of EC
11.	Global, Social, and Other Issues in e-Commerce	Describe the strategic planning process. Describe the purpose and content of a business plan. Understand how e-commerce impacts the strategic planning process. Understand how EC applications are formulated, justified, and prioritized. Describe strategy implementation and assessment, including the use of metrics. Evaluate the issues involved in global EC. Analyze the impact of EC on small and medium-sized businesses
12.	E Commerce in Pakistan and the Developing world (the opportunities and challenges)	Describe the use of e-commerce in Pakistan. Describe various trends that are affecting the corporate culture in Pakistan. Describe how certain organizations have performed by adopting a certain EC model.

### REFERENCE TEXT:

1. Electronic Commerce. A Managerial Perspective by Efraim Turban David King, Judy McKay, Peter Marshall, Jae Lee, Dennis Viehland, 2008.
2. Electronic Commerce, Greenstein & Feinman
3. Electronic Commerce. Business, Technology. Society. By Kenneth C. Laudon Carol Guercio traver
4. Electronic Commerce, By: Gary P. Schneider

## LEADERSHIP

### COURSE DESCRIPTION

Leadership is not a new concept and has been discussed for years. One main difference between leadership and management is the process of obtaining results through individuals. Management relates to planning, organizing, controlling and implementing work to obtain desired results. Leadership takes the process a step further by involving how the employees think and feel. Leadership has been conceived as the focus of group processes, as a matter of personality, as a matter of inducing compliance, as the exercise of influence, as particular behaviors, as a form of persuasion, as a power relation, as an instrument to achieve goals, as an effect of interaction, as a differentiated role, as initiation of structure, and as many combinations of these definitions. Effective leaders are critical to the success of an organization, and leadership development is important to develop good leaders.



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

## LEARNING OUTCOMES

After studying this course the students should be able to:

1. Explain the underlying theories and current research findings for effective leadership behaviors in the workplace.
2. Apply different leadership styles to lead effectively in their personal and professional settings.
3. Explore, articulate and synthesis leadership choices in making business decisions and ethical judgments.
4. Evaluate others as well as their own leadership and managerial potential.
5. Identify the individual & situational characteristics that affect leadership effectiveness.
6. Develop effective leaders and followership.

Sessions	Topics	Expected learning outcomes
1	Introduction/Ice Breaking	Participants should feel a relaxed and conducive learning environment
	Introduction to leadership	6WXGHQWV ZLOO EH DEOH WR «« <ul style="list-style-type: none"> <li>• Define Leadership.</li> <li>• Explore how they can relate themselves towards</li> </ul>
2	Leaders as an individuals: <i>A personal side of Leadership</i>	6WXGHQWV ZLOO EH DEOH WR «« <ul style="list-style-type: none"> <li>• Explore the relationship of traits with leadership dynamics</li> <li>• Explain the impact that Personality, Values, Attitude, and Cognitive styles have on leadership effectiveness in organizations.</li> <li>• Explore different leadership styles i.e. transactional, transformational and charismatic leadership.</li> </ul>
3	Contingent Perspective of Leadership	6WXGHQWV ZLOO EH DEOH WR «« <ul style="list-style-type: none"> <li>• Relate the theoretical concepts with practices of leadership</li> <li>• Understand how the theory of individualized leadership has broadened the understanding of relationship between leaders, followers and situation.</li> </ul>
4	Heart, Mind and Morality of	6WXGHQWV ZLOO EH DEOH WR «« <ul style="list-style-type: none"> <li>• Exhibit leadership by staying mentally alert, thinking</li> </ul>

	Leaders	critically & independently, and being mindful rather than mindless. <ul style="list-style-type: none"> <li>Apply systems thinking and personal mastery in their social as well as professional existence.</li> </ul>
5	Followership	6WXGHQWV ZLOO EH DEOH WR «« <ul style="list-style-type: none"> <li>'HILQH WKH UROH RI IROORZHUV LQ OHDGHUV¶ HIIHFWLYH</li> <li>Explain that how leaders can develop followers by identifying their styles to be effective leaders.</li> </ul>
6	Leadership Communication	6WXGHQWV ZLOO EH DEOH WR «« <ul style="list-style-type: none"> <li>Identify the differences in communication channels of Leaders and Managers.</li> <li>Explain the key elements of effective leader communication.</li> </ul>
7	Leading Through Vision	6WXGHQWV ZLOO EH DEOH WR «« <ul style="list-style-type: none"> <li>Explain the role of vision in leading organizational excellence.</li> <li>Develop their personal leadership vision.</li> </ul>
8	Leadership In Practice (Guest Speaker)	6WXGHQWV ZLOO EH DEOH WR «« <ul style="list-style-type: none"> <li>Identify the different leadership approaches practicing by the corporate world.</li> </ul>
9	<b>MID TERM</b> (1 <sup>st</sup> Half)	
	Leading through Power & Politics (2 <sup>nd</sup> Half)	6WXGHQWV ZLOO EH DEOH WR «« <ul style="list-style-type: none"> <li>'HILQH WKHG\QDPLFV RI OHDGHUV¶ SRZHU EDVHV_ DQG V</li> <li>relationship among power, politics and leadership effectiveness.</li> </ul>
10		
	Motivation and Empowerment	TheVWXGHQW ZLOO EH DEOH« <ul style="list-style-type: none"> <li>Work on creating difference through developing conducive environment</li> <li>Theories of motivation through leadership lens.</li> </ul>
11	Leading team and Diversity	6WXGHQWV ZLOO EH DEOH WR «« <ul style="list-style-type: none"> <li>Turning individuals into team players</li> <li>Handling different type of teams with the help of leadership skills.</li> </ul>
12	<b>GUEST SPEAKER</b>	6WXGHQWV ZLOO EH DEOH WR «« <ul style="list-style-type: none"> <li>Explore the expectations of corporate world from the new generation of business leaders.</li> </ul>
13	Leading Change and Learning	6WXGHQWV ZLOO EH DEOH WR «« <ul style="list-style-type: none"> <li>6HH WKHSUHVVXUHV DQG FKDQJHV LQ WRGD¶V RUJDQLJ</li> <li>([SDQG RZQ DQGRWKHU¶V FUHDWLYLW DQG LQRYDWR</li> </ul>
14&15	Group Quiz Round & Final Presentation	Students will work in groups. Demonstrating acquired knowledge using their presentation skills.

## RECOMMENDED BOOKS:-

In order to develop a diverse, practical and comprehensive approach towards leadership, literature, exercises and cases will be used from following books. Therefore, The Leadership Experience (Richard L. Daft) will be used as text book. All the material taken from journals, research papers, newspapers or sources other than these books will be provided in advance.

1. The Leadership Experience, by Richard L. Daft. 3<sup>rd</sup> or latest edition. Thomson, South-western. (Text Book)
2. The Heart of Leadership, by Robert E. Staub. 12 Practices of Courageous Leaders.
3. The Timeless Leader, by John K. Clemens and Steve Albrecht

## MANAGERIAL ECONOMICS

### CAPSULE STATEMENT

Managerial Economics is a key branch of economics at graduate level. This is basically applied microeconomics though it uses macroeconomic variables also. The subject matter deals with the economic theory and its application in business management. The course provides a unifying theme of managerial decision making around the theory of the firm. It examines the process whereby a firm can reach its goals. The course covers a variety of topics such as demand Analysis, Estimation and forecasting, market structure, production and cost analysis, pricing practices, economic optimization and risk analysis. A strong grasp of the principles that govern the behavior of economic agents (firms, individuals and government) is a vital managerial talent.

The course provides practical guidelines to students to analyze in depth the managerial decisions in the market. It enables students to comprehend the complexity, risk element, and key success in business. A sound background of mathematical and statistical tools makes the understanding of the subject matter more interesting and easier.

### LEARNING OUTCOMES

After completing this course participants must be able to:

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

## CALENDARACTIVITIES

Session	Topic(s)
1, 2	<ul style="list-style-type: none"> <li>• The nature and scope of Managerial Economics.</li> <li>• Management Problem</li> <li>• Effective Management</li> <li>• Theory of firm</li> <li>• The objective of the Firm</li> <li>• Constraints faced by a firm</li> <li>• Business vs. Economic profit</li> <li>• Theories of Economic profit</li> </ul>
3,4	<p>Advanced Demand Analysis</p> <ul style="list-style-type: none"> <li>• The Market Demand Function</li> <li>• Total and Marginal Revenue</li> <li>• Sensitivity analysis</li> <li>• Computation of Price, Income and Cross price Elasticity of Demand by two Methods</li> <li>• Uses and Application of Price, Income and Cross-Price Elasticity of demand</li> <li>• Some other Demand Elasticity</li> </ul>
5	<p>Advanced Demand Analysis</p> <ul style="list-style-type: none"> <li>• Price elasticity, Marginal Revenue and Total Revenue</li> <li>• Optimal Pricing Policy under given price elasticity</li> </ul>
6	<p>Demand estimation by Regression Analysis</p> <ul style="list-style-type: none"> <li>• Simple Linear and Multiple Linear Regression Models</li> <li>• Significance of estimated coefficients and model</li> <li>• Use of <math>R^2</math></li> </ul>
7	<p>Demand Forecasting</p> <ul style="list-style-type: none"> <li>• Quantitative Methods for Forecasting</li> <li>• Best Forecasts</li> <li>• Forecasting power of a Regression Model</li> </ul>
8	<p style="text-align: center;"><b>Mid-Term Exam</b></p>
9,10	<p>Economic Optimization</p> <ul style="list-style-type: none"> <li>• Mathematical tools for derivatives</li> <li>• Unconstrained vs. Constrained Optimization</li> <li>• The substitution vs. the Lagrange Methods of Optimization</li> </ul>

11,12	Production Analysis <ul style="list-style-type: none"> <li>• Production Function</li> <li>• Total, Marginal and average Products in case of single and two variable inputs</li> <li>• Marginal Revenue Product and Optimal Employment of Inputs</li> <li>• Returns to scale vs. Returns to factor</li> </ul>
13	Cost Analysis <ul style="list-style-type: none"> <li>• Explicit and Implicit Costs</li> <li>• Incremental and Sunk Costs</li> <li>• Short-Run vs. Long-Run Costs</li> <li>• Economies of Scale and Economies of Scope</li> <li>• Learning Curves</li> <li>• Breakeven Analysis</li> <li>• Degree of Operating Leverage</li> </ul>
14	Pricing Practices <ul style="list-style-type: none"> <li>• Markup Pricing and profit maximization</li> <li>• Mark up on costs and price</li> <li>• Optimal markup on price and cost</li> <li>• Price discrimination</li> </ul>
15	Risk Analysis <ul style="list-style-type: none"> <li>• Economics Risk vs. Uncertainty</li> <li>• Various types of risk</li> <li>• Expected Profit of a Project</li> <li>• Absolute vs. Relative Risk</li> <li>• Beta as Measure of Risk</li> <li>• Managerial Applications</li> </ul>
16	<b>End-Term Exam</b>

**TEXTBOOK:**

1. DUN +LUVFKH\ \_\_\_\_\_ 30DQDJHULDO (FRQRPLFV' \_ Thomson: SouthWestern

**ADDITIONAL READINGS:**

1. William F. Samuelson, Stephen G. Marks (2003), Managerial Economics Fourth Edition, Wiley.
2. Lila J. Truett and Dale B. Truett (1998), Managerial Economics: Analysis, Problems, Cases , International Thomson Publishing
3. 0 LFKHDO %D\H \_\_\_\_\_ 30DQDJHULDO (FRQRPLFV DQG %XVLQHVV 6WUDWHJ' \_ ,UYL Publishers.
4. 'RPLQLFN 6DOYDWRUH \_ODWHVW HGLWLRQ\_\_ 30DQDJHULDO (FRQRPLFV LQ I (FRQRP\ \_ 0F\*UDZ +LOO\_
5. 3HWHUVHQ\_ /HZLV ~~DQG~~ \_\_\_\_\_ 30DQDJHULDO (FRQRPLFV' 3HDUVRn: Education.
6. \$EGXO 5\_ %XWW \_\_\_\_\_ 3/HDVW 6TXDUHV (VWLPDWLRQ RI (FRQRPHWULF 0RGHOV' (Revised Edition), National Book Foundation, Pakistan.

# Marketing Specialization Courses

<b>E-BUSINESS</b>
<b>SALES &amp; SELLING</b>
<b>ADVERTISING &amp; PROMOTION</b>
<b>ONLINE MARKETING</b>
<b>SUPPLY CHAIN MANAGEMENT</b>

## **E-BUSINESS**

The primary objective of this course is to introduce concepts, tools and approaches to e-business. The course will help you understand the ways in which companies use the Internet as a channel for conducting and expanding commerce. This course provides an introduction to E Business that takes place online. Online business is increasingly important in our networked world of global transactions and global competition.

Developments in computing technology and communication systems, most notably the internet, have created many new business opportunities for electronic commerce. New mechanisms for making money have developed. This course focuses on Business Models, Business opportunities, Technologies Security, laws and payment mechanisms pertaining to E-Commerce.

## **INTRODUCTION TO E BUSINESS**

- The Digital Economy
- E Commerce Fundamentals
- Introduction to E-Commerce Technologies
- The E Commerce Consumer
- Legal and Ethical Issues of Business
- Businesses-to-Business Ecommerce

## **E-BUSINESS INFRASTRUCTURES**

- Introduction
- Ecommerce Industry Structures
- Alliances, Partners, Outsourcing
- Portals and Search Engines
- Governmental Structures and Resources

- Keeping Track of Innovations and Changes

## **ELECTRONIC RETAILING**

- EcommerceTransactions: Shopping Carts and Payment Options
- Tracking Customers
- Security Issues, Strategies, and Resources
- Interactive Communication with Customers and Partners
- Customer-Pleasing E-Service
- Know Your Competition

## **INTRODUCTION TO ECOMMERCE WEB DESIGN**

- WebDesign Strategies and Concepts
- Web Design Architectures and Infrastructures
- Web Design Tools I: HTML, XTL, Java, etc.
- Web Design Tools II: Plugins and Multimedia
- Personalization, Persuasion, and Related Design Strategies
- Web Design Trends: Preparingfor the Future

## **E BUSINESS MARKETING**

- Introduction to Marketing Online
- E Marketing Strategies and Options
- E Marketing Resources
- Encouraging Customer Participation
- Creating Online Communities
- Customer Service andMarketing

## **ADVERTISEMENT IN E COMMERCE**

- Describe the objectives ofWeb advertisement, its types, and characteristics.
- Describe the major advertisement methods used on theWeb
- Describe various Webadvertisement strategies.
- Describe various types of promotions ontheWeb.
- Discuss thebenefits of push technology and intelligent agents.
- Understand themajor economic issues related toWeb advertisement.
- Compare paper and electronic catalogs anddescribe customized catalogs.
- DescribeWebadvertisement implementationissues ranging

## **ELECTRONIC COMMERCE IN SERVICE INDUSTRIES**

- Understandhow broker-based services are performed online.
- Describe online travel tourism services and their benefits.
- Discuss the impact of EC on thetravel industry.
- Describe the online job market, its drivers, and benefits.
- Describe the electronic real estatemarket.
- Discuss cyber banking, its drivers, and capabilities.
- Describe electronic auctions, their benefits, implementation, and impacts.

## **ELECTRONIC PAYMENTS SYSTEMS & SECURITY**

- Describe the typical electronic payment systems for EC.
- Identify the security requirements for safe electronic payments.
- Describe the typical security schemes used to meet security requirements.
- Identify the players and procedures of the electronic credit card system on the Internet.
- Discuss the relationship between SSL and SET protocols.
- Discuss the relationship between EFT and debit cards.
- Describe the characteristics of a stored-value card.
- Classify and describe the types of IC cards used for payments.
- Discuss the characteristics of electronic check systems.

## **TEXT BOOK**

1. Daniel Amor. (1999). The E-business (R) evolution: Living and Working in an Interconnected World. Upper Saddle River, NJ: Prentice Hall.

## **REFERENCE BOOK**

1. Turban, E., Lee, J., King, D., & Chung, H., Electronic Commerce: A Managerial Perspective

## **SALES & SELLING**

### **COURSE DESCRIPTION/OBJECTIVE**

This course introduces you to the issues, strategies, relationships that relate to the jobs developing sustainable revenue through well-managed sales and business-related activities. You will become acquainted with managing the sales force and helping them sell. Special emphasis is put on developing a sales program, managing strategic account relationships, team development, diversity in work force, sales force automation, problem-solving skills and financial issues.

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

### **INDENTED LEARNING OUTCOMES**

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

1. To successfully manage a sales team requires a set of skills, techniques and behaviors which actual sales experience does not provide.
2. To make the transition into sales management a success by introducing key practices and good habits in all the areas in which a sales manager is expected to perform.
3. To support the specialized roles within the sales function. Definition and ongoing maintenance of competency models, foundational curriculums required, delivery methods required and measurement strategies.
4. Sales learning, with respective HR Business Partners (HRBP) and other Learning Partners, to define learning and performance



solutions/programmes, which drive business, results. Maintains external perspective/network of best practices and benchmarks for Sales L&D.

5. Annual assessment and plan for new/changing requirements to meet needs of business specific Human Capital Plans (as defined with HRBP and Sr. Learning Partners). Assesses synergies across business units and provide input into priorities, opportunities for consideration by Learning Partners and HRBPs.

## PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

<b>Week 01</b>	Selling and Sales Management, Challenges in the Market, Sales Managers Job, etc
<b>Week 02</b>	Marketing and Sales Evolution, Sales Environment; Customer, Competition, Economics, Legal, Demography, etc
<b>Week 03</b>	Personal Selling, Relationship Selling, Seven Steps of Selling, etc
<b>Week 04</b>	Sales Leadership and Management, Activities of Sales Managers, Roles, Responsibilities, Skills, Authority, etc
<b>Week 05</b>	Organizational Buying and Purchasing, Difference b/w Individual and Organizational Buying, Buying Process, Negotiation Skills, etc
<b>Week 06</b>	Organizational Buying and Purchasing, Difference b/w Individual and Organizational Buying, Buying Process, Negotiation Skills, etc
<b>Week 07</b>	Sales Organization, Sales Force Types and Structures, Independent Sales Agents, etc
<b>Week 08</b>	<b>MID-TERM EXAMINATION</b>
<b>Week 09</b>	Sales Organization, Sales Force Types and Structures, Independent Sales Agents, etc
<b>Week 10</b>	Recruitment and Selection, Importance, Planning, Assessing, Recruiting, etc
<b>Week 11</b>	Training, Needs Assessment, Setting Objectives, Training topics, Formalized Program, etc
<b>Week 12</b>	Compensation, Reward System Management, Financial Rewards, Non-Financial Rewards, Other considerations, Relationship b/w Motivation and Compensation.
<b>Week 13</b>	Evaluation, Criteria for Performance Measurement, Performance Appraisal, Comparing Actual with Standard, Evaluating Teams, etc
<b>Week 14</b>	Motivating the Sales Team, Models of Motivation Process, Job-Related Factors, Individual Related Factors, Motivational Theory, etc

<b>Week 15</b>	Sales process
<b>Week 16</b>	Conclusion Session Terminal Exam (to be announced by the University)

### ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	Announced or unannounced	10%
	Assignment Project	3 and more	30% 10%
	Mid-Term	1	10%
Final Exam	End Term Exam		40%

### RECOMMENDED TEXT BOOKS

1. Eugene M. Johnson, David L., Kurtz & Eberhard E. Scheuing McGraw Hill. Sales Management; Concepts Practices and Case, 2<sup>nd</sup> edition.

### ADVERTISING & PROMOTION

#### COURSE DESCRIPTION/OBJECTIVE

Advertising and Promotion management is designed as an introduction to the field of integrated marketing communications (IMC). The emphasis is on the use of communication to meet marketing objectives, including but not limited to advertising. This course will provide a broad overview of many areas that pertain to marketing communication. Special attention will be placed on understanding the consumer in order to communicate better. Although creative issues will be examined, this is primarily a management, not a creative, course.

This course is intended to train you in the ways of advertising and other components of IMC. There are two parts to that ± background knowledge and questions ± advertising concepts in general, the specific terms that are used, and issues that arise. But you will also have to apply those concepts, theories, and tools, and to think through the issues to develop the best possible campaign and executions for the product or service and relevant audience. Advertising agencies know that the selection of strategies and executions are not arbitrary (as in choose 1 from column A, then 1 from column B); they must fit into the logic of the marketing plan, and communicate the right message for the product to the right target audience. The best method I know of to improve your critical thinking skills is class discussion and on your exams

## INDENTED LEARNING OUTCOMES

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

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

<b>Week 01</b>	<p><b>INTRODUCTION</b></p> <ul style="list-style-type: none"> <li>• Advertising: Definition, functions and classifications.</li> <li>• The evolution of modern advertising.</li> <li>• Advertising and the social, ethical and legal issues.</li> <li>• The structure of advertising department, Advertising agencies and the media.</li> </ul>
<b>Week 02</b>	<p><b>THE MARKETING MIX AND ADVERTISING</b></p> <ul style="list-style-type: none"> <li>• Advertising and the product.</li> <li>• Advertising and the price.</li> <li>• Advertising and the place.</li> <li>• Advertising and the promotion.</li> </ul>
<b>Week 03</b>	<p><b>THE ADVERTISING RESEARCH STAGES</b></p> <ul style="list-style-type: none"> <li>• Advertising strategy determination.</li> <li>• Concept development and testing.</li> <li>• Testing and evaluation of advertising.</li> </ul>
<b>Week 04</b>	<p><b>COPYWRITING AND ADVERTISING STRATEGY</b></p> <ul style="list-style-type: none"> <li>• Message strategy: The product marketing facts for copywriters.</li> <li>• Copy platform.</li> <li>• Objectives of creative copy.</li> <li>• The structure of copy.</li> <li>• How to write effective copy.</li> <li>• Common pitfalls and copywriting.</li> </ul>
<b>Week 05</b>	<p><b>DESIGNING THE ADVERTISING</b></p> <ul style="list-style-type: none"> <li>• The advertisement layouts.</li> <li>• The design principles.</li> <li>• The features of the best layout design.</li> </ul>

<b>Week 06</b>	<b>MEDIA PLANNING AND SELECTION</b> <ul style="list-style-type: none"> <li>• Role of media in marketing framework.</li> <li>• Defining media objectives.</li> <li>• Developing media strategies.</li> <li>• Media selection and scheduling.</li> </ul>
<b>Week 07</b>	<b>ADVERTISING MEDIA</b> <ul style="list-style-type: none"> <li>• Print media: Newspapers and magazines</li> <li>• Electronic media: Television, radio and limitations of cable.</li> <li>• Direct mail and the creative mix.</li> <li>• Out-of-home media.</li> <li>• Transit advertising</li> </ul>
<b>Week 16</b>	Conclusion Session Terminal Exam (to be announced by the University)

### ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	Announced or unannounced	10%
	Assignment Project	3 and more	30% 10%
	Mid-Term	1	10%
Final Exam	End Term Exam		40%

### TEXTBOOKS

1. Bovee & Arens; Contemporary Advertising, IRWIN Inc.

### REFERENCE BOOKS

1. Bovee, Thill, Dovel, Woo; Advertising Excellence, The McGraw Hill Inc.
2. Wright M:G; Advertising, McGraw Hill Inc.
3. Wilmschurst & Mackay; The Fundamentals of Advertising, Butterworth Heinemann

### ONLINE MARKETING

#### COURSE DESCRIPTION/OBJECTIVE

This course will provide students with an overview of the application of marketing strategy using the Internet. Topics include the basics of designing a web site for content and functionality, using the web to service and cultivate customers, web advertising and sales promotion tools, e-commerce success factors and trends in web marketing. Students will apply theory using case examples and will become familiar with analyzing web metrics to measure the success of programs.

Students will learn how the Internet has become a necessity in modern business, and discover how this medium can assist in marketing. The Internet is an extremely

useful tool for marketing planning, and has become a necessary and integral part of the marketing process. The Internet can serve as an invaluable resource for the marketer.

## INDENTED LEARNING OUTCOMES

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

1. Develop and implement Internet marketing strategies.
2. Critically appraise the application of the Internet in marketing.
3. Apply the marketing concepts in an online environment.
4. Employ Internet tools to achieve marketing goals.
5. Gain practical experience in Internet marketing.

## PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
Lecture	<b>Multimedia presentations, Transparencies, and non-credit hr workshops and seminars.</b>
Active Learning	<b>Industry project</b>

## COURSE CONTENT (SEMESTER 3)

<b>Week 01</b>	<b>INTRODUCTION AND INDUSTRY TRENDS</b> <ul style="list-style-type: none"> <li>• The opportunity</li> <li>• Mega trends</li> </ul>
<b>Week 02</b>	<b>STRATEGIC E-MARKETING</b> <ul style="list-style-type: none"> <li>• E business models</li> <li>• Consumers online characteristics</li> </ul>
<b>Week 03</b>	<b>SITE DESIGN BASICS</b> <ul style="list-style-type: none"> <li>• Four cornerstone approach</li> <li>• Personas and scenarios</li> <li>• How to write project briefs</li> </ul>
<b>Week 04</b>	<b>SITE DESIGN USABILITY</b> <ul style="list-style-type: none"> <li>• Usability Best Practices</li> <li>• Domain name management</li> </ul>
<b>Week 05</b>	<b>SITE DESIGN</b> <ul style="list-style-type: none"> <li>• Programming standards/information architecture</li> <li>• Rich Media</li> </ul>
<b>Week 06</b>	<b>BUILDING TRUST</b> <ul style="list-style-type: none"> <li>• Consumer privacy legislation</li> <li>• Data management practices</li> </ul>
<b>Week 07</b>	<b>E MARKETING COMMUNICATIONS</b> <ul style="list-style-type: none"> <li>• Online advertising methods</li> <li>• Online promotional tools</li> </ul>

	<ul style="list-style-type: none"> <li>• Permission basedemail</li> </ul>
<b>Week 08</b>	<b>SEARCH AND INTELLIGENT SEARCH</b> <ul style="list-style-type: none"> <li>• Search engineoptimization</li> </ul>
<b>Week 09</b>	<b>SEARCH MARKETING</b> <ul style="list-style-type: none"> <li>• Search strategies customer acquisition</li> <li>• Search Engine Marketing FAQ</li> </ul>
<b>Week 16</b>	ConclusionSession Terminal Exam (tobeannouncedby the University)

## ASSESSMENT CRITERIA

	<b>Nature</b>	<b>Total # In a Semester</b>	<b>% Weight</b>
Sessional Exam	Quiz	Announcedor unannounced	10%
	Assignment Project	3 andmore	30% 10%
	Mid-Term	1	10%
	Final Exam	EndTerm Exam	40%

## REQUIREDTEXT

1. Strauss, Judy, Adel El ±Ansary, andRaymondFrost (2006), E±marketing 4<sup>th</sup> Edition, Prentice Hall, ISBN: 0-13-148519-9

## USEFULTXT

1. Hanson, Word (2000), principles of internet marketing, South western college publishing, ISBN 0-538-87573-9

## SUPPLY CHAIN MANAGEMENT

### CORSE DESCRIPTION/OBJECTIVE

Supply Chain Management involves the flows of materials and information among allofthefirms that contributevaluetoa product, fromthesource of rawmaterials to end customers. Elements of supply chain management have been studied and practiced for some time in marketing, logistics, and operations management. This course will attempt to integrate these different perspectives to develop a broad understanding ofhow to managea supply chain.

### INDENTED LEARNING OUTCOMES

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

1. To developanunderstanding of key drivers ofsupply chain performanceand their inter-relationships with strategy and other functions of the company such as marketing, manufacturing and accounting.
2. To impart analytical and problem solving skills necessary to develop solutionsfor a varietyof supplychain management and designproblems and

develop an understanding for use of information technology in supply chain optimization.

3. To understand the complexity of inter-firm and intra-firm coordination in implementing programs such as e-collaboration, quick response, jointly managed inventories and strategic alliances.
4. To develop the ability to design logistics systems and formulate integrated supply chain strategy, so that all components are not only internally synchronized but also tuned to fit corporate strategy, competitive realities and market needs.
5. To understand which information should be exchanged in a supply chain and how it should be used to benefit the entire supply chain.
6. To identify improvement opportunities that exist within supply chains in different industries and to quantify the improvements that various supply chain strategies offer.
7. To understand which barriers companies face during the implementation of new supply chain strategies.
8. To develop knowledge and skills relating to Supply Chain management.
9. To develop modeling skills by using excel solver.

## COURSE CONTENTS

<b>Week 01</b>	Introduction to supply chain management.
<b>Week 02</b>	Supply chain strategy
<b>Week 03</b>	SCM Decisions
<b>Week 04</b>	SCM Drivers and obstacles
<b>Week 05</b>	Facility location
<b>Week 06</b>	Warehousing
<b>Week 07</b>	Forecasting
<b>Week 08</b>	Inventory Management
<b>Week 09</b>	Inventory Management
<b>Week 10</b>	Transportation
<b>Week 11</b>	Linear Programming ± Excel Solver ± Lab sessions
<b>Week 12</b>	Bullwhip effect
<b>Week 13</b>	Double Marginalization
<b>Week 14</b>	Job shop scheduling, ERP JIT and lean production

<b>Week 15</b>	Outsourcing and Supplier Relationships
<b>Week 16</b>	Project presentations
<b>Week 17</b>	End Term

### ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	1	10%
	Assignment	1	10%
	Project	1	40%
Final Exam	End Term Exam		40%

### RECOMMENDED TEXT BOOKS

1. Sunil Chopra, Supply Chain management, 3<sup>rd</sup> Prentice Hall.
2. Martin Christopher, Logistics and Supply Chain management ± Creating value added networks, FT±Prentice Hall.

### RECOMMENDED REFERENCE BOOKS

1. W. Stevenson, Operations Management, 9<sup>th</sup>.





## **FINANCIAL ACCOUNTING I**

### **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 D L P H G D W X Q G H U V W D Q G L Q J D F F R X Q W L Q J D V D S U R F H V V \_ W D N L Q J D S U H S D U I perspective, we will also seek to develop an understanding of the importance of the U R O H R I D F F R X Q W L Q J L Q W R G D V V R F L H W \_

### **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 cashflow statement.

## COURSE CONTENT

<b>Week 01</b>	<b>Accounting and its role</b> <ul style="list-style-type: none"> <li>• Development of accounting</li> <li>• Accounting Theory and Conceptual framework</li> <li>• Accounting Defined</li> <li>• Why study Accounting</li> <li>• Financial statements</li> <li>• Major fields of Accounting</li> <li>• Accounting as a Career</li> <li>• Question for Class Discussions</li> </ul>
<b>Week 02</b>	<b>Basic Accounting Concepts</b> <ul style="list-style-type: none"> <li>• The Entity Concept</li> <li>• The Reliability (or Objectivity) principle</li> <li>• The cost Principle</li> <li>• The Going-Concern Assumptions</li> <li>• The Stable Currency Assumptions</li> <li>• Ethics-the-Most Fundamental Principle of Accounting</li> </ul>
<b>Week 03 &amp; 04</b>	<b>The recording process</b> <ul style="list-style-type: none"> <li>• The Recognition Issue</li> <li>• The Valuation Issue</li> <li>• The Classification Issue</li> <li>• The Recording Process</li> <li>• Analysis of Transaction</li> <li>• The Journal</li> <li>• The Ledger</li> <li>• Balancing the Accounts</li> <li>• Trial Balance</li> <li>• Limitations of Trial Balance</li> <li>• Chart of Accounts</li> </ul>
<b>Week 05</b>	<b>The year and adjustments and financial statements</b> <ul style="list-style-type: none"> <li>• Recording Revenue and Expenses</li> <li>• Accounting Period</li> <li>• Need for Adjusting Entries</li> <li>• Adjusting Entries Illustrated</li> <li>• Preparation of Financial Statements</li> </ul>
<b>Week 06</b>	<b>Accounting for trading organization</b> <ul style="list-style-type: none"> <li>• The Purchase Function</li> <li>• Accounting for Purchase</li> <li>• Accounting for Stock and Cost of Goods Sold</li> <li>• Periodic System</li> <li>• Closing Entries</li> </ul>

	<ul style="list-style-type: none"> <li>• Perpetual System</li> <li>• The Accounting for Sales</li> <li>• Worksheet</li> <li>• Preparation of financial Statements</li> <li>• Departmental Accounts</li> </ul>
<b>Week 07</b>	<b>Accounting Systems</b> <ul style="list-style-type: none"> <li>• Developing a System</li> <li>• Special Journal</li> <li>• Subsidiary Journal</li> <li>• Special Journal and Posting Process</li> <li>• Posting from the Cash Book</li> <li>• General Journal</li> </ul>
<b>Week 08</b>	<b>Cash and temporary investment</b> <ul style="list-style-type: none"> <li>• Nature and Composition of Cash</li> <li>• Cash Management and Control</li> <li>• Maintaining Bank Account</li> <li>• Steps in Preparing the Bank Reconciliation</li> <li>• Over the counter receipts</li> <li>• Short term investments</li> </ul>
<b>Week 09 &amp; 10</b>	<b>Accounting for debtors and stock</b> <ul style="list-style-type: none"> <li>• Accounting Treatment of Bad Debts</li> <li>• Direct write-Off Method</li> <li>• Aging Schedule</li> <li>• Percentage of Sales Method</li> <li>• Recoveries of Bad debts</li> <li>• Stock</li> <li>• Measurement of Stock Quantity</li> <li>• Measurement of Stock Cost</li> <li>• Perpetual Stock System</li> <li>• Periodic Stock System</li> <li>• First in First out</li> <li>• Last in First out</li> </ul>
<b>Week 11</b>	<b>Mid-Term</b>
<b>Week 12</b>	<b>Accounting for property, plant and equipment</b> <ul style="list-style-type: none"> <li>• Property, Plant and Equipment</li> <li>• Lump-sum Purchase</li> <li>• Subsequent Expenditure</li> <li>• Depreciation</li> <li>• Units-of-Output Method</li> <li>• Reducing-Balance Methods</li> <li>• Sum-of-the-years-digits Method</li> <li>• Revaluation</li> <li>• Review of Useful life</li> <li>• Intangible Assets and Amortization</li> <li>• Wasting Assets and Depletion</li> <li>• Demonstration Problem</li> </ul>
<b>Week 13</b>	<b>Accounting for companies</b>

	<ul style="list-style-type: none"> <li>• The Company</li> <li>• Types of Company</li> <li>• Formation of a Public Limited Co,</li> <li>• Classes of Shares</li> <li>• Ordinary Shares</li> <li>• Preference Shares</li> <li>• Issuance of Shares</li> <li>• Market Value of Shares</li> <li>• Share Capital and Share Premium</li> <li>• No Par Value Share</li> </ul>
<b>Week 14</b>	<b>Company final Accounts</b> <ul style="list-style-type: none"> <li>• Published Annual Report</li> <li>• The contents of the Published Accounts</li> <li>• Dividends</li> <li>• Reserve</li> <li>• Dividend payment process</li> <li>• Profit and Loss Appropriation Account</li> </ul>
<b>Week 15</b>	<b>Company final Accounts</b> <ul style="list-style-type: none"> <li>• Alteration of Capital</li> <li>• Bonus Shares</li> <li>• Right Issue</li> <li>• Stock Splits</li> <li>• Treasury Stock</li> </ul>
<b>Week 16</b>	<b>Final Exam</b>

## TEXT/REFERENCES BOOKS

1. Williams, Haka, Bettner: Financial & Managerial Accounting, Latest Edition, Prentice Hall
2. Professor Muhammad Ammanullah Khan: Financial Accounting, Latest Edition
3. )UDQN :RRG↑V\_ %XVLQHVV \$FFRXQLQJ \_\_ (OHYHQWK (GLWLRQ
4. Meigs and Meigs, Accounting for Business Decision, 9<sup>th</sup> Edition/Latest Edition

## PRINCIPLES OF MARKETING

### COURSE DESCRIPTION/OBJECTIVE

This course is designed to introduce foundations of marketing as they relate to the whole business enterprise. This course will focus on developing an understanding of key marketing concepts.

The objective of this course, specifically, is to enhance the conceptual knowledge of marketing as applicable to decision making process with a focus on tactical marketing mix decisions. Further it will provide the student with a comprehensive framework to evaluate marketing decisions and to create successful marketing initiatives. The course, will therefore, provide an understanding of the principles of marketing in relation to the product and services including the planning process, organizing the marketing functions, implementing the marketing decisions keeping in mind the ethical, legal and societal consideration.

## LEARNING OUTCOMES

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

1. Understand the market place and the consumers.
2. Understand the elements in marketing mix and their application in marketing decisions.
3. Outline the functions of marketing communication.
4. Discuss social responsibility and ethics in marketing.
5. Understand the importance of customer relationship in marketing and the creation of customer value.

## COURSE CONTENT

<b>Week 01</b>	<b>INTRODUCTION TO MARKETING</b> <ul style="list-style-type: none"> <li>• Marketing and the Society</li> <li>• Importance and scope of marketing</li> <li>• Definition of marketing</li> <li>• Nature and concept of marketing</li> </ul>
<b>Week 02</b>	<b>MARKETING ENVIRONMENTS</b> <ul style="list-style-type: none"> <li>• The Marketing environment               <ul style="list-style-type: none"> <li>◦ Macroenvironment</li> <li>◦ Micro environment</li> </ul> </li> <li>• Environmental scanning and monitoring</li> </ul>
<b>Week 03</b>	<b>MARKETING &amp; STRATEGY</b> <ul style="list-style-type: none"> <li>• Strategic planning</li> <li>• Strategic marketing planning</li> <li>• Forecasting marketing demand</li> </ul>
<b>Week 04</b>	<b>MARKETING DECISIONS</b> <ul style="list-style-type: none"> <li>• Information required for marketing decisions</li> <li>• Reasons for obtaining information</li> <li>• Marketing research</li> </ul>
<b>Week 05</b>	<b>CONSUMER BEHAVIOUR</b> <ul style="list-style-type: none"> <li>• Information for purchase decisions</li> <li>• Consumer decision process</li> <li>• Influence of social and psychological factors</li> <li>• Market implications</li> </ul>
<b>Week 06</b>	<b>MARKET SEGMENTATION AND TARGETING</b> <ul style="list-style-type: none"> <li>• Factors for Segmentation</li> <li>• Selecting the target market</li> <li>• Developing the positioning and target market strategies</li> </ul>
<b>Week 07</b>	<b>PRODUCTS AND SERVICES</b> <ul style="list-style-type: none"> <li>• Definition of product and services</li> <li>• Classification of consumer goods</li> <li>• Classification of business goods</li> </ul>
<b>Week 08</b>	<b>PRODUCT DEVELOPMENT AND LIFE CYCLE</b> <ul style="list-style-type: none"> <li>• Product development process and commercialization</li> </ul>

	<ul style="list-style-type: none"> <li>• Product life cycle stages and its implications</li> </ul>
	MID-TERM EXAMINATION
<b>Week 09</b>	<b>PRICING</b> <ul style="list-style-type: none"> <li>• Overview of pricing</li> <li>• Importance of pricing</li> <li>• Break even analysis</li> <li>• Factor effecting pricing decisions</li> </ul>
<b>Week 10</b>	<b>SETTING THE PRICE AND RELATING STRATEGIES</b> <ul style="list-style-type: none"> <li>• Pricing objectives <ul style="list-style-type: none"> <li>◦ Sale based objectives</li> <li>◦ Profit based objectives</li> </ul> </li> <li>• Status quo Pricing</li> <li>• Price strategy</li> </ul>
<b>Week 11</b>	<b>PRICING TECHNIQUES AND THEIR APPLICATIONS</b> <ul style="list-style-type: none"> <li>• Cost based pricing</li> <li>• Cost plus pricing</li> <li>• Target pricing</li> <li>• Floor pricing</li> </ul>
<b>Week 12</b>	<b>DISTRIBUTION</b> <ul style="list-style-type: none"> <li>• Importance of distribution channels</li> <li>• Selecting a channel of distribution</li> <li>• Retail functions in distribution</li> <li>• Recent trends in wholesaling and retailing</li> </ul>
<b>Week 13</b>	<b>PROMOTION</b> <ul style="list-style-type: none"> <li>• Importance and types of promotion</li> <li>• Channels of communication</li> <li>• Objectives, budgeting and promotional mix</li> <li>• Legal environments of promotion</li> </ul>
<b>Week 14</b>	<b>ADVERTISEMENT AND PUBLICITY</b> <ul style="list-style-type: none"> <li>• Scope of advertisement and publicity</li> <li>• Characteristic of advertisement and publicity</li> <li>• Development, planning and implementation of advertising plan</li> <li>• Evaluating the success and failure of promotional plan</li> </ul>
<b>Week 15</b>	<b>INTRODUCTION To E-BUSINESS</b> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Different trends</li> <li>• Rules of doing e-business</li> <li>• E-business application in the market</li> </ul>
<b>Week 16</b>	<ul style="list-style-type: none"> <li>• Conclusion Session</li> <li>• Final Exam</li> </ul>

## RECOMMENDED TEXTBOOKS

1. Philip Kotler, Principles of Marketing (Latest Edition)
2. David Jobber, Principles of Marketing (Latest Edition)
3. Jerome McCarthy & William, D. Pareanth, Basics Marketing, (Latest Edition)

# BUSINESS FINANCE

## Course Description

Business Finance course aims at imparting knowledge about the very basic concepts and tools of Business Finance. It emphasizes the importance of Business Finance skills to individuals and enterprises. It deals with the finance function in an organization, the role of the finance manager and the financial environment in which the firm operates. The financial environment covers the understanding of financial and capital markets along with the broad orientation of macro-economic factors affecting the business. The emphasis will remain on developing the skills for planning, appraising and evaluating the investment, financing and operating decisions.

## LEARNING OUTCOMES

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

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

## COURSE CONTENTS

<b>Week 01</b>	<b>An Overview of Business Finance</b> <ul style="list-style-type: none"><li>• Finance a quick look.</li><li>• Business finance and financial manager.</li><li>• Forms of business organization.</li><li>• Goals of business finance.</li><li>• Agency problem.</li></ul>
<b>Week 02</b>	<b>Understanding financial statements and cash flows.</b> <ul style="list-style-type: none"><li>• The balance sheet.</li><li>• The income statement.</li><li>• Taxes.</li><li>• Cashflow.</li></ul>
<b>Week 03</b>	<b>Analyzing the financial statements</b> <ul style="list-style-type: none"><li>• Standardized financial statements.</li><li>• Ratio analysis.</li><li>• The Du-pont identity .</li><li>• Internal and sustainable growth.</li><li>• Using financial statement information.</li></ul>
<b>Week 04 &amp; 05</b>	<b>Time Value of Money</b> <ul style="list-style-type: none"><li>• The role and perspectives of the TVM concept</li><li>• Future values</li><li>• Present values</li><li>• The relationship between future and present values</li><li>• Annuities</li><li>• Future and present values of cashflows under high</li></ul>

	<p>compounding frequency</p> <ul style="list-style-type: none"> <li>• Impact of higher compounding frequency</li> <li>• Inflation and the Time Value of Money</li> </ul>
<b>Week 06</b>	<p><b>Bond and Their Valuation</b></p> <ul style="list-style-type: none"> <li>• Definition, types and features of bonds</li> <li>• Valuation of bonds (the basic process)</li> <li>• Basic relationships in bond valuation</li> <li>• %RQGKROGHU¶V H[SHFWHG UDWH RI UHWXUQ</li> <li>• Risks associated with bond returns</li> </ul>
<b>Week 07 &amp; 08</b>	<p><b>Stocks and Their Valuation</b></p> <ul style="list-style-type: none"> <li>• Shares and their basic features</li> <li>• Benefits from a share investments</li> <li>• Price of ordinary shares</li> <li>• Behavior of expected dividend growth and share price</li> <li>• Price of shares based on earnings</li> <li>• Expected rate of return</li> <li>• Preferred shares and their characteristics</li> <li>• Price of preferred share and the expected rate of return</li> <li>• Valuing the entire business</li> </ul>
<b>Week 09 &amp; 10</b>	<p><b>Net present value and other investment Criteria</b></p> <ul style="list-style-type: none"> <li>• Net present value.</li> <li>• The payback rule.</li> <li>• The average accounting return.</li> <li>• The internal rate of return.</li> <li>• The profitability index.</li> <li>• The practice of capital budgeting.</li> </ul>
<b>Week 11 &amp; 12</b>	<p><b>Introduction to Islamic Finance.</b></p> <p>The concept of:</p> <ul style="list-style-type: none"> <li>• Mudarba</li> <li>• Musharqa</li> <li>• Murabah</li> <li>• Ijarah</li> <li>• Comparison with the conventional financial system</li> </ul>
<b>Week 13-14</b>	<p><b>Risk and Return</b></p> <ul style="list-style-type: none"> <li>• Expected returns and risk defined</li> <li>• Calculating expected return</li> <li>• Calculating risk (Variance and Standard deviation)</li> <li>• Portfolio expected returns</li> <li>• Portfolio variance and standard deviation</li> <li>• Systematic and unsystematic risk</li> <li>• Diversification and portfolio risk</li> </ul>
<b>Week 15 &amp; 16</b>	<p><b>The Cost of Capital</b></p> <ul style="list-style-type: none"> <li>• The cost of capital concepts</li> <li>• Individual and weighted average costs of capital</li> <li>• Costs of capital and valuation</li> <li>• Capital structure</li> <li>• Capital structure decision (No taxes or other capital market imperfections)</li> </ul>



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|  | <ul style="list-style-type: none"> <li>• Taxation and capital structure decision</li> <li>• Debt equity ratio, cost of capital and the value of the firm (The MM Propositions)</li> <li>• Optimal capital structure</li> <li>• Costs of financial distress and bankruptcy</li> <li>• The static trade-off theory</li> <li>• The pecking order theory</li> <li>• Personal taxes</li> <li>• Evidence on capital structure determinants</li> </ul> |
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## **RECOMMENDED TEXTBOOKS (Latest available edition)**

1. Ross, Westerfield, Jordan: Corporate Finance Essentials.
2. James C. Vanhorne: Fundamentals of Financial Management
3. Eugene F. Brigham: Fundamentals of Financial Management
4. Brealey, R. A. & Myers, Principles of corporate finance.

## **INTRODUCTION TO MANAGEMENT**

### **COURSE DESCRIPTION AND GOALS**

This is an introductory course about the management of organizations. It provides instructions on principles of management that have general applicability to all types of enterprises; basic management philosophy and decision making; principles involved in planning, organizing, leading, and controlling; and recent concepts in management. The principles learned in this course will allow the student to effectively work with and through others in an organization. The course will also encourage the students to explore and inquire the applicability of western management principles and theories in local settings. Besides, the course will discuss the Islamic perspective of managing businesses and organizations.

### **INDENTED LEARNING OUTCOMES**

This course will cover the basic managerial functions of planning, organizing, leading, and controlling, We will also try to learn the evolution and best practices

At the conclusion of this course, the student should be able to:

1. Hold informed conversations with functional specialists and understand how to draw effectively on their expertise in managing organizations.
2. Understand the relevance of the western management principles and theories, for local settings.
3. Understand the Islamic perspective of managing businesses and organizations.
4. Apply course concepts and theory in a practical context.
5. Integrate several of the disciplines studied
6. Demonstrate empirical investigative skills by producing an in-depth analysis of a management situation usually presented through case studies, resulting in recommendations for a programme of action.

- Recognise the need to take a holistic approach to performance improvement rather than a narrowly functional approach.

## PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

### COURSE CONTENT (SEMESTER)

<b>Week 01</b>	Introduction to Management Organization, The management Process
<b>Week 02</b>	The History and evaluation of Management Organizational theories and different approaches to management
<b>Week 03</b>	The organizational Culture and the Manager The external environment and the Manager The internal environment and the manager
<b>Week 04</b>	Foundations and basic elements of Planning Process of planning and MBO Effective strategic planning
<b>Week 05</b>	Decision Making 7KHPDQDJHU†V UROH DV GHFLVLRQPDNHU Decision making process
<b>Week 06</b>	Basics of Strategic Management Case of Strategic Management Strategic management process
<b>Week 07</b>	Organizational Structure Types of organizational structures
<b>Week 08</b>	<b>MID-TERM EXAMINATION</b> Case Decision-making
<b>Week 09</b>	Human Resource Management HRM processes
<b>Week 10</b>	Motivation its theories Current issues in Motivation
<b>Week 11</b>	Team work and Group Behaviour Case of team and team work
<b>Week 12</b>	Leadership and its characteristics Leadership styles and behaviours
<b>Week 13</b>	The process of Control The Control Standards
<b>Week 14</b>	Case of Controlling Presentation
<b>Week 15</b>	Staffing Presentation
<b>Week 16</b>	Conclusion Session Terminal Exam (to be announced by the University)

### ASSESSMENT CRITERIA

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### RECOMMENDED TEXT BOOK

- Mary Coulter & Robbins, Management, International ed.

# INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

## COURSE DESCRIPTION

This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Since human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of organizations. The course is designed to help the students understand if western human resource management theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of managing human resource. It will shed light on the basic tenets of human resource management. The course will compare and contrast the human resource practices suggested in their text books and the practices critical for achieving success from indigenous perspective.

## INDENTED LEARNING OUTCOMES

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

1. Demonstrate an in-depth knowledge of the activities and decisions that inform the employment relationship and management including recruitment, selection, training, health and safety, employment laws, motivation, and productivity of employees.
2. Understand the relevance of the HRM theories and practices, developed in Western settings, in indigenous cultures.
3. Develop and design different forms and memos for recruitment, selection, TNA and performance appraisal of employees.
4. Understand the Islamic perspective of managing human resource.
5. Demonstrate and assess leadership in a professional context, by selecting and appraising appropriate styles for situations, and contributing and discussing relevant expertise, liaising with and assessing professional colleagues, and managing and evaluating a supporting team.
6. Identify and discuss ethical implications of situations and decisions, and develop appropriate professional stances.
7. Participate in selection of personnel using psychometric assessment techniques.
8. Conduct internal research on HR-related problems at work, and communicate results effectively to colleagues and peers.
9. Understand the difference between HRM theories, their relevance and application from indigenous context.

## COURSE CONTENT

<b>Week 01</b>	<b>Introduction</b> Meeting present human resource requirements What is HRM Why HRM is important
<b>Week 02</b>	Emerging Human resource management challenges. Trends in HRM Global vs local HRM practices
<b>Week 03</b>	HRM from Islamic and indigenous perspective Basic Islamic philosophy of managing human resource
<b>Week 04</b>	Conducting Job analysis. HR Planning Job Description Job Specification
<b>Week 05</b>	<b>Staffing</b> Recruiting and selecting employees Recruitment techniques Sources of recruitment Selection tests and Interviewing techniques
<b>Week 06</b>	<b>Employee development</b> Performance appraisals Performance management
<b>Week 07</b>	Training and development Training the employees Types of training Technique of training
<b>Week 08</b>	<b>MID-TERM EXAMINATION</b>
<b>Week 09</b>	Developing careers Career growth
<b>Week 10</b>	Project Description and discussion
<b>Week 11</b>	<b>Compensations</b> Managing compensation Types of compensation
<b>Week 12</b>	Rewarding performance Pay for Performance
<b>Week 13</b>	Designing and administering benefits Types of benefits
<b>Week 14</b>	Employee relations
<b>Week 15</b>	Project Presentations
<b>Week 16</b>	Conclusion Session Terminal Exam (to be announced by the University)

## RECOMMENDED BOOKS

- By Luis R. Gomez Mejia, David B. Balkin, Robert L. Cardy **Managing Human Resources.** (Fourth ed.)

# BUSINESS & CORPORATE LAW

## COURSE DESCRIPTION

The course basically deals with the introduction of those commercial laws which are directly or indirectly related to Business. It includes a short study of contract law, SDUWQHUVKLS \$FW\_ FRPSDQLHV¶ RUGLQDQFH DQG 1HJRWLDEOH LQVWUXPHQW.

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

## LEARNING OUTCOMES

At the conclusion of this course, the student will be:

1. To provide basic philosophy of conventional Business Law so to enable a student to critically analyze these laws with those present in other legal system.
2. At the conclusion of this course, the student will be:
3. To know about the basic concepts of conventional business law.
4. To know about basic aspect of conventional Business Law
5. To explain that how such different aspects can be practically applied in the modern market
6. Can determine various hurdles in the way of implementation of such Laws in the modern market
7. Can put forward some suggestion that how such hurdles can be removed
8. Can describe easily advantages of conventional Business Law in the business activities
9. Can describe disadvantages of conventional Business Law
10. Can determine that how business can be made profitable in the eyes of philosophy of such Laws
11. Can compare the conventional Business Law with other conventional business laws

## COURSE CONTENT

<b>Week 01</b>	Definition and classification of Laws, over view of general and commercial terms, Business Entities such as sole proprietorship, partnership and joint stock companies
<b>Week 02</b>	Definition of a contract, Essential elements of a valid contract, Legal provision governing offers, communication, acceptance or counter offer, consideration, agreement, lawful purpose, parties to the contract and their intent to create contractual obligations
<b>Week 03</b>	Rights and Duties of parties, specific performance of the contract, Discharge of the contract, Breach of the contract and remedies, illegal, avoidable and void contracts
<b>Week 04</b>	Definition and Essential Elements of a partnership, partnership

	deeds, rights and duties of partners, partnership distinguished from sole proprietorship and the companies
<b>Week 05</b>	Individual and Joint liabilities of the partners for the firm debts, distribution of profits, implied and specific authority of the partners, principle of holding out, Dissolution of the partnership
<b>Week 06</b>	Concept of limited liability and Juristic person Requirement and process of incorporation, Effects of incorporation, types of joint stock companies by nature and formation, Ownership and management of the companies
<b>Week 07</b>	Rights of the shareholders, Rights, power and duties of the Board of Directors, Statutory provisions governing the election of Directors, meeting of the shareholders and the board of Directors, disclosure requirements and the financial statements
<b>Week 09</b>	Listed vs. non listed companies, advantages and disadvantages of listing, listing requirements of Stock Exchange. salient provision of Code of Corporate Governance, Brief discussion of Securities and Exchange Commission Of Pakistan as the corporate watchdog
<b>Week 09</b>	Mid -term exam
<b>Week 10</b>	Definition, Nature of the contract of sale, conditions and warranties, Definition, Nature of the contract of sale condition and warranties
<b>Week 11</b>	Transfer of property, performance of the contract of sale, Delivery of the goods, Unpaid seller and auction sale, Consignment basis, Delivery against advance payment, supply against letter of credit, types of letter of credit
<b>Week 12</b>	Laws relating to indemnity, guarantees, bailment, hypothecation, pledge and Mortgage, agency agreement
<b>Week 13</b>	Evolution of Banks, types of banks, major function of banks, Negotiable instruments Act, Definition, characteristics of Negotiable instruments,
<b>Week 14</b>	Bill of Exchange and promissory Notes, parties to instrument, negotiation and endorsement, liabilities of the parties, payment and discharge of liabilities
<b>Week 15</b>	Revision
<b>Week 16</b>	Final exam

### RECOMMENDED BOOKS

1. Dr. Khwaja, Amjad Saeed, Mercantile and Industrial Laws in Pakistan Latest Edition Institute of Business Management.
2. Nazir Ahmad Shaheen, Practical approach to the Companies Ordinance Latest Edition, PLD.

### RECOMMENDED REFERENCE BOOKS

1. Sajid A Qurashi, Business Law, Latest Edition.
2. Liaqat Ali Butt, The Negotiable Instrument, Latest Edition, PLD.

# BUSINESSRESEARCH METHODS

## 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.

## INDENTED LEARNING OUTCOMES

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

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

## COURSE CONTENT

<b>Week 01</b>	The Role of Business Research What is business research Why it is important
<b>Week 01</b>	The relevance of Western theories and research for local managers How theories are developed

	Why context is important in social sciences
<b>Week 02</b>	The research process: An overview What are the key steps in research process Types of research
<b>Week 03</b>	Problem Definition and the Research Proposal Contents of research proposal Writing effective research proposals
<b>Week 04</b>	Exploratory Research and Qualitative analysis Qualitative research and theory building
<b>Week 05</b>	Survey Research: An Overview Survey method and business research
<b>Week 06</b>	Survey Research: Basic Method of Communication with respondents
<b>Week 07</b>	Measurement and Scaling Concepts Types of measures Types of scales
<b>Week 08</b>	Attitude Measurement Types of attitudes and their relevant scales
<b>Week 09</b>	Questionnaire Design Open ended questions Close ended questions
<b>Week 10</b>	Sample Designs and Sampling Procedures Types of Sampling Relevance of sampling technique to research question
<b>Week 11</b>	Determination of Sample Size
<b>Week 12</b>	Basic Data Analysis: Descriptive Analysis Entering data in SPSS
<b>Week 13</b>	Univariate Analysis Using SPSS for univariate analysis
<b>Week 14</b>	Bivariate Analysis: Tests of Differences Tests of mean differences ANOVA
<b>Week 15</b>	Data analysis and interpretation Regression analysis using SPSS CFAs and Path analysis using Amos
<b>Week 16</b>	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



# PRINCIPLES OF MACRO-ECONOMICS

## COURSE DESCRIPTION

This course aims at giving students knowledge about the working of a mixed economy at the aggregate level under pinning of aggregate out-put and income determination, key macro-economics problems and major policy debate. The basic themes are extended to find out how the disciplines of national income, macro economics in closed and open economy, macro-economic stabilization policies, macro-economic components (consumption, saving, private investment, interest etc.), public finance, money and banking link up with conventional macroeconomics.

## INDENTED LEARNING OUTCOME

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

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

## COURSE CONTENT

<b>Week 01,02</b>	<b>KEY CONCEPTS OF MACROECONOMICS</b> <ul style="list-style-type: none"><li>• Objectives and instruments of macroeconomics.</li><li>• Tools of macroeconomics policy.</li><li>• Aggregate demand and supply.</li></ul>
<b>Week 03,04</b>	<b>MEASURING ECONOMIC ACTIVITY.</b> <ul style="list-style-type: none"><li>• Concepts of National Income.</li><li>• Measurement of National Income. GDP, NDP, GNP &amp; NNP, Personal Income &amp; Disposable Personal Income</li><li>• GDP Deflator and a real GDP</li><li>• National Income as a measure of economic welfare</li></ul>
<b>Week 05,06</b>	<b>CONSUMPTION AND INVESTMENT.</b> <ul style="list-style-type: none"><li>• Consumption, Income and saving.</li><li>• Consumption Function.</li><li>• Saving Function.</li><li>• The Marginal Propensity to Consume and Average Propensity to consume</li><li>• The Marginal Propensity to Save and Average Propensity to save</li><li>• Determinants of Consumption</li><li>• Determinants of Investment (Rate of interest, MEC)</li></ul>

<b>Week 07,</b>	<b>INCOME AND EMPLOYMENT DETERMINATION</b> <ul style="list-style-type: none"> <li>• Classical approach.</li> <li>• Modern approach (Keynesian)</li> <li>• Post Keynesian Approach</li> </ul>
<b>Week 08,</b>	<b>MULTIPLIER AND ACCELERATOR</b> <ul style="list-style-type: none"> <li>• Investment Multiplier.</li> <li>• Tax multiplier, foreign trade multiplier and super multiplier.</li> </ul>
<b>Week 09</b>	<b>FISCAL AND MONETARY POLICIES</b> <ul style="list-style-type: none"> <li>• Fiscal Policy</li> <li>• Monetary Policy</li> </ul>
<b>Week 10</b>	<b>INFLATION</b> <ul style="list-style-type: none"> <li>• Nature and kinds.</li> <li>• Inflationary and deflationary gaps.</li> <li>• Inflation and unemployment.</li> </ul>
<b>Week 11</b>	<b>BUSINESS CYCLE</b> <ul style="list-style-type: none"> <li>• The concept of Business Cycle</li> <li>• Business Cycle Theories</li> <li>• Business Cycle &amp; Business Decision Making</li> </ul>
<b>Week 12,13</b>	<b>INTERNATIONAL TRADE</b> <ul style="list-style-type: none"> <li>• Classical theory of International trade (CIT)</li> <li>• Modern theory of International trade (H-O-Theorem)</li> <li>• Economic Integration and Regional Cooperation.</li> <li>• Protection and free trade.</li> <li>• WTO (Objectives and role)</li> </ul>
<b>Week 14</b>	<b>BALANCE OF PAYMENTS</b> <ul style="list-style-type: none"> <li>• Balance of Payments Accounts.</li> <li>• Disequilibrium &amp; Imbalance of Payments.</li> <li>• Causes and Remedies.</li> </ul>
<b>Week 15</b>	Project/Revision

### TEXT/REFERENCE BOOKS

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

# BUSINESS RESEARCH METHODS

## 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.

## INDENTED LEARNING OUTCOMES

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

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

## COURSE CONTENT

<b>Week 01</b>	The Role of Business Research What is business research Why it is important
<b>Week 01</b>	The relevance of Western theories and research for local managers How theories are developed Why context is important in social sciences
<b>Week 02</b>	The research process: An overview

	What are the key steps in research process Types of research
<b>Week 03</b>	Problem Definition and the Research Proposal Contents of research proposal Writing effective research proposals
<b>Week 04</b>	Exploratory Research and Qualitative analysis Qualitative research and theory building
<b>Week 05</b>	Survey Research: An Overview Survey method and business research
<b>Week 06</b>	Survey Research: Basic Method of Communication with respondents
<b>Week 07</b>	Measurement and Scaling Concepts Types of measures Types of scales
<b>Week 08</b>	Attitude Measurement Types of attitudes and their relevant scales
<b>Week 09</b>	Questionnaire Design Open ended questions Close ended questions
<b>Week 10</b>	Sample Designs and Sampling Procedures Types of Sampling Relevance of sampling technique to research question
<b>Week 11</b>	Determination of Sample Size
<b>Week 12</b>	Basic Data Analysis: Descriptive Analysis Entering data in SPSS
<b>Week 13</b>	Univariate Analysis Using SPSS for univariate analysis
<b>Week 14</b>	Bivariate Analysis: Tests of Differences Tests of mean differences ANOVA
<b>Week 15</b>	Data analysis and interpretation Regression analysis using SPSS CFAs and Path analysis using Amos
<b>Week 16</b>	The Research Report Contents of a research paper Managerial decision making and Research Policy implications for managers

## RECOMMENDED BOOK

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

## PRINCIPLES OF MACRO-ECONOMICS

### COURSE DESCRIPTION

This course aims at giving students knowledge about the working of a mixed economy at the aggregate level under pinning of aggregate out-put and income determination, key macro-economics problems and major policy debate. The basic themes are extended to find out how the disciplines of national income, macro

economics in closed and open economy, macro economic stabilization policies, macro-economic components (consumption, saving, private investment, interest etc.), public finance, money and banking link upwith conventional macroeconomics.

## INDENTEDLEARNINGOUTCOME

At the endof this course, students will be able to:

1. To becomefamiliar with and readily use economic terminology.
2. To learn about the analytical approach economists take to the problem of scarcity.
3. To gain an intuitive understanding ofmacroeconomic theory andapplication.
4. To acquire better critical thinking skills through the analysis of present day economic issues.
5. To provide a foundation for possible careers in business, government, academic or other sectors.
6. To developa conscious recognitionof economics in the world around us.

## COURSE CONTENT

<b>Week 01,02</b>	<b>KEYCONCEPTSOFMACROECONOMICS</b> <ul style="list-style-type: none"> <li>• Objectives and instruments ofmacroeconomics.</li> <li>• Tools ofmacroeconomics policy.</li> <li>• Aggregate demand and supply.</li> </ul>
<b>Week 03,04</b>	<b>MEASURING ECONOMIC ACTIVITY.</b> <ul style="list-style-type: none"> <li>• Concepts of National Income.</li> <li>• Measurement of National Income. GDP, NDP, GNP &amp; NNP, Personal Income &amp; Disposable Personal Income</li> <li>• GDP Deflator and a real GDP</li> <li>• National Income as a measure of economic welfare</li> </ul>
<b>Week05,06</b>	<b>CONSUMPTION AND INVESTMENT.</b> <ul style="list-style-type: none"> <li>• Consumption, Incomeand saving.</li> <li>• Consumption Function.</li> <li>• Saving Function.</li> <li>• The Marginal Propensity to Consume and Average Propensity to consume</li> <li>• The Marginal Propensity to Save and Average Propensity to save</li> <li>• Determinants ofConsumption</li> <li>• Determinants ofInvestment (Rate of interest, MEC)</li> </ul>
<b>Week 07</b>	<b>INCOMEAND EMPLOYMENT DETERMINATION</b> <ul style="list-style-type: none"> <li>• Classical approach.</li> <li>• Modern approach (Keynesian)</li> <li>• Post KeynesianApproach</li> </ul>
<b>Week 08</b>	<b>MULTIPLIER ANDACCELERATOR</b> <ul style="list-style-type: none"> <li>• Investment Multiplier.</li> </ul>

	<ul style="list-style-type: none"> <li>• Tax multiplier, foreign trade multiplier and super multiplier.</li> </ul>
<b>Week 09</b>	<b>FISCAL AND MONETARY POLICIES</b> <ul style="list-style-type: none"> <li>• Fiscal Policy</li> <li>• Monetary Policy</li> </ul>
<b>Week 10</b>	<b>INFLATION</b> <ul style="list-style-type: none"> <li>• Nature and kinds.</li> <li>• Inflationary and deflationary gaps.</li> <li>• Inflation and unemployment.</li> </ul>
<b>Week 11</b>	<b>BUSINESS CYCLE</b> <ul style="list-style-type: none"> <li>• The concept of Business Cycle</li> <li>• Business Cycle Theories</li> <li>• Business Cycle &amp; Business Decision Making</li> </ul>
<b>Week 12,13</b>	<b>INTERNATIONAL TRADE</b> <ul style="list-style-type: none"> <li>• Classical theory of International trade (CIT)</li> <li>• Modern theory of International trade (H-O-Theorem)</li> <li>• Economic Integration and Regional Cooperation.</li> <li>• Protection and free trade.</li> <li>• WTO (Objectives and role)</li> </ul>
<b>Week 14</b>	<b>BALANCE OF PAYMENTS</b> <ul style="list-style-type: none"> <li>• Balance of Payments Accounts.</li> <li>• Disequilibrium &amp; Imbalance of Payments.</li> <li>• Causes and Remedies.</li> </ul>
<b>Week 15</b>	Project/Revision

### TEXT/REFERENCE BOOKS

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

# STATISTICS-I

## COURSE DESCRIPTION/OBJECTIVE

7KH PDLQ REMHFWLYHV RI WKH FRXUVH DUH WR HQKDQFH VWXGHQV¶ FRPSHWLQ application of statistics to solve business management problems and to improve their level of quantitative sophistication for further advanced business analysis.

## INDENTED LEARNING OUTCOMES

At the conclusion of this course, the student will be:

1. Data description and data presentation in a business environment;
2. Measures of Central Tendency
3. Measure of Relative Dispersion
4. Use of index numbers
5. Basic probability concepts and probability distributions as an aid to business decision making.

## COURSE CONTENTS

<b>Week 01</b>	<b>INTRODUCTION</b> <ul style="list-style-type: none"><li>• Definition</li><li>• Descriptive Statistics &amp; Inferential Statistics</li><li>• Statistics Applications in Business</li></ul>
<b>Week 02</b>	<b>DATA CONDENSATION AND PRESENTATION</b> <ul style="list-style-type: none"><li>• Data</li><li>• The Data Array and Frequency Distribution</li><li>• Relative Frequency Distribution</li><li>• Cumulative frequency distribution</li><li>• Graphical Representation</li></ul>
<b>Week 03</b>	<b>DATA CONDENSATION AND PRESENTATION</b> <ul style="list-style-type: none"><li>• Graphical Representation<ul style="list-style-type: none"><li>○ Pie Chart</li><li>○ Frequency Bar Chart</li><li>○ Frequency Histogram</li><li>○ Frequency Polygon</li><li>○ Ogive</li></ul></li></ul>
<b>Week 04 &amp; 05</b>	<b>MEASURES OF CENTRAL TENDENCY FOR GROUPED AND UNGROUPED DATA</b> <ul style="list-style-type: none"><li>• Means: (Arithmetic, Geometric, Harmonic)</li><li>• The Median</li><li>• The Mode</li><li>• Quartiles</li></ul>
<b>Week 05 &amp; 06</b>	<b>MEASURES OF DISPERSION FOR GROUPED AND UNGROUPED DATA</b> <ul style="list-style-type: none"><li>• Range</li><li>• Mean absolute deviation</li></ul>

	<ul style="list-style-type: none"> <li>• Variance</li> <li>• Standard Deviation</li> <li>• Relative Dispersion</li> </ul>
<b>Week 07 &amp; 08</b>	<b>INDEX NUMBERS</b> <ul style="list-style-type: none"> <li>• Defining an Index Number</li> <li>• Un-weighted Aggregates Index</li> <li>• Weighted Aggregates Index</li> <li>• Average of Relative Methods</li> <li>• Quantity and Value Indices</li> </ul>
<b>Week 09</b>	<b>SETS</b> <ul style="list-style-type: none"> <li>• Basic Sets and Subsets</li> <li>• Operations on sets</li> <li>• Venn Diagram</li> </ul>
<b>Week 10 &amp; 11</b>	<b>PERMUTATION AND COMBINATION</b> <ul style="list-style-type: none"> <li>• Successive event principle</li> <li>• Permutations for all or part of elements of a set</li> <li>• Permutation of the objects ranged in circle</li> <li>• Combination</li> </ul>
<b>Week 12 &amp; 13</b>	<b>PROBABILITY AND LAWS OF PROBABILITY</b> <ul style="list-style-type: none"> <li>• Basic concepts</li> <li>• Addition rules of probability</li> <li>• Conditional Probabilities</li> <li>• Multiplication rule of probability</li> </ul>
<b>Week 14</b>	<b>MATHEMATICAL EXPECTATION</b> <ul style="list-style-type: none"> <li>• Expected value.</li> <li>• Expected monetary value.</li> <li>• Decision criterion utility &amp; Expected Utility.</li> </ul>
<b>Week 15 &amp; 16</b>	<b>PROBABILITY DISTRIBUTION</b> <ul style="list-style-type: none"> <li>• Basic concept</li> <li>• Types of Probability Distribution.</li> <li>• Random variables</li> <li>• The Binomial distribution</li> <li>• The Poisson Distribution</li> <li>• The Normal Distribution</li> <li>• Distribution of continuous Random variable.</li> <li>• Sample regression and correlation</li> </ul>

### TEXT/REFERENCE BOOKS

1. David, S Moore et.al, Introduction to the Practice of Statistics 6<sup>th</sup> Edition WH Freeman.
2. Levin I. Richard., Statistics for Management, 4<sup>th</sup> ed; McGraw Hill.
3. Engle wood Cliffs, New Jersey, Prentice Hall International, 1987.
4. Michael J. Evans & Jeffrey S. Rosenthal, Probability and Statistics, WH Freeman



5. Starr K. Martian & Sobal Gross Marion, Statistics for Business and Economics, 1<sup>st</sup> Ed; New York, McGraw Hill, International, 1983.
6. Walpole, R, Introduction to Statistics, Edition 3
7. Shaumand Seigel, Statistics for Business (Latest Edition)

## MATHEMATICS-I

This course is built upon the mathematical concepts, principles and techniques that are useful in business management. The main objectives of the course are to provide students with the necessary mathematical skills to solve business management problems and to improve their level of quantitative approach.

### LEARNING OUTCOME

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

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

### COURSE CONTENTS

<b>Week 01</b>	<p><b>MATHEMATICAL NOTATIONS</b></p> <ul style="list-style-type: none"> <li>• Introduction to Submission</li> <li>• Multiplication</li> <li>• Introduction of Subscripted variables</li> <li>• Linear Equation involving one variable</li> </ul>
<b>Week 02</b>	<p><b>QUADRATIC EQUATIONS</b></p> <ul style="list-style-type: none"> <li>• Solution of Quadratic Equations by factorization method</li> <li>• Solution of Quadratic Equations by square completion methods</li> <li>• Solution of Quadratic Equations by quadratic formula</li> <li>• Applications of quadratic equation</li> </ul>
<b>Week 03</b>	<p><b>LINEAR EQUATIONS</b></p> <ul style="list-style-type: none"> <li>• Characteristics of Linear Equations</li> <li>• Graphical Characteristics</li> <li>• Writing of the Linear Equation               <ul style="list-style-type: none"> <li>○ Slope-Intercept Form</li> <li>○ Slope and Point formula</li> <li>○ Two point formula</li> </ul> </li> <li>• Determining the Equation of a Straight Line Linear Equations involving more than two variables</li> </ul>
<b>Week 04 &amp; 05</b>	<p><b>SYSTEMS OF LINEAR EQUATIONS AND THEIR APPLICATIONS</b></p> <ul style="list-style-type: none"> <li>• <i>Introduction</i></li> <li>• Two variables Systems of Equations.               <ul style="list-style-type: none"> <li>○ Elimination method</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Three variable system of Equations <ul style="list-style-type: none"> <li>◦ Elimination method</li> </ul> </li> <li>• Applications of Linear Equations and Systems of Equations</li> </ul>
<b>Week 06 &amp; 07</b>	<p><b>SYSTEMS OF LINEAR EQUATIONS AND THEIR APPLICATIONS</b></p> <ul style="list-style-type: none"> <li>• <i>Introduction</i></li> <li>• Two variables Systems of Equations. <ul style="list-style-type: none"> <li>◦ Gauss <math>\pm</math> Jordan Elimination method</li> </ul> </li> <li>• Three variable system of equations <ul style="list-style-type: none"> <li>◦ Gauss-Jordan Elimination method</li> </ul> </li> <li>• Applications of Linear Equations and Systems of Equations</li> </ul>
<b>Week 08 &amp; 09</b>	<p><b>SYSTEMS OF LINEAR EQUATIONS AND THEIR APPLICATIONS</b></p> <ul style="list-style-type: none"> <li>• <i>Introduction</i></li> <li>• Two variables Systems of Equations. <ul style="list-style-type: none"> <li>◦ Gauss <math>\pm</math> Jordan Inversion method</li> </ul> </li> <li>• Three variable system of equations <ul style="list-style-type: none"> <li>◦ Gauss-Jordan Inversion method</li> </ul> </li> <li>• Applications of Linear Equations and Systems of Equations</li> </ul>
<b>Week 10 &amp; 11</b>	<p><b>NONLINEAR FUNCTIONS AND THEIR APPLICATIONS</b></p> <ul style="list-style-type: none"> <li>• Non Linear Functions-Introduction</li> <li>• Quadratic Functions, Characteristics and Their Applications</li> <li>• Polynomial Functions.</li> <li>• Exponential Functions &amp; Applications</li> <li>• Logarithmic Functions, Properties of Logarithmic Functions</li> </ul>
<b>Week 12 &amp; 13</b>	<p><b>MATRICES</b></p> <ul style="list-style-type: none"> <li>• Introduction to Matrices</li> <li>• Types of Matrices</li> <li>• Matrix Operations</li> <li>• Inverse of Matrix</li> <li>• The Determinant &amp; its Properties</li> <li>• The Method of Cofactors</li> </ul>
<b>Week 14 &amp; 15</b>	<p><b>DETERMINANTS</b></p> <ul style="list-style-type: none"> <li>• Determinants</li> <li>• Properties of Determinants</li> <li>• Determinants and Non Singularity</li> <li>• Special Determinants</li> <li>• Solution of Linear Equations by Determinants</li> </ul>

	<ul style="list-style-type: none"> <li>○ &amp;KDUDPHU¶V 5XOH</li> </ul>
<b>Week 16</b>	<b>DETERMINANTS</b> <ul style="list-style-type: none"> <li>• Solution of Linear Equations by Determinants <ul style="list-style-type: none"> <li>○ Inverse Matrices Method</li> </ul> </li> </ul>

## RECOMMENDED/REFERENCE BOOKS

1. Cheryl Cleaves, Business Maths, Pearson (Latest Edition)
2. Burton, Shelton, Business Maths using Excel, South-Western Cengage Learning
3. Budnick, Mathematics for Business Economics and Social Science

## PRINCIPLES OF MICROECONOMICS

### COURSE DESCRIPTION

This course is designed to introduce key microeconomics concepts and techniques applicable as tools for rational economic decision-making within the micro framework. The course aims to demonstrate the relevance and usefulness of economic analysis to real world business situations. Emphasis is placed on optimal decisions making within the firm and the strategic relationship with other business.

The goal of the course is to provide an introduction to microeconomics. Using microeconomics theory, the students will be able to understand the concepts of demand and supply, the price determination in the market, firm behavior and the structure of the markets.

### INDENTED LEARNING OUTCOMES

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

1. The Economic problem of allocation and distribution of resources.
2. The factors that determined demand and supply
3. The concept of elasticity of demand and supply
4. Analyze the effect of market structure on firm behavior
5. Analyze efficiency and the role of government in promoting and deterring efficiency
6. The concept of derived demand for labor and capital
7. The existence of impact of externalities
8. ,QFRPHGLVWULEXWLRQ DQG 'IDLUQHVV'

### COURSE CONTENT

<b>Week 01,02</b>	<b>BASIC ECONOMIC CONCEPTS</b> <ul style="list-style-type: none"> <li>• Economics: Basic Themes and Nature</li> <li>• Micro versus Macro Economics</li> <li>• Positive versus Normative economics</li> <li>• Economic problem of resource allocation</li> <li>• Economics relevance to business organizations</li> </ul>
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<b>Week 03,04</b>	<b>DEMANDANDSUPPLYANALYSIS</b> <ul style="list-style-type: none"> <li>• The demandfunction.</li> <li>• Changes indemand.</li> <li>• Thesupply function.</li> <li>• Changes in supply.</li> <li>• Equilibrium ofSupply &amp; Demand</li> <li>• Elasticity ofdemand/supply and its measurement.</li> </ul>
<b>Week 05,06</b>	<b>APPROACHESTOUTILITYANALYSIS</b> <ul style="list-style-type: none"> <li>• Cardinal approach and consumer equilibrium.</li> <li>• Ordinal approach andconsumer equilibrium.</li> <li>• Price, Income and Substitution effects on consumer equilibrium.</li> </ul>
<b>Week 07,08</b>	<b>PRODUCTIONANALYSIS</b> <ul style="list-style-type: none"> <li>• Basic production concepts.</li> <li>• Total, Average and Marginal Product</li> <li>• Returns to scale.</li> <li>• Short-runand long-run production.</li> <li>• Least-cost factor combination.</li> <li>• Producer equilibrium.</li> </ul>
<b>Week 09,10</b>	<b>COSTANDREVENUEANALYSIS</b> <ul style="list-style-type: none"> <li>• Various cost concepts.</li> <li>• The cost ofproduction: Short-run cost, long-run cost.</li> <li>• Revenue and revenue curves: Total, average and marginal revenues.</li> <li>• Profit-Maximization</li> </ul>
<b>Week 11,12</b>	<b>MARKETSTRUCTURESANDPRICING</b> <ul style="list-style-type: none"> <li>• Market and its forms.</li> <li>• Price and out-put under perfect competition.</li> <li>• Price and out-put under monopoly, duopoly, oligopoly andmonopolistic competition.</li> </ul>
<b>Week 13,14</b>	<b>RESOURCEALLOCATION</b> <ul style="list-style-type: none"> <li>• Role ofthe government in marketefficiency.</li> <li>• The theory ofMarginal Productivity.</li> <li>• Market demandfor resources.</li> <li>• Existence of impact of externalities</li> <li>• Incomedistribution andfairness</li> </ul>
<b>Week 15</b>	Project/Revision

## TEXT/REFERENCE BOOKS.

1. *David M. Winch, Micro Economics: Problems and Solutions, Oxford University Press. (Latest Edition)*
2. Mc Connell & Brue, Economic 15<sup>th</sup> Edition., McGraw Hill, INC
3. Muhammad Hussain Choudhry, Economic Theory Volume 1, Caravan Book House, Lahore 2002.
4. Ruffin and Gregory, Principles of Economics, Illinois: Scott Foresman and Company, (Latest Edition).
5. Samuelson and Nordhaus, Economics, New Delhi, Tata McGraw Hill, (Latest Edition).
6. Scottand Nigro: Principles of Economics, NewYork; Macmillan Publishing Co., Inc., (Latest Edition).

## BUSINESS COMMUNICATION I

### COURSE DESCRIPTION

We all communicate. Communication plays a major role in all human activity. It is part of our culture. Within the business community, public and private organisations, and the professions communication is associated with the more specific activities of interacting, informing, instructing and persuading. People who possess demonstrable skills in these activities are employed, prized and promoted. If businesses are to survive in an increasingly competitive and information-oriented environment they will need trained.

Communicators, who can speak, write and interact with others efficiently, effectively and professionally.

This course is intended to provide participants with advanced understanding of the concepts and principles of professional business communication and to support the development of their skills in interpersonal, spoken and business related communications through practice and feedback. Course participants will be encouraged to participate actively in the course through their group presentations, reflections and academic writing.

### COURSE GOALS

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

- Describe the process of communication within business organizations
- Demonstrate effective listening behaviour
- Use language and nonverbal communication to communicate effectively
- Analyzes realistic business situations and selects the communication strategy or strategies appropriate to bring about the desired outcome
- Anticipates misunderstandings in business communication and apply effective techniques in an effort to avoid these misunderstandings
- Apply correct English grammar, spelling, punctuation, mechanics and usage to write clear, concise and complete letters and memorandums of a minimum of 500 words
- Compares and contrasts various forms of business correspondence, including positive, negative, informative and persuasive messages

- Demonstrate the ability to organize and compose various forms of business correspondence, including positive, negative, informative and persuasive messages
- Demonstrate the process of researching, organizing, and composing written reports of a minimum of 750 words
- Translate the content of written reports into an oral format
- Present oral reports effectively, synthesizing information in written and oral form
- Compare and contrast various forms of resumes, cover letters and other documentation associated with the job search
- Demonstrate the skills necessary for the job search, including resume writing and interviewing
- Utilize information technology effectively, selecting and using tools appropriate to the task describe the influence of cultural diversity in the workforce and Demonstrate effective communication skills to accommodate these differences

## INDENTED LEARNING OUTCOMES

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

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

## COURSE CONTENT

<b>Week 01</b>	<p><b>Communication in Organizations</b></p> <ul style="list-style-type: none"> <li>• The basic communication process</li> <li>• Language</li> <li>• Nonverbal communication</li> <li>• Listening</li> <li>• Role of culture and diversity on communication in the workplace</li> </ul>
<b>Week 02</b>	<p><b>Qualities of communication within business organizations</b></p> <ul style="list-style-type: none"> <li>• Methods of communicating in business organizations</li> <li>• Written</li> <li>• Oral</li> <li>• Electronic</li> </ul>
<b>Week 03</b>	<ul style="list-style-type: none"> <li>• Benefits of effective communication in your career</li> <li>• Challenge of communication in the global market</li> </ul>

<b>Week 04</b>	<ul style="list-style-type: none"> <li>• Background to intercultural communication</li> <li>• A concept of culture</li> <li>• An intercultural communication model</li> <li>• National cultural variables</li> <li>• Education/law and regulations/economics/politics/religion/social norms/language</li> </ul>
<b>Week 05</b>	<ul style="list-style-type: none"> <li>• Business communication and the technology</li> <li>• Managing information within organizations</li> <li>• History of technological developments</li> </ul>
<b>Week 06</b>	<ul style="list-style-type: none"> <li>• Challenges to the organization made by new technologies</li> <li>• E-mail</li> <li>• Understanding the internet</li> <li>• Establishing security</li> <li>• Other communication technologies</li> </ul>
<b>Week 07</b>	<ul style="list-style-type: none"> <li>• Managing information outside organizations</li> <li>• Managing crisis communication</li> <li>• The process of preparing effective business messages</li> </ul>
<b>Week 08</b>	<ul style="list-style-type: none"> <li>• Strategies for improving oral presentations</li> <li>• Strategies for an effective nonverbal delivery</li> <li>• Strategies for reducing stagefright</li> <li>• Signs of discomfort</li> </ul>
<b>Week 09</b>	<ul style="list-style-type: none"> <li>• Interviewing</li> <li>• Interview purposes</li> <li>• ,QWHUYLHZHH¶V UHVSQRQVLELELWLHV</li> <li>• ,QWHUYLHZHU¶V UHVSQRQVLELELWLHV</li> <li>• Telephoning</li> </ul>
<b>Week 10</b>	<ul style="list-style-type: none"> <li>• The process of preparing effective business messages</li> <li>• Five planning steps</li> <li>• Indirect (inductive) approach</li> <li>• Beginning and endings</li> <li>• Opening paragraphs/closing paragraphs</li> </ul>
<b>Week 11</b>	<ul style="list-style-type: none"> <li>• Self Disclosure and Trust</li> <li>• Forming groups for presentation/essay; self-disclosure and trust</li> </ul>
<b>Week 12</b>	<ul style="list-style-type: none"> <li>• Persuasive Communication</li> <li>• Group Presentations; Persuasive Communication</li> </ul>
<b>Week 13</b>	<ul style="list-style-type: none"> <li>• Conflict Resolution and Negotiation</li> <li>• Group Presentations; conflict and negotiation</li> </ul>
<b>Week 14</b>	<ul style="list-style-type: none"> <li>• Working in Teams for Success Group Presentations;</li> </ul>

	working in teams
<b>Week 15</b>	<ul style="list-style-type: none"> <li>Confidence Building, how to be impressive Personality</li> </ul>
<b>Week 16</b>	<ul style="list-style-type: none"> <li>Project Presentations</li> </ul>

## RECOMMENDED BOOK

1. Court Bovee, JohnThill, Business Communications Essentials, Prentice Hall, Latest Edition

## FINANCIAL ACCOUNTING 2

### COURSE DESCRIPTION/OBJECTIVE

This course is build upon the Financial Accounting Course in the sense that it provides advanced treatment of basic techniques learned in the first course of Financial Accounting. It mainly focus upon the company accounts and their understanding in the context of the IAS and companies ordinance 1984.

### LEARNING OUTCOMES

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

1. The formation of companies and important financial statements (balance sheet, income statement/profit and loss account, cash flow statement, statement of owner equity) of Public Limited companies.
2. Exposer about company annual report and notes to the accounts.
3. The accounting for partnership and non-profit organizations.
4. The accounting for consolidated statements.
5. Accounting for leasing and fixed assets.

### COURSE CONTENT

<b>Week 01</b>	Formation of Companies, Issuance of shares, Types of Paid-in Capital.
<b>Week 02</b>	Statement of Stockholders Equity: Paid-in Capital.
<b>Week 03</b>	Statement of cashflows.
<b>Week 04</b>	Statement of cashflows
<b>Week 05</b>	Financial Statement Analysis
<b>Week 06</b>	Financial Statement Analysis
<b>Week 07</b>	Accounting for consolidated statements.
<b>Week 08</b>	Accounting for consolidated statements
<b>Week 09</b>	Mid-Term



<b>Week 10</b>	Accounting for consolidated statements
<b>Week 11</b>	Accounting for non-profit organization
<b>Week 12</b>	Accounting for fixed Assets and depreciation
<b>Week 13</b>	Accounting for leases
<b>Week 14</b>	Accounting for Partnership (Formation)
<b>Week 15</b>	Accounting for Partnership (Dissolution)
<b>Week 16</b>	Project Presentations

## TEXT/REFERENCES BOOKS

1. By Williams, Haka, Bettner: Financial & Managerial Accounting, Latest Edition. Publisher Prentice Hall
2. Professor Muhammad Ammanullah Khan: Financial Accounting, Latest Edition
3. Frank Wood, Business Accounting ± II, (Latest Edition)
4. Meigs and Meigs, Accounting for Business Decision, 12<sup>th</sup> Latest Edition

## 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.

### 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)**

<b>Week 01</b>	<b>MARKETING: AN OVERVIEW</b> <ul style="list-style-type: none"> <li>• Definitions</li> <li>• The evolution of marketing management.</li> <li>• The marketing concept and social responsibility.</li> <li>• The importance and scope of marketing.</li> <li>• The basic functions of marketing.</li> </ul>
<b>Week 02, 03</b>	<b>MARKETING INFORMATION SYSTEMS.</b> <ul style="list-style-type: none"> <li>• Concept and components of marketing information systems.</li> <li>• marketing intelligence system.</li> <li>• marketing research system.</li> <li>• analytical marketing system.</li> <li>• marketing decision support system.</li> </ul>
<b>Week 04 &amp; 05</b>	<b>CONSUMER MARKETS AND CONSUMER BEHAVIOUR ANALYSIS</b> <ul style="list-style-type: none"> <li>• Demographic dimensions of consumer market.</li> <li>• Behavioral dimensions of consumer market.</li> <li>• The consumer's decision process.</li> <li>• The buyer's decision process.</li> <li>• The industrial market, the reseller market and the Government market.</li> <li>• Organizational markets and their buying objectives &amp; structures.</li> </ul>
<b>Week 06 &amp; 07</b>	<b>STP MARKETING</b> <ul style="list-style-type: none"> <li>• An overview of marketing opportunities and target markets</li> <li>• Market segmentation concept patterns &amp; procedure</li> <li>• Dimensions to segment consumer and industrial markets</li> <li>• Market targeting and product positioning</li> </ul>
<b>Week 08 &amp; 09</b>	<b>PRODUCT MARKETS STRATEGIES</b> <ul style="list-style-type: none"> <li>• Basic concepts of product planning.</li> <li>• The product life cycle: Stages and marketing strategies.</li> <li>• New product planning and development.</li> <li>• Product-mix strategies.</li> <li>• Branding, packaging and labeling.</li> </ul>
<b>Week 10 &amp; 11</b>	<b>PRICING STRATEGIES AND POLICIES</b> <ul style="list-style-type: none"> <li>• Procedure for price setting.</li> </ul>

	<ul style="list-style-type: none"> <li>• Methods of setting prices.</li> <li>• Price-adaptation strategies</li> <li>• One-price and flexible-price policies.</li> <li>• Price level policies over the product life cycle.</li> <li>• Initiating and responding to price changes.</li> </ul>
<b>Week 12 &amp; 13</b>	<ul style="list-style-type: none"> <li>• <b>MARKETING CHANNEL DECISIONS</b></li> <li>• Channel -design decisions.</li> <li>• Channel -management decisions.</li> <li>• Channel dynamics.</li> </ul>
<b>Week 14 &amp; 15</b>	<ul style="list-style-type: none"> <li>• <b>PROMOTIONAL STRATEGIES</b></li> <li>• Effective advertising programs.</li> <li>• Sales promotion and public relations programs.</li> <li>• The strategic personal selling process.</li> <li>• Strategic sales-force management.</li> </ul>
<b>Week 16</b>	<b>CONCLUDING SESSION AND EXAMS</b>

### **RECOMMENDED TEXT/REFERENCE BOOKS:**

1. Philip Kotler, Marketing Management, Analysis, Planning, Control, Prentice Hall.
2. William J. Stanton & Charles Futrell, Fundamentals of Marketing, McGraw Hill.
3. Jagdish Sheth and Dennis E. Garrett, Marketing Management: A Comprehensive Reader, SouthWestern Publishing.
4. E. Jerome McCarthy & William D. Paeranth, Basic Marketing: Managerial Approach, IRWIN.

## **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 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.

### **INDENTED 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
6. E-commerce;
7. Identify and analyze risk factors, discuss measures to mitigate risks and the importance of business continuity planning; and
8. Explain how various information systems are designed to support the decision-making process for business managers.

## COURSE CONTENTS

<b>Week 01</b>	Introduction to Information Systems in Business Why study information systems Why business need information technology
<b>Week 02</b>	Fundamentals of Information System
<b>Week 03</b>	Solving Business Problems with Information Systems <ul style="list-style-type: none"> <li>▪ Systems approach to problem solving</li> <li>▪ Developing information system solutions</li> </ul>
<b>Week 04</b>	General Systems Model of the Firm
<b>Week 05</b>	Computer Software, Hardware (Overview from Managerial Perspective)
<b>Week 06</b>	DBMS
<b>Week 07</b>	MS Access (A comprehensive workshop)
<b>Week 08</b>	IS for Business Operations <ul style="list-style-type: none"> <li>▪ Business information systems</li> <li>▪ Transaction processing system</li> </ul>
<b>Week 11</b>	Accounting Information System/ Financial Information System
<b>Week 10</b>	Decision Support System/ Financial Support System
<b>Week 12</b>	Marketing Information System
<b>Week 09</b>	Transaction Processing System
<b>Week 13</b>	IS for Strategic Advantage <ul style="list-style-type: none"> <li>▪ Fundamentals of strategic advantage</li> <li>▪ Strategic applications and issues in IT</li> </ul>

<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 TEXT BOOKS

1. Kenneth C. Laudon, Management Information System- Managing the digital firms, Prentice Hall of India, (Latest Edition)
2. -DPHV 2¶%ULHQ\_ 0DQDJHPHQW Information Systems, (Latest Edition)
3. Raymond Mcleod, Jr, Management Information Systems, PrenticeHall (Latest Edition)

## FINANCIAL MANAGEMENT

### COURSE DESCRIPTION

The module aims at building competence in corporate finance further by extending the coverage in Business Finance module to include three more of the finance functions ± financial planning and control, working capital management and financing sources. It continues to emphasize on strategic decision making techniques that best serve the interests of shareholders, which is to maximize the value of the company.

### INDENTED LEARNING OUTCOMES

At the end of this course the student will be able to understand:

1. Role of financial planning and control ± financial forecasting and cash budgeting tools ± in planning JIRU WKHILUP¶V VKRUW WHUPILQDQFLDO UHTXLUHPHQWV
2. Working capital and its components, applications of different techniques that managers can use to manage various aspects of working capital ± cash and liquidity, credit and receivables, inventories, etc.
3. Short term sources of financing
4. Long term financing ± venture capital, equity, debentures etc
5. Different theories of capital structure, their predictions about optimal capital VWUXFWXUH DQG WKH OLPLWDWLRQV RI XVLQJ GHEW LQ WKHILUPV¶ FDSLWDO V

### COURSE CONTENT (SEMESTER 3)

<b>Week 01</b>	<b>Meaning and Scope of Financial Management.</b> <ul style="list-style-type: none"> <li>• Finance and financial management</li> <li>• Scope of Financial management</li> <li>• Business organizations</li> <li>• Organization of the finance function</li> <li>• Finance management vs. other managerial functions</li> </ul>
<b>Week 02</b>	<b>The Finance manager and the financial environment</b> <ul style="list-style-type: none"> <li>• Financial markets</li> <li>• Financial institutions</li> <li>• The roles of the finance manager</li> </ul>

	<ul style="list-style-type: none"> <li>• Goals of the firm</li> <li>• Agency problems and their mitigation</li> </ul>
<b>Week 03 &amp; 04</b>	<p>37LPH 9DOXH RI 0RQH\¶¶</p> <p>Calculate the future value (FV) or present value (PV) of a single sum of money;  Calculate the interest rate or time period for single-sum problems;  Calculate the FV or PV of an annuity and an annuity due;  Calculate the payments, interest rate, or time period for annuity and annuity-due problems.  Calculate the value, cashflow, or interest rate in a perpetuity problem;  Calculate the FV or PV of a series of uneven cashflows (i.e., compound or discount the Cashflows);  Adapt all FV and PV calculations to other-than-annual compounding periods;  Compute the solution for various time value of money problems.</p> <p>30RQG DQG 7KHLU 9DOXDWLRQ¶¶</p> <p>What issues Bonds, Key Characteristics of Bonds  Bond Valuation, Bond Yields  Bonds with Semiannual Coupons  Assessing the Riskiness of a Bond  Default Risk, Bond Markets</p>
<b>Week 05</b>	<p>36KDUHDQG 7KHLU 9DOXDWLRQ¶¶</p> <p>Legal Rights and Privileges of Common Stockholders  Types of Ordinary Stock  The Market for Ordinary Stock  Ordinary Stock Valuation  Share Market Equilibrium  Actual Share Prices and Returns  Preferred Shares</p>
<b>Week 06</b>	<p>35LVNDQG 5HWXUQ¶¶</p> <p>Stand Alone Risk  The Trade Off between Risk and Return  Risk in a Portfolio Context  The Relationship between Risk and Rates of Return  Physical Assets versus Securities  Some Concerns about Beta and the CAPM  Volatility Versus Risk</p>
<b>Week 07</b>	<p><b>INVESTMENT APPRAISALS</b></p> <ul style="list-style-type: none"> <li>• Types of investment projects</li> <li>• Investment process</li> </ul>

	<ul style="list-style-type: none"> <li>• Non-discounted appraisal techniques</li> <li>• Discounted Cashflow techniques</li> <li>• A comparison of the NPV and the IRR methods</li> </ul>
<p><b>Week 08</b></p>	<p>3\$QDO\VLV RI &amp;DVK )ORZV¶¶¶</p> <p>The student should be able to</p> <p>Explain the relevance of cashflows to analyzing business activities;</p> <p>Describe the elements of operating cashflows;</p> <p>Describe the elements of investing cashflows;</p> <p>Describe the elements of financing cashflows;</p> <p>Classify a particular item as an operating cashflow, an investing cashflow, or a Financing cashflow;</p> <p>Compute, explain, and interpret a statement of cashflows, using the direct method and the indirect method;</p> <p>Compute free cashflow.</p>
<p><b>Week 09</b></p>	<p>3\$QDO\VLV RI ,QYHQWRULHV¶¶¶</p> <p>The student should be able to</p> <p>compute ending inventory balances and cost of goods sold using the LIFO, FIFO, and average cost methods to account for product inventory;</p> <p>Explain the usefulness of inventory and cost-of-goods-sold data provided by the LIFO, FIFO, and average cost methods when prices are stable versus when prices are rising;</p> <p>Discuss the impact of LIFO and FIFO (in periods of rising prices and stable or increasing inventory quantities) on a firm's operating income and net income;</p> <p>Describe the effects of adjustment from LIFO to FIFO on inventory balances, cost of goods sold, and income;</p> <p>Compute and describe the effects of the choice of inventory method on profitability, liquidity, activity, and solvency ratios;</p> <p>Discuss the two reasons why a LIFO reserve might decline during a period and</p> <p>Discuss the implications of such a decline for financial analysis.</p>
<p><b>Week 10</b></p>	<p>37KH ,QYHVWPHQW 6HWWLQJ¶¶¶</p> <p>The student should be able to</p> <p>Calculate the holding-period return;</p> <p>Calculate the holding-period yield;</p> <p>Calculate both the arithmetic mean return and the geometric mean return;</p> <p>Calculate the expected return;</p> <p>Calculate the variance and standard deviation of return;</p> <p>Calculate the coefficient of variation for an investment;</p> <p>Calculate the expected rate of return for a stock or a stock market series, using Estimates of ending values and dividend</p>

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	payments.
<b>Week 11</b>	<p>37KH &amp;RVW RI &amp;DSLWDO The student should be able to</p> <p>Explain why the cost of capital used in capital budgeting should be a weighted average of the costs of various types of capital the company uses and not the cost of the specific financing used to fund a particular project;</p> <p>Define and calculate (1) the component cost of debt, (2) the component cost of preferred stock, (3) the component cost of retained earnings (three different methods), and (4) the component cost of newly issued stock or external equity;</p> <p>define the target (optimal) capital structure;</p> <p>'HILQHDQG FDOFXODWH DFRPSDQ\¶V ZHLJKWHG-average cost of capital.</p>
<b>Week 12</b>	<p>37KH %DVLFV RI &amp;DSLWDO %XGJHWLQJ¶¶ The student should be able to</p> <p>define capital budgeting;</p> <p>describe and calculate four methods used to evaluate capital projects: payback period, discounted payback period, net present value (NPV), and internal rate of return (IRR);</p> <p>explain the NPV profile;</p> <p>explain the relative advantages and disadvantages of the NPV and IRR methods, particularly with respect to independent versus mutually exclusive projects;</p> <p>Describe and calculate the modified IRR (MIRR);</p> <p>([SODLQ WKH 3PXOWLSOH ,55 SUREOHP´ DQG WKH condition that can cause the problem;</p> <p>Explain why NPV, IRR, and MIRR methods can produce conflicting rankings for capital projects.</p>
<b>Week 13</b>	<p>3&amp;DVK )ORZ (VWLPDWLRQ DQG 2WKHU 7RSLFVLQ &amp;DSLWDO %XGJHWLQJ¶¶ The student should be able to</p> <p>Distinguish between cashflows and accounting profits;</p> <p>Define the following terms and discuss their relevance to capital budgeting:</p> <p>incremental cashflow, sunk cost, opportunity cost, externality, and cannibalization;</p> <p>Define an expansion project and a replacement project;</p> <p>Determine by NPV analysis whether a replacement project should be undertaken;</p> <p>Define initial investment outlay, operating cashflow over a SURMHFW¶V OLIH_ DQG WHUPLQDO-year cashflow, and compute each measure for an expansion project and a replacement project;</p> <p>Compare two projects with unequal lives, using both the replacement chain and equivalent annual annuity approaches;</p> <p>Discuss the effects of inflation on capital budgeting analysis.</p>
<b>Week 14</b>	<p>35LVN\$QDO\VLV DQG WKH 2SWLPDO &amp;DSLWDO %XGJHWLQJ¶¶ The student should be able to</p>



	<p>Distinguish among three types of project risk: stand-alone, corporate, and market;  Distinguish among sensitivity analysis, scenario analysis, and Monte Carlo simulation as risk analysis techniques;  Describe how the security market line is used in the capital budgeting process;  Describe the pure play and accounting beta methods for estimating individual project betas.</p>
<p><b>Week 15</b></p>	<p><b>3&amp;DSLWDO 6WUXFWXUHDQG</b>  The student should be able to  Define target capital structure and optimal capital structure;  Describe, and state the impact of changes in, factors that  LQIOXHGFH D FRPSDQ\¶V FDSLWDO VWUXFWXUH GHFLVLRLQ_  Explain business risk and financial risk and discuss factors that influence each risk;  Explain and calculate the effects of changes in sales or earnings before interest and taxes (EBIT) on earnings per share for companies with differing amounts of debt financing;  'HILQHRSHUDWLQJ OHYHUDJH DQG H[SODLQ KRZ LW DIIHFWV DSURMHFW  RU FRPSDQ\¶V H[SHFWHG UDWHRI UHWXUQ_  Calculate the breakeven quantity of sales and determine the  ILUP\¶V JDLQ RU ORVV DW YDULRXV VDOHV OHYHOV_  Define financial leverage;  Calculate degree of operating leverage, degree of financial leverage, and degree of total leverage;  Describe the relationship between financial leverage and financial risk;  Discuss why the use of greater amounts of debt in the capital structure can raise both the cost of debt and the cost of equity capital;  Describe how changes in the use of debt can cause changes  LQ WKH FRPSDQ\¶V HDUQLQJV SHU VKDUH and in the stock price;  Distinguish between the value of a company and the value of  WKH FRPSDQ\¶V FRPPRQ VWRFN_  Explain the effect of taxes and bankruptcy costs on the cost of capital, the optimal capital structure, and the Modigliani and Miller (MM) capital structure irrelevance proposition;  Compare the MM capital structure irrelevance proposition and the trade-off theory of leverage;  Describe how a company signals its prospects through its financing choices.</p>
<p><b>Week 16</b></p>	<p><b>Financial forecasting</b>  Keeping Track of forecasts  Sales Forecast  Financial Statement Forecasting: Constant Ratio Method  The AFN Formula  Forecasting Financial Requirements When the Balance Sheet</p>

	Ratios Are Subject to Change Other Techniques for Forecasting Financial Statements Computerized Financial Planning Models
<b>Week 17</b>	<b>Managing Current Assets</b> Working Capital Terminology Alternative Current Asset Investment Policies The Concept of Zero Working Capital Cash Management The Cash Budget Cash Management Techniques Marketable Securities Inventory costs Inventory Control Systems Receivables Management Credit Policy Setting the Credit Period and Standards Setting the Collection Policy
<b>Week 18</b>	<b>Financing Current Assets</b> Sound Working Capital Requires Appropriate Financing Alternative Current Asset Financing Policies Advantages and Disadvantages of Short-Term Financing Accruals Account Payable (Trade Credit) Short-Term Bank Loans The Cost of Bank Loans Choosing a Bank Commercial Paper Use in Short-Term Financing

## RECOMMENDED BOOKS

1. Ross, S.A., Westerfield, R. W. & Jordan, B. D. (2006) *Fundamentals of corporate finance*. 7<sup>th</sup> edition. New York: McGraw Hill
2. Eugene F. Brigham: *Fundamentals of Financial Management*
3. Jones, *Financial Management*
4. White, Sondhi and Fried, *Analysis of Financial Statements*.

# BBSELECTIVECOURSES

<b>COSTACCOUNTING</b>
<b>ORGANIZATIONAL BEHAVIOUR</b>
<b>ENTREPRENEURSHIP</b>
<b>CONSUMER BEHAVIOR</b>

## **COSTACCOUNTING**

### **COURSE DESCRIPTION/OBJECTIVE**

The Course deals with examining Cost Accounting as a tool for providing information for manufacturing, internal reporting, external reporting as well as for managerial decision making. The broad course objectives are to help students to understand the central concepts of Cost Accounting, the methods of conducting data analysis preparation of reports for managerial decisionmaking.

### **LEARNING OUTCOMES**

After studying this course student will be able to understand:

1. The importanceof Cost Accounting as afirst step in the Manufacturing process.
2. Cost Accounting andexplain its purpose within an organization.
3. The steps involved in the Accumulation of Total Cost indifferent departments.
4. Financial accounting and CostAccounting.
5. Cost datafor the decisionmaking of the higher management.
6. Product costing preparationand process costing analysis.
7. Cost ofproduction and cost of goods sold statements for onward reporting to financial statements.

<b>COURSE CONTENT</b>	
<b>Week 01</b>	Cost Accounting Concepts and Objectives.
<b>Week 02</b>	Financial Statements The bases for planningand control
<b>Week 03</b>	Costs: Concepts, Uses and Classification
<b>Week 04-06</b>	Job Order Costing, Process Costing:
<b>Week 07-09</b>	Planning and Control of Factory Overhead.
<b>Week 10</b>	Joint andbyproduct casting.
<b>Week 11</b>	Planning and Control of Materials.
<b>Week 12</b>	Planning and Control ofLabor.
<b>Week 13</b>	Value Cost andProfit Analysis.
<b>Week 14-15</b>	Differential Cost Analysis
<b>Week 16</b>	<b>Project/ Presentations</b>

## TEXTBOOKS:

1. Matz Usry latest Edition, CostAccounting: Planning and Control
2. Matz, Hammer Usry (1985) 9<sup>th</sup> edition Cost Accounting South-western Publishing Co
3. Garrison H. Ray, NoreenW. Eric (2004) 10th edition Managerial Accounting, Irwin

## ORGANIZATIONALBEHAVIOUR

### COURSE DESCRIPTION/OBJECTIVE

Organizational behaviour (OB) is an interdisciplinary field drawing from numerous disciplines including psychology, sociology, anthropology, economics, organization theory, statistics, and many others. Effective management of human resources within organizations requires an understanding of various behaviour and processes. Managers need to know why people behave as they do in relation to their jobs, their work groups and their organizations. This knowledge of individuals' perceptions, motivational attitudes and behaviour will enable managers to not only understand themselves better, but also to adopt appropriate managerial policies and leadership styles to increase their effectiveness.

The focus of instruction will move progressively through the individual, group and organizational levels of behaviour and will examine the interrelationships of behavioural phenomena among these levels. Additionally, concepts such as motivation, communication and leadership and their relevance to organizational behaviour will be examined in detail. The course is also designed to help the students understand if Western Organizational Behavioural theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of understanding and directing human behaviour in a specific direction.

### INDENTED LEARNING OUTCOMES

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

1. Understand the components of individual behavior and group behaviors in the organizational context.
2. Understand the relevance of the OB theories and practices, emphasized by Western texts, in local settings.
3. Understand the Islamic perspective of understanding and directing human behaviour towards achievement of goals.
4. Understand the causes of job dissatisfaction and stress as well as methods of improving job satisfaction and dealing with stress.
5. Analyze the impact of individuals and team behaviour on organizational productivity
6. Evaluate the impact of organizational structure, design, culture and change
7. Synthesize various theories of motivation and leadership and understand their application to workplace.

### COURSE CONTENTS

<b>Week 01</b>	What is Organizational Behaviour Importance of organizational behavior
<b>Week 02</b>	Foundations of Individual Behaviour: Biographical Characteristics, Ability, Learning

<b>Week 03</b>	Organizational behaviour from Islamic and indigenous perspective Understanding human psychology through the lenses of Quran and Sunnah
<b>Week 04</b>	Attitudes and Job Satisfaction Types of attitudes Types of behaviors
<b>Week 05</b>	Perception and Individual Decision Making Why perception is important Types of decision making Biases and errors in decision making
<b>Week 06</b>	Motivation concept Content theories of Motivational Process theories of motivation
<b>Week 07</b>	Motivation: from concept to application Applying motivation concepts for designing reward system Emotions and Moods
<b>Week 08</b>	<b>MID-TERM EXAMINATION</b>
<b>Week 09</b>	Foundations of Group Behaviour Groups in organization
<b>Week 10</b>	Basic Approaches to Leadership Trait theories Behavioural theories
<b>Week 11</b>	Contemporary Issues in Leadership
<b>Week 12</b>	Power and politics Types and sources of power Politics in organizations
<b>Week 13</b>	Conflict and negotiation Types of conflicts
<b>Week 14</b>	Functions of organization structure Types of organizational structure Organizational structure and its impact on individuals and groups
<b>Week 15</b>	Organizational culture Organizational culture and individual behavior
<b>Week 16</b>	Conclusion Session Project/Presentation

## RECOMMENDED BOOK

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

## ENTREPRENEURSHIP

### COURSE DESCRIPTION/OBJECTIVES

With more than half of the new jobs being created in the world economy by small businesses, the particular problems and experiences encountered in starting and developing new enterprises are clearly worth studying. This course of Entrepreneurship has been designed to provide the participants with an overall understanding of the concept of entrepreneurship and small business management.

Participants will be prepared to start, survive, and succeed in their own businesses.

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

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

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

### LEARNING OBJECTIVES

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

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

### COURSE CONTENTS

Session	Topic
WEEK 01	ENTREPRENEURSHIP: AN EVOLVING CONCEPT <ul style="list-style-type: none"> <li>• Entrepreneurship – A perspective</li> <li>• Emerging Trends: The Internet and E-Commerce</li> <li>• ENTREPRENEURIAL OPPORTUNITIES</li> <li>• The evolution of Entrepreneurship</li> <li>• The myths &amp; approaches to entrepreneurship</li> </ul>
WEEK 02	UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT <ul style="list-style-type: none"> <li>• Comparative analysis entrepreneurship in other countries</li> <li>• Strategic Objectives</li> </ul>

	<ul style="list-style-type: none"> <li>• Competitor Analysis</li> </ul>
<b>WEEK 03</b>	<p>UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT</p> <ul style="list-style-type: none"> <li>• STP Strategies</li> <li>• Marketing Mix Strategies</li> </ul>
<b>WEEK 04</b>	<p>UNDERSTANDING THE ENTREPRENEURIAL PERSPECTIVE IN INDIVIDUALS</p> <ul style="list-style-type: none"> <li>• The Entrepreneurial Perspective</li> <li>• The Dark side of Entrepreneurship</li> <li>• Entrepreneurial Motivation</li> </ul> <p>ENTREPRENEURIAL PERSPECTIVE IN ORGANIZATIONS ± CORPORATE ENTREPRENEURSHIP</p> <p>SOCIAL ENTREPRENEURSHIP AND THE ETHICAL CHALLENGES OF ENTREPRENEURSHIP</p>
<b>WEEK 05</b>	<p>INNOVATION: THE CREATIVE PURSUIT OF IDEAS</p> <ul style="list-style-type: none"> <li>• Opportunity Identification: The search for New Ideas</li> <li>• Entrepreneurial Imagination and Creativity</li> <li>• The role of Creative Thinking</li> <li>• Arenas in Which People Are Creative</li> <li>• Innovation and the Entrepreneur</li> <li>• The Innovation Process</li> </ul>
<b>WEEK 06</b>	<p>PATHWAYS TO ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> <li>• The Pathways to New Ventures for Entrepreneurs</li> <li>• Creating New Ventures</li> <li>• Acquiring an Established Entrepreneurial Venture</li> <li>• Franchising: The Hybrid</li> </ul>
<b>WEEK 07</b>	<p>LEGAL CHALLENGES FOR ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> <li>• Legal Challenges for the Entrepreneurial Venture</li> <li>• Intellectual Property Protection: Patents, Copyrights, and Trademarks</li> <li>• Identifying Legal Structures for Entrepreneurial Ventures</li> <li>• Sole Proprietorships</li> <li>• Partnerships</li> <li>• Corporations</li> <li>• Specific Forms of Partnerships and Corporations</li> <li>• Understanding Bankruptcy</li> </ul>
<b>WEEK 08</b>	<p>SOURCES OF CAPITAL FOR ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> <li>• 7KH (QWUHSUHQHXU¶V 6HDUFK IRU &amp; DSLWDO</li> <li>• Debt Versus Equity</li> <li>• The Venture Capital Market</li> <li>• ,QIRUPDO 5LVN &amp; DSLWDO_ ³\$QJHO´ )LQDQFLQJ</li> </ul>
<b>WEEK 09</b>	<p>ASSESSMENT OF ENTREPRENEURIAL PLAN</p> <ul style="list-style-type: none"> <li>• The Challenge of New-Venture Start-Ups</li> <li>• Pitfalls in Selecting New Ventures</li> <li>• Critical Factors for New-Venture Development</li> <li>• Why New Ventures Fail</li> <li>• The Evaluation Process</li> </ul>
	<p>MARKETING CHALLENGES FOR ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> <li>• The Marketing Concept for Entrepreneurs</li> <li>• Marketing Research</li> </ul>

<b>WEEK10</b>	<ul style="list-style-type: none"> <li>• Inhibitors to Marketing Research</li> <li>• Internet Marketing</li> <li>• Developing the Marketing Concept</li> <li>• Developing a Marketing Plan</li> <li>• Pricing Strategies</li> </ul>
<b>WEEK11</b>	<p>FINANCIAL PREPARATION FOR ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> <li>• The Importance of Financial Information for Entrepreneurs</li> <li>• Understanding the Key Financial Statements</li> <li>• Preparing Financial Budgets</li> <li>• Pro Forma Statements</li> <li>• Capital Budgeting</li> <li>• Break-Even Analysis</li> <li>• Ratio Analysis</li> </ul>
<b>WEEK 12</b>	<p>DEVELOPING AN EFFECTIVE BUSINESS PLAN</p> <ul style="list-style-type: none"> <li>• What is a Business Plan?</li> <li>• Pitfalls to Avoid in Planning</li> <li>• Benefits of a Business Plan</li> <li>• Developing a Well-Conceived Business Plan</li> <li>• Elements of a Business Plan</li> <li>• Updating the Business Plan</li> <li>• 3 UHVHQWDWLRQ RI WKH %XVLQHVV 3ODQ_ 7KH 3LWFK</li> </ul>
<b>WEEK 13</b>	<p>STRATEGIC ENTREPRENEURIAL GROWTH</p> <ul style="list-style-type: none"> <li>• The Nature of Strategic Planning in Emerging Firms</li> <li>• Strategic Planning</li> <li>• The Lack of Strategic Planning</li> <li>• The Value of Strategic Planning</li> <li>• Managing Entrepreneurial Growth</li> <li>• Venture Development Stages</li> <li>• The Entrepreneurial Company in the Twenty-First Century</li> <li>• Building the Adaptive Firm</li> <li>• The Transition from an Entrepreneurial Style to a Managerial Approach</li> <li>• Understanding the Growth Stage</li> <li>• Unique Managerial Concerns of Growing Ventures</li> <li>• The International Environment: Global Opportunities</li> <li>• Achieving Entrepreneurial Leadership in the New Millennium</li> </ul>
<b>WEEK 14</b>	<p>VALUATION OF ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> <li>• The Importance of Business Valuation</li> <li>• Underlying Issues When Acquiring a Venture</li> <li>• Due Diligence</li> <li>• Analyzing the Business</li> <li>• (VWDEOLVKLQJ D )LUPV 9DOXH</li> <li>• Term Sheets in Venture Valuation</li> <li>• Additional Factors in the Valuation Process</li> </ul>
<b>WEEK 15</b>	<p>HARVESTING THE ENTREPRENEURIAL VENTURE</p> <ul style="list-style-type: none"> <li>• Harvesting the Venture: A Focus on the Future</li> <li>• The Management Succession Strategy</li> <li>• Key Factors in Succession</li> </ul>



**RECOMMENDED TEXTBOOK**

1. Entrepreneurship ± Theory Process Practice, Donald F. Koratko 8<sup>th</sup> Edition (South Western - Cengage Learning)

**CONSUMER BEHAVIOUR****COURSE DESCRIPTION/OBJECTIVE**

Consumer Behaviour (CB) is a course designed to enhance students understanding of how and why consumers purchase (or do not purchase) goods and services. It will combine both the theoretical concepts of consumer behavior and its application for marketing strategies related to private, public and non-profit sections. At the conceptual level it will seek to present and integrated framework around which major areas of consumer behaviour can be understood and applied.

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

**LEARNING OUTCOMES**

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

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

**COURSE CONTENT**

<b>Week 01</b>	<b>INTRODUCTION</b> <ul style="list-style-type: none"> <li>• Concept of consumer behavior, its definition, its practical evolution and the consumer decision making process</li> <li>• Consumer-Customer; Pyramid Framework and differentiating between consumer and the customer</li> </ul>
<b>Week 02</b>	<b>CONSUMERS AND MARKET SEGMENT</b> <ul style="list-style-type: none"> <li>• Determinants of market segments and their characteristics</li> </ul>

<b>Week 03 &amp; 04</b>	CONSUMER RESEARCH PROCESS
<b>Week 05 &amp; 06</b>	CONSUMER DECISION PROCESS
<b>Week 07-10</b>	INFLUENCES ON CONSUMER BEHAVIOUR <ul style="list-style-type: none"> <li>• Cultural influence on CB</li> <li>• Social class influence on CB</li> <li>• Family lifecycle and their influence on CB</li> <li>• Demographics and their influence on CB</li> </ul>
<b>Week 11 &amp; 12</b>	PERSONAL INFLUENCE ON CONSUMER BEHAVIOUR <ul style="list-style-type: none"> <li>• Personality and self concept</li> <li>• Motivation</li> <li>• Attitude and change</li> <li>• Information processing and learning</li> </ul>
<b>Week 13</b>	CONSUMER INNOVATION AND ADAPTATION PROCESS
<b>Week 14</b>	Characteristics of B2B Buying Behavior, Organizational Buying Behavior -Consumer Markets
<b>Week 15</b>	Conclusion and Revision
<b>Week 16</b>	FINAL EXAM

### **RECOMMENDED TEXTBOOKS**

1. Hawkins, Mothersbaugh and Best, Consumer Behavior, Latest Edition
2. Shiffman and Kanuk, Consumer Behavior, Latest Edition
3. Loudon and Bitta, Consumer Behavior, Latest Edition

# MBA Core Courses

(MBA First Year)

<b>Year1</b>
<b>Financial Management</b>
<b>Marketing Management</b>
<b>Financial Accounting</b>
a) Theory & Practice of Management b) HRM
<b>Business Economics</b>
<b>Business Math &amp; Stat</b>

## FINANCIAL MANAGEMENT

### COURSE DESCRIPTION

Financial Management course aims at imparting knowledge about the fundamental concepts and tools of financial management. It emphasizes the importance of financial management skills to individuals and enterprises. You are expected to gain an initial understanding of the finance function in an organization, the role of the finance manager and the financial environment in which the firm operates. The financial environment covers the understanding of financial and capital markets along with the broad orientation of macroeconomic factors affecting the business. The emphasis will remain on developing the skills for planning, appraising and evaluating the investment, financing and operating decisions.

### Course Goals

The students should be able to discuss the current financial problems, opportunities, trends regarding overall financial markets; money as well as capital markets

### LEARNING OUTCOMES

On completion of the course, students are expected to:

1. Understand functions of finance manager.
2. Understand the basics of finance theory as it applies to corporate financial decisions.

3. Be able to understand and analyze financial statements.
4. Be able to apply tools and techniques of time value of money for investing decisions.
5. Understand and apply the concepts of risk and return for portfolio management.
6. Be able to apply the principles of capital structure in the determination of the appropriate level of debt for a company.
7. Understand the factors influencing the determination of corporate dividend policy.
8. Be conversant with the incentives for and mechanics of issuing and retiring securities.
9. Be able to apply the weighted average cost of capital method to value real assets.
10. Understand the concepts and techniques of risk management

## COURSE CONTENT

<b>Week 01</b>	<p><b>An Overview of Financial Management</b></p> <ul style="list-style-type: none"> <li>• Scope of Financial management</li> <li>• Business organizations</li> <li>• Organization of the finance function</li> <li>• Finance management vs. other managerial functions</li> <li>• The finance manager and the financial environment</li> <li>• Financial markets</li> <li>• Financial institutions</li> <li>• The roles of the finance manager</li> <li>• Goals of the firm</li> <li>• Agency problems and their mitigation</li> </ul>
<b>Week 02, 03</b>	<p><b>Time Value of Money</b></p> <ul style="list-style-type: none"> <li>• The role and perspectives of the TVM concept</li> <li>• Future values</li> <li>• Present values</li> <li>• The relationship between future and present values</li> <li>• Annuities</li> <li>• Future and present values of cash flows under high compounding frequency</li> <li>• Impact of higher compounding frequency</li> <li>• Inflation and the Time Value of Money</li> <li>• Selected applications <ul style="list-style-type: none"> <li>o Sinking fund</li> <li>o Providing for Retirement</li> <li>o Deferred Annuities</li> <li>o Loan Amortization</li> </ul> </li> </ul>
<b>Week 04</b>	<p><b>Bond and Their Valuation</b></p> <ul style="list-style-type: none"> <li>• Definition, types and features of bonds</li> <li>• Valuation of bonds (the basic process)</li> <li>• Basic relationships in bond valuation</li> <li>• %RQGKROGHU¶V H[SHFWHG UDWH RI UHWXUQ</li> <li>• Risks associated with bond returns</li> </ul>

<p><b>Week 05</b></p>	<p><b>Stocks and Their Valuation</b>  <b>Shares and their basic features</b></p> <ul style="list-style-type: none"> <li>• Benefits from a share investments</li> <li>• Price of ordinary shares</li> <li>• Behavior of expected dividend growth and share price</li> <li>• Price of shares based on earnings</li> <li>• Expected rate of return</li> <li>• Preferred shares and their characteristics</li> <li>• Price of preferred share and the expected rate of return</li> <li>• Valuing the entire business</li> </ul>
<p><b>Week 06 &amp; 07</b></p>	<p><b>Risk and Return</b></p> <ul style="list-style-type: none"> <li>• Expected returns and risk defined</li> <li>• Calculating expected return</li> <li>• Calculating risk (Variance and Standard deviation)</li> <li>• Portfolios and portfolio weights</li> <li>• Portfolio expected returns</li> <li>• Portfolio variance and standard deviation</li> <li>• Systematic and unsystematic risk</li> <li>• Diversification and portfolio risk</li> <li>• The principle of diversification and beta</li> <li>• Measuring systematic risk</li> <li>• Portfolio beta</li> <li>• Beta and the risk premium</li> <li>• Security market line</li> <li>• Capital asset pricing model</li> </ul>
<p><b>Week 08 &amp; 09</b></p>	<p><b>Analysis of Financial Statements</b></p> <ul style="list-style-type: none"> <li>• Ratio Analysis</li> <li>• Liquidity Ratios</li> <li>• Asset Management Ratios</li> <li>• Debt Management Ratios</li> <li>• Profitability Ratios</li> <li>• Market Value Ratios</li> <li>• Trend Analysis</li> <li>• Comparative Ratios and ?Benchmarking?</li> <li>• Uses and Limitation of Ratio Analysis</li> </ul>
<p><b>Week 10</b></p>	<p><b>Mid Terms</b></p>
<p><b>Week 10 &amp; 11</b></p>	<p><b>The Cost of Capital</b></p> <ul style="list-style-type: none"> <li>• The cost of capital concepts</li> <li>• Individual and weighted average costs of capital</li> <li>• Costs of capital and valuation</li> <li>• Capital structure/ Leverage Analysis</li> <li>• Capital structure decision (No taxes or other capital market imperfections)</li> <li>• Taxation and capital structure decision</li> <li>• Debt equity ratio, cost of capital and the value of the firm (The MM Propositions)</li> <li>• Optimal capital structure</li> </ul>

	<ul style="list-style-type: none"> <li>• Costs of financial distress and bankruptcy</li> <li>• The static trade-off theory</li> <li>• The pecking order theory</li> <li>• Personal taxes</li> <li>• Evidence on capital structure determinants</li> </ul>
<b>Week 12</b>	<b>Working Capital Management and Short-Term Planning</b> <ul style="list-style-type: none"> <li>• Working capital defined</li> <li>• Working capital management policy options</li> <li>• Working capital cycle and other cashflows</li> <li>• Working capital dynamics</li> <li>• Cash management</li> <li>• Inventory Management</li> </ul>
<b>Week 13 &amp; 14</b>	<b>Capital Budgeting Techniques</b> <ul style="list-style-type: none"> <li>• Computation of initial investment</li> <li>• Computation of operating cashflows</li> <li>• Computation of terminal cashflows</li> <li>• Capital budgeting process</li> <li>• Capital budgeting motives</li> <li>• Capital budgeting rationale</li> <li>• Independent Vs. Mutually Exclusive Projects</li> <li>• Computation of payback period, net present value, internal rate of return, profitability index, annualized net present value.</li> <li>• Capital budgeting under risk: probability decision tree, probability distribution, sensitivity analysis, scenario analysis, simulation (Monte Carlo simulation), coefficient of variation, certainty equivalents.</li> </ul>
<b>Week 15 &amp; 16</b>	<b>Contemporary Financial Management Systems</b> <ul style="list-style-type: none"> <li>• Islamic Finance</li> <li>• Difference between traditional and Islamic finance</li> <li>• Islamic modes of financing</li> <li>• Other financial systems</li> </ul>

#### RECOMMENDED BOOKS

1. James C. Vanhorne: *Fundamentals of Financial Management*
2. Eugene F. Brigham: *Fundamentals of Financial Management*
3. Brealey, R. A. & Myers, *Principles of corporate finance.*
4. Lawrence J. Gitman, *Principles of Managerial Finance.*
5. Febozi, *Fundamental of Financial Management*

# 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.

## 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)

<b>Week 01</b>	<b>MARKETING: AN OVERVIEW</b> <ul style="list-style-type: none"><li>• Definitions</li><li>• The evolution of marketing management.</li><li>• The marketing concept and social responsibility.</li><li>• The importance and scope of marketing.</li><li>• The basic functions of marketing.</li></ul>
<b>Week 02/03</b>	<b>MARKETING INFORMATION SYSTEMS.</b> <ul style="list-style-type: none"><li>• Concept and components of marketing information systems.</li><li>• Marketing intelligence system.</li><li>• Marketing research system.</li><li>• Analytical marketing system.</li><li>• Marketing decision support system.</li></ul>

<b>Week 04 &amp; 05</b>	<b>CONSUMER MARKETS AND CONSUMER BEHAVIOUR ANALYSIS</b> <ul style="list-style-type: none"> <li>• Demographic dimensions of consumer market.</li> <li>• Behavioural dimensions of consumer market.</li> <li>• The consumer's decision process.</li> <li>• The buyer's decision process.</li> <li>• The industrial market, the reseller market and the Government market.</li> <li>• Organizational markets and their buying objectives &amp; structures.</li> </ul>
<b>Week 06 &amp; 07</b>	<b>STP MARKETING</b> <ul style="list-style-type: none"> <li>• An overview of marketing opportunities and target markets</li> <li>• Market segmentation concept patterns &amp; procedure</li> <li>• Dimensions to segment consumer and industrial markets</li> <li>• Market targeting and product positioning</li> </ul>
<b>Week 08 &amp; 09</b>	<b>PRODUCT MARKETS STRATEGIES</b> <ul style="list-style-type: none"> <li>• Basic concepts of product planning.</li> <li>• The product lifecycle: Stages and marketing strategies.</li> <li>• New product planning and development.</li> <li>• Product-mix strategies.</li> <li>• Branding, packaging and labeling.</li> </ul>
<b>Week 10 &amp; 11</b>	<b>PRICING STRATEGIES AND POLICIES</b> <ul style="list-style-type: none"> <li>• Procedure for price setting.</li> <li>• Methods of setting prices.</li> <li>• Price-adaptation strategies</li> <li>• One-price and flexible-price policies.</li> <li>• Price level policies over the product life cycle.</li> <li>• Initiating and responding to price changes.</li> </ul>
<b>Week 12 &amp; 13</b>	<b>MARKETING CHANNEL DECISIONS</b> <ul style="list-style-type: none"> <li>• Channel -design decisions.</li> <li>• Channel -management decisions.</li> <li>• Channel dynamics.</li> </ul>
<b>Week 14 &amp; 15</b>	<b>PROMOTIONAL STRATEGIES</b> <ul style="list-style-type: none"> <li>• Effective advertising programs.</li> <li>• Sales promotion and public relations programs.</li> <li>• The strategic personal selling process.</li> <li>• Strategic sales-force management.</li> </ul>
<b>Week 16</b>	<b>CONCLUDING SESSION AND EXAMS</b>

### RECOMMENDED TEXT/REFERENCE BOOKS

1. Philip Kotler, Marketing Management, Analysis, Planning, Control, Prentice Hall.
2. William J. Stanton & Charles Futrell, Fundamentals of Marketing, McGraw Hill.
3. Jagdish Sheth and Dennis E. Garrett, Marketing Management: A Comprehensive Reader, SouthWestern Publishing.



4. E. Jerome McCarthy & William. D. Pareanth, Basic Marketing: Managerial Approach, IRWIN.

## FINANCIAL ACCOUNTING

### COURSE DESCRIPTION

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 perspective, we will also seek to develop an understanding of the importance of the role of accounting.

### LEARNING OUTCOMES

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

1. Comprehend the language of accounting and financial reporting;
2. Understand Accounting Cycle
3. Understand the role of Journal, Ledger and subsidiary books
4. Be able to prepare balance sheet, profit and loss and cashflow statement.
5. Understand Final accounts of companies.

### COURSE CONTENT

<b>Week 01</b>	<p><b>Accounting and its role</b></p> <ul style="list-style-type: none"> <li>• Development of accounting</li> <li>• Accounting Theory and Conceptual framework</li> <li>• Accounting Defined</li> <li>• Why study Accounting</li> <li>• Financial statements</li> <li>• Major fields of Accounting</li> <li>• Accounting as a Career</li> <li>• Question for Class Discussions</li> </ul>
<b>Week 02</b>	<p><b>Basic Accounting Concepts</b></p> <ul style="list-style-type: none"> <li>• The Entity Concept</li> <li>• The Reliability (or Objectivity) principle</li> <li>• The cost Principle</li> <li>• The Going-Concern Assumptions</li> <li>• The Stable Currency Assumptions</li> <li>• Ethics-the-Most Fundamental Principle of Accounting</li> </ul>
<b>Week 03</b>	<p><b>The recording process</b></p> <ul style="list-style-type: none"> <li>• The Recognition Issue</li> <li>• The Valuation Issue</li> <li>• The Classification Issue</li> <li>• The Recording Process</li> <li>• Analysis of Transaction</li> <li>• The Journal</li> </ul>

	<ul style="list-style-type: none"> <li>• The Ledger</li> <li>• Balancing the Accounts</li> <li>• Trial Balance</li> <li>• Limitations of Trial Balance</li> <li>• Chart of Accounts</li> </ul>
<b>Week 04</b>	<b>The year and adjustments and financial statements</b> <ul style="list-style-type: none"> <li>• Recording Revenue and Expenses</li> <li>• Accounting Period</li> <li>• Need for Adjusting Entries</li> <li>• Adjusting Entries Illustrated</li> <li>• Preparation of Financial Statements</li> </ul>
<b>Week 05</b>	<b>Accounting for trading organization</b> <ul style="list-style-type: none"> <li>• The Purchase Function</li> <li>• Accounting for Purchase</li> <li>• Accounting for Stock and Cost of Goods Sold</li> <li>• Periodic System</li> <li>• Closing Entries</li> <li>• Perpetual System</li> <li>• The Accounting for Sales</li> <li>• Worksheet</li> <li>• Preparation of financial Statements</li> <li>• Departmental Accounts</li> </ul>
<b>Week 06</b>	<b>Accounting Systems</b> <ul style="list-style-type: none"> <li>• Developing a System</li> <li>• Special Journal</li> <li>• Subsidiary Journal</li> <li>• Special Journal and Posting Process</li> <li>• Posting from the Cash Book</li> <li>• General Journal</li> </ul>
<b>Week 07</b>	<b>Cash and temporary investment</b> <ul style="list-style-type: none"> <li>• Nature and Composition of Cash</li> <li>• Cash Management and Control</li> <li>• Maintaining Bank Account</li> <li>• Steps in Preparing the Bank Reconciliation</li> <li>• Over the counter receipts</li> <li>• Short term investments</li> </ul>
<b>Week 08</b>	<b>Accounting for debtors and stock</b> <ul style="list-style-type: none"> <li>• Accounting Treatment of Bad Debts</li> <li>• Direct write-Off Method</li> <li>• Aging Schedule</li> <li>• Percentage of Sales Method</li> <li>• Recoveries of Bad debts</li> <li>• Stock</li> <li>• Measurement of Stock Quantity</li> <li>• Measurement of Stock Cost</li> <li>• Perpetual Stock System</li> <li>• Periodic Stock System</li> </ul>

	<ul style="list-style-type: none"> <li>• First in First out</li> <li>• Last in First out</li> </ul>
<b>Week 09</b>	<b>Mid-Term</b>
<b>Week 10</b>	<b>Accounting for property, plant and equipment</b> <ul style="list-style-type: none"> <li>• Property, Plant and Equipment</li> <li>• Lum-sumPurchase</li> <li>• Subsequent Expenditure</li> <li>• Depreciation</li> <li>• Units-of-Output Method</li> <li>• Reducing-Balance Methods</li> <li>• Sum-of-the-years-digits Method</li> <li>• Revaluation</li> <li>• Review of Useful life</li> <li>• Intangible Assets andAmortization</li> <li>• Wasting Assets and Depletion</li> <li>• Demonstration Problem</li> </ul>
Week 11	<b>Accounting for companies</b> <ul style="list-style-type: none"> <li>• The Company</li> <li>• Types of Company</li> <li>• Formation of aPublic Limited Co,</li> <li>• Classes ofShares</li> <li>• Ordinary Shares</li> <li>• Preference Shares</li> <li>• Issuance of Shares</li> <li>• Market Value of Shares</li> <li>• Share Capital and Share Premium</li> <li>• No Par ValueShare</li> </ul>
<b>Week 12</b>	<b>Chapter 11. CompanyfinalAccounts</b> <ul style="list-style-type: none"> <li>• Published Annual Report</li> <li>• The contents of thePublishedAccounts</li> <li>• Dividends</li> <li>• Reserve</li> <li>• Dividend payment process</li> <li>• Profit andLoss Appropriation Account</li> </ul>
<b>Week 13</b>	<b>CompanyfinalAccounts</b> <ul style="list-style-type: none"> <li>• Alteration of Capital</li> <li>• Bonus Shares</li> <li>• Right Issue</li> <li>• Stock Splits</li> <li>• Treasury Stock</li> </ul>
<b>Week 14 &amp; 15</b>	<b>Cash Flow Statement</b> <ul style="list-style-type: none"> <li>• The Concept</li> <li>• The Advantages</li> <li>• Accounting Profit andCash Flows</li> <li>• Preparationof statement of cash Flows</li> <li>• Operating Activities</li> </ul>

	<ul style="list-style-type: none"> <li>• Investing Activities</li> <li>• Financing Activities</li> </ul>
<b>Week 16</b>	<b>Final Exam</b>

## RECOMMENDED BOOKS

1. Williams, Haka, Bettner: *Financial & Managerial Accounting, Latest Edition, Prentice Hall*
2. Professor Muhammad Ammanullah Khan: *Financial Accounting, Latest Edition*
3. )UDQN :RRG¶V\_ %XVLQHVV \$FFRXQLQJ \_\_ (OHYHQWK (GLWLRQ
4. Meigs and Meigs, *Accounting for Business Decision, 14<sup>th</sup> Edition*

## INTRODUCTION TO MANAGEMENT

### COURSE DESCRIPTION AND GOALS

This is an introductory course about the management of organizations. It provides instructions on principles of management that have general applicability to all types of enterprises; basic management philosophy and decision making; principles involved in planning, organizing, leading, and controlling; and recent concepts in management. The principles learned in this course will allow the student to effectively work with and through others in an organization. The course will also encourage the students to explore and inquire the applicability of western management principles and theories in local settings. Besides, the course will discuss the Islamic perspective of managing businesses and organizations.

### INDENTED LEARNING OUTCOMES

This course will cover the basic managerial functions of planning, organizing, leading, and controlling, We will also try to learn the evolution and best practices ZKLFK DUH EHHQ XVHG LQ WRGD¶V PRGHUQ HUD\_

At the conclusion of this course, the student should be able to:

1. Hold informed conversations with functional specialists and understand how to draw effectively on their expertise in managing organizations.
2. Understand the relevance of the western management principles and theories, for local settings.
3. Understand the Islamic perspective of managing businesses and organizations.
4. Apply course concepts and theory in a practical context.
5. Integrate several of the disciplines studied
6. Demonstrate empirical investigative skills by producing an in-depth analysis of a management situation usually presented through case studies, resulting in recommendations for a programme of action.
7. Recognise the need to take a holistic approach to performance improvement rather than a narrowly functional approach.

### COURSE CONTENT (SEMESTER)

<b>Week 01</b>	Introduction to Management Organization, The management Process
<b>Week 02</b>	The History and evaluation of Management Organizational theories and different approaches to

	management
<b>Week 03</b>	The organizational Culture and the Manager The external environment and the Manager The internal environment and the manager
<b>Week 04</b>	Foundations and basic elements of Planning Process of planning and MBO Effective strategic planning
<b>Week 05</b>	Decision Making 7KHPDQDJHU¶V UROH DV GHFLVLRQPDNHU Decision making process
<b>Week 06</b>	Basics of Strategic Management Case of Strategic Management Strategic management process
<b>Week 07</b>	Organizational Structure Types of organizational structures
<b>Week 08</b>	<b>MID-TERM EXAMINATION</b> Case Decision-making
<b>Week 09</b>	Human Resource Management HRM processes
<b>Week 10</b>	Motivation its theories Current issues in Motivation
<b>Week 11</b>	Team work and Group Behaviour Case of team and team work
<b>Week 12</b>	Leadership and its characteristics Leadership styles and behaviours
<b>Week 13</b>	The process of Control The Control Standards
<b>Week 14</b>	Case of Controlling Presentation
<b>Week 15</b>	Staffing Presentation
<b>Week 16</b>	Conclusion Session Terminal Exam (to be announced by the University)

### ASSESSMENT CRITERIA

\$VVHVVPHQW ZLOO EH EDVHG RQ QDWXUH RIWKH FRXUVH DQG WHDFKHU¶V SUHIHUHQ

### RECOMMENDED TEXT BOOK

1. Mary Coulter & Robbins, Management, International ed.

## INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

### COURSE DESCRIPTION

This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Since human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of WKH EDVLF FRQFHSWV RI PDQDJLQJ KXPDQ UHVRXUFH DQG WKHLU DSSOLFDWLRQV LQ

organizations. The course is designed to help the students understand if western human resource management theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of managing human resource. It will shed light on the basic tenets of human resource management. The course will compare and contrast the human resource practices suggested in their text books and the practices critical for achieving success from indigenous perspective.

## INDENTED LEARNING OUTCOMES

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

1. Demonstrate an in-depth knowledge of the activities and decisions that inform the employment relationship and management including recruitment, selection, training, health and safety, employment laws, motivation, and productivity of employees.
2. Understand the relevance of the HRM theories and practices, developed in Western settings, in indigenous cultures.
3. Develop and design different forms and memos for recruitment, selection, TNA and performance appraisal of employees.
4. Understand the Islamic perspective of managing human resource.
5. Demonstrate and assess leadership in a professional context, by selecting and appraising appropriate styles for situations, and contributing and discussing relevant expertise, liaising with and assessing professional colleagues, and managing and evaluating a supporting team.
6. Identify and discuss ethical implications of situations and decisions, and develop appropriate professional stances.
7. Participate in selection of personnel using psychometric assessment techniques.
8. Conduct internal research on HR-related problems at work, and communicate results effectively to colleagues and peers.
9. Understand the difference between HRM theories, their relevance and application from indigenous context.

## COURSE CONTENT

<b>Week 01</b>	<b>Introduction</b> Meeting present human resource requirements What is HRM Why HRM is important
<b>Week 02</b>	Emerging Human resource management challenges. Trends in HRM Global vs local HRM practices
<b>Week 03</b>	HRM from Islamic and indigenous perspective Basic Islamic philosophy of managing human resource
<b>Week 04</b>	Conducting Job analysis. HR Planning Job Description Job Specification
<b>Week 05</b>	<b>Staffing</b> Recruiting and selecting employees Recruitment techniques

	Sources of recruitment Selection tests and Interviewing techniques
<b>Week 06</b>	<b>Employee development</b> Performance appraisals Performance management
<b>Week 07</b>	Training and development Training the employees Types of training Technique of training
<b>Week 08</b>	<b>MID-TERM EXAMINATION</b>
<b>Week 09</b>	Developing careers Career growth
<b>Week 10</b>	Project Description and discussion
<b>Week 11</b>	<b>Compensations</b> Managing compensation Types of compensation
<b>Week 12</b>	Rewarding performance Pay for Performance
<b>Week 13</b>	Designing and administering benefits Types of benefits
<b>Week 14</b>	Employee relations
<b>Week 15</b>	Project Presentations
<b>Week 16</b>	Conclusion Session Terminal Exam (to be announced by the University)

## RECOMMENDED BOOKS

1. By Luis R. Gomez Meija, David B. Balkin, Robert L. Cardy **Managing Human Resources.** (Fourth ed.)

## BUSINESS ECONOMICS

### COURSE DESCRIPTION

This course aims at imparting knowledge of basic economic principles to the business students. It covers micro and macroeconomic issues that are essential for managers and professionals. The course starts with basic microeconomic concepts and covers the background of the basics of microeconomics, parts of macroeconomics including national income accounts, aggregate demand, aggregate supply, concepts of inflation and unemployment, major macroeconomic policy operations will be dealt with. After completing the course the students will be able to apply principles of economics to solve economic problems being faced by both public and private sectors of Pakistan.

## LEARNING OUTCOMES

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

1. The key elements involved in business decisions.
2. Identify the economic factors influencing the consumer behavior and performance of firms and industry.
3. The strategies of the firm
4. The nature of the market, price strategy and competitive environment.
5. The functioning of the economy.
6. The role of fiscal and monetary policy in stabilizing the economy.

## COURSE CONTENTS

<b>Week 01,02</b>	<p><b>Introduction to Economics</b></p> <ul style="list-style-type: none"> <li>• What do economists study?</li> <li>• Scarcity and Choice</li> <li>• Trade offs</li> <li>• Efficiency and Equity</li> <li>• The opportunity cost</li> <li>• The Production Possibilities Frontier</li> <li>• Micro versus Macro Economics</li> <li>• Positive Versus Normative Analysis</li> <li>• <b>Conclusion</b></li> </ul>
<b>Week 03</b>	<p><b>Micro Perspective of Economics</b>  <b>The market forces of Supply and Demand</b></p> <p><b>Demand</b></p> <ul style="list-style-type: none"> <li>• Demand Schedule</li> <li>• Law of Demand</li> <li>• Demand Curve</li> <li>• Individual Demand and market demand</li> <li>• Shifts in the demand curve</li> </ul> <p><b>Supply</b></p> <ul style="list-style-type: none"> <li>• Supply Schedule</li> <li>• Law of Supply</li> <li>• The Supply schedule and the</li> <li>• Supply curve</li> <li>• Individual Supply versus Market supply</li> <li>• Shifts in Supply</li> <li>• Market Equilibrium</li> <li>• <b>Conclusion</b></li> </ul>
<b>Week 04</b>	<p><b>Supply and Demand: Government Regulations</b></p> <ul style="list-style-type: none"> <li>• Price Ceiling</li> <li>• Price Floor</li> <li>• Effect on market Outcome</li> <li>• <b>Conclusion</b></li> </ul>
<b>Week 05</b>	<p><b>Elasticity of demand and Supply</b></p> <ul style="list-style-type: none"> <li>• Price elasticity of demand</li> </ul>



	<ul style="list-style-type: none"> <li>• Calculation of the Price Elasticity: Point Elasticity and Average Based Formula</li> <li>• Factors Affecting Price Elasticity of Demand</li> <li>• Price Elasticity and Total Revenue</li> <li>• Price Elasticity of Supply</li> <li>• Factors Affecting Price Elasticity of Supply</li> </ul> <p><b>Conclusion</b></p>
<b>Week 06</b>	<p><b>The Production Function and the Costs of Production</b></p> <ul style="list-style-type: none"> <li>• The Production Function</li> <li>• Efficient Method of Production</li> <li>• Production Function and Types of Costs</li> <li>• Short run cost analysis</li> <li>• Long run Costs</li> <li>• The Law of Diminishing Returns</li> <li>• Economies and Diseconomies of Scale</li> </ul> <p><b>Conclusion</b></p>
<b>Week 07</b>	<p><b>Market Structures and Competitive Markets</b></p> <ul style="list-style-type: none"> <li>• The meaning of Competition</li> <li>• Profit maximization and Short-run Equilibrium of the Firm (Economic Profit, Loss, and Breakeven)</li> <li>• The supply curve in the competitive market.</li> <li>• Long-run equilibrium of the firm</li> </ul> <p><b>Conclusion</b></p>
<b>Week 08</b>	<p><b>Monopoly and Monopolistic Competition</b></p> <ul style="list-style-type: none"> <li>• Monopoly</li> <li>• Demand Curve for the Monopolist</li> <li>• Profit Maximization/Equilibrium in Monopoly</li> </ul> <p><b>Monopolistic Competition</b></p> <ul style="list-style-type: none"> <li>• Feature of the Market</li> <li>• The short-run equilibrium (profit or Loss)</li> <li>• The long-run equilibrium</li> <li>• Monopolistic versus perfect competition</li> <li>• Price Discrimination</li> </ul> <p><b>Oligopoly</b></p> <ul style="list-style-type: none"> <li>• Characteristics of Oligopoly</li> <li>• Behavior of a Firm in an Oligopolistic Market</li> <li>• Mutual Interdependence</li> <li>• Leadership pricing</li> <li>• Kinked Demand Curve</li> </ul> <p><b>Conclusion</b></p>
<b>Week 09</b>	Final Project (Report Submission & Presentations)
<b>Week 10</b>	<b>Mid</b>
<b>Week 11,12</b>	<p><b>Macro Perspective of Economics</b></p> <p><b>A Frame Work Of Macro Economics</b></p> <ul style="list-style-type: none"> <li>• Evolution of Macro Economics</li> </ul>

	<ul style="list-style-type: none"> <li>• Scope of Macro Economics</li> <li>• Integration of Micro and Macro Economics</li> <li>• Separate identity of Micro and Macro Economics</li> <li>• Macro Economics Variables and their Functional Relationship</li> <li>• Economic Model, its Derivation and its Construction</li> <li>• Macro-Economic problems</li> </ul> <p><b>Conclusion</b></p>
<b>Week13</b>	<p>• Concepts of National Income</p> <ul style="list-style-type: none"> <li>• Circular flow of National Income</li> <li>• Measurement of National Income</li> <li>• Production Approach</li> <li>• Income Approach</li> <li>• Expenditure Approach</li> <li>• Real GDP and Nominal GDP</li> <li>• The GDP Deflator</li> <li>• <math>2NXQ\uparrow V / DZ</math></li> <li>• Measuring unemployment rate</li> <li>• Measuring the Cost of Living: The consumer Price Index</li> <li>• The CPI versus GDP Deflator</li> </ul> <p><b>Conclusion</b></p>
<b>Week14</b>	<p><b>Issues Of Macro Economics</b></p> <ul style="list-style-type: none"> <li>• <b>Unemployment</b></li> <li>• Measurement of unemployment</li> <li>• Types of unemployment</li> <li>• Full employment level</li> <li>• Economic and non-economic cost of unemployment</li> </ul> <p><b>Inflation</b></p> <ul style="list-style-type: none"> <li>• Meaning and measurement of inflation</li> <li>• Types of inflation</li> <li>• Effects of inflation</li> </ul> <p><b>Conclusion</b></p>
<b>Week15</b>	<p><b>Aggregate Demand &amp; Aggregate Supply Curves</b></p> <ul style="list-style-type: none"> <li>• Derivation of Aggregate Demand curve from the aggregate expenditure model</li> <li>• Shifts in aggregate demand</li> <li>• Aggregate Supply curve</li> <li>• Classical version</li> <li>• Keynesian version</li> <li>• Shifts in aggregate supply curves</li> <li>• Simultaneous Equilibrium of AD <math>\pm</math> AS Model</li> </ul> <p><b>Conclusion</b></p>
<b>Week16</b>	<b>Presentation/Project/Revision</b>

## TEXT/REFERENCE BOOKS

1. *Gerry F. Welch (W&W)*
2. *3ULQFLSOH RI 0LFURHFRQRPLFV' \_\_\_\_\_ E\ 0DQNLZ 1\_G*
3. *Olivier Blanchard, Macroeconomics, 2007,*
4. *Rundiger Dornbush & Stantley Fischer: Macroeconomics, McGrawHill*
5. *Robert S. Pindyck & Danial L. Rubinfeld: Microecono*

## BUSINESS MATHEMATICS & STATISTICS

### COURSE DESCRIPTION

The scope of the course is to see the horizon of Mathematics & Statistics application in business and financial affairs. The course stresses business applications using arithmetic, algebra, and ratio-proportion and graphing.

Applications include payroll, cost-volume-profit analysis and merchandising mathematics. The course also includes Statistical Representation of Data, Correlation, Time Series and Exponential Smoothing, Elementary Probability and Probability Distributions. This course stresses logical reasoning and problem solving skills.

### INDENTED LEARNING OUTCOMES

At the conclusion of this course, the student should be able to:

1. Apply arithmetic and algebraic skills to everyday business problems.
2. Use ratio, proportion and percent in the solution of business problems.
3. Solve business problems involving commercial discount, markup and markdown.
4. Solve systems of linear equations graphically and algebraically and apply to cost volume profit analysis.
5. Apply Statistical Representation of Data, Correlation, Time Series and Exponential Smoothing methods in business decisionmaking
6. Use elementary probability theory and knowledge about probability distributions in enveloping profitable business strategies.

### COURSE CONTENT

<b>Week 01,02</b>	<p><b>SET THEORY AND SYSTEM OF LINEAR EQUATIONS</b></p> <ul style="list-style-type: none"> <li>• Set Theory, Types of sets</li> <li>• Methods of Representing sets, Venn Diagram</li> <li>• System of Linear Equations and its Applications</li> <li>• Solution of Linear system of equations as well as solution by graphically method</li> <li>• Quadratic Inequalities</li> </ul>
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<p><b>Week 03,04</b></p>	<ul style="list-style-type: none"> <li>• Sets and properties of sets</li> <li>• Slopes, distance between two points, graphical understanding</li> <li>• Rate, Ratio, proportion, percentage, Interest, depreciation and fraction.</li> <li>• Pie chart, bar chart and word problems</li> <li>• Real number and real line</li> <li>• Solution of linear equations involving one and two variables and presenting them in real line</li> <li>• Mathematical concepts in Business</li> <li>• Discount, profits and general understanding of business</li> <li>• Mathematics of merchandise</li> </ul>
<p><b>Week 05,06</b></p>	<p><b>MATRICES</b></p> <ul style="list-style-type: none"> <li>• Introduction of matrices, addition, subtraction and multiplication of matrices</li> <li>• Inverse of matrices and linear solution</li> <li>• Exponents and radicals</li> <li>• Solution of linear equations involving more than two variables</li> <li>• Introduction to optimization and linear programming</li> </ul>
<p><b>Week 07</b></p>	<p><b>DESCRIPTIVE STATISTICS</b></p> <ul style="list-style-type: none"> <li>• Introduction to Statistics</li> <li>• Constructing a Frequency Distribution</li> <li>• Graphing Frequency Distribution</li> <li>• Measures of Central Tendency</li> <li>• Percentiles, Deciles and Quartiles</li> <li>• Measures of Dispersion and skewness</li> <li>• Range and Semi-Interquartile Range</li> <li>• Coefficient of Variation</li> <li>• <math>\frac{\sum f_i x_i}{\sum f_i}</math>, <math>\frac{\sum f_i x_i^2}{\sum f_i}</math></li> </ul>
<p><b>Week 08</b></p>	<p><b>Mid-Term</b></p>
<p><b>Week 11</b></p>	<p><b>PROBABILITY</b></p> <ul style="list-style-type: none"> <li>• Definitions of Probability</li> <li>• Addition and Multiplication Rules of Probability</li> <li>• Probability Distribution</li> <li>• Discrete Probability Distribution</li> <li>• Expected Values and Variance</li> <li>• Continuous Probability Distribution</li> <li>• The Binomial Distribution</li> <li>• The Poisson Distribution</li> <li>• Hypergeometric Distribution</li> <li>• The Normal Distribution</li> </ul>

<b>Week 12</b>	<p><b>SAMPLING AND SAMPLING DISTRIBUTION</b></p> <ul style="list-style-type: none"> <li>• Population and Sample</li> <li>• Parameters and Estimators</li> <li>• Reasons for Sampling</li> <li>• Random Sampling</li> <li>• Stratified Random Sampling</li> <li>• Systematic Sampling</li> <li>• Cluster Sampling</li> <li>• Sampling Distributions</li> <li>• Point and Interval Estimation</li> <li>• Determination of Sample Size</li> </ul>
<b>Week 13</b>	<p><b>TESTING OF HYPOTHESIS</b></p> <ul style="list-style-type: none"> <li>• The rationale of Hypothesis Testing</li> <li>• Type of Errors</li> <li>• Testing Hypothesis about One Mean</li> <li>• Testing Hypothesis about Two Means</li> <li>• Testing Hypothesis about Proportions</li> <li>• Goodness of Fit</li> <li>• Contingency Table Analysis</li> </ul>
<b>Week 14</b>	<p><b>REGRESSION AND CORRELATION ANALYSIS</b></p> <ul style="list-style-type: none"> <li>• The Functional Relationship between Two Variables</li> <li>• Scatter Diagram</li> <li>• Linear Correlation</li> <li>• Inferences Concerning Correlation Coefficient</li> <li>• The Linear Regression Equation</li> <li>• The Principle of Least Squares</li> <li>• Estimating Regression Equation</li> <li>• Coefficient of Determination</li> <li>• Multiple Regression and Correlation Analysis</li> </ul>
<b>Week 15</b>	<p><b>TIME SERIES AND INDEX NUMBERS</b></p> <ul style="list-style-type: none"> <li>• Introduction to Time Series</li> <li>• Components of Time Series</li> <li>• Measures of Trend and Seasonal Variation</li> <li>• Time Series Analysis in Forecasting</li> <li>• Defining and Index Number</li> <li>• Un-weighted Aggregate Index</li> <li>• Price, Quantity and Value Indices</li> <li>• CPI and its Use</li> </ul>
<b>Week 16</b>	Final Exam

**TEXTBOOKS:**

1. Mansfield, E., *Statistics for Business & Economics: Methods and Applications.*
2. Danier, W. W., Terrell, J. C., *Business Statistics: Basic Concepts and Methodology.*

# BUSINESS & CORPORATE LAW

## COURSE DESCRIPTION

The course basically deals with the introduction of those commercial laws which are directly or indirectly related to Business. It includes a short study of contract law, SDUWQHUVKLS \$FW\_ FRPSDQLHV¶ RUGLQDQFH DQG 1HJRWLDEOH LQVWUXPHQW

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

## LEARNING OUTCOMES

At the conclusion of this course, the student will be:

1. To provide basic philosophy of conventional Business Law so to enable a student to critically analyze these laws with those present in other legal system.
2. At the conclusion of this course, the student will be:
3. To know about the basic concepts of conventional business law.
4. To know about basic aspect of conventional Business Law
5. To explain that how such different aspects can be practically applied in the modern market
6. Can determine various hurdles in the way of implementation of such Laws in the modern market
7. Can put forward some suggestion that how such hurdles can be removed
8. Can describe easily advantages of conventional Business Law in the business activities
9. Can describe disadvantages of conventional Business Law
10. Can determine that how business can be made profitable in the eyes of philosophy of such Laws
11. Can compare the conventional Business Law with other conventional business laws

## COURSE CONTENT

<b>Week 01</b>	Definition and classification of Laws, over view of general and commercial terms, Business Entities such as sole proprietorship, partnership and joint stock companies
<b>Week 02</b>	Definition of a contract, Essential elements of a valid contract, Legal provision governing offers, communication, acceptance or counter offer, consideration, agreement, lawful purpose, parties to the contract and their intent to create contractual obligations
<b>Week 03</b>	Rights and Duties of parties, specific performance of the contract, Discharge of the contract, Breach of the contract and

	remedies, illegal, voidable and void contracts
<b>Week 04</b>	Definition and Essential Elements of a partnership, partnership deeds, rights and duties of partners, partnership distinguished from sole proprietorship and the companies
<b>Week 05</b>	Individual and Joint liabilities of the partners for the firm debts, distribution of profits, implied and specific authority of the partners, principle of holding out, Dissolution of the partnership
<b>Week 06</b>	Concept of limited liability and Juristic person Requirement and process of incorporation, Effects of incorporation, types of joint stock companies by nature and formation, Ownership and management of the companies
<b>Week 07</b>	Rights of the shareholders, Rights, power and duties of the Board of Directors, Statutory provisions governing the election of Directors, meeting of the shareholders and the board of Directors, disclosure requirements and the financial statements
<b>Week 09</b>	Listed vs. non listed companies, advantages and disadvantages of listing, listing requirements of Stock Exchange. salient provision of Code of Corporate Governance, Brief discussion of Securities and Exchange Commission Of Pakistan as the corporate watchdog
<b>Week 09</b>	Mid -term exam
<b>Week 10</b>	Definition, Nature of the contract of sale, conditions and warranties, Definition, Nature of the contract of sale condition and warranties
<b>Week 11</b>	Transfer of property, performance of the contract of sale, Delivery of the goods, Unpaid seller and auction sale, Consignment basis, Delivery against advance payment, supply against letter of credit, types of letter of credit
<b>Week 12</b>	Laws relating to indemnity, guarantees, bailment, hypothecation, pledge and Mortgage, agency agreement
<b>Week 13</b>	Evolution of Banks, types of banks, major function of banks, Negotiable instruments Act, Definition, characteristics of Negotiable instruments,
<b>Week 14</b>	Bill of Exchange and promissory Notes, parties to instrument, negotiation and endorsement, liabilities of the parties, payment and discharge of liabilities
<b>Week 15</b>	Revision
<b>Week 16</b>	Final exam

## RECOMMENDED BOOKS

1. Dr. Khwaja Amjad saeed, Mercantile and Industrial Laws in Pakistan, Latest Edition Institute of Business Management.
2. Nazir Ahmad Shaheen, Practical approach to the Companies Ordinance Latest Edition, PLD.

## RECOMMENDED REFERENCE BOOKS

1. Sajid A Qurashi, Business Law, Latest Edition.
2. Liaqat Ali Butt, The Negotiable Instrument, Latest Edition, PLD.

## BUSINESS COMMUNICATIONS

### COURSE DESCRIPTION

This course enhances your communication skills. It further builds on the experience and exposure necessary to develop outstanding presentations & communication talents. It examines the theoretical and practical concepts of public speaking. The course will also help you to create a standing and authority through well applied dialectic.

### LEARNING OUTCOMES

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

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

### COURSE CONTENT

<b>Week 01</b>	<b>Introduction to Communication skills.</b> <ul style="list-style-type: none"><li>• Organizations communication.</li><li>• Understanding business communication</li><li>• Communicating in teams and mastering listening and non-verbal communication skills.</li><li>• Inter-cultural communication.</li><li>• Communicating through technology</li></ul>
<b>Week 02</b>	<b>Written Communications</b> <ul style="list-style-type: none"><li>• Business Correspondence the art of good letter writing.</li><li>• The Role of sentences and paragraphs, punctuation and clarity.</li><li>• Writing effective and excellent business letters.</li></ul>
<b>Week 03</b>	<b>Written Communications</b> <ul style="list-style-type: none"><li>• Openings building the main body, Logic and sequence. Effective endings, Style. Active vs. Passive. Creating typographic excellence on Computers. Letters for complaint.</li><li>• Memos and other forms of Correspondence.</li><li>• Minutes. Email.</li></ul>



<b>Week 04</b>	<b>Written Communications</b> <ul style="list-style-type: none"> <li>• Writing Reports.</li> <li>• Outlines and guidelines on report writing,</li> <li>• Appraising a Draft Report, Sales Letters and Proposals.</li> <li>• The Use of Proposals. Preparing a sales proposal. Example Proposal.</li> </ul>
<b>Week 05</b>	<b>Written Communications</b> <ul style="list-style-type: none"> <li>• Dictation Techniques.</li> <li>• Practical Working Sessions.</li> <li>• Analysis of success and failure in correspondence.</li> </ul>
<b>Week 06</b>	<b>Oral Communications</b> <ul style="list-style-type: none"> <li>• Interviewing and Conducting Meetings.</li> <li>• Introduction to art of presentation speaking.</li> <li>• 7HFKQLTXHV IRU UHGXFLQJ VSHDNHUV¶ DQ[LHW\_\</li> <li>• Choosing your topic and putting your speech together.</li> </ul>
<b>Week 07</b>	<b>Oral Communications</b> <ul style="list-style-type: none"> <li>• Verbal and Non-verbal aspects of Delivery.</li> <li>• Body Language.</li> <li>• Language Knowledge.</li> <li>• Golden rules for presenters.</li> </ul>
<b>Week 08</b>	MID-TERM EXAMINATION
<b>Week 09</b>	<b>Oral Communications</b> <ul style="list-style-type: none"> <li>• Playback and evaluation of taped speeches.</li> <li>• Audience Analysis.</li> <li>• Involvement Techniques.</li> <li>• Impromptu Speeches.</li> </ul>
<b>Week 10</b>	<b>Oral Communications</b> <ul style="list-style-type: none"> <li>• Presentation of informative speeches.</li> <li>• Creating and using effective visual aids.</li> <li>• Developing powerful stage preference.</li> <li>• Persuasive speech.</li> </ul>
<b>Week 11</b>	<b>Persuasive Communications</b> <ul style="list-style-type: none"> <li>• Understanding Persuasion, Prepare to persuade. Organize a persuasive presentation. Methods of persuasion.</li> <li>• Persuasive message of fact, value and policy. Impact on audiences. Use of evidence, reasoning and emotional appeals.</li> </ul>
<b>Week 12</b>	<b>Persuasive Communications</b> <ul style="list-style-type: none"> <li>• Challenges of persuasive speaking, the role and purpose of persuasion. Aristotle and persuasion: A classic combination of Ethos, Logos, and pathos. Comparison with contemporary techniques and strategies employed in contemporary advertising and political campaigning.</li> </ul>
<b>Week 13</b>	<b>Persuasive Communications</b> <ul style="list-style-type: none"> <li>• Modern Media Theories and tools for analysis: McLuhan, Peirce, Barthes and Eco.</li> <li>• Strategies of modern print and electronic media. Style, organization and presentation.</li> </ul>

<b>Week 14</b>	<b>Persuasive Communications</b> <ul style="list-style-type: none"> <li>Principles of typography, layout and graphic design.</li> <li>Practical Applications of persuasion in business.</li> <li>Business and corporate communication, Professional and technical writing, arts and entertainment.</li> </ul>
<b>Week 15</b>	<b>Persuasive Communications</b> <ul style="list-style-type: none"> <li>Persuasion and Argument: the Toulmin model.</li> <li>3HUVXDVLYH FDPSDLJQV DQG VRFLDO PRYHPHQWIV LGHRORJLV worldview and persuasion: Propaganda and Persuasion.</li> <li>Persuasive Techniques in Contemporary News media, politics and popular culture.</li> <li>Persuasion 21<sup>st</sup> Century.</li> </ul>
<b>Week 16</b>	<ul style="list-style-type: none"> <li>Conclusion Session</li> <li>Terminal Exam (to be announced by the University)</li> </ul>

## RECOMMENDED BOOK

1. Court Bovee, John Thill, Business Communications Essentials, Latest, Prentice Hall.

## BUSINESS RESEARCH METHODS

### 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.

### INDENTED LEARNING OUTCOMES

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

1. Recognize the importance of research as a first step in Business Studies.
2. Translate basic/applied business issues into appropriate academic research questions.
3. Understand the links between the issues being investigated and the method of investigation.
4. Understand the relevance of Western research in providing solutions to the local managers by investigating the dominant theories business education.

5. Understand the governing principles in the qualitative and the survey research traditions, the merits and limitations of each, and of their independent and supporting roles in business contexts.
6. Use different software for statistical analysis and interpretation including SPSS, Amos, and E-Views etc.
7. Understand and apply the skills required to design and conduct research studies using qualitative and/or survey methods.
8. Acquire the ability to interpret research results and establish the substantive meaning and implications of the findings for managerial practice.

## COURSE CONTENT

<b>Week 01</b>	The Role of Business Research What is business research Why it is important
<b>Week 01</b>	The relevance of Western theories and research for local managers How theories are developed Why context is important in social sciences
<b>Week 02</b>	The research process: An overview What are the key steps in research process Types of research
<b>Week 03</b>	Problem Definition and the Research Proposal Contents of research proposal Writing effective research proposals
<b>Week 04</b>	Exploratory Research and Qualitative analysis Qualitative research and theory building
<b>Week 05</b>	Survey Research: An Overview Survey method and business research
<b>Week 06</b>	Survey Research: Basic Method of Communication with respondents
<b>Week 07</b>	Measurement and Scaling Concepts Types of measures Types of scales
<b>Week 08</b>	Attitude Measurement Types of attitudes and their relevant scales
<b>Week 09</b>	Questionnaire Design Open ended questions Close ended questions
<b>Week 10</b>	Sample Designs and Sampling Procedures Types of Sampling Relevance of sampling technique to research question
<b>Week 11</b>	Determination of Sample Size
<b>Week 12</b>	Basic Data Analysis: Descriptive Analysis Entering data in SPSS
<b>Week 13</b>	Univariate Analysis Using SPSS for univariate analysis
<b>Week 14</b>	Bivariate Analysis: Tests of Differences Tests of mean differences ANOVA
<b>Week 15</b>	Data analysis and interpretation

	Regression analysis using SPSS CFAs and Path analysis using Amos
<b>Week 16</b>	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

# Core CoursesMBA

<b>Year2</b>
<b>Strategic Finance</b>
<b>Strategic Marketing</b>
<b>Financial Reporting andAnalysis</b>
c) <b>Strategic Management</b>
d) <b>Leadership and OB</b>
e) <b>TechnologyandOperations Management</b>

## STRATEGIC FINANCE

### COURSE DESCRIPTION

The aim of this course is to examine the theoretical underpinnings of corporate finance and see how they are applied. The material is a continuation of what was taught in the first year Financial Management course. There will be more emphasis on skill development while this course emphasis is on theoretical and conceptual understanding of financial management function and its application in real life scenario.

### COURSE GOALS

The students should be able to discuss the conceptual and theoretical underpinnings of financial management function.

## LEARNING OUTCOMES

On completion of the course, students are expected to:

1. Understand the development of the theory of corporate finance.
2. Appreciate the implications of economic, legal and social environment on financial management function.
3. Understand the basics of finance theory as it applies to corporate financial decisions.
4. Be able to apply tools and techniques of financial management while appreciating their limitations.
5. Understand issues of Valuation and their application for Take-Over, Acquisition and Merger.
6. Understand and appreciate the difference between conventional and Islamic finance.
7. Understand the current economic systems and their pros and cons. Be able to understand the current economic crisis and to suggest the corrective measures.

## COURSE CONTENTS

<b>Week 01</b>	<p><b>An Economic Overview of Corporate Institutions</b></p> <ul style="list-style-type: none"> <li>• Corporate Governance</li> <li>• Corporate Financing: Some Stylized Facts</li> <li>• Historical development of corporate finance theories</li> <li>• Economic theories as the basis</li> <li>• Comparative overview of different economic systems and its impact on financial management practices</li> </ul>
<b>Week 02, 03</b>	<p><b>Corporate Financing and Agency Costs</b></p> <ul style="list-style-type: none"> <li>• Outside Financing Capacity</li> <li>• The Role of Net Worth: A Simple Model of Credit Rationing</li> <li>• Debt Overhang</li> <li>• Borrowing Capacity: The Equity Multiplier</li> <li>• Related Models of Credit Rationing:</li> <li>• Inside Equity and Outside Debt</li> <li>• Determinants of Borrowing Capacity</li> <li>• Pledgeable Income</li> <li>• Boosting the Ability to Borrow:</li> <li>• Diversification and Its Limits</li> <li>• The Costs and Benefits of Collateralization</li> <li>• The Liquidity <math>\pm</math> Accountability Tradeoff</li> <li>• Inalienability of Human Capital</li> <li>• Group Lending and Microfinance</li> <li>• Sequential Projects</li> </ul>
<b>Week 04</b>	<ul style="list-style-type: none"> <li>• Modigliani <math>\pm</math> Miller and the Financial Structure Puzzle</li> <li>• Debt Instruments</li> </ul>

	<ul style="list-style-type: none"> <li>• Equity Instruments</li> <li>• Financing Patterns</li> </ul>
<b>Week 05</b>	<b>Liquidity and Risk Management, Free Cash Flow, and Long-Term Finance</b> <ul style="list-style-type: none"> <li>• The Maturity of Liabilities</li> <li>• The Liquidity±Scale Tradeoff</li> <li>• Corporate Risk Management</li> <li>• Endogenous Liquidity Needs, the Sensitivity of Investment to Cash Flow, and the Soft Budget Constraint</li> <li>• Free Cash Flow</li> </ul>
<b>Week 06</b>	<b>Corporate Financing under Asymmetric Information</b> <ul style="list-style-type: none"> <li>• Implications of the Lemons Problem and of Market Breakdown</li> <li>• Dissipative Signals</li> <li>• Contract Design by an Informed Party:</li> <li>• Optimal Contracting in the Privately-Known-Prospects Model</li> <li>• The Debt Bias with a Continuum of Possible Incomes</li> <li>• Signaling through Costly Collateral 271</li> <li>• Short Maturities as a Signaling Device 271</li> <li>• Formal Analysis of the Underpricing Problem</li> </ul>
<b>Week 07 &amp; 08</b>	<b>Money and Capital Markets</b> <ul style="list-style-type: none"> <li>• Theoretical basis of risk and return debate</li> <li>• Capital Markets-Theory and Operations</li> <li>• Arbitrage Pricing Theory</li> <li>• Asset Pricing Models</li> <li>• Historical Development of Financial Markets in Pakistan</li> </ul>
<b>Week 09&amp;10</b>	<b>Islamic Banking and Finance</b> <ul style="list-style-type: none"> <li>• Theoretical basis of Islamic Economics</li> <li>• History and development of Islamic Banking</li> <li>• Modes of Islamic Financing</li> <li>• Current Status of Islamic Banking</li> <li>• Future of Islamic Banking</li> <li>• Sakuks</li> <li>• Islamic Perspective of Capital Markets</li> </ul>
<b>Week 10</b>	<b>Mid-Terms</b>
<b>Week 11</b>	<b>Dividend policy</b> <ul style="list-style-type: none"> <li>• Dividend policy defined</li> <li>• Forms of cash dividends</li> <li>• Cash dividends vs. stock dividends</li> <li>• Chronology of paying dividends</li> <li>• Factors affecting dividend payments</li> <li>• Setting a dividend policy</li> <li>• Information content of dividends</li> </ul>

	<ul style="list-style-type: none"> <li>• Clientele effect</li> <li>• Stock dividends, splits and other forms of dividends</li> <li>• Dividend theories</li> <li>• :DOWHU¶V PRGHO</li> <li>• *R UGRQ¶V PRGHO</li> <li>• Modigliani and Miller argument</li> <li>• Market imperfections</li> </ul>
<p><b>Week 12</b></p>	<p><b>Long term sources of finance: leasing</b></p> <ul style="list-style-type: none"> <li>• The basics of leasing</li> <li>• · The types of leases</li> <li>• · Operating leases</li> <li>• · Financial leases</li> <li>• · Reasons for, and pros and cons of, leasing</li> <li>• · The cashflows from leasing arrangements</li> <li>• · Analysis of lease-buy decisions</li> </ul>
<p><b>Week 13</b></p>	<p><b>Corporate restructuring</b></p> <ul style="list-style-type: none"> <li>• Describe divestitures and the reasons for it</li> <li>• Describe various forms of divestiture and the reasons for each</li> <li>• Describe and evaluate leverage buyouts and leverage recapitalization</li> <li>• Corporate financial distress and its consequences</li> <li>• Aspects of financial distress</li> <li>• Causes of financial distress</li> <li>• Early detection of financial distress</li> <li>• Reorganization vs. liquidation</li> <li>• Reorganize-liquidate decisions</li> </ul>
<p><b>Week 14</b></p>	<p><b>Takeovers</b></p> <ul style="list-style-type: none"> <li>• The Pure Theory of Takeovers: A Framework</li> <li>• ([WUDFWLQJ WKH 5DLGHU¶V 6XUSOXV_</li> <li>• Takeover Defenses as Monopoly Pricing</li> <li>• Takeovers and Managerial Incentives</li> <li>• Positive Theory of Takeovers: Single-Bidder Case</li> <li>• Value-Decreasing Raider and the One-Share±One-Vote Result</li> <li>• Positive Theory of Takeovers</li> <li>• Multiple Bidders</li> <li>• Managerial Resistance</li> </ul>
<p><b>Week 15 &amp; 16</b></p>	<p><b>Mergers and Acquisitions, and the Equilibrium Determination of Asset Values</b></p> <ul style="list-style-type: none"> <li>• Valuing Specialized Assets</li> <li>• General Equilibrium Determination of</li> <li>• Asset Values, Borrowing Capacities, and Economic Activity:</li> <li>• The Kiyotaki±Moore Model Types of long term debt</li> <li>• Main features of long term debt</li> <li>• Designing a long term debt issue</li> </ul>

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|  | <ul style="list-style-type: none"> <li>• An overview of the debt market in Tanzania</li> <li>• International debt financing</li> <li>• Bond refunding analysis</li> </ul> |
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## RECOMMENDED BOOKS

1. Ross, Westerfeild and Jaffe: *Corporate Finance*
2. Jean Tirole: *The Theory of Corporate Finance*
3. William L Megginson: *Corporate Finance Theory*
4. Eugene F. Brigham: *Managerial Finance*
5. Western J. Copeland, *Financial Theory and Corporate Policy*.

## STRATEGIC MARKETING

### COURSE DESCRIPTION

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

In this course students are exposed to a dynamic world of marketing activities using a number of approaches and to enable the students to understand the practical issues that are critical to develop performance orientation. Principles, concepts and applications in the international corporate world. This will enable the students to develop skills and competency to apply analytical tools and develop appropriate strategic marketing plans and manage its implementations.

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

### LEARNING OUTCOMES

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

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



## COURSE CONTENT

<p><b>Week 01,02</b></p>	<p><b>Introduction</b></p> <ul style="list-style-type: none"> <li>• The contribution of strategic Marketing within the context of business strategies of the firm</li> <li>• Customer value and the theory of sustainable Competitive Advantages (SCA)</li> </ul>
<p><b>Week 03,04</b></p>	<p><b>Environmental Analysis</b></p> <ul style="list-style-type: none"> <li>• Trend and PEST analysis and their dynamic nature</li> <li>• Competitive forces analysis of the industry and how the trend impact the forces and their dynamism</li> <li>• Develop the Key Success Factors and understand how they may change</li> <li>• To identify the opportunities and threats</li> </ul>
<p><b>Week 05,06</b></p>	<p><b>Internal Analysis</b></p> <ul style="list-style-type: none"> <li>• Resource Based View of the firm</li> <li>• Strategic Marketing resources leading to strength and weakness in relation to the KSF</li> <li>• The value chain analysis leading to identifying the core competency and sources of SCA</li> </ul>
<p><b>Week 07 &amp; 08</b></p>	<p><b>Competitors Analysis</b></p> <ul style="list-style-type: none"> <li>• The Nature of Competition in the market/industry</li> <li>• Strategies adapted by the competitors and how they may change</li> <li>• Develop the competitors profile matrix and establish strategic group maps.</li> </ul>
	<p><b>MID-TERM</b></p>
<p><b>Week 09 &amp; 10</b></p>	<p><b>Marketing Strategies</b></p> <ul style="list-style-type: none"> <li>• Leaders, Followers and Challenger Strategies</li> <li>• First mover advantages and disadvantages</li> <li>• Innovation and entrepreneurial marketing strategies</li> </ul>
<p><b>Week 11,12</b></p>	<p><b>Customer Analysis</b> Segmentation, targeting and Positioning</p> <ul style="list-style-type: none"> <li>• Process of segmentation and targeting</li> <li>• Perceptual and positioning maps</li> <li>• Developing effective positioning strategies</li> </ul>
<p><b>Week 13,14</b></p>	<p><b>Strategies of the Marketing Mix</b></p> <ul style="list-style-type: none"> <li>• Product and Growth Strategies</li> <li>• Pricing Strategies</li> <li>• Promotion and Integrated Marketing Communication</li> <li>• Distribution strategies</li> </ul>
<p><b>Week 15</b></p>	<p>Conclusion Session Terminal Exam</p>

## RECOMMENDED BOOKS

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

## FINANCIAL REPORTING AND ANALYSIS

### COURSE DESCRIPTION

The major source of data for economic decisions made by the stakeholders is the financial statements. The objective of the course is to create competency of reading and understanding the financial statements. The jargons and terminology of each discipline has special connotation and if misunderstood it can lead to faulty decisions if not blunders. Accounting is no exception. For appropriate analysis proper understanding of different terms used in financial reporting is of utmost importance. The course traces the historical development of financial reporting. Once competence of understanding is developed the course deals with the analysis of financial statements. For proper analysis one needs to determine the quality of financial statements. The course develops the tools to determine the quality of financial statements.

### COURSE GOALS

The students should be able to understand the theoretical underpinnings of financial reporting and become capable of using financial statement data for effective decisionmaking.

### LEARNING OUTCOMES

On completion of the course, students are expected to:

1. Understand the historical development of financial reporting.
2. Understand the theoretical underpinning of conceptual framework.
3. Be able to understand the technical and conceptual implications of important IAS and IFRS.
4. Be able to prepare final accounts of companies.
5. Be able to analyze the financial statements for economic decisionmaking.
6. Be able to understand the issues and controversies in financial statements.

### COURSE CONTENT

<b>Week 01 &amp; 02</b>	<b>An Overview of Financial Reporting</b> <ul style="list-style-type: none"><li>• The history of Accounting</li><li>• Development of Accounting Standards: From 1929 NY Stock crash to International Financial Reporting Standards (IFRS)</li><li>• The Security Exchange Commission of Pakistan (SECP) and regulatory requirements for Financial Reporting.</li><li>• Underlying issues and objectives of financial reporting: capital maintenance, temporal distributions etc</li></ul>
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<p><b>Week 03,04</b></p>	<p><b>Conceptual Framework</b></p> <ul style="list-style-type: none"> <li>• The history of conceptual framework</li> <li>• Major Issues on agenda</li> <li>• Rule based vrs. Principal based standards debate</li> <li>• The ambiguity of financial terminology and efforts to standardize interpretations</li> </ul>
<p><b>Week 05&amp; 06</b></p>	<p><b>Important IAS and IFRS</b></p> <ul style="list-style-type: none"> <li>• IAS 1 Presentation of Financial Statements, IAS 5 Information to Be Disclosed in Financial Statements ± Originally issued October 1976, effective 1 January 1997. Superseded by IAS1 in 1997</li> <li>• IAS 2 Inventories</li> <li>• IAS 7 Statement of Cash Flows</li> <li>• IAS 38 Accounting for Research and Development Activities</li> <li>• IAS 18 Revenue</li> <li>• IAS 36 Impairment of Assets</li> <li>• IAS 38 Intangible Assets</li> <li>• IFRS 10 Consolidated Financial Statements</li> <li>• IFRS 13 Fair Value Measurement</li> <li>• Any other relevant IAS</li> </ul>
<p><b>Week 07,08&amp; 09</b></p>	<p><b>Preparation of Financial Statements</b></p> <ul style="list-style-type: none"> <li>• Balance Sheet</li> <li>• Profit and Loss Account/ Income Statement</li> <li>• Cash Flow Statement</li> </ul>
<p><b>Week 10</b></p>	<p><b>Issues and Controversies in Financial Reporting</b></p>
<p><b>Week 11,12</b></p>	<p><b>Earnings Management</b></p> <ul style="list-style-type: none"> <li>• Incentives that might induce the company mgt. to manipulate earnings.</li> <li>• Fraud triangle</li> <li>• Risk factors related to attitude and rationalizations that may lead to fraudulent accounting.</li> <li>• Common accounting warning signs and methods of detecting them.</li> <li>• Accounting shenanigans on cashflow statement.</li> <li>• Stretching out payables.</li> <li>• Financing of payables.</li> <li>• Securitization of receivables.</li> <li>• Using stock buybacks to offset dilution of earnings.</li> </ul>
<p><b>Week 13,14</b></p>	<p><b>Financial analysis techniques</b></p> <ul style="list-style-type: none"> <li>• Ratio analysis</li> <li>• Common size financial statements</li> <li>• Charts in financial analysis</li> <li>• Limitations of ratio analysis</li> <li>• Activity, liquidity, solvency, profitability and valuation ratios</li> <li>• Du-Pont analysis</li> </ul>

	<ul style="list-style-type: none"> <li>Equity analysis, credit analysis, and segment analysis</li> <li>Integration of tools to model and forecast earnings.</li> </ul>
<p><b>Week 15,16</b></p>	<p><b>Financial Statement Analysis: Applications</b></p> <ul style="list-style-type: none"> <li>Ratio analysis of financial statements to assess performance.</li> <li>Use of financial statement analysis to assess cashflow.</li> <li>Role of financial statement analysis in assessing the credit quality of a potential debt investment.</li> <li>Financial statement analysis in screening for potential equity investments.</li> <li>Use of financial statement analysis to facilitate comparison with another company.</li> </ul>

## RECOMMENDED BOOKS

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

## STRATEGIC MANAGEMENT

### COURSE DESCRIPTION

The course is meticulously designed to enable students to make structural and performance analysis of competitive forces and to position a firm to gain strategic advantages in various business and organizational context.

Through assignment of a wide variety of business-cases-study, the course attempts to develop knowledge-integrated analytical understanding of practical issues associated with the formulation, selection and implementation of business strategy choices.

The course also helps the students to understand the relevance of Western strategic management theories and practices to the local settings. In addition, the course discusses the Islamic perspective of formulating, implementing, and managing organizational strategies.

## LEARNING OUTCOMES

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

1. Develop a framework of analysis to enable them to identify central issues and problem in complex, comprehensive case; to suggest alternative course of action; and present well supported recommendations for future action
2. Develop conceptual skills so that students are able to integrate previously learned aspects of corporations.
3. Understand the relevance of the strategic management theories and practices, underscored by Western academicians and practitioners, in local settings.
4. Understand the Islamic perspective of formulating, implementing, and managing strategic decisions.
5. Develop skills to analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions.
6. 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
7. Develop a better understanding of the present and future environment in which corporations must function.
8. Develop analytical and decision making skills for dealing with complex conceptual problems in an ethical manner

## COURSE CONTENT (SEMESTER 3)

<b>Week 01,02</b>	<p><b>AN OVERVIEW</b></p> <ul style="list-style-type: none"> <li>• Strategic management: Definition and process</li> <li>• Key terms in Strategic Management</li> <li>• The nature of strategic decisions.</li> <li>• The strategy managers: the role and tasks.</li> <li>• Strategic planning and its benefits and pitfalls</li> </ul>
<b>Week 03,04</b>	<p><b>STRATEGY FORMULATION: Vision and Mission</b></p> <ul style="list-style-type: none"> <li>• The business vision &amp; mission</li> <li>• Importance of vision and mission</li> <li>• Components of mission statement</li> <li>• Writing and evaluating mission statement.</li> </ul>
<b>Week 05</b>	<p><b>STRATEGY FORMULATION: EXTERNAL &amp; INTERNAL ASSESSMENT</b></p> <ul style="list-style-type: none"> <li>• Operating environment scanning</li> <li>• Structural analysis of competitive forces               <ul style="list-style-type: none"> <li>▪ The structure and performance of the industry as a whole.</li> <li>▪ The structure and performance of individual competitors.</li> </ul> </li> <li>• Company situation analysis.               <ul style="list-style-type: none"> <li>▪ Financial diagnosis</li> <li>▪ Other functional areas diagnosis</li> <li>▪ Existing strategies audit</li> </ul> </li> <li>• SWOT analysis</li> </ul>

<b>Week 06</b>	<p><b>STRATEGIES IN ACTION</b></p> <ul style="list-style-type: none"> <li>• Long-term Objectives</li> <li>• Types of Strategies</li> <li>• Integration Strategies</li> <li>• Intensive Strategies</li> <li>• Diversification Strategies</li> <li>• Defensive Strategies</li> <li>• 0 LFKDHO 3RUWHU¶V *HQBULF 6WUDWHJLHV</li> <li>• Means for achieving Strategies</li> <li>• Strategic Management in non-profit and Government Organization</li> <li>• Strategic Management in small firms</li> </ul>
<b>Week 07</b>	<p><b>STRATEGY FORMULATION: ORGANIZATIONAL PROCESS</b></p> <ul style="list-style-type: none"> <li>• The strategy-making hierarchy <ul style="list-style-type: none"> <li>▪ Corporate strategy</li> <li>▪ Line of business strategies</li> <li>▪ Functional strategies</li> <li>▪ Operating strategies</li> </ul> </li> <li>• The factors shaping strategy</li> <li>• Strategy and ethics</li> <li>• The basic strategy-making approaches.</li> </ul>
<b>Week 08</b>	<p><b>STRATEGY ANALYSIS AND CHOICE</b></p> <ul style="list-style-type: none"> <li>• A comprehensive strategy formulation framework</li> <li>• The input stage</li> <li>• The matching stage <ul style="list-style-type: none"> <li>▪ SWOT Matrix</li> <li>▪ Space Matrix</li> <li>▪ BCG Matrix</li> <li>▪ IE Matrix</li> <li>▪ The Grand Strategy Matrix</li> </ul> </li> <li>• The decision <ul style="list-style-type: none"> <li>▪ QSPM Matrix</li> </ul> </li> <li>• Strategy choice criteria <ul style="list-style-type: none"> <li>▪ Consistency tests</li> <li>▪ Clarity of goals</li> <li>▪ Appropriate timing</li> <li>▪ Flexibility</li> <li>▪ Management commitment</li> </ul> </li> <li>• The politics of strategy choice</li> </ul>
<b>Week 09</b>	<p><b>STRATEGY IMPLEMENTATION</b></p> <ul style="list-style-type: none"> <li>• Analyzing strategy-change</li> <li>• Analyzing organizational structure</li> <li>• Analyzing organizing culture</li> </ul>

	<ul style="list-style-type: none"> <li>• Developing an effective reward structure</li> <li>• Exerting strategic leadership</li> <li>• Selecting an implementation approach</li> <li>• Implementing strategy and evaluating the results</li> <li>• Annual objectives and policies</li> <li>• Resource allocation</li> <li>• Managing conflicts</li> </ul>
<b>Week 10</b>	<b>STRATEGIES EVALUATION</b> <ul style="list-style-type: none"> <li>• Evaluation Framework</li> <li>• Characteristics of an effective evaluation system</li> <li>• Contingency planning</li> <li>• Auditing</li> <li>• 21st century challenges in Strategic Management</li> </ul>
<b>Week 11</b>	<b>STRATEGIC CONTROL</b> <ul style="list-style-type: none"> <li>• The strategic control process</li> <li>• The management information system (MIS) and strategic control</li> <li>• Top management &amp; strategic control</li> </ul>
<b>Week 12</b>	<b>ACASE ANALYSIS FRAMEWORK</b> <ul style="list-style-type: none"> <li>• Diagnosis and record of the current situation</li> <li>• Identification and record of the strategic issues and key problems</li> <li>• Formulation and evaluation of alternative course of actions</li> <li>• Selection of an action plan and set of recommendation</li> <li>• How to avoid pitfalls in case analysis</li> <li>• Communication of case analysis <ul style="list-style-type: none"> <li>▪ The written report</li> <li>▪ The oral presentation and discussion</li> </ul> </li> </ul>
<b>Week 13,14</b>	<b>ACASE STUDY ASSIGNMENT</b> <ul style="list-style-type: none"> <li>▪ The students are required to study 10 cases during the course work. A case-study is assigned to a group of 2 to 3 students. Aside from the submission of the written analysis, the students have to make the oral presentation in the class.</li> </ul>
<b>Week 15</b>	<b>Project Presentations</b>
<b>Week 16</b>	<b>Course Wrap Up and Recap</b>

## RECOMMENDED BOOKS

1. Certo & Peter; *Strategic Management: Concepts & Applications*, Random House Business Division.
2. Johnson Schol, *Exploring Corporate Strategy*, Prentice Hall
3. Fried. R. David, *Strategic Management*, Prentice Hall.

## REFERENCE BOOKS

1. Williamson & Cooke; Strategic Business Analysis; Butterworth Heinman.
2. Campbell, Stenhouse & Houston; Business Strategy: An Introduction, Butterworth Heinman.
3. Saeed Amjad Khawaja; Managerial Policy; Institute of Management Sciences.
4. Thomous, Strickland, Strategic Management, BPI. IRWIN
5. Hitt, Ireland, and Hoskisson: Strategic Management; McGraw Hill.

## ORGANIZATIONAL BEHAVIOUR

### COURSE DESCRIPTION

Organizational behaviour (OB) is an interdisciplinary field drawing from numerous disciplines including psychology, sociology, anthropology, economics, organization theory, statistics, and many others. Effective management of human resources within organizations requires an understanding of various behaviour and processes. Managers need to know why people behave as they do in relation to their jobs, their work groups and their organizations. This knowledge of individuals' perceptions, motivational attitudes and behaviour will enable managers to not only understand themselves better, but also to adopt appropriate managerial policies and leadership styles to increase their effectiveness.

The focus of instruction will move progressively through the individual, group and organizational levels of behaviour and will examine the interrelationships of behavioural phenomena among these levels. Additionally, concepts such as motivation, communication and leadership and their relevance to organizational behaviour will be examined in detail. The course is also designed to help the students understand if Western Organizational Behavioural theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of understanding and directing human behaviour in a specific direction.

### INDENTED LEARNING OUTCOMES

The prime objective of this course is to help the student understand individuals, teams, organizational cultures, and their influence on employee behaviours. It will be a highly interactive course where class participation will be highly encouraged; we will try to provide a seminal experience for future use in professional development.

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

1. Understand the components of individual behavior and group behaviors in the organizational context.
2. Understand the relevance of the OB theories and practices, emphasized by Western texts, in local settings.
3. Understand the Islamic perspective of understanding and directing human behaviour towards achievement of goals.
4. Understand the causes of job dissatisfaction and stress as well as methods of improving job satisfaction and dealing with stress.



5. Analyze the impact of individuals and team behaviour on organizational productivity
6. Evaluate the impact of organizational structure, design, culture and change
7. Synthesize various theories of motivation and leadership and understand their application to workplace.

## COURSE CONTENTS

<b>Week 01</b>	What is Organizational Behaviour Importance of organizational behaviour
<b>Week 02</b>	Foundations of Individual Behaviour: Biographical Characteristics, Ability, Learning
<b>Week 03</b>	Organizational behaviour from Islamic and indigenous perspective Understanding human psychology through the lenses of Quran and Sunnah
<b>Week 04</b>	Attitudes and Job Satisfaction Types of attitudes Types of behaviors
<b>Week 05</b>	Perception and Individual Decision Making Why perception is important Types of decision making Biases and errors in decision making
<b>Week 06</b>	Motivation concept Content theories of Motivational Process theories of motivation
<b>Week 07</b>	Motivation: from concept to application Applying motivation concepts for designing reward system Emotions and Moods
<b>Week 08</b>	<b>MID-TERM EXAMINATION</b>
<b>Week 09</b>	Foundations of Group Behaviour Groups in organization
<b>Week 10</b>	Basic Approaches to Leadership Trait theories Behavioural theories
<b>Week 11</b>	Contemporary Issues in Leadership
<b>Week 12</b>	Power and politics Types and sources of power Politics in organizations
<b>Week 13</b>	Conflict and negotiation Types of conflicts
<b>Week 14</b>	Functions of organization structure Types of organizational structure Organizational structure and its impact on individuals and groups
<b>Week 15</b>	Organizational culture Organizational culture and individual behaviour
<b>Week 16</b>	Conclusion Session Terminal Exam (to be announced by the University)

## RECOMMENDED BOOKS

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

## OPERATIONS MANAGEMENT

### COURSE DESCRIPTION/OBJECTIVE

This course is designed to provide the student with an understanding of the foundations of the operations function in both manufacturing and services. The course will analyze operations from both the strategic and operational perspectives and highlight the competitive advantages that operations can provide for the organization. The goal of the course is to help students become effective managers. The course covers competitive weapon, demand forecasting, supply-chain management, aggregate planning, inventory systems, just-in-time systems and material requirements planning.

### INDENTED LEARNING OUTCOMES

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

1. Describe operation management areas of responsibility and the contribution of operations management to an organization.
2. Use computer analysis to produce a linear regression forecasting model.
3. Explain the concept of supply-chain management and the requirements and design of a successful supply chain.
4. Develop an operational aggregate plan following a chase strategy, level strategy or mixed strategy.
5. Describe inventory systems for independent demand and the costs and benefits of carrying inventory.
6. Identify the characteristics of JIT (just-in-time) systems that enable the realization of the JIT philosophy.
7. Identify the key concepts of materials planning for dependent demand using MRP (material requirement planning).

### PLAN OF EDUCATIONAL METHODOLOGY TO BE USED


### COURSE CONTENTS

<b>Week 01,02</b>	<b>INTRODUCTION</b> <ul style="list-style-type: none"> <li>○ Introduction to Operations Management</li> <li>○ Competitiveness, Strategy, and Productivity</li> </ul>
<b>Week 03</b>	<b>OPERATIONS MANAGEMENT MODELS</b> <ul style="list-style-type: none"> <li>○ Forecasting</li> </ul>

	<ul style="list-style-type: none"> <li>○ Decision Making</li> <li>○ Transportation models</li> <li>○ Waiting lines models</li> <li>○ Learning curves</li> </ul>
<b>Week 04,05</b>	<b>SYSTEM DESIGN</b> <ul style="list-style-type: none"> <li>○ Product and Service Design: Reliability</li> <li>○ Strategic Capacity Planning for Products and Services: Decision Theory</li> <li>○ Process Selection and Facility Layout: Linear Programming</li> <li>○ Design of work systems: Learning Curves</li> </ul> Location Planning and Analysis: The Transportation Model
<b>Week 06</b>	<b>QUALITY</b> <ul style="list-style-type: none"> <li>○ Management of Quality</li> <li>○ Quality Control: Acceptance Sampling</li> </ul>
<b>Week 07</b>	<b>INVENTORY MANAGEMENT AND SCHEDULING</b> <ul style="list-style-type: none"> <li>○ Inventory Management</li> <li>○ Aggregate Planning</li> <li>○ MRP and ERP</li> <li>○ JIT and Lean Operations: Maintenance</li> <li>○ Scheduling</li> </ul>
<b>Week 09,10</b>	<b>SUPPLY CHAIN MANAGEMENT</b> <ul style="list-style-type: none"> <li>○ Supply Chain Strategies</li> <li>○ Vendor selection, Internet purchasing, Supplier quality and reliability</li> <li>○ Benchmarking</li> <li>○ Types of Facilities and location analysis techniques</li> <li>○ Transportation and distribution system</li> </ul>
<b>Week 11,12</b>	<ul style="list-style-type: none"> <li>➤ <b>PROJECT MANAGEMENT</b></li> <li>➤ <b>WAITING LINES AND SIMULATIONS</b></li> </ul>
<b>Week 13,14</b>	<b>LAYOUT STRATEGY</b> <ul style="list-style-type: none"> <li>○ Basics layouts</li> <li>○ Designing process layouts</li> <li>○ Designing product layouts</li> <li>○ Warehousing and storage layouts</li> <li>○ Assembly line balancing</li> <li>○ Hybrid Layouts</li> </ul>
<b>Week 15</b>	Final Project (Report Submission & Presentations)

### ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	1	5%
	Assignment	1	5%

	Project	1	10%
	Mid-Term	1	30%
Final Exam	EndTerm Exam		50%

## TEXTBOOKS

1. Operations Management, International Edition, Eighth Edition, by William J. Stevenson, Publisher: McGraw-Hill
2. Jay Heizer & Barry Render, Operations Management, Latest Edition, Prentice Hall

## REFERENCE BOOKS

1. Operations Management by William J. Stevenson
2. Operations Management for MBAs by Jack R. Meredith and Scott M. Shafer
3. Operations Management (10th Edition) (Pearson Custom Business Resources) by Jay Heizer and Barry Render
4. Operations Management: Creating Value Along the Supply Chain by Roberta S. Russell and Bernard W. Taylor

# MBA Finance

## Elective Courses

<b>CORPORATE FINANCE</b>
<b>FINANCIAL REPORTING AND ANALYSIS</b>
<b>FINANCIAL RISK MANAGEMENT</b>
<b>INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT</b>

## CORPORATE FINANCE

### Course Introduction

The first question that arises in student's mind is why a person should take the Corporate Finance course. There are many benefits of joining the Corporate Finance course. The main aim of this course is to improve the financial decision making in any corporation. If the financial decision taken is not correct, the repercussions may be quite severe and in many cases, due to the wrong financial decisions, the corporations have even shut down. Thus, correct financial decision is very much important and for taking right financial decision, it is very much required that a person is well apprised of all the aspects of corporate finance and this course enables participants to do that.

There are many aspects of Corporate Finance course that need to be understood properly so that the very purpose of a person who wishes to join this course is fulfilled. First of all, there are many basic issues related to the Corporate Finance course. These issues are the capital budgeting, capital structure, corporate investment, sources of corporate funding, corporate contingent claims, dividend policy, financial risk management etc. Thus, it can be said that all the financial aspects of a corporation are covered in this course. All these aspects enable a person to apply these fundamentals of finance in a right way in the corporation so that the goal of the corporation is easily achieved.

## LEARNING OBJECTIVES

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

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

## CALENDAR OF ACTIVITIES

Session/Week	Topic	Topics for discussion
1	<b>LONG-TERM FINANCIAL PLANNING &amp; GROWTH</b>	<ul style="list-style-type: none"> <li>• Financial planning models</li> <li>• External financing and growth</li> <li>• Internal growth and sustainable growth</li> </ul>
2,3	<b>PROJECT CASH FLOWS FOR INVESTMENT DECISIONS</b>	<ul style="list-style-type: none"> <li>• Projected Cash Flows</li> <li>• Investment Cash Flows</li> <li>• Pro Forma financial Statements</li> <li>• Estimating NPV Estimates</li> </ul>
4,5,6	<b>PROJECT ANALYSIS AND EVALUATION</b>	<ul style="list-style-type: none"> <li>• Scenario and other what-if analysis</li> <li>• Operating leverage</li> <li>• Capital rationing</li> <li>• Accounting vs. Financial Break-Even</li> </ul>
7	<b>RAISING CAPITAL</b>	<ul style="list-style-type: none"> <li>• Early stage financing &amp; venture capital, Underwriters</li> <li>• ,32¶V DQG 8QGHU SULFLQJ</li> <li>• Costs of issuing securities</li> <li>• Rights, Dilution</li> <li>• Issuing Long Term Debt</li> <li>• Securitization (bundling-unbundling)</li> </ul>

		<ul style="list-style-type: none"> <li>• Mutual funds management</li> </ul>
8		<b>Mid-Term</b>
9,10	<b>FINANCIAL LEVERAGE AND CAPITAL STRUCTURE POLICY</b>	<ul style="list-style-type: none"> <li>• Capital structure &amp; Cost of Capital</li> <li>• The effect of financial leverage</li> <li>• Optimal capital structure</li> </ul>
11	<b>DIVIDENDS AND DIVIDEND POLICY</b>	<ul style="list-style-type: none"> <li>• Cash dividend and dividend payment</li> <li>• Low payout and high payout factors</li> <li>• Establishing a dividend policy</li> <li>• Stock repurchase, Stock splits</li> </ul>
12,13	<b>SHORT TERM FINANCE AND PLANNING</b>	<ul style="list-style-type: none"> <li>• Operating and Cash Cycle</li> <li>• Alternative Financing Policies for current assets</li> <li>• Short Term Borrowing</li> <li>• Cash and Liquidity Management</li> <li>• Float Management</li> <li>• Cash Collection and Disbursements</li> <li>• Target Cash Balance</li> <li>• Credit and Inventory</li> <li>• Credit and Receivables</li> <li>• Factorization</li> </ul>
14,15	<b>HYBRID FINANCING: LEASING</b>	<ul style="list-style-type: none"> <li>• What is Lease, Why Lease?</li> <li>• Financial &amp; Operating Lease</li> <li>• Valuing Financial Lease</li> <li>• Leasing Versus Purchasing Decision</li> </ul>

### RECOMMENDED TEXT BOOKS

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

### REFERENCE BOOKS AND OTHER READING MATERIALS.

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

## FINANCIAL REPORTING AND ANALYSIS

### COURSE DESCRIPTION

The major source of data for economic decisions made by the stakeholders is the financial statements. The objective of the course is to create competency of reading and understanding the financial statements. The jargons and terminology of each discipline has special connotation and if misunderstood it can lead to faulty decisions if not blunders. Accounting is no exception. For appropriate analysis

proper understanding of different terms used in financial reporting is of utmost importance. The course traces the historical development of financial reporting. Once competence of understanding is developed the course deals with the analysis of financial statements. For proper analysis one needs to determine the quality of financial statements. The course develops the tools to determine the quality of financial statements.

## COURSE GOALS

The students should be able to understand the theoretical underpinnings of financial reporting and become capable of using financial statement data for effective decisionmaking.

## INDENTED LEARNING OUTCOMES

On completion of the course, students are expected to:

1. Understand the historical development of financial reporting.
2. Understand the theoretical underpinning of conceptual framework.
3. Be able to understand the technical and conceptual implications of important IAS and IFRS.
4. Be able to prepare final accounts of companies.
5. Be able to analyze the financial statements for economic decisionmaking.
6. Be able to understand the issues and controversies in financial statements.

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

	<ul style="list-style-type: none"> <li>IFRS 13 Fair Value Measurement</li> </ul>
<b>Week 07 &amp; 08,09</b>	<b>Preparation of Financial Statements</b> <ul style="list-style-type: none"> <li>Balance Sheet</li> <li>Profit and Loss Account/ Income Statement</li> <li>Cash Flow Statement</li> </ul>
<b>Week 10</b>	<b>Issues and Controversies in Financial Reporting</b>
<b>Week 11,12</b>	<b>Earnings Management</b> <b>Red flags</b> <ul style="list-style-type: none"> <li>Incentives that might induce the company mgt. to manipulate earnings.</li> <li>Fraud triangle</li> <li>Risk factors related to attitude and rationalizations that may lead to fraudulent accounting.</li> <li>Common accounting warning signs and methods of detecting them.</li> <li>Accounting shenanigans on cashflow statement.</li> <li>Stretching out payables.</li> <li>Financing of payables.</li> <li>Securitization of receivables.</li> <li>Using stock buybacks to offset dilution of earnings.</li> </ul>
<b>Week 13,14</b>	<b>Financial analysis techniques</b> <ul style="list-style-type: none"> <li>Ratio analysis</li> <li>Common size financial statements</li> <li>Charts in financial analysis</li> <li>Limitations of ratio analysis</li> <li>Activity, liquidity, solvency, profitability and valuation ratios</li> <li>Du-Pont analysis</li> <li>Equity analysis, credit analysis, and segment analysis</li> <li>Integration of tools to model and forecast earnings.</li> </ul>
<b>Week 15,16</b>	<b>Financial Statement Analysis: Applications</b> <ul style="list-style-type: none"> <li>Basic financial statement analysis to assess performance.</li> <li>Basic financial statement analysis to assess cashflow.</li> <li>Role of financial statement analysis in assessing the credit quality of a potential debt investment.</li> <li>Financial statement analysis in screening for potential equity investments.</li> <li>Appropriate analyst financial statement analysis to facilitate comparison with another company.</li> </ul>



## RECOMMENDED TEXTBOOKS (LATEST AVAILABLE EDITION)

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

## FINANCIAL RISK MANAGEMENT

### COURSE DESCRIPTION/OBJECTIVE

Risk is costly. This statement is absolutely agreed by businessmen and professionals, particularly those facing inherent risk in their professional lives. Minimizing the cost of risk to an optimum level unanimously means that we are increasing the value of a firm. However, the cost of risk minimization, albeit it is easy to say or learn conceptually is very much difficult to implement, either by self-managed method or by risk-transfer approach. If a business executive decides to manage the cost of risk herself, she has to estimate direct and indirect costs pertaining to the possibly risky events or occurrences. On the other hand, if an executive transfers the risk to a third party, she has to load insurance premiums as the compensation for the insurer, comprising administrative fees and the insurer's business return.

### LEARNING OUTCOMES

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

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

### PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
Lectures	Multimedia presentations, group discussions,

## COURSE CONTENT

<b>Week 01</b>	Introduction to risk management
<b>Week 02</b>	Risk and return
<b>Week 03</b>	Why are financial intermediaries special
<b>Week 04</b>	Risks of financial intermediation
<b>Week 05</b>	Interest rate risk
<b>Week 06</b>	Market risk
<b>Week 07</b>	Credit risk
<b>Week 08</b>	Mid-term Exam
<b>Week 09</b>	Off-balance-sheet risk
<b>Week 10</b>	Technology and other operational risks
<b>Week 11</b>	Foreign exchange risk
<b>Week 12</b>	Sovereign risk, Liquidity risk
<b>Week 13</b>	Insurance
<b>Week 14</b>	Options, caps, floors, and collars
<b>Week 15</b>	Swaps, Futures and forwards
<b>Week 16</b>	Securitization

## RECOMMENDED TEXTBOOK

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

## INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

### COURSE DESCRIPTION/OBJECTIVE

The objective of the course is to study theory and empirical evidence relevant for portfolio management. An emphasis is placed on understanding how an investment professional would allocate funds in a hypothetical portfolio. Major topics include estimation of capital market parameters, trade-off between risk and return, optimal portfolio selection, equilibrium asset pricing models, and delegated portfolio management. Emphasis will be put on development of techniques that should be part of the tool kit of those interested in becoming professional investors and/or researchers in finance. The course material is tilted heavily towards equity markets since there are separate courses that cover fixed income markets and derivative securities. This course is designed to primarily address the needs of advanced students in an MBA program.

### LEARNING OUTCOMES

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

1. Understand the operations of financial markets;
2. To analyze the various types of assets including equities, fixed income securities, and derivatives;

3. To perform risk analysis.
4. Enhance the skills are required for corporate finance, trading, and investment banking positions.

### PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
Lectures	Multimedia presentations, group discussions,

### COURSE CONTENT

<b>Week 01</b>	Investment Settings
<b>Week 02</b>	Organization And Functioning Of Securities Market
<b>Week 03</b>	Security market indicator series
<b>Week 04</b>	Introduction to efficient market hypothesis
<b>Week 05</b>	An introduction to portfolio management
<b>Week 06</b>	An introduction to asset pricing models
<b>Week 07</b>	Analysis of financial statements
<b>Week 08</b>	Security valuation
<b>Week 09</b>	Stock market analysis
<b>Week 10</b>	Industry analysis
<b>Week 11</b>	Company analysis and stock valuation
<b>Week 12</b>	Technical analysis
<b>Week 13</b>	Introduction to behavioral finance
<b>Week 14</b>	Introduction to financial derivatives
<b>Week 15</b>	Forwards, Futures, Options & Swaps
<b>Week 16</b>	Project/Revision

## TEXT BOOK

1. Jones. P. Charles; Investment: Analysis & Management, JohnWiley & Sons.

## REFERENCE BOOKS

1. Sharpe, Alenander and Bailey; Investments, Prentice Hall.
2. Bodie, Kanne & Marcus; Investment, McGraw Hill.
3. Radcliff; Investment: Concepts Analysis Strategy, AddisonWesley.

# MBA Elective HR Courses

<b>RECRUITMENT &amp; SELECTION</b>
<b>TRAINING AND DEVELOPMENT</b>

## RECRUITMENT & SELECTION

### COURSE DESCRIPTION:

This course will provide a conceptual and operational understanding of the key aspects of human resources staffing functions, including job analysis, recruitment, assessment, selection, and performance evaluation. At the completion of this class, students should be able to design and implement an effective and legally defensible staffing system tailored to organizational requirements. They should also be able to evaluate existing staffing programs for effectiveness and legal compliance.

### LEARNING OUTCOMES

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

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

9. Critically evaluate the recruitment and selection practices being used by organizations.
10. &RQWULEXWH WR WKH LPSURYHHPHQW RI DQ RUJDQL]DWLRQ¶V UHFUXLWPHQW DO practices.

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

## COURSE CONTENTS

<b>Week 01,02</b>	Introduction to Recruitment and Selection
<b>Week 03</b>	Measurement, Reliability and Validity
<b>Week 04,05</b>	Legal Issues
<b>Week 06</b>	Job Analysis and Competency Models
<b>Week 07</b>	Recruitment & Selection and Job Performance
<b>Week08</b>	<b>Midterm Exam</b>
<b>Week 09,10</b>	Recruitment
<b>Week11</b>	Applicant Screening
<b>Week12</b>	Ability Tests and Personality Assessment
<b>Week13</b>	Performance Tests, Assessment Centers, Integrity Testing, Drug Testing, Graphology
<b>Week14</b>	The Selection Interview
<b>Week15</b>	Strategies for Selection Decision Making

## RECOMMENDED TEXT BOOK

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

## TRAINING AND DEVELOPMENT

### COURSE OBJECTIVES

Training and development in organizations is usually defined as planned activities directed at enhancing the learning of job-relevant knowledge, skills and attitudes by members or employees of the organization. Almost invariably, the goal is to improve on-the-job performance so as to enhance the overall effectiveness of the organization and/or to increase the likelihood that organizational goals will be

reached. This course will familiarize students with the training and development function.

Topics covered in this course will include: training needs assessment, the development of specific training objectives, the planning and delivery of instruction, relevant learning principles, and the development and implementation of criteria and procedures for evaluation of training. Thus the course provides a general framework for examining and revising existing training programs and for establishing new, viable training programs. In addition, special training topics will be explored based on students' interests.

## **LEARNING OUTCOMES**

Upon completion of this course, students will possess the following competencies:

1. Understanding of the issues in managing the training and development function and its relation to corporate objectives and performance.
2. Ability to design training programs including consideration of training needs and objectives, principles of learning, appropriate selection and use of training methods, management development methods, and career development methods, transfer of training to the job, evaluation of training, costing of training programs.
3. Awareness of ethical and equity issues affecting training and development in organizations.
4. Ability to conduct a training needs analysis including job analysis, person analysis, and organization analysis.
5. Write measurable training objectives incorporating expected learning outcomes;
6. Understanding of principles of adult learning including theories of motivation, trainee ability and aptitude, knowledge and skill acquisition and retention, and transfer of training to the workplace as they relate to the design of effective training and development programs.
7. Awareness of a variety of training and development methods, the advantages and disadvantages of each method, and ability to select and use appropriate methods to design an effective learning experience.
8. Understanding of issues in training evaluation, including the cost/benefits (utility) of training, ability to design a training evaluation procedure, and ability to use the results to improve training programs and/or make appropriate decisions concerning the training and development function.
9. Ability to determine cost/benefits (utility) of training programs, including determination of training costs and resources and quantifying benefits of training in order to provide relevant information to corporate decision makers and to facilitate in making decisions affecting the training function such issues as developing in-house vs. purchasing of training programs, relative cost-effectiveness of various training programs, and improving training utility.

10. Awareness of various approaches to training, different kinds of training programs, and topical issues concerning the training function; and In-depth familiarity with a specific training topic selected by the student.

## COURSE OUTLINE

<b>Week 01,02</b>	<b>Introduction &amp; Organization</b> The Training & Development Process Organizational Learning
<b>Week 03</b>	Learning & Motivation
<b>Week 04,05</b>	The Needs Analysis Process Training Design
<b>Week 06, 07</b>	Training Implementation and Delivery Transfer of Training
<b>Week 08</b>	Training Methods I
<b>Week 09</b>	<b>Mid-term Exam</b>
<b>Week 10</b>	Training Methods II
<b>Week 11,12</b>	Training Evaluation Ch. 11 Costs and Benefits
<b>Week 13, 14</b>	Training Programs Ch. 13 Training Trends & Best Practices
<b>Week 15, 16</b>	Final Project (Report Submission & Presentations)

## RECOMMENDED BOOK

1. Creative Training Techniques Handbook by Robert W. Pike, CSP.

# MBA Elective

## Management Courses

<b>COMPARATIVE MANAGEMENT SYSTEMS</b>
<b>Total quality management</b>
<b>Project management</b>

### **COMPARATIVE MANAGEMENT SYSTEMS**

An analysis based on case study testing of the problems and ideologies involved in manpower planning and management, motivation, interpersonal communications, industrial relations and collective bargaining in specific trading blocs such as, SAFTA, NAFTA, EU, CBI and APEC.

### **COURSE GOALS**

The goals of the course include:

1. The course aims at helping students understand the management process and the need for analytical thought when dealing with that process. More specifically, the course objectives are:
2. Develop an awareness of the concept of culture and its pervasive and hidden influence on behavior, particularly with respect to management and management practices.
3. Develop familiarity with the types of situations and issues that managers confront when working internationally.
4. Develop an appreciation of the impact of living and working in another culture on one's personal behavior.
5. Complete a written executive report as part of the course project on global leadership hereinafter referred to as the Course Project .
6. Make an Executive Presentation explaining the Executive Report as part of the Course Project.

### **INDENTED LEARNING OUTCOMES**

To give students an understanding of how to anticipate and manage people in a global environment and provide a framework for analyzing change(s) and building skills for selecting appropriate strategies.



## PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
Lecture	<b>Multimedia presentations, Transparencies, and non-credit hr workshops and seminars.</b>
Active Learning	

## COURSE CONTENT

<b>Week 01</b>	Introduction to the Course, How to do Cases, How to do Projects
<b>Week 02</b>	Influence of Culture on Managerial Behaviour
<b>Week 03</b>	Success in the New Global Environment I
<b>Week 04</b>	Success in Understanding Cultures
<b>Week 05</b>	Diversity Among Cultures I
<b>Week 06</b>	Diversity Among Cultures II
<b>Week 07</b>	Success in Crossing Cultures I
<b>Week 08</b>	Success in Crossing Cultures II
<b>Week 09</b>	Mid-Term
<b>Week 10</b>	Success in Communicating Across Cultures I
<b>Week 11</b>	Success in Communicating Across Cultures II
<b>Week 12</b>	Success in Negotiating Across Cultures I
<b>Week 13</b>	Success in Negotiating Across Cultures II
<b>Week 14</b>	Success in Global Management I
<b>Week 15</b>	Success in Global Management II
<b>Week 16</b>	Project Presentations
<b>Week 17</b>	Final Exam

## ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	4	10%
	Assignment	4	10%
	Mid term Exam		30%
Final Exam	End Term Exam		50%

## RECOMMENDED TEXT BOOK

1. Terence Brake, Danielle Medina Walker & Thomas Walker, *Doing Business Internationally: The Guide to Cross-Cultural Success*, Latest Edition, McGraw-Hill.

## RECOMMENDED REFERENCE BOOK

1. Henry W. Lane & Joseph J. DiStefano, *International Management Behavior: From Policy to Practice*, Latest Edition, PWS-Kent.

# TOTAL QUALITY MANAGEMENT

## COURSE DESCRIPTION/OBJECTIVE

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. The course presents several TQM frameworks, concepts, and quality improvement tools necessary for implementing the quality culture that characterizes world-class organizations of 21<sup>st</sup> century. The course examines the concepts of TQM as systematic process in the context of continuous improvement and quality management initiatives that improve customer satisfaction. It also covers methodologies and tools that will aid the students to understand how TQM can be used as a strategic tool that helps the organization achieve a competitive advantage in a global economy.

## INDENTED LEARNING OUTCOMES

By the end of this course it is expected that the student should 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.

## PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
Lectures	Multimedia presentations, group discussions, Knowledge of Computer
Active Learning	

## COURSE CONTENTS

Week 01,02	<b>INTRODUCTION TO TOTAL QUALITY MANAGEMENT</b> <ul style="list-style-type: none"> <li>• Definition of TQM</li> <li>• Overview of quality and dimensions of quality</li> </ul>
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	<ul style="list-style-type: none"> <li>• TQM framework</li> <li>• Quality Gurus and their contribution to TQM</li> <li>• Obstacles in implementing TQM program in an organization</li> </ul>
<b>Week 03,04</b>	<b>Role Of Top Management In Implementing TQM</b> <ul style="list-style-type: none"> <li>• Quality statements</li> <li>• Importance of Communication in implementing TQM program</li> </ul>
<b>Week 05,06</b>	<b>RELATIONSHIP OF CUSTOMER SATISFACTION AND QUALITY IMPROVEMENT</b>
<b>Week 07,08</b>	<b>ROLE OF EMPLOYEES TEAMWORK AND EMPLOYEE EMPOWERMENT INITIATIVES FOR SUCCESSFUL TQM PERFORMANCE</b>
<b>Week 09,10</b>	<b>PERFORMANCE MEASURES FOR TQM</b> <ul style="list-style-type: none"> <li>• Typical measurements (cost, time, HR, marketing, administrative measures and so on)</li> <li>• Criteria for choosing performance measures and building performance excellence</li> </ul>
<b>Week 11,12</b>	<b>QUALITY MANAGEMENT SYSTEM</b> <ul style="list-style-type: none"> <li>• Benefits of ISO registration</li> <li>• ISO Series of Standards</li> <li>• Environmental management system (ISO 14000)</li> </ul>
<b>Week 13,14</b>	<b>STATISTICAL PROCESS CONTROL</b> <ul style="list-style-type: none"> <li>• Introduction to SPC</li> <li>• Basic SPC Tools</li> </ul>
<b>Week 15,16</b>	Final Project (Report Submission & Presentations)

## ASSESSMENT CRITERIA

Assessment will be based on nature of course and teacher preference

## TEXTBOOKS

1. John S. Oakland (2005) Total Quality Management, (3<sup>rd</sup> edition), Butterworth-Heinemann, An Imprint of Elsevier, Linacre house, Jordan Hill, Oxford, 200 Wheeler Road, Burlington.
2. Subburaj Ramasamy (2005) Total Quality Management, Tata McGraw-Hill Publishing Company Limited, Delhi

## REFERENCES

1. Foster, T. S. (2006). Managing quality: An integrative approach (2nd ed.). Upper Saddle, NJ: Prentice Hall.
2. Sadikoglu, E. (2004, September). Total quality management: Context and performance. The Journal of Academy of Business, Cambridge, 5 (1/2), 364-366.

## PROJECT MANAGEMENT

### COURSE DESCRIPTION

Projects have been part of the human scene since civilization started, yet the practice of project management is quite recent. The concepts and tools required to plan, organize, implement, and evaluate a project are equally applicable to such diverse ventures as launching of a space shuttle, developing curriculum in primary education, or organizing a trekking trip to the K-2 base camp.

The purpose of this course is to expose students to the real-life issues in project management, and equip them with necessary tools to resolve these issues. Use of quantitative techniques is supplemented by softer skills of leadership and human resource management.

### LEARNING OUTCOMES

Upon successful completion of this course the students will develop:

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

## PROJECT MANAGEMENT SM-650

### COURSE CONTENT

<b>Week</b>	<b>Topic</b>
1.	Introduction to Project Management (PM)
2.	Project Screening and Selection
3.	Work Breakdown Structure (WBS), Organization Breakdown Structure (OBS)
4.	Time Estimation of Activities, Precedence Relationships
5.	Gantt Chart , Network Models (AON, AOA)
6.	Critical Path Method (CPM),
7.	Resource Management <del>Linear Programming Models for CPM</del>

8.	Budgeting Cost-TimeTrade offs Project Crashing, Linear Programming models for Optimizing Project Crashing Plans
9.	Risk Management
10.	Managing Changes inProject Scope, Configuration Management
11.	Program Evaluation and Review Technique (PERT)
12.	GUEST SPEAKER, <i>Leadership, Roleof Project Manager</i>
13.	Project Control, Earned Value Approach, Revised Budget Projections
14.	Project Termination
15.	<i>Final ProjectPresentations</i>

### **TEXTBOOK (Mandatory)**

1. Project Management: The Managerial Process (4<sup>th</sup> Edition) by Gray and Larson

### **ADDITIONAL READINGS**

1. Project Management: A Managerial Approach by Meredith and Mantel  
Managing Business &Engineering Projects by Nicholas.

# MBA Elective

## Marketing Courses

<b>INTEGRATED MARKETING COMMUNICATION</b>
<b>INTEGRATED MARKETING COMMUNICATION</b>
<b>MARKETING RESEARCH</b>
<b>SALES MANAGEMENT</b>
<b>SEMINARS IN MARKETING</b>

### **INTEGRATED MARKETING COMMUNICATION**

#### **COURSE DESCRIPTION**

This course is designed to develop an understanding about the role of communications in the marketing mix. The course covers different types of promotional tools, media and methodologies of integrated marketing communication process. Students will learn an analytical approach to the study of marketing communications including how to integrate all of the marketing communication elements and how to

#### **COURSE GOALS**

**The major objectives of the course are:**

- To introduce students to the principle and basic concept of marketing communication process in a streamlined integrated marketing strategy.
- To provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities.
- To analyze and evaluate the fast-changing field of advertising and promotion which affects global marketing, society and economy.
- To develop positive communication skills by extending the marketing communication approaches and techniques into effective marketing strategy and programs which are necessary to communicating to target audiences?

#### **LEARNING OUTCOMES**

Knowledge and Understanding

Successful students will have a knowledge and understanding of:

- how to develop and understanding of the function of IMC and analyze the role of the IMC practitioner in an organization by applying logical and strategic thinking to solving communication problems (IDA),

## Skills and Attributes

Successful students will be able to:

- Critically evaluate marketing communications concepts and theory (DA),
- Identify and evaluate a range of marketing communications activities (DA), and
- Outline key components, features and processes of marketing promotional plans (DA).

## COURSE CONTENT (SEMESTER 3)

Week beginning:	Activities/Topics/Assignments:
<b>Week01</b>	Introduction to Marketing Communications Strategy <ul style="list-style-type: none"> <li>• Course objectives</li> <li>• Expected outcomes</li> <li>• Content and assignments</li> </ul> Integrated Marketing Communications (IMC) Integrated Brand Promotion (IBP) Communications process and the structure of the advertising industry.
<b>Week02</b>	Advertising in Business and Society <ul style="list-style-type: none"> <li>• The evaluation of advertising</li> <li>• Social, ethical, and Regulatory aspects of advertising and marketing communications.</li> </ul>
<b>Week03&amp;04</b>	Advertising, IBP, and Consumer Behaviour <ul style="list-style-type: none"> <li>• Consumer buyer behaviour</li> <li>• The purchase decision</li> <li>• Marketing segmentation and positioning</li> <li>• Advertising planning (international) and cultural barriers</li> <li>• Advertising plan and its context</li> <li>• Communications vs. Sales objectives</li> </ul>
<b>Week05</b>	Market Segmentation, Positioning, and the Value Proposition <ul style="list-style-type: none"> <li>• Identifying market segments</li> <li>• The positioning &amp; repositioning strategy</li> <li>• The value proposition</li> </ul> <b>Due date: Assignment #1, Essay Assignment</b>
<b>Week06</b>	The Advertising Plan <ul style="list-style-type: none"> <li>• The basic component</li> <li>• Setting advertising objectives</li> <li>• Setting advertising budgets</li> <li>• The role of advertising agency</li> </ul> Message Strategy <ul style="list-style-type: none"> <li>• A review of information processing process</li> <li>• Categories of message strategy</li> </ul>

	<ul style="list-style-type: none"> <li>• Brand strategy</li> </ul>
<b>Week07&amp;08</b>	<p>Message Strategy (continued)</p> <ul style="list-style-type: none"> <li>• Verbal vs. visual messages</li> <li>• Types of advertising appeal</li> </ul>
<b>Week09</b>	<b>READING WEEK</b>
<b>Week10</b>	<p>Media Planning Strategy</p> <ul style="list-style-type: none"> <li>• Objective setting and strategy for advertising and promoting the brand</li> <li>• Media planning process</li> <li>• Media types: print, TV, and radio</li> <li>• The internet</li> </ul>
<b>Week11</b>	<p>Sales promotion</p> <ul style="list-style-type: none"> <li>• Sales promotion defined</li> <li>• Consumer sales promotion</li> <li>• Trade sales promotion</li> <li>• The risks of sales promotion</li> <li>• Support media and promotional aids</li> <li>• Point-of-Purchase advertising</li> <li>• Event sponsorship</li> </ul>
<b>Week12</b>	<p>Direct Marketing</p> <ul style="list-style-type: none"> <li>• The evolution of direct marketing</li> <li>• Database marketing</li> <li>• Media applications indirect marketing</li> </ul>
<b>Week13</b>	<p>Public Relation and Corporate Advertising</p> <ul style="list-style-type: none"> <li>• Public relation</li> <li>• Corporate advertising</li> <li>• Integrated brand promotion</li> </ul> <p>Building the brand and growing the business</p>
<b>Week14</b>	<b>Recap</b>
<b>Week15</b>	<b>Due date: Assignment #3, Marketing Communications Plan</b>

## TEXTBOOKS

1. Rushton, A., Croucher, P., and Baker, P. (2007). The handbook of Logistics and Distribution Management (3<sup>rd</sup> Ed.), McGraw Hill.
2. Additional Readings:
3. Ballou, R. H. (2006). Business Logistics Management, (6<sup>th</sup> ed.), New Jersey Prentice-Hall International, Inc.
4. Arnold, J. R. & Chapman, S. N. (2001). Introduction to Materials Management. (4<sup>th</sup> ed.), New Jersey: Prentice Hall.



# INTERNET MARKETING

## COURSE DESCRIPTION/OBJECTIVE

This course will provide students with an overview of the application of marketing strategy using the Internet. Topics include the basics of designing a web site for content and functionality, using the web to service and cultivate customers, web advertising and sales promotion tools, e-commerce success factors and trends in web marketing. Students will apply theory using case examples and will become familiar with analyzing web metrics to measure the success of programs.

Students will learn how the Internet has become a necessity in modern business, and discover how this medium can assist in marketing. The Internet is an extremely useful tool for marketing planning, and has become a necessary and integral part of the Internet can serve as an invaluable resource for the marketer.

## INDENTED LEARNING OUTCOMES

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

1. Develop and implement Internet marketing strategies.
2. Critically appraise the application of the Internet in marketing.
3. Apply the marketing concepts in an online environment.
4. Employ Internet tools to achieve marketing goals.
5. Gain practical experience in Internet marketing.

## PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
Lecture	Multimedia presentations, Transparencies, and non-credit hr workshops and seminars.
Active Learning	Industry project

## COURSE CONTENT (SEMESTER 3)

Week 01	<ul style="list-style-type: none"> <li>➤ <b>INTRODUCTION AND INDUSTRY TRENDS</b></li> <li>• The opportunity</li> <li>• Mega trends</li> </ul>
Week 02	<ul style="list-style-type: none"> <li>➤ <b>STRATEGIC E-MARKETING</b></li> <li>• E business models</li> <li>• Consumers online characteristics</li> </ul>
Week 03	<ul style="list-style-type: none"> <li>➤ <b>SITE DESIGN BASICS</b></li> <li>• Four cornerstone approach</li> <li>• Personas and scenarios</li> </ul>

	<ul style="list-style-type: none"> <li>• How to write project briefs</li> </ul>
<b>Week 04</b>	<ul style="list-style-type: none"> <li>➤ <b>SITE DESIGN USABILITY</b></li> <li>• Usability Best Practices</li> <li>• Domain name management</li> </ul>
<b>Week 05</b>	<ul style="list-style-type: none"> <li>➤ <b>SITE DESIGN</b></li> <li>• Programming standards/information architecture</li> <li>• Rich Media</li> </ul>
<b>Week 06</b>	<ul style="list-style-type: none"> <li>➤ <b>BUILDING TRUST</b></li> <li>• Consumer privacy legislation</li> <li>• Data management practices</li> </ul>
<b>Week 07</b>	<ul style="list-style-type: none"> <li>➤ <b>E MARKETING COMMUNICATIONS</b></li> <li>• Online advertising methods</li> <li>• Online promotional tools</li> <li>• Permission based email</li> </ul>
<b>Week 08</b>	<ul style="list-style-type: none"> <li>➤ <b>SEARCH AND INTELLIGENT SEARCH</b></li> <li>• Search engine optimization</li> </ul>
<b>Week 09</b>	<ul style="list-style-type: none"> <li>➤ <b>SEARCH MARKETING</b></li> <li>• Search strategies customer acquisition</li> <li>• Search Engine Marketing FAQ</li> </ul>
<b>Week 16</b>	<p>Conclusion Session Terminal Exam (to be announced by the University)</p>

### ASSESSMENT CRITERIA

	<b>Nature</b>	<b>Total # In a Semester</b>	<b>% Weight</b>
Sessional Exam	Quiz	Announced or unannounced	10%
	Assignment Project	3 and more	30% 10%
	Mid-Term	1	10%
	Final Exam	End Term Exam	40%

### REQUIRED TEXT

1. Strauss, Judy, Adel El Ansary, and Raymond Frost (2006), E-marketing 4<sup>th</sup> Edition, Prentice Hall, ISBN: 0-13-148519-9

### USEFUL TEXT

1. Hanson, Word (2000), principles of internet marketing, South western college publishing, ISBN 0-538-87573-9

## MARKETING RESEARCH

This is a course in multivariate statistical analysis, for students interested in quantitative methods of marketing research and more generally, for students interested in the analysis of surveys. The aim of the course is to explore multivariate techniques used in modern marketing practice and in wider social research. Emphasis will be placed on case studies of marketing practice and on the practical application of the methods discussed. Topics to be drawn from: analysis of variance; regression analysis; principal components analysis; discriminate analysis; canonical correlation analysis; factor analysis; cluster analysis; multi-dimensional scaling; conjoint analysis.

### COURSE GOALS

The goals of the course include:

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

### INDENTED LEARNING OUTCOMES

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

### PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
<b>Lecture</b>	<b>Multimedia presentations, Transparencies, and non credit hr workshops and seminars.</b>
<b>Active Learning</b>	

### COURSE CONTENT

<b>Week 01</b>	A Decision-Making Perspective on Marketing Research
<b>Week 02</b>	Marketing Research in Practice
<b>Week 03</b>	The Marketing Research Process
<b>Week 04</b>	Research Design and Implementation

<b>Week 05</b>	Secondary Sources of Marketing Data
<b>Week 06</b>	Standardized Sources of Marketing Data
<b>Week 07</b>	Marketing Research on the Internet
<b>Week 08</b>	Information Collection: Qualitative and Observational Methods
<b>Week 09</b>	Mid-Term
<b>Week 10</b>	Information from Respondents: Issues in Data Collection
<b>Week 11</b>	Information from Respondents: Survey Methods
<b>Week 12</b>	Attitude Measurement in Marketing Research
<b>Week 13</b>	Designing the Questionnaire
<b>Week 14</b>	Experimental Research
<b>Week 15</b>	Correlation Analysis and Regression Analysis Discriminant and Canonical Analysis
<b>Week 16</b>	Emerging Applications of Marketing Research: Database Marketing and Relationship Marketing
<b>Week 17</b>	Project Submission & Final Exam

### ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	4	10%
	Mid term Exam	1	30%
	Research Article	1	30%
Final Exam	End Term Exam		30%

### RECOMMENDED TEXT BOOK

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

### RECOMMENDED REFERENCE BOOK

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

# SALES MANAGEMENT

## COURSE DESCRIPTION/OBJECTIVE

This course introduces the issues, strategies, relationships that relate to the jobs developing sustainable revenue through well managed sales and business related activities. You will become acquainted managing the sales force and helping them sell. Special emphasis is put on developing a sales program, managing strategic account relationship, team development, diversity in work force, sales force automation, problem solving skills and financial issues.

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

## INDENTED LEARNING OUTCOMES

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

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

## COURSE CONTENT (SEMESTER 3)

<b>Week 01</b>	Selling and Sales Management, Challenges in the Market, Sales Managers Job, etc
<b>Week 02</b>	Marketing and Sales Evolution, Sales Environment; Customer, Competition, Economics, Legal, Demography, etc
<b>Week 03</b>	Personal Selling, Relationship Selling, Seven Steps of Selling, etc
<b>Week 04</b>	Sales Leadership and Management, Activities of Sales Managers, Roles, Responsibilities, Skills, Authority, etc

<b>Week 05</b>	Organizational Buying and Purchasing, Difference b/w Individual and Organizational Buying, Buying Process, Negotiation Skills, etc
<b>Week 06</b>	Organizational Buying and Purchasing, Difference b/w Individual and Organizational Buying, Buying Process, Negotiation Skills, etc
<b>Week 07</b>	Sales Organization, Sales Force Types and Structures, Independent Sales Agents, etc
<b>Week 08</b>	<b>MID-TERM EXAMINATION</b>
<b>Week 09</b>	Sales Organization, Sales Force Types and Structures, Independent Sales Agents, etc
<b>Week 10</b>	Recruitment and Selection, Importance, Planning, Assessing, Recruiting, etc
<b>Week 11</b>	Training, Needs Assessment, Setting Objectives, Training topics, Formalized Program, etc
<b>Week 12</b>	Compensation, Reward System Management, Financial Rewards, Non-Financial Rewards, Other considerations, Relationship b/w Motivation and Compensation.
<b>Week 13</b>	IEvaluation, Criteria for Performance Measurement, Performance Appraisal, Comparing Actual with Standard, Evaluating Teams, etc
<b>Week 14</b>	Motivating the Sales Team, Models of Motivation Process, Job-Related Factors, Individual Related Factors, Motivational Theory, etc
<b>Week 15</b>	Sales process
<b>Week 16</b>	Conclusion Session Terminal Exam (to be announced by the University)

### ASSESSMENT CRITERIA

	<b>Nature</b>	<b>Total # In a Semester</b>	<b>% Weight</b>
Sessional Exam	Quiz	Announced or unannounced	10%
	Assignment Project	3 and more	30% 10%
	Mid Term	1	10%
Final Exam	End Term Exam		40%

## RECOMMENDED TEXT BOOK

1. Eugene M. Johnson, David L, Kurtz & Eberhard E. Scheuing, McGraw Hill. Sales Management; Concepts Practices and Case, 2<sup>nd</sup> edition.

## SEMINARS IN MARKETING

### COURSE DESCRIPTION

Strategic Marketing Management is an advanced level Marketing course. The aim of the course is to build the analytical and strategic thinking. It helps student understand how companies compete and achieve competitive advantage. It builds upon the basic concepts of marketing, which the students have learned in their previous semester and to prepare students to grasp the complex issues of specialized courses like Business policy, Brand Management etc.

In this course students are exposed to a dynamic world of marketing activities.

Analysis, tools and trick of trade are taught by giving real life examples from both 3DNLVWDQTV DQG LQWHUQDWLRQDO FRUSRUDWH ZRUOG, W DOVR DGGUHVHVH YDULIWRUQDS prevailing in the Pakistani industry.

The course is taught using books, articles and case-study method with stress upon practical application of the concepts. Various exercises, surveys and projects are given to help the students understand and apply what they have learned.

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

### LEARNING OUTCOMES

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

1. Ability to integrate various Marketing concepts
2. Ability to develop a Marketing plan
3. Ability to think strategically
4. Ability to analyze the impact of various Marketing activities on sales and profitability of an organization

### COURSE CONTENT

<b>Week 01,02</b>	<b>Introduction to SMPEST Analysis</b> <ul style="list-style-type: none"><li>• identify various trends in the Macro environment</li><li>• impact of Macro environment changes on any given industry</li></ul>
<b>Week 03,04</b>	<b>Porter Analysis</b> <ul style="list-style-type: none"><li>• multi dimensional nature of competition</li><li>• industry analysis using the five forces model</li><li>• KSFs of an Industry</li></ul>

	<ul style="list-style-type: none"> <li>value creation and appropriation takes place in an industry.</li> </ul>
<b>Week 05,06</b>	<b>Competitor analysis</b> <ul style="list-style-type: none"> <li>strategies of competitors</li> <li>identify good vs bad competitor</li> </ul>
<b>Week 07</b>	<b>Competitor analysis</b> <ul style="list-style-type: none"> <li>Leader follower and challenger strategies</li> <li>making strategies</li> </ul>
<b>Week 08</b>	<b>Company analysis</b> <b>RBV</b> <ul style="list-style-type: none"> <li>Value chain analysis</li> <li>FRPSDQ¶V VWUHQJWK ZHDNQHV VHV DQG FDSDELOLWLHV</li> </ul>
<b>Week 09</b>	MID TERM
<b>Week 10,11</b>	<b>Customer Analysis and Strategy</b> Segmentation targeting and Positioning <ul style="list-style-type: none"> <li>process of segmentation and targeting</li> <li>developing effective positioning strategies</li> </ul>
<b>Week 12,13</b>	<b>Segmentation, Targeting, Positioning (STP) 2</b>  Product and Growth Strategies Pricing Strategies Promotion and IMC Distribution strategies
<b>Week 14,15</b>	Conclusion Session Terminal Exam (to be announced by the University)

## RECOMMENDED BOOKS

- Marketing Strategy and Competitive Advantage* By Hooley, Piercy & Nicoulaud, 4<sup>th</sup> Edition.
- Marketing Strategy Folder*



## Pakistan Studies (Compulsory)

### Introduction/Objectives:

- Develop vision of historical perspective, government, politics, contemporary Pakistan, ideological background of Pakistan.
- Study the process of governance, national development, issues arising in the modern age and posing challenges to Pakistan.

### Course Outline

#### 1. Historical Perspective

- Ideological rationale with special reference to Sir Syed Ahmed Khan, Allama Muhammad Iqbal and Quaid-e-Azam Muhammad Ali Jinnah.
- Factors leading to Muslim separatism
- People and Land
  - Indus Civilization
  - Muslim advent
  - Location and geo-physical features.

#### 2. Government and Politics in Pakistan

Political and constitutional phases:

- 1947-58
- 1958-71
- 1971-77
- 1977-88
- 1988-99
- 1999 onward

#### 3. Contemporary Pakistan

- Economic institutions and issues
- Society and social structure
- Ethnicity
- Foreign policy of Pakistan and challenges
- Futuristic outlook of Pakistan

### Books Recommended:

- Burki, Shahid Javed. State & Society in Pakistan, The Macmillan Press Ltd 1980.
- Akbar, S. Zaidi. , VVXH LQ 3DNLVWDQ¶V (FRQRP\\_ Karachi: Oxford University Press, 2000.
- 6\_0\_ %XUNH DQG /DZUHQFH =LULQJ\_ 3DNLVWDQ¶V )RUHLJQ SROLF\\_ \$Q +LVWRULFD analysis. Karachi: Oxford University Press, 1993.
- Mehmood, Safdar. Pakistan Political Roots & Development. Lahore, 1994.

5. Wilcox, Wayne. The Emergence of Bangladesh., Washington: American Enterprise, Institute of Public Policy Research, 1972.
6. Mehmood, Safdar. Pakistan Kayyun Toota, Lahore: Idara-e-Saqafat-e-Islamia, Club Road, nd.
7. Amin, Tahir. Ethno - National Movement in Pakistan, Islamabad: Institute of Policy Studies, Islamabad.
8. Ziring, Lawrence. Enigma of Political Development. Kent England: Wm Dawson & sons Ltd, 1980.
9. Zahid, Ansar. History & Culture of Sindh. Karachi: Royal Book Company, 1980.
10. Afzal, M. Rafique. Political Parties in Pakistan, Vol. I, II & III. Islamabad: National Institute of Historical and Cultural Research, 1998.
11. Sayeed, Khalid Bin. The Political System of Pakistan. Boston: Houghton Mifflin, 1967.
12. Aziz, K.K. Party, Politics in Pakistan, Islamabad: National Commission on Historical and Cultural Research, 1976.
13. Muhammad Waseem, Pakistan Under Martial Law, Lahore: Vanguard, 1987.
14. Haq, Noor ul. Making of Pakistan: The Military Perspective. Islamabad: National Commission on Historical and Cultural Research, 1993.

## **ISLAMIC STUDIES** **(Compulsory)**

### **Objectives:**

This course is aimed at:

- 1 To provide Basic information about Islamic Studies
- 2 To enhance understanding of the students regarding Islamic Civilization
- 3 To improve Students skill to perform prayers and other worships
- 4 To enhance the skill of the students for understanding of issues related to faith and religious life.

### **Detail of Courses:**

#### **Introduction to Quranic Studies**

- 1) Basic Concepts of Quran
- 2) History of Quran
- 3) Uloom-ul -Quran

#### **Study of Selected Text of Holy Quran**

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

#### **Study of Selected Text of Holy Quran**

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

#### **Seerat of Holy Prophet (SAW) I**

- 1) Life of Muhammad Bin Abdullah ( Before Prophet Hood)
- 2) Life of Holy Prophet (SAW) in Makkah
- 3) Important Lessons Derived from the life of Holy Prophet in Makkah

#### **Seerat of Holy Prophet (SAW) II**

- 1) Life of Holy Prophet (SAW) in Madina
- 2) Important Events of Life Holy Prophet in Madina
- 3) Important Lessons Derived from the life of Holy Prophet in Madina

#### **Introduction To Sunnah**

- 1) Basic Concepts of Hadith
- 2) History of Hadith
- 3) Kinds of Hadith

- 4) Uloom±ul-Hadith
- 5) Sunnah& Hadith
- 6) Legal Position of Sunnah

## **Selected Study from Text of Hadith**

### **Introduction To Islamic Law & Jurisprudence**

- 1) Basic Concepts of Islamic Law & Jurisprudence
- 2) History & Importance of Islamic Law & Jurisprudence
- 3) Sources of Islamic Law & Jurisprudence
- 4) Nature of Differences in Islamic Law
- 5) Islam and Sectarianism

### **Islamic Culture & Civilization**

- 1) Basic Concepts of Islamic Culture & Civilization
- 2) Historical Development of Islamic Culture & Civilization
- 3) Characteristics of Islamic Culture & Civilization
- 4) Islamic Culture & Civilization and Contemporary Issues

### **Islam & Science**

- 1) Basic Concepts of Islam & Science
- 2) Contributions of Muslims in the Development of Science
- 3) Quranic & Science

### **Islamic Economic System**

- 1) Basic Concepts of Islamic Economic System
- 2) Means of Distribution of wealth in Islamic Economics
- 3) Islamic Concept of Riba
- 4) Islamic Ways of Trade & Commerce

### **Political System of Islam**

- 1) Basic Concepts of Islamic Political System
- 2) Islamic Concept of Sovereignty
- 3) Basic Institutions of Govt. in Islam

### **Islamic History**

- 1) Period of Khlaft-e-Rashida
- 2) Period of Umayyads
- 3) Period of Abbasids

### **Social System of Islam**

- 1) Basic Concepts Of Social System Of Islam
- 2) Elements Of Family
- 3) Ethical Values Of Islam

### **Reference Books:**

- 1) +DPHHGXOODK 0XKDPPDG\_ ³Emergence of Islam´ \_ ,5,\_ Islamabad.
- 2) +DPHHGXOODK 0XKDPPDG\_ ³Muslim Conduct of State´ \_
- 3) +DPHHGXOODK 0XKDPPDG\_ µIntroduction to Islam.
- 4) 0 XODQD 0XKDPPDG <RXVDI ,VODKL\_´ \_

- 5) Hussain Hamid Hassan, 3\$Q ,QWURGXFWRQ WR WKH 6WXG\ RI ,VODPLF /DZ´ leaf Publication Islamabad, Pakistan.
- 6) Ahmad Hasan, 33ULQFLSOHV RI ,VODPLF -XULVSUXGHQFH´ Islamic Research Institute, International Islamic University, Islamabad (1993).
- 7) MirWaliullah, 30XVLP-ULVSUXGHQFH DQG WKH4XUDQLF /DZ RI &ULPHV´ Islamic Book Service (1982).
- 8) H. S. Bhatia, 36WXGLHV LQ ,VODPLF /DZ 5HOLJLRQ DQG 6RFLHW\´ Deep & Deep, Publications, New Delhi (1989).
- 9) Dr. Muhammad Zia-ul-Haq, 3,QWURGXFWRQ WR \$O 6KDULD\$O ,VODPLD´ Allama Iqbal Open University, Islamabad (2001).