

GC UNIVERSITY, FAISALABAD



Scheme of Studies

Master of Business Administration

**7 Semester / 3 ½ years Degree Program
for the year of 2015 and onward**

**Department of Business Administration
College of Management & Administrative Sciences**

Department of Business Administration
GC University, Faisalabad
SCHEME OF STUDIES FOR MBA (3.5 YEARS)

Semester 1st

Sr. #	Course Code	Course Title	Credit Hours
1	MBA-701	Business Communication	3(3-0)
2	MBA-703	Principles of Marketing	3(3-0)
3	MBA-705	Financial Accounting	3(3-0)
4	MBA-707	Principles Of Management	3(3-0)
5	MBA-709	Computer Orientation and Packages	3(3-0)
6	MBA-711	Business Mathematics & Statistics	3(3-0)

Semester 2nd

Sr. #	Course Code	Course Title	Credit Hours
1	MBA-702	Micro Economics	3(3-0)
2	MBA-704	Financial Management	3(3-0)
3	MBA-706	Business Research Methods	3(3-0)
4	MBA-708	Human Resource Management	3(3-0)
5	MBA-710	Marketing Management	3(3-0)

Semester 3rd

Sr. #	Course Code	Course Title	Credit Hours
1	MBA-713	Cost and Management Accounting	3(3-0)
2	MBA-715	Macro Economics	3(3-0)
3	MBA-717	Management Information System	3(3-0)
4	MBA-719	Organizational Behavior	3(3-0)
5	MBA-721	International Business	3(3-0)

Semester 4th

Sr. #	Course Code	Course Title	Credit Hours
1	MBA-712	Consumer Behavior	3(3-0)
2	MBA-714	E-Commerce	3(3-0)
3	MBA-716	Total Quality Management	3(3-0)
4	MBA-718	Financial Institutions	3(3-0)
5	MBA-720	International Management	3(3-0)

Semester 5th

Sr. #	Course Code	Course Title	Credit Hours
1	MBA-723	Project Management	3(3-0)
2	MBA-725	Entrepreneurship	3(3-0)
3	MBA-727	Business Ethics & Corporate Social Responsibility	3(3-0)
4	MBA-729	Strategic Marketing	3(3-0)
5	MBA-731	Operations Management	3(3-0)

Semester 6th

Sr. #	Course Code	Course Title	Credit Hours
1	MBA-722	Supply Chain Management	3(3-0)
2	MBA-724	Introduction to Academic Writing	3(3-0)
3		Elective-I	
4		Elective-II	
5		Elective-III	

Semester 7th

Sr. #	Course Code	Course Title	Credit Hours
1	MBA-733	Strategic Management	3(3-0)
2	MBA-735	Research Project	3(0-3)
3		Elective-I	
4		Elective-II	
5		Elective-III	

Specialization in Finance

Sr. #	Course Code	Course Title	Credit Hours
1	MBA-736	Corporate Finance	3(3-0)
2	MBA-737	Credit Management	3(3-0)
3	MBA-738	Investment & Portfolio Management	3(3-0)
4	MBA-739	International Financial Management	3(3-0)
5	MBA-740	Financial Statement Analysis	3(3-0)
6	MBA-741	Islamic Financial System	3(3-0)
7	MBA-742	Auditing	3(3-0)
8	MBA-743	Taxation Management	3(3-0)
9	MBA-744	Risk Management	3(3-0)
10	MBA-745	Seminar in Finance	1(1-0)

Specialization in HRM

Sr. #	Course Code	Course Title	Credit Hours
1	MBA-746	HR Development	3(3-0)
2	MBA-747	Labour Laws in Pakistan	3(3-0)
3	MBA-748	Performance Management	3(3-0)
4	MBA-749	Cases and exercise in personnel/HRM	3(3-0)
5	MBA-750	Essential of Training & Development	3(3-0)
6	MBA-751	International HRM	3(3-0)
7	MBA-752	Organizational Development	3(3-0)
8	MBA-753	Industrial Relations	3(3-0)

Specialization in Marketing

Sr. #	Course Code	Course Title	Credit Hours
1	MBA-754	Brand Management	3(3-0)
2	MBA-755	International Marketing	3(3-0)
3	MBA-756	Advertising Management	3(3-0)
4	MBA-757	Sales Management	3(3-0)
5	MBA-758	Services Marketing	3(3-0)
6	MBA-759	Retail Marketing	3(3-0)
7	MBA-760	Marketing Research	3(3-0)
8	MBA-761	Tourism Marketing	3(3-0)
9	MBA-762	Cyber Marketing	3(3-0)
10	MBA-763	Export Marketing	3(3-0)
11	MBA-764	Agriculture Marketing	3(3-0)
12	MBA-765	Seminar in Marketing	1(1-0)

Requirements for award of Degree:

Successful Completion of all courses

Semester 1st

MBA-700 COMPUTER ORIENTATION AND PACKAGES 3(3-0)

LEARNING OBJECTIVES:

1. After Studying this course, the students will be able to:
2. Learn advanced IT related courses in the coming semesters.
3. Understand the business implementation of IT.
4. Differentiate among different types of computerized information systems.
5. Practically use some necessary application software.

COURSE CONTENTS:

Introduction: Definition of Computers, Types of Computers, Generation of Computers Hardware: Hardware components and peripherals. Software: Introduction and function of systems software, Application Packages, Level of languages. Windows – XP: Introduction and concept of Operating Systems, Function, Accessories

MS – Word: Introduction to Word Processing. Inserting, deleting text, save and exit file, open and close file, copy and paste text. Find and replace contents, bold, underline, italic, font and font size, paragraph settings, bullets and numbering, border and shading, columns, tab setting, change case, header and footer, print preview and print, insert page, page break, date and time, spelling and grammar, mail merge, tables, insert/delete column and row.

MS –Excel: Introduction to spreadsheets, inserting data in a worksheet, save and exit file, open and close, cut copy and paste the data, formatting, cell, column, bold, italic, underline, font and font size, borders. Formula writing, print preview and print, insert: cell, row, column, pictures, full and filter data, generating charts, spell checker, find and replace.

MS – Power Point: Creating a basic presentation, building presentation, modifying visual elements, formatting and checking text, inserting objects, applying transitions,. Preparing handouts and slides for display.

MS – Access: Introduction to database, designing database files, commands in database, working with file, brows and edit, sort, indexing and filter printing and reporting, set command and functions, data importing and exporting, link with the files.

SUGGESTED READINGS:

1. Norton, P. 2010. Introduction to Computers, Prentice Hall, New York, USA.
2. Beekman, G. and B. Ben. 2009. Tomorrow's Technology and You, 9th Edition. Prentice Hall Inc. USA.
3. Vargas, F. and M. Mclellan. 2010. Go! With Microsoft Office 2007. 3rd Edition. Prentice Hall Inc. USA.

MBA-701

BUSINESS COMMUNICATION

3(3-0)

LEARNING OBJECTIVES:

After studying this course, students will be able to:

1. Understand the process of communication.
2. Describe the essential elements of business communication.
3. Adopt good practices with a variety of communication methods.
4. Choose appropriate communication methods to be an effective professional.

COURSE CONTENTS:

Process of communication: Communication model, Channels of communication, Flow of communication, Barriers to effective communication, How to make communication effective. Communication theories: Interaction-information-Completeness. 7'c of communication: Conciseness-Correctness-Completeness, Clarity-Consideration-Courtesy-Concreteness. Written communication: Letter-Memorandum-Circular, Agenda and minutes of meeting, Business research report: Types, Format, Language & Style, Market report: Types-Format, Thesis and assignment writing. Oral communication: Meeting: Types and conduct, Interview: Types and conduct, Presentation or speech: Types-Planning-Delivering the presentation or speech, Workshop and seminar: Planning-Conduct. Communication strategy: Image building, Minus image and its implications, Developing a positive corporate image, Messages choice: Favorable, unfavorable, negative and persuasive. Précis writing: Methods of précis writing, Principle points to be kept in mind while writing précis, Specimen of passages and their précis. Essay writing: Characteristic of a good essay, Classification, Hints on essay writing: general preparation, special preparation.

SUGGESTED READINGS:

1. Murphy, H. 2009. Effective Business Communication. 14th Edition, McGraw Hills, Inc., New York, USA.
2. Courtland, L. and T. Bovee. 2008. Business Communication Today. Prentice Hall, New Delhi. India.
3. Mary, E. G. and B. Babcock. 2008. Essentials of Business Communication, Cengage Learning, Lahore, Pakistan.
4. Taylor, S. 2005. Communication for Business, 4th Edition. Pearson Education. India.

Semester 2nd

MBA-702

FINANCIAL ACCOUNTING

3(3-0)

LEARNING OBJECTIVES:

After studying this course students will be able to.

1. Understand about accounting information system.
2. Record, summaries and analyze financial data.
3. Prepare accurate financial reports for decision making and regulatory compliance.

COURSE CONTENTS:

Understand accounting and business terminology used in business scenarios, and be proficient with commonly used office software programs. Introduction: Purpose and Nature of Accounting, Various areas of Accounting, Forms of Business enterprises, Accounting Information users, GAAP, Conventions, Business transactions and Accounting equation. Accounting Process: Recording changes in financial position, Double entry Accounting system, Journal, Ledger, Trial Balance, the Accounting cycle, measuring business income, adjusting process, Completion of Accounting Cycle, Work sheet, Financial Statements, and Accounting for merchandize business; Accounting Systems: Special Journals, and Internal control of Cash transactions, Bank Reconciliation, Accounts Receivables, and Inventories accounting Methods, Plant Assets, Depreciation, Intangible Assets, Amortization and Depletion Methods, Liabilities; Partnership: Formation, Division of Income and Liquidation process; Corporation: Organization, Classes of Stock, Stock holder's Equity statement, Stock value, Issuance of Stock, Stock Dividend, Treasury Stock, Stock split, Measuring Corporation Income, and Earnings Per Share; Measuring Cash Flows: Statement of Cash Flows, and Classification of cash flows

SUGGESTED READINGS:

1. Robert F. Meigs and Walter B. Meigs: Accounting: The Basis for Business Decisions
2. Flamholtz, Michael A. Diamond: Principle of Accounting
3. Frankwood: Business Accounting-I and Business Accounting-II

MBA-703

PRINCIPLES OF MANAGEMENT

3(3-0)

LEARNING OBJECTIVES

After studying this course, students will be able to

1. Understand the basic & derived principles of management
2. Grasp the basic functions of management
3. Analyze the influence of various environmental factors on small and large scale organizations
4. Identify & understand current trends & issues specially in contemporary organizations

COURSE CONTENTS:

Introduction: Management Concept, Definition and process, Managerial levels, roles & skills, Evolution of management thought in changing environment, management's ethical and social responsibilities, Management Functions, Determination of Objectives & Goals, Effective goal setting, Management by objectives, Management Functions and Management Process: Planning, Organizing, Leading and Controlling. Planning: The nature, purpose and process, Hierarchy and types of organization's plans, Strategic planning, Environment analysis, SWOT analysis, corporate, business and functional strategies, Operational planning tools, Flow charts, the Gantt charts, the load charts, PERT, and the logical framework, Effective planning. Decision Making & Problem Solving: The rational Decision-making Model, Decision making styles, Committee and group aided decision-making Organizing: Authority, Nature, Committee, Leadership: The Nature of leadership, Leadership Theories, Styles, and Skill, Motivation: Concept, Primary and Secondary motives, Motivation theories, Elements of Controlling: An overview of control, control process, critical control points and standards, control system, Effective control system requirements, Resistance to control, Control strategy choice, and Methods of control.

SUGGESTED READINGS:

1. Robbins, S. P. and M. Coulter. 2009. Management, 10th Edition. Prentice Hall, New York, USA.
2. Harold Knootz & Heins Weihrich: Management
3. Drucker, P.F,: The Practice of Management.

MBA-704 PRINCIPLES OF MARKETING 3(3-0)

LEARNING OBJECTIVES:

After studying this course the students will be able to:

1. Understand basic marketing terms
2. Know the Creating Customer Value and Satisfaction
3. Apprehend Strategic Planning and the Marketing Process
4. Identify and implement the concept of 4Ps.

COURSE CONTENTS:

Introduction: Marketing in Changing World: Creating Customer Value and Satisfaction, Strategic Planning and the Marketing Process, Global Marketing Environment. Marketing Research and Information Systems, Consumer Markets and Consumer Buyer Behaviour, Business Markets and Business Buyer Behaviour. Marketing Segmentation, Targeting, and Positioning for Competitive Advantage. Product and Services strategy, New Products Development and Product Life-Cycle Strategies. Pricing Products: Pricing Considerations and

Approaches, Pricing Strategies. Distribution Channels and Logistics Management, Retailing and Wholesaling. Integrated Marketing Communication Strategy, Advertising, Sales Promotion and Public Relations, Personal Selling and Sales Management, Direct and Online Marketing. Competitive Strategies: Building Lasting Customer Relationships

SUGGESTED READINGS:

1. Philp, Kotler and Gary Armstrong : Principle of Marketing, McGraw Hill, Co.
2. William J. Stanton: Fundamental of Marketing, Etzel, and Walker McGraw Hill

MBA-705 BUSINESS MATHEMATICS & STATISTICS 3(3-0)

LEARNING OBJECTIVES:

After studying this course, the students will be able to:

1. Understand the basic algebra and its linear equations in business programming.
2. Learn elementary concepts of cost and revenue functions.
3. Know the fundamentals of measurement scales.
4. Exercise skills at data collection and analysis techniques.

COURSE CONTENTS:

Basic mathematical concepts and their application in various business real numbers, discrete and continuous variables, functions, linear and exponential functions, simultaneous equations, matrix algebra, compounding and discounting techniques, basic algebra and set theory, permutation and combination, and differential calculus. Introduction. The statistical analysis of managerial problems. The important aspects of statistics, which are applicable to management, are discussed. This includes collection and classification of data, measures of central tendency and dispersion, probability, probability distribution, estimation, regression and correlation analysis, time series analysis and forecasting and index numbers.

SUGGESTED READINGS:

1. Mansfield, E., Statistics for Business & Economics: Methods and Applications.
2. Danier, W.W., Terrell, J.C., Business Statistics: Basic Concepts and Methodology.
3. Iqbal Bhatti: Fundamental of Statistics. Latest Edition.
4. Sher, M. 2003. Introduction to Statistical Theory. 9th Edition. Ilmi Kitab Khana, Urdu Bazar, Lahore.

MBA-706

MICRO ECONOMICS

3(3-0)

COURSE OBJECTIVES:

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

INDENTED LEARNING OUTCOMES:

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

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

COURSE CONTENTS:

Basic economic concepts Economics: Basic Themes and Nature Micro versus Macro Economics Positive versus Normative economics Economic problem of resource allocation Economics relevance to business organizations Demand and supply analysis The demand function. Changes in demand. The supply function. Changes in supply. Equilibrium of Supply & Demand Elasticity of demand/supply and its measurement Approaches to utility analysis Cardinal approach and consumer equilibrium. Ordinal approach and consumer equilibrium. Price, Income and Substitution effects on consumer equilibrium Production analysis, Basic production concepts. Total, Average and Marginal Product Returns to scale. Short-run and long-run production. Least-cost factor combination. Producer equilibrium, Cost and Revenue Analysis, Various cost concepts. The cost of production: Short-run cost, long-run cost. Revenue and revenue curves: Total, average and marginal revenues. Profit-Maximization, Market Structures and Pricing, Market and its forms. Price and out-put under perfect competition. Price and out-put under monopoly, duopoly, oligopoly and monopolistic competition Resource Allocation, Role of the government in market efficiency. The theory of Marginal Productivity. Market demand for resources. Existence of impact of externalities Income distribution and fairness.

SUGGESTED READINGS:

1. David M. Winch, Micro Economics: Problems and Solutions, Oxford University Press. (Latest Edition)
2. Mc Connell & Brue, Economic 15th 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)

MBA-707 FINANCIAL MANAGEMENT 3(3-0)

LEARNING OBJECTIVES

After studying this course students will be able to.

1. Explain issues relating to financial management in a business environment.
2. Understand the analysis of cash flows, profit and loss, balance sheets,
3. Analyze existing financial needs - short vs. long-term credit requirements.
4. Compare and analyze business plans, capital budgeting, working capital and capital structure issues.

COURSE CONTENTS:

Introduction: Nature, scope and functions, Financial decisions areas, Objectives of financial management, Framework for financial management. Working Capital Management: Concepts and components, Determinants of working capital requirement, Working capital conversion cycle and identification of risk. Cash and Marketable Securities Management: Objectives of cash management, Rational for holding cash, Determinants of cash needs, Cash management strategies. Credit Policy: Optimal credit policy, Credit granting policy, Credit collection policy, Analysis of changes in credit policy

Financial Markets: Money market, Institutional framework with reference to Pakistan, Capital Markets, Primary vs secondary markets. Sources of Finance: Short term financing: Trade credit, commercial bank loans, collateral supported loans and commercial paper, Intermediate financing. The Valuation Concepts: Key concepts of value, Time-value concept. The valuation process, The fundamental valuation model, Valuation of securities.

Financial Forecasting: Short term financial projections: Cash budget and pro-forma financial statements, Long term financial projections. Capital Budgeting:

Nature & process, Estimation and identification of the relevant cash-flows, Capital budgeting evaluation techniques, Capital rationing. Dividend Policy: Determinants of dividend policy, Alternate dividend policies.

SUGGESTED READINGS:

1. Weston & Brigham: Essentials of Managerial Finance, The Dryden Press.
2. James C. Van Horne: Financial Management & Policy, Prentice Hall.
3. Gitman: Managerial Finance.
4. Richard Brearly & Stewart Myers: Principles of Corporate Finance. McGraw Hill.

MBA-708 BUSINESS RESEARCH METHODS 3(3-0)

LEARNING OBJECTIVES:

After studying this course, the students will be able to:

1. Understand the concepts in business research and research designs.
2. Learn sampling techniques and data collection methods.
3. Exercise skills at data processing, editing, coding and analysis.
4. Write scientific report

COURSE CONTENTS:

Introduction to Business Research: Business Research: Definition & Nature, The Scientific Method, The Business Research Process, Errors in Business Research. Research Design and Data Sources: Types of research and research designs, Primary data and its sources, Secondary data and its sources. Data Collection Procedures: The Measurement Process, Concepts of validity and reliability, The casual design procedures, Data Collection Methods, Observation, Documentary-Historical Method, The Survey Method, Data Collection Instruments: Questionnaire, Interview and Scheduling, Problems in Data Collection. Sampling: Sampling Concepts, The Sampling Procedures (Types of Sampling), Determining a sample size & Selection of sample. Data Processing and Analysis: Basic concepts of data processing: Computer representation, Data Matrix, Data Storage Data Processing flow: Editing, Coding, Handling Blank Responses, Coding, Categorization, Converting, Weighting, Storing etc. Alternative processing flows, University data analysis, Measurement of central tendency, Measurement of dispersion, Hypothesis Testing, Bavaria data analysis, Linear Correlation, Simple Regression, The Chi-Square Test, The Cross-Tabular Tables, Elaboration of relationships, Multivariate data analysis: Interdependence Methods, Factor analysis, Cluster analysis, multidimensional analysis, Multivariate data analysis: Dependence methods, Multiple Regressions, Analysis of Variance & Covariance, Discriminate analysis. Research Project Proposal: Rationale for the study defining the problem, Research Objectives, Information needs, Research design, Data collection procedure, Data processing & analysis, Research Team and its profile, Budget.

SUGGESTED READINGS:

1. Dam Remenyl, Doing Research in Business and Management, Sage Publications.
2. C. William Emory, Business Research Methods, IRWIN.
3. Cooper, D. R. and S. P. Schindler. 2010. Business Research Methods. 11th Edition. McGraw Hill, USA.
4. Sekaran, U. and R. Bougie. 2010. Research Methods for Business: A Skill Building Approach. 5th Edition. Wiley, USA

MBA-709

HUMAN RESOURCE MANAGEMENT

3(3-0)

LEARNING OBJECTIVES:

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. Understand the Islamic perspective of managing human resource.
4. 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.
5. Participate in selection of personnel using psychometric assessment techniques.
6. Conduct internal research on HR-related problems at work, and communicate results effectively to colleagues and peers.

COURSE CONTENTS:

Introduction: Concepts of human resource management, Human Resource Challenges, Human Resource Functions, Philosophical approaches to Human Resource Management

Job Design and Analysis: An overview of Job design, Techniques of job design, Job analysis, Collection of job information, Applications of job analysis information, Human Resources Planning & Recruitment: Significance of Human Resource Planning, The planning process, the implementation of program, Recruitment & selection policy issues, Source of recruitment, Selection process & procedure, Evaluation of Human resource Planning & Recruitment, Career Planning & Development: Promotion, Anachronism, Demotion, Separation. Training and Development: Significance of training & development, Principles of training & development, Training & development methods, Evaluation of training

& development. Motivation and Reward System: Concept of motivation, Reward systems, Motivation through job design, Motivation through employee participation, Other motivation techniques, Performance Appraisal: Appraisal: Definition and applications, Basic consideration in appraisal, Appraisal methods, Legal issues for appraisal, Appraisal challenges. Compensation and Services: Objectives/Rationale of Financial compensation, Challenges affecting compensation, Wage criteria, Policy and principles, Job evaluation and its system, Compensation for administrators & professionals, Financial benefits and other services. Discipline: Concepts of discipline, Preventive & corrective discipline, Negative & positive approach, Administration of disciplinary action, Grievance handling.

SUGGESTED READINGS:

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

MBA-710 MARKETING MANAGEMENT 3(3-0)

COURSE OBJECTIVES:

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

INDENTED 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 CONTENTS:

Marketing: an overview definitions the evolution of marketing management. the marketing concept and social responsibility. the importance and scope of marketing. the basic functions of marketing. marketing information systems. concept and components of marketing information systems. marketing intelligence system. marketing research system. analytical marketing system. marketing decision support system. consumer markets and consumer behavior analysis demographic dimensions of consumer market. behavioral dimensions of consumer market. the consumer's decision process. the buyer's decision process. the industrial market, the reseller market and the government market. organizational markets and their buying objectives & structures. stp marketing an overview of marketing opportunities and target markets market segmentation concept patterns & procedure dimensions to segment consumer and industrial markets market targeting and product positioning product markets strategies basic concepts of product planning. the product life cycle: stages and marketing strategies. new product planning and development. product-mix strategies. branding, packaging and labeling. pricing strategies and policies procedure for price setting. methods of setting prices. price-adaptation strategies one-price and flexible-price polices. price level policies over the product life cycle. initiating and responding to price changes. marketing channel decisions channel - design decisions. channel - management decisions. channel dynamics. promotional strategies effective advertising programs. sales promotion and public relations programs. the strategic personal selling process. strategic sales-force management.

SUGGESTED READINGS:

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

Semester 3rd

MBA-711 COST AND MANAGEMENT ACCOUNTING 3(3-0)

COURSE 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 decision making.

INDENTED 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

COURSE CONTENTS:

Cost Accounting Concepts and Objectives, Financial Statements The bases for planning and control Costs: Concepts, Uses and Classification Job Order Costing, Process Costing Planning and Control of Factory Overhead Joint and byproduct casting. Planning and Control of Materials. Planning and Control of Labor, Value Cost and Profit Analysis, Differential Cost Analysis

SUGGESTED READINGS:

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

MBA-712

MACROECONOMICS

3(3-0)

COURSE DESCRIPTION/OBJECTIVE:

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 OUTCOMES:

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 CONTENTS:

Key concepts of macroeconomics Objectives and instruments of macroeconomics Tools of macroeconomics policy. Aggregate demand and supply. Measuring Economic Activity. Concepts of National Income. Measurement of National Income. GDP, NDP, GNP & NNP, Personal Income & Disposable Personal Income GDP Deflator and a real GDP National Income as a measure of economic welfare Consumption and Investment. Consumption, Income and saving. Consumption Function. Saving Function. The Marginal Propensity to Consume and Average Propensity to consume The Marginal Propensity to Save and Average Propensity to save Determinants of Consumption Determinants of Investment (Rate of interest, MEC) Income and Employment Determination Classical approach. Modern approach (Keynesian) Post Keynesian Approach Multiplier and Accelerator Investment Multiplier. Tax multiplier, foreign trade multiplier and super multiplier Fiscal and Monetary Policies Fiscal Policy Monetary Policy Inflation Nature and kinds. Inflationary and deflationary gaps. Inflation and unemployment. Business Cycle The concept of Business Cycle Business Cycle Theories Business Cycle & Business Decision Making International Trade Classical theory of International trade (CIT) Modern theory of International trade (H-O-Theorem) Economic Integration and Regional Cooperation. Protection and free trade. WTO (Objectives and role) Balance Of Payments Balance of Payments Accounts. Disequilibrium & Imbalance of Payments. Causes and Remedies.

SUGGESTED READINGS:

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.

MBA-713

MANAGEMENT INFORMATION SYSTEM

3(3-0)

LEARNING OBJECTIVES:

After Studying this course, the students will be able to:

1. Perform analytical and critical thinking.
2. Adopt Technology skills and work for business processes and their relationship to information systems
3. Understand the role played by systems serving different levels of management, and their relationship to each other
4. Use enterprise applications, collaboration/communication systems and intranets to improve organizational performance

COURSE CONTENTS:

Introduction To Information Technology. Introduction To Computer System: Hardware, Software, Electronic Data Processing, Input, Processing And Output Techniques. Management Information System: Needs For Mis, Evolution & Types Of Information System, (Mis, Dss, Expert System), The Concept Of Data And Information. Database Management Systems: The Concept Of Dbms, Hierarchy Of Database, Elements Of Dbms, Contents Of Files. Information Systems For Business Application: Executive Information System, Manufacturing Information System, Marketing Information System, Fis, Hris. Computer Networks: Types Of Networks, Application Of Networks, Network Structure, Network Standardization, Example Networks, Network Software. Introduction To Business Telecommunication: Communication Channels, Channel Configuration, Channel Sharing, Modes Of Transmission. Other Relevant Topics: Artificial Intelligence (Ai), Office Automation, Multimedia, Computer Viruses

SUGGESTED READINGS:

1. Jmaes O, Brien Introduction of Information Systems with supplement. McGraw Hill, New York.
2. Robert Schulthies & Mary Sumner: Management Information System, with supplement. McGraw Hill, New York.
3. David Olson: Management Information System, McGraw Hill.

MBA-714 ORGANIZATIONAL BEHAVIOUR 3(3-0)

COURSE OBJECTIVES:

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:

Introduction and Background: Organizational behavior: Key concepts, An historical perspective on organizational behavior, Organizational behavior and contemporary issues.

Organization: Structure and Design: The nature and purpose of organization, The classical and modern concepts of organization, Span of control and organization structures, Authority relations: Line, staff and functional, Authority: Delegation and decentralization, Departmentalization, Organizational life cycle stages, The contingency approach of organization design, Today's organizations and various designs, Organizational effectiveness

Organizational Culture: The dynamics of organization's culture, the basic approaches to organizational culture, the cross-cultural awareness, total quality culture creation, changing and developing cohesive organization's culture

Organizational Change and Development: The nature and typology of organizational change, The diagnosis of forces for change, The models and dynamics of planned change, Resistance to change and its management, Techniques for managing change, Organizational development: Objective & model, Change management and contemporary issues in TQM.

Foundations of Individual Behaviour: The perception process, The attribution theory, Personality and organizational behaviour, Attitudes, personal values and ethics: Learning & behavioural modification

Behaviour Modification: Behavioural learning models, Principles of behaviour modification, the process of modifying on-the-job behaviour, Behavioural self-management

Socialization and Mentoring: The organizational socialization process, The socialization techniques, Mentoring, Organizational roles and norms

Work Group Behaviour: Work group: Types, functions & development process, Work group structure, composition and effectiveness, Inter group interactions, Organization influence tactics, Organization's politics, Strategies for improving work group performance

Organizational Conflicts Management: The nature of conflict, Functional versus dysfunctional conflict, Approaches to effective conflict resolution, Conflict stimulation

SUGGESTED READINGS:

1. Robbins, P. S., & Judge, T. A. (2009). *Organizational Behaviour*. 13th ed.
2. Judith R. Gordon, *Organizational Behavior*, Prentice Hall.
3. Davis and Newstrom, *Human Behavior at Work: Organizational Behavior*, McGraw Hill.
4. Robert Kreitner & Angelo Kinicki *Organizational Behavior*, IRWIN

MBA-715

INTERNATIONAL BUSINESS

3(3-0)

COURSE OBJECTIVES:

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 Environment Finance in the International Marketplace; Human Resources and Employees of Diverse Cultural Backgrounds; and Strategy and Structure of International or Global Enterprises. The Nature of International Business Why study global business.

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 benefits and risks of the global capital market on international business transactions.
6. Examines the strategies and structures that firms adapt in order to compete effectively in the international business environment.
7. Develop an understanding of the horizons of international business and Management in the areas of social responsibility and ethics in the era of globalization.

COURSE CONTENTS:

Introduction & History, Globalization Forces: Trade Volume & Direction of Trade, FDI & Flow of PDI, Reasons to enter in International Business, Ways to enter to International Business. Economic Theories of International Business: Merchalism, Theory of Absolute Advance, Theory of Comparative Advance, International PLC, International Investment Theories. Trade Restrictions: Reasons for Trade Restrictions, Tariff & Non-Tariff Business. Economic Development: Measurement of Economic Development Level International Organizations: UNO, IBRD, IMF, OPEL, EU, Regional Grouping International Monetary System: Gold Standard History, BOP, Equilibrium & Dis-Equilibrium. Financial Forces Influencing International Business, Forex Valuation, Currency

Exchange Control, Tariff or Duties, Taxation, Inflation. Physical & Environmental Forces: Location, Topography, Climate, Natural Resources, Socio-cultural forces: Cultural, Components of Culture, Understanding national Culture

Political Forces: Ideological Forces (Communication, Capitalism, Socialism), Government Ownership of Business, Privatization, Government Stability, Country --- Asset. Assessing & Analyzing Markets: Marketing Screening, International Management Information System. International Marketing: Marketing Strategies, The Marketing Mix. Export & Import Practices: Export Locating Foreign Markets, Payments & Financing, Procedures, Export Procedures, Export Shipments

SUGGESTED READINGS:

1. Don Ball: International Business, Wendell Mcculloerh
2. Roger Bennett. International Business 2nd edition, Financial Times Pitman publishing.
3. Czinkota, Michael. R Ronkainen, Ilkka.A (2001) Global Business, 3rd Edn, Claude M. Jonnard, International Business and Trade: Theory, Practice, and Policy, International Business Series.

Semester 4th

MBA-716

CONSUMER BEHAVIOR

3(3-0)

COURSE OBJECTIVES:

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.

INDENTED 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 CONTENTS:

Introduction Concept of consumer behaviour, its definition, its practical evolution and the consumer decision making process Consumer-Customer; Pyramid Framework and differentiating between consumer and the customer Consumers and Market Segment Determinants of market segments and their characteristics Consumer Research Process Consumer Decision Process Influences On Consumer Behaviour Cultural influence on CB Social class influence on CB Family life cycle and their influence on CB Demographics and their influence on CB Personal Influence On Consumer Behaviour Personality and self-concept Motivation Attitude and change Information processing and learning Consumer Innovation And Adaptation Process Characteristics of B2B Buying Behaviour, Organizational Buying Behavior - Consumer Markets

SUGGESTED READINGS:

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

MBA-717

E-COMMERCE

3(3-0)

COURSE OBJECTIVES:

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.

INDENTED LEARNING OUTCOMES:

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 organizations 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 CONTENTS:

Overview, ERP Systems and their Extension to Inter-Enterprise Commerce, The Corporation's Interface with its Customers, Inter-Enterprise E-Commerce, Logistics, Portals, Branding and Pricing, Markets, Auctions, Managing Channel Conflict, Disintermediation, Leveraging a Traditional Business on the Web, Competition Among Traditional Companies in E-Commerce, Payments, Change in a Traditional Company, Structuring a Traditional Company's "Dot Com", Alliances, Acquisitions and Global Strategy.

SUGGESTED READINGS:

1. Electronic Commerce. A Managerial Perspective by Efraim Turban David
2. King, Judy McKay, Peter Marshall, Jae Lee, Dennis Viehland, 2008. Electronic Commerce, Greenstein & Feinman
3. Danial Armor: E-Business Revolution
4. Electronic Commerce, By: Gary P. Schneider

MBA-718

TOTAL QUALITY MANAGEMENT

3(3-0)

COURSE OBJECTIVES:

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
- 2) Management (TQM) approach to managing a manufacturing or service Organization
- 3) 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.
- 4) Successfully implement process improvement teams trained to use the various quality tools for identifying appropriate process improvements.
- 5) Assess exactly where an organization stands on quality management with respect to the ISO 9000 quality management standard and the Baldrige Award criteria.
- 6) Develop a strategy for implementing TQM in an organization.

COURSE CONTENTS:

Introduction to Total Quality Management, Definition of TQM. Overview of quality and dimensions of quality TQM framework Quality Gurus and their contribution to TQM Obstacles in implementing TQM program in an organization Role Of Top Management In Implementing TQM Quality statements Importance of Communication in implementing QM program Relationship Of Customer

Satisfaction and Quality Improvement Role of Employees Teamwork and Employee Empowerment Initiatives For Successful TQM Performance, Performance Measures For TQM Typical measurements (cost, time , HR, marketing, administrative measures and so on) Criteria for choosing performance measures and building performance excellence Quality Management System Benefits of ISO registration, ISO Series of Standards Environmental management system (ISO 14000) Statistical Process Control Introduction to SPC Basic SPC Tools

SUGGESTED READINGS:

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

MBA-719

FINANCIAL INSTITUTIONS

3(3-0)

COURSE CONTENTS

The Financial System; Introduction and basic concept of Financial System., Functions of Financial System and Financial Instruments Financial Markets, Globalization of Financial markets, Financial Institutions and its classification. The Banking Sector; Introduction and main activities of banking, Uses of funds and market structure Off-balance sheet business and regulation of banking. Non-Banking Financial Institutions; Introduction, Contractual savings institutions. Finance companies, Money market Corporation, Non-bank depository institutions, Managed Funds, Public unit trust. The Share market and the corporation; Introduction, The nature of the corporation. The share market and its types, the development of share markets. Growth in the debt Markets; Factors affecting the supply of credit, Factors affecting the demand for debt, Interaction between supply and demand. Short term debt; Trade Credit, Intercompany loans, Bank Overdraft, Fully drawn advances (FDAs), Commercial Bills, Promissory Notes, Negotiable certificate of deposit, Inventory loans. Medium to longer term debt; Term Loans and mortgage finance. Debentures, unsecured notes and subordinates debt, Leasing and types of lease. Project and structure finance. Government debt markets and monetary policy; Money supply growth and interest rates. Sources and control of money supply growth, Monetary Policy, Impact on the system liquidity, Exchange settlement accounts. The Foreign

exchange market participants and mechanics; Market participants, the operation of the FX market, Spot market quotations. Foreign exchange risk identification and management; Measuring transaction exposure, Risk management: market based hedging techniques, Risk management: internal hedging techniques.

SUGGESTED READINGS:

Financial Institutions, Instruments and Markets (3rd Edition) by Christopher Viney

MBA-720

INTERNATIONAL MANAGEMENT

3(3-0)

COURSE OBJECTIVES/ DESCRIPTION

Globalization, liberalization, development of new technologies, increasing competition and many other factors cause the increase in internationalization of companies. Crossing more and more borders in their international expansion the companies found themselves operating in a very diverse cultural environment, both externally as well as internally. The more markets they are in more problems and conflicts the companies face. Thus the managers have to learn about the cross-cultural communication and negotiations. Diverse workforce mean that human resource management tools have to be changed or adapted to new requirements. New ethical problems appear and companies' values have to be more universal. The above are only the examples of what International Management touches on. The course objective is to show students the differences in culture, make them understand these differences and to teach them how to avoid conflicts and how to make the diverse environment an opportunity for the company. Students will also have the opportunity to learn how to cooperate in international teams.

COURSE CONTENTS:

The Internationalization process, The Global Business Environment, The World of International Trade, Managing Export Operations, Licensing, The Design and Management of International joint ventures, International Strategy formulation, The impact of Globalization on the organization of activities, The evolving Multinational, The Global Manager, Strengthening international government relations, Global Leadership, Ethical Challenges of international Management, Managing the new global workforce.

SUGGESTED READINGS:

1. Beamish ,Morrison, Inkpen, International Management: Text and cases, 5th edition, McGraw Hill.
2. F. Luthans, J.P. Doh, International Management: Culture, Strategy and Behaviour, 7th edition, McGraw-Hill, Boston 2009.
3. C.A. Bartlett, R.P. Baughman, S. Ghoshal, J. Birkinshaw, Transnational Management, 4th edition, McGraw-Hill/IRWIN, Boston 2003.
4. P.W. Beamish, A.J. Morrison, A. Inkpen, Ph.M. Rosenzweig, International Management. Texts and cases, 5th international edition, McGraw-Hill/IRWIN, Boston 2003.

5. A.V. Phatak, R.S. Phagat, R.J. Kashlak, International Management. Managing in a Diverse and Dynamic Global Environment, McGraw-Hill, Boston 2009.
6. P. Evans, V. Pucik, The Global Challenge: Frameworks for International Human Resource Management, McGraw-Hill/IRWIN, Boston 2002.
7. G. Hofstede, Cultures and Organisations, HarperCollins, London 1994.

Semester 5th

MBA-721

PROJECT MANAGEMENT

3(3-0)

COURSE OBJECTIVE:

The aim of this course is to equip students with the knowledge of project management and skills that a successful project manager uses for effective initiation, implementation and termination of a project. Students get knowledge of different players involved in projects as well as an in depth information regarding organizational structure and communication etc. for project. Students are also taught, how to prepare project feasibility study which is the core outcome of this subject.

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

COURSE CONTENTS:

Project Management course is split into three parts – Project Initiation, Project Implementation and Project Termination preceded by Project Management. Introduction

Introduction to Project Management: Definition of a Project, Importance of Project Management, Project Life Cycle, Types of Projects, Project Management and related Industries, Project Initiation and Selection, Project Manager, Project Organization, Project Planning, Conflicts and Negotiation, Project Implementation, Budgeting and Cost Estimation, Scheduling, Resource Allocation, Monitoring and Information Systems, Project Control Project Termination, Project Auditing Project Feasibility Study: How to prepare, Project Feasibility Study, Format of Feasibility Study, Contents of Feasibility Study, Making Accurate Estimates, Students' presentations of feasibility studies.

SUGGESTED READINGS:

1. Jack R. Meredith & Samuel J. Mantel, Jr.: Project Management – A Managerial Approach
2. Harold Kerzner Project Management – A Systems Approach to Planning, Scheduling and Controlling

MBA-722

ENTREPRENEURSHIP

3(3-0)

COURSE 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.

INDENTED LEARNING OUTCOMES:

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 develop a comprehensive business plan for their venture

COURSE CONTENTS:

Introduction: Entrepreneurial Perspective, economics and entrepreneurship, process, ventures, practices and characteristics. Entrepreneurship and new free enterprise: Entrepreneurship venture opportunities, innovations, change, fantasies, Environment of small business, sources and resolutions, corporate entrepreneurship, risk failure and new venture unit, feasibility of planning and concepts of planning, stages of growth model, responsibility of feasibility plan. Product and services concepts: Product servicing concepts and commercial opportunities (macro over view), products and technology, identification opportunities, product development life cycle, product protection, trade mark and patents, process of patents, validity of property rights and accessing government information. Human resources side of enterprise, infrastructure of services, types of service venture, success factors.

Marketing and new venture development: Marketing research for new ventures, marketing concepts, startup of marketing research, market focused on organization, sources of market intelligence, competitive analysis and implications of market research. Marketing strategies and functions and product concepts, 4 Ps, making marketing plan, changing international ventures.

Entrepreneurial team and business formation: human resource and relations, BOD, legal aspects, acquiring a business, evaluation of acquisition opportunities and methods of valuation. Financial resources and asset management, different types of financing, buy or lease. Organization cycle and growth of organization,

strategic management for success of enterprise, looking towards entrepreneurial career.

SUGGESTED READINGS:

1. David H. Holt: Entrepreneurship, New Venture Creation, Prentice Hall
2. Bill Bolton & John Thompson: Entrepreneurs Talent, Temperament, Technique, Butterworth Heinemann

MBA-723

BUSINESS ETHICS & CORPORATE

3(3-0)

SOCIAL RESPONSIBILITY

INDENTED LEARNING OUTCOMES:

After studying this course, students will be able to:

1. Understand the link between business ethics and social responsibility.
2. Examine the foundations and evolution of business ethics.
3. Gain insight into the extent of ethical misconduct in the workplace and the pressures for unethical behavior.
4. Understand why business ethics initiatives are needed in both small and large organizations.
5. To explain what Corporate Social Responsibility means
6. To debate the case for and “against” CSR including understanding the complex balance between CSR and other elements of company strategy
7. To identify real-world CSR best practices and to reflect on how those might be more broadly applied

COURSE CONTENTS:

Business Ethics in today’s business: how to be a good corporate citizen in a complex multiple stakeholder worlds, Foundations of business ethics, Implications of ethics in the business world, The ethical challenges faced by business in different parts of the globe, Concepts necessary to understand and deal with ethical problems, Utilitarianism, Rights and Duties, Justice and Fairness, Ethics in marketplace, The ethics of Job discrimination, An overview of types of ethics, Difference between ethics, business ethics within context of global society - an outline of Bentham’s basic theory of utilitarian ethics- core concepts of Kantianism-evaluation of deontology compared with utilitarianism - codes of ethical conduct - Rawls’ Theory of Justice (liberal egalitarian) and Baker et al’s broader theory of equality of condition, Ethical Relationships in Business and Social Responsibility - Employer-employee relationship: management structures, Loyalty rewards, Work conditions and facilities, Unfair dismissal, Sexual harassment in businesses - Company-consumer relationship: honesty in advertising, Value for money, After sales care - Relationship between business and the community (local and global), Long-term benefits of ethical businesses. Introduction to CSR, The roles and objectives of corporations, and the nature of CSR Externalities (costs and benefits), market failures and CSR components Accountability, corporate governance and voluntary disclosure Stakeholder

engagement and stakeholders interests Investors interests and CSR consideration Disclosure regulation Trends in CSR reporting Theories of CSR behaviour and disclosure Theories of CSR behaviour and disclosure continued CSR accounting and measurement issues CSR reporting: voluntary initiatives and guidelines Contemporary issues

SUGGESTED READINGS:

1. Crane. A. and D. Matten. 2010. Business Ethics: Managing corporate citizenship and sustainability in the age of globalization.3rd Edition. Oxford University Press, Oxford.UK.
2. Ferrell, O. C. and J. Fraedrich. 2010. Business Ethics: Ethical Decision Making and Cases, 8th Edition, Mc Graw Hills Inc.USA.
3. Philip, A. B .2011. Ethiconomics: Principles and Practices of Ethical Business for the 21st Century. 1st Edition. Live It Publishers. UK.
4. Velasquez, M. G. 2010. Business Ethics: Concepts and Cases. 6th Edition, Pearson Education. Delhi, India.
5. Dunphy, D., A. Griffiths and S. Benn. Organizational Change for Corporate Sustainability. London: Routledge, 2003

MBA-724

STRATEGIC MARKETING

3(3-0)

COURSE OBJECTIVES

Because Decision marking is a skill, it is best learned through practice. The course is therefore built around a marketing simulation game and a group project based on actual marketing problems that provide an opportunist for you to employ marketing concepts and tools to solve them. The course also promotes learning through lectures, class activities, and class discussion.

INDENTED LEARNING OUTCOMES:

The overall purpose of this course is to develop decision–making skill related to marketing management. Specific course objectives include the following:

- To understand the role of strategic marketing management in organizations
- To integrate macro-marketing concepts with micro marking concept
- To develop strategic decision making skills related to marketing management both as an individual and as a member of team.

COURSE CONTENTS:

Business and marketing strategies, The strategic role of marketing, Business strategy and competitive advantage, Marketing strategy, Marketing situation analysis, Defining and analyzing markets, Market segmentation , Analyzing competition, Designing marketing strategy, Market targeting & positioning strategy , Marketing strategies for selected situations, Planning for new products,

Marketing program development, Product portfolio strategy, Distribution strategy, Price strategy, Promotion strategy, Implementing & managing marketing strategy, Designing effective marketing organizations, Marketing strategy implementation & control, The strategic role of information.

SUGGESTED READINGS:

1. Wilson & Giligan: Strategic Marketing Management
2. David A. Aaker: Strategic Marketing Management
3. Fred R. David: Strategic Management

MBA-725

OPERATION MANAGEMENT

3(3-0)

COURSE OBJECTIVES:

The main objectives of the course are to introduce the field of production/operations management. Topics to be covered represent a blend of concepts from industrial engineering, cost accounting, general management, quantitative methods and statistics. This will include some operations as well as strategic issues such as: applied forecasting, aggregate planning, scheduling, shop floor control, total quality management, inventory management, and facility layout and project management.

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. Explain the concept of supply-chain management and the requirements and design of a successful supply chain.
3. Develop an operational aggregate plan following a chase strategy, level strategy or mixed strategy.
4. Describe inventory systems for independent demand and the costs and benefits of carrying inventory.

COURSE CONTENTS:

Introduction: Importance of operation management, design of an effective operational system including a thorough understanding of various operational strategies and their implicative impact on the overall production and operation of a company.

Operations management and corporate profitability. Characteristics of a manufacturing system. Difference between manufacturing and service operations. Various forecasting techniques including simulations and aggregate product planning for attaining TQM.

Japanese style of manufacturing utilizing techniques and trends for attaining quality assurance with the use of techniques such as "kanban". Capacity planning, process design, facility layout and location. Implementation of an effective operational strategy with a perspective emphasizing on the operational system of the future in the global market.

SUGGESTED READINGS:

1. James D. Dilworth: Production and Operations Management, McGraw Hill.
2. Elwood S. Buffa and Rakesh K. Sarin: Modern Production/Operations Management, 8e, Wiley

Semester 6th
MBA-726 SUPPLY CHAIN MANAGEMENT 3(3-0)

COURSE OBJECTIVES:

Supply Chain Management involves the flows of materials and information among all of the firms that contribute value to a product, from the source of raw materials 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 of how to manage a supply chain.

INDENTED LEARNING OUTCOMES:

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

- 1) To develop an understanding of key drivers of supply chain performance and 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 solutions for a variety of supply chain management and design problems 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.

COURSE CONTENTS:

Introduction to supply chain management (SCM), Supply chain strategy, SCM Decisions, SCM Drivers and obstacles, Facility location, Warehousing, Forecasting, Inventory Management, Transportation, Marginalization, Job shop scheduling, ERP JIT and lean production, Outsourcing and Supplier Relationships.

SUGGESTED READINGS:

- 1) Sunil Chopra, Supply Chain management, 3rd Prentice Hall.
- 2) Martin Christopher, Logistics and Supply Chain management – Creating value added networks, FT – Prentice Hall.
- 3) W. Stevenson, Operations Management, 9th

MBA-727 INTRODUCTION TO ACADEMIC WRITING

3(3-0)

COURSE CONTENTS

The origin of Writing, How to Write? What to Write? How to determine the purpose for Writing? How to state the problem or Writing? How to Write a THESIS STATEMENT? How to make a topic Sentence? Paragraph Development, How to write a paragraph? Essential elements of a paragraph. Types of writing? Narrative, expository, argumentative, Critical and descriptive types of writing, Difference between speech & writing, Difference between speech & writing, Process of Technical writing, Writing process, Sentence construction, Paragraph construction, Improving vocabulary, How to write an essay? How to write an official Letter, SQ3R, PQRS, Skimming Scanning and, Gist Reading, Letter Writing, Memo Writing, Manual writing, Research Writing, How to Choose a topic for Research? What is Thesis? How to write a research paper? How to write an Article, how to write synopsis, abstract, CV writing, Cover letter writing, Punctuation.

SUGGESTED READINGS:

1. George Yule: The study of language.
2. Kathleen T McWhorter: College reading and study skills.
3. David Crystal: Speaking of writing and writing of speaking.

ELECTIVE COURSES:

SPECIALIZATION IN HRM

MBA-750

**HR DEVELOPMENT
(Elective)**

3(3-0)

LEARNING OBJECTIVES:

By the end of the course you will be able to:

- Explain and demonstrate an understanding of the contribution of HRD in an organization.
- Show an ability to decide learning and training needs; and
- Provide competence in design and delivery of learning.

COURSE CONTENTS

Foundations of Human Resource Development: Introduction to Human Resource Development; Influences on Employee Behavior; Learning and HRD

Framework for Human Resource Development: Assessing HRD Needs; Designing Effective HRD Programs; Implementing HRD Programs; Evaluation HRD Programs

Human Resource Development Applications: Employee Socialization and Orientation; Skills and Technical Training; Coaching and Performance Management; Employee Counseling and Wellness Services; Career Management and Development; Management Development; Organization Development and Change; HRD and Diversity

SUGGESTED READINGS:

1. Werner & DeSimone: Human Resource Development, Latest edition

MBA-753 PERFORMANCE MANAGEMENT 3(3-0)
(Elective)

LEARNING OBJECTIVE

- To enable the employees towards achievement of superior standards of work performance.
- To help the employees in identifying the knowledge and skills required for performing the job efficiently as this would drive their focus towards performing the right task in the right way.
- Boosting the performance of the employees by encouraging employee empowerment, motivation and implementation of an effective reward mechanism.
- Promoting a two way system of communication between the supervisors and the employees for clarifying expectations about the roles and accountabilities, communicating the functional and organizational goals, providing a regular and a transparent feedback for improving employee performance and continuous coaching.
- Identifying the barriers to effective performance and resolving those barriers through constant monitoring, coaching and development interventions.
- Creating a basis for several administrative decisions strategic planning, succession planning, promotions and performance based payment.
- Promoting personal growth and advancement in the career of the employees by helping them in acquiring the desired knowledge and skills.

COURSE CONTENTS

Performance management and reward system in context; Definition of performance management, Performance management contribution, Definition of reward system, Aim and role of performance management, characteristic of ideal

PM system, Integration with other human resource and development activities. **Performance management process**; Prerequisite, Performance Planning, Performance execution, Performance assessment, Performance review, Performance renewal and Recontracting. **Performance management and strategic planning**; Definition and purposes of strategic planning, Process of linkage performance management to the strategic plan, Building support. **Defining performance and choosing a measurement system**, Defining Performance, Determinants of performance, Performance Dimension, Approaches to measuring Performance. **Gathering Performance information**; Appraisal form, Characteristic of appraisal form, Who should provide performance information. **Measuring results and behaviour**; Measuring results, measuring behaviour. **Gathering Performance information**; Appraisal form, Characteristic of appraisal form, who should provide performance information. **Implementation a performance management system**; Preparation, communication, appeals process, training program and pilot testing. **Performance management and employee development**; performance development plan, direct supervisor role, 360 feed back system. **Performance management Skill**, Coaching, Coaching style, Coaching process, Performance review meeting. **Reward system and legal issue**; Traditional and contingent pay plan, Reasons for introducing contingent pay plans, possible problem for associated with contingent pay plans. **Managing team performance management**; definition and importance of team, types of team and implications for performance, including team performance in the performance management system, rewarding team performance.

SUGGESTED READINGS:

1. Herman Aguinis, Performance Management, 2nd Edition
2. Robert Bacl, Performance Management , 2nd Edition, McGraw Hills

MBA-756 ESSENTIAL OF TRAINING & DEVELOPMENT 3(3-0)
(Elective)

LEARNING OBJECTIVES

This course clarifies the role of training and development in Human Resource Management. Students will be given an opportunity to plan and execute a training program – including needs assessment, evaluating trainee learning style, costing, considering delivery alternatives, motivating trainees, and evaluation.

At the completion of this course, students will be able...

1. To differentiate between training, and development, and recognize the roles these activities play in Human Resource Management

2. To explain the importance of accommodating different learning and teaching styles in training programs
3. To recognize the importance of needs assessment to the training process
4. To be able to produce a training plan with clear goals and specific learning outcomes
5. To be able to utilize a variety of training methodologies; Job Instructional Training, In-basket Exercises, Case Studies, Experiential Exercises
6. To design a training program evaluation procedure for an actual training session

COURSE CONTENTS

Introduction to Employee training and development

What is training? The forces influencing working and learning, who provides training? Who is in charge of training? Preparing to work in training, Evolution of training role, Organizational characteristics that influence training, Training needs in different strategies, Models of organizing the training department, Outsourcing training

Designing the training

Needs assessment, Why is needs assessment necessary? Who should participate in needs assessment? Methods used in needs assessment, The needs assessment process, Competency models, Scope of needs assessment

Learning: Theories and Program design, Positive learning environment, Learning theories, Learning process, Considerations in designing effective training program, Selecting and preparing training sites, Choosing trainers, How trainers can make the training site and instruction conducive to learning?

Transfer of training, Model of transfer process, Training design, Applications of transfer of training theory, Work environment characteristics that influence transfer, Organizational environment that encourage transfer, The learning organization, Knowledge and knowledge management

Training evaluation, Reasons for evaluating training, Overview of the evaluation process, Outcomes used in evaluation of training programs, Determining whether outcomes are appropriate, Evaluation practices, Evaluation designs, Considerations in choosing an evaluation design, Determining return on investment, Determining cost, Determining benefits of Traditional Training methods, Presentation method, Hands-on-method, Group building method, Choosing a training method, Interactive video, Online learning, Distance learning Employee development, Approaches to employee development, Formal education, Assessment, Job experiences, Interpersonal relationships, the development planning process, Company's strategies for providing development.

Training session & Career Management

SUGGESTED READINGS:

1. Employee Training and development by Raymond A. Noe, 5th Edition

SPECIALIZATION IN FINANCE

MBA-759

**CORPORATE FINANCE
(Elective)**

3(3-0)

COURSE OBJECTIVES

The aim of this course is to give an introduction to the role of Corporate Finance in your daily lives and to see how the actions at a corporate level can impact on your personal wealth. Furthermore, you should, by the end of this course, be able to appreciate that the subject of Corporate Finance does not exist within a vacuum. Rather, it exists as an integral part of the overall realm of our daily activities. The manner in which we are able to understand and appreciate the corporate finance functions is through being able to understand the Financial Times pages and how these pages communicate the decisions and financial managers to us. Therefore, an important component part of the course is to be able to understand some of the terminology that the Financial Times employs as well as the figures that it presents. An underlying assumption that pervades through the corporate finance area is that financial managers operate and act to serve the interests of the shareholders. The assumption is that managers ensure that shareholder wealth is maximised by ensuring that the correct decisions are made that maximise on the wealth that each portion of capital can bring. However, as we all know, people do not always act in the interests of those that pay their salaries. Managers are no exceptions to this rule and so we find that they also tend to do what suits them best. Consider, for example, the below companies.

LEARNING OUTCOMES

The main objective is that students are able to critically analyze corporate decisions from a financial perspective. After the course, you should be able to:

- Compute the expected rate of return for investment projects.
- Apply several valuation methods to value projects and companies.
- Evaluate the optimal capital structure of a firm.
- Identify the best way to return money to shareholders.

COURSE CONTENTS

Introduction to Corporate Finance: Introduction to Corporate Finance; Key Concept of Corporate Finance; What is A Corporation; Corporate Structure; Finance Function; Role of the Finance Manager; Separation of Ownership and Management; Agency Theory & Corporate Governance.

Financial Statement Analysis: Financial Statements; A Possible Framework For Analysis; Use of Financial Ratios; Types of Ratios; Trend Analysis; Common-Size & Index Analysis.

Funds Analysis, Cash Flow Analysis & Financial Planning: Flow of Funds Statement; Accounting Statement of Cash Flows; Cash Flow Forecasting; Forecasting Financial Statements.

Required Returns and the Cost of Capital: Key Sources of Value Creation; Overall Cost of Capital of Firm; Weighted Average Cost of Capital; CAPM

Operating & Financial Leverage: Operating Leverage; Financial Leverage; Total Leverage; Cash-Flow Ability to Service Debt; Other Methods of Analysis; Combination of Methods

Capital Budgeting Techniques: Project Evaluation and Selection; Potential Difficulties; Payback Period (PBP); Accounting Rate of Return (ARR); Internal Rate of Return (IRR); Net Present Value (NPV); Profitability Index (PI)

The Capital Markets and Market Efficiency: Public Issue; Privileged Subscription; Regulation of Security Offerings; Private Placement; Initial Financing; Signaling Effects; The Secondary Market; The Financial Markets; Markets as a source of Finance; Capital Market Efficiency; Stock Market Efficiency

Risk Management in Markets, Options Trading: Sources of Risk in Market; Ways to Hedge against Risk; Option Terminology; Option - Profit Payoff Diagram; Other Hedging Strategies; Straddle Hedging Strategy; Straddle Payoff Diagram

Dividend Policy: Passive Versus Active Dividend Policies; Factors Influencing Dividend Policy; Dividend Stability; Stock Dividends and Stock Splits; Stock Repurchase; Administrative Considerations

Mergers & Other Forms of Corporate restructuring: Sources of Value; Strategic Acquisitions Involving Common Stock; Acquisitions and Capital Budgeting; Closing the Deal; Takeovers, Tender Offers, and Defenses; Strategic Alliances; Divestiture; Ownership Restructuring; Leveraged Buyouts.

SUGGESTED READINGS:

1. Van Horne, J. C. and Wachowicz Jr. J. M., "Fundamentals of Financial Management", Prentice Hall 12th edition
2. Ross, Stephen A. Westerfield, Randolph W. and Jordan, Bradford D., "Fundamentals of Corporate Finance"
3. Wrance J. Gitman "Principles of Managerial Finance"

MBA-763 INVESTMENT & PORTFOLIO MANAGEMENT 3(3-0)
(Elective)

COURSE OBJECTIVE

The course offers an advanced treatment of investment decision making. It explains in a formal and systematic fashion those concepts underlying portfolio investment decisions under risk. By using portfolio selection models, it also seeks to provide intuitive appealing criteria for such decisions. Besides covering recent research advancements in portfolio theory, the course has its emphasis on various practical and institutional issues pertaining to portfolio management as well.

COURSE CONTENTS

What is Investment analysis & portfolio mgmt., Investment , factors, speculation , why we invest, Investment alternatives & basic factors & academic benefits, Investing, types, investment, companies, mutual fund types, NAV, how MU WORK & operational flow chart, Investor Expectation Regarding Mutual Funds, Types Of Mutual Funds, special services & attraction of MF, Categories of MF, diff b/w MF & ETFs, new direction in funds & analysis of MF, annual reports of MF, Investment alternatives, objectives, equity bonds & pref stock, Non marketable securities, money market instruments, Financial derivatives, Securities market , financial markets, market order types, Index calculations, types of indexes, DJIA& SPPI, EMH hypothesis types, tests Security valuation & industry analysis, Dividend discount models, numerical, Portfolio management process, investor objectives, investment constraints. Asset allocation, risk aversion , Markowitz model, expected return for individual security, expected return for portfolio security, covariance & correlation, efficient frontier, optimal portfolio, introduction to asset pricing model, capital market line, systematic & unsystematic risk, SML, prices overvalued , undervalued and properly valued, exercises, CAPM , BETA & ALPHA exercises, numerical, companies analysis, economic , industry technical analysis,.

SUGGESTED READINGS:

1. Charles P. Jones; Investments: Analysis and Management, 11th Edition
2. Sidney Cottle, Roger F. Murray & Frank E. Block: Securities Analysis, 5th edition
3. Frank K. Reilly & Keith C. Brown: Investment Analysis Portfolio Management
4. Philip Ryland: Investment an A to Z GUIDE (the economist)

MBA-764

**FINANCIAL STATEMENT ANALYSIS
(Elective)**

3(3-0)

COURSE CONTENTS

Fundamental Concepts and Introduction to Financial Reporting: Introduction and basic concept of Financial Statement Analysis; Basis for Financial Statements and transaction.

Introduction to Financial Statement and other financial reporting topics: Types of Financial Statements and their objectives; Human resources and social Accounting. Audit report and audit opinions; SEC's Integrated Disclosure System, Proxy. Balance Sheet: Introduction of Balance Sheet and its elements, Balance Sheet: Exercise and problem discussions. Income Statement: Introduction and basic elements of income statements; Special Income statement items. Income Statement: Exercise and problems discussions.

Basics of Analysis: Ratio Analysis. Common Size Analysis, Trend Analysis; Financial Statement variation by Type of industry, Common size Analysis of Organization

Liquidity of Short term Assets; Related debt paying ability: Liquidity Ratios and their objectives; Inventories and determination of the ending inventory cost and the related cost of goods sold.

Liquidity of Short term Assets; Related debt paying ability: Liquidity Ratios Analysis of Organization; Exercise and Problems Discussion.

Long term debt paying ability: Debt ratios and their objectives; Debt Ratios Analysis of Organizations.

Analysis of profitability: Profitability Measures and Ratios; Profitability Ratios Analysis of Organization. Analysis of profitability: Exercise and Problems Discussion.

Analysis for the Investor: Leverage Ratios; Stock Split; Ratio Analysis of the Organization.

Statement of Cash Flow: Basic elements of the statements of the cash flows;

SUGGESTED READINGS:

1. Charles H. Gibson: Financial Statement Analysis, 7th Edition

SPECIALIZATION IN MARKETING

MBA-770

BRAND MANAGEMENT

3(3-0)

COURSE CONTENTS:

What is a brand, brands Vs. products, why do brands matter, brand proliferation, Media fragmentation, the brand equity concept, strategic brand management process; identifying and establishing brand positioning, b) planning and implementing brand marketing programs, c) measuring and interpreting brand performance, d) growing and sustaining brand equity.

Customer-Based Brand Equity (CBBE) a) brand equity as a bridge, b) making a brand strong,

Sources of brand equity, e) building a strong brand f) brand building blocks

Brand Positioning, identifying and establishing brand positioning, basic concepts, Target market, segmentation bases, criteria for selection of target segment, nature of competition, points of parity and points of difference, points of parity association, competitive, Points of parity, POPs Vs Pods, BMW in US Market case, desirability criteria & deliverability, Criteria for points of difference. Defining and establishing Brand Mantras, core brand associations, brand mantras it's designing and implementation, brand audit,

Choosing Brand Elements to Build Brand Equity, criteria for choosing brand elements

Symbols, slogans, jingles, packaging, putting it all together.

Designing Marketing Programs to build Brand Equity

New perspectives on Marketing, digitalization & connectivity, disintermediation & Reintermediation, customization and customisation, industry convergence, Integrating marketing, programs and activities, personalizing marketing, Experimental marketing, one-to one marketing, permission marketing, Reconciling the new marketing approaches, Product Strategy, perceived quality and value, brand intangibles, value chain, Relationship marketing, mass customization, after marketing, loyalty programs, Pricing Strategy, Consumer price perception, value pricing, 8-steps to better pricing, Channel Strategy, channel design; direct and indirect channels, push and pull strategies, Cooperative advertising,

Integrating Marketing Communications to Build Brand Equity

The new media environment, challenges in designing brand building communications, Information processing model of communications, role of multiple communications, Overview of marketing communication options, Advertising, T.V, Radio, Print, Direct Response, interactive, place, Promotion, consume promotions, Trade promotions, event marketing and sponsorship, rationale, public relations, Publicity, buzz marketing, personal selling, Development of a brand on social media involving all brand element and development of IMC program like electronic ad, interactive media ad, print ad etc. it will be evaluated against the no. of likes of the page.

SUGGESTED READINGS:

1. Kevin Lane Keller: Strategic Brand Management, 3RD Edition
2. Tilde Heding & Charote F. Kenudzen: Brand Management: Research, Theory and Practice Latest Edition

MBA-771

ADVERTISING MANAGEMENT

3(3-0)

COURSE CONTENTS:

Introduction to Advertising; What makes an Ad Effective, Characteristics of an effective Ad, the world of advertising, defining advertising, Types of advertising, functions of advertising, The 5 players of advertising.

Advertising and Society; Ethics, Regulation and Social Responsibility; Six key ethical issues in advertising

Advertising and Marketing Process; Advertising's role in marketing, types of markets, approaching the market, the marketing concept and relationship marketing. The four tools of marketing, Ad agencies: combining marketing and advertising, why hire an agency? Why not hire an agency? Types of agencies.

The Consumer Audience; Consumer Behavior, the Target market, Cultural and social influences on consumers, psychological influences on consumers, The decision process-steps in decision process.

Account Planning and Research; BMW in US Market case, Strategic Research, Data collection, strategy document, organization, Evaluative Research, Before execution, during execution, after execution

Creative Strategy and Tactics; The communication objectives, The creative platform, The advertising execution, Advertising appeals, Advertising formats and approaches.

How Advertising works; The effectiveness of advertising, how communication works, How effective communication works, Message reception and response, How brands work

Advertising Planning and Strategy; The strategic planning, The business plan, The marketing plan, The advertising plan

Media Planning and Buying; Media planning and buying, media still a big business, Media consolidation, Developing media objectives and strategies, Media selection procedure, Media buying functions, Media buyer's ability to negotiate, Online media buying, global media buying, Staging a media plan

Print Media; The structure of newspaper, Frequency of publication, Size, Circulation, Newspaper readers, Measuring the newspaper audience, Advertising in newspaper markets, Classified, display and supplements, Advantages of newspaper, Disadvantages of newspaper, Magazines, The structure of Magazine, Frequency of publication, Size, Circulation, Magazine readers, Measuring the Magazine audience, Advertising in Magazine markets, Classified, display and supplements, Advantages of Magazine, Disadvantages of Magazine, Out-of-Home Advertising

Broadcast and Interactive Online Media; The structure of television industry, Public television, Cable and subscription television, Speciality television, television syndication, interactive television, Advantages and disadvantages of

television, The structure of the Radio industry, Advantages and disadvantages of Radio, Electronic and Print Ad.

SUGGESTED READINGS:

- 1) William Wells, John Burnett: Advertising Principles & Practice, 7th Edition.
- 2) Tony Yeshin: Advertising, Latest Edition.
- 3) George E. Belch & Michael A. Belch: Advertising and Promotion, 6th Edition.

MBA-774

SERVICES MARKETING

3(3-0)

COURSE OBJECTIVE

The objective of this course is to familiarize the students with the theory and practices pertaining to the services marketing environment. Students will be educated to get an in-depth knowledge about the different kinds of services domains, and different marketing techniques for services. The world of services has changes a lot in the last 2 decades: technology has put an enormous impact on the delivery of services; consumers have become more demanding; customers' expectations have changed. Now, there is a need to acclimate the students with all such changes, in order to accoutre them with latest tools necessary to perform in this arena. Students will also be given some application problem to let them prepared and able to handle the managerial problems which may arise during their marketing journey. Case studies, role plays and presentations would also be employed to simulate the actual working environment in the class room.

COURSE CONTENTS

Introduction to Services Marketing; Consumer Behaviour in Service Encounter; Positioning Services in Competitive Markets; Creating the Service Product; Designing the Communications Mix for Services; Pricing the Services and Revenue Management; Distribution of Services; Designing and Managing Services Processes; Balancing Demand and Capacity; Planning the Service Environment; Managing the People for Service Advantage; Managing Relationships and Building Loyalty; Customer Feedback and Service Recovery; Improving Service Quality and Productivity.

SUGGESTED READINGS:

1. Lovelock & Wirtz: Services Marketing: People, Technology and Strategy, 5th edition.
2. Hoffman & Batterson: Services Marketing: Concepts, Strategies and Case, Latest edition.
3. Zeithaml, Bitner & Gremler: Services Marketing, 6th edition.

Semester 7th
MBA-728 STRATEGIC MANAGEMENT 3(3-0)

LEARNING OBJECTIVES:

After studying this course, the students will be able to:

1. Understand the nature and role of strategic management.
2. Analyse the strategic management process.
3. Learn the various types of strategies and their evaluation models and control process.
4. Identify the issues in strategic formulation process for service firms.

COURSE CONTENTS:

Introduction: Strategic management, Definition and process, nature of strategic decisions, The strategy managers: the role and tasks. Strategy Formulation: Information Inputs: Operating environment scanning, Structural analysis of competitive forces, The Structure and performance of the industry as a whole. Strategy Formulation: Mission and Objective: Concepts: Mission, goals, objectives and targets, Mission development and statement, Relationship. The strategy-making hierarchy, corporate strategy, Functional strategies, operating strategy, factors shaping strategy. Action Plan Choice: The generic competitive strategies, the offensive strategic postures, the defensive strategic postures, corporate diversification strategies. Strategies Evaluation and Selection: Evaluation models, Growth share matrix (GSM), General electric's stop light grid, Life cycle analysis, Gap analysis, Directional policy matrix (DPM), Selection models and contexts.

Function Strategy Formulation: Selection of functional areas, Formulation of functional objectives, Formulation of functional action plans. Strategy Implementation: Analyzing strategy-change, Analyzing organizational structure, Analyzing organizing culture, selecting an implementation approach. Strategic Control: The strategic control process.

A Case Analysis Framework: Diagnosis and record of the current situation, Identification and record of the strategic issues and key problems.

SUGGESTED READINGS:

1. G. Johnson & K. Scholes: Exploring Corporate Strategy, Prentice Hall.
2. Whelen and Whelar: Strategic Management
3. Fried. R. David: Strategic Management, Prentice Hall.
4. Saeed Amjad Khawaja; Managerial Policy; Institute of Management Sciences.
5. Thomous, Stricklend: Strategic Management, BPI, IRWIN.

MBA-752 CASES AND EXERCISE IN PERSONNEL/HRM 3(3-0)
(Elective)

COURSE CONTENTS

Definition & Concept of HRM, Functions of Human Resource, HR Department Hierarchy, Brief Introduction of Case study, Concept of Case, Concept of Case method, Types of cases, Advantages & Limitations of case method, Case writing guidelines, Preparation of a case study, Management cases of Pakistan, Case study on managing change, Performance Appraisal Method, Organizational Reward System, Compensation Administration, Special Cases of Compensation, Employees Benefits, Health & Safety Processes, cases on health safety, Law of Labors, Defining Career & Career development, case study (Training & Development & career planning)

MBA-757 INTERNATIONAL HRM 3(3-0)
(Elective)

COURSE OBJECTIVES/DESCRIPTION:

This course aims to develop the professional skills of future managers in the areas of international human resource management and cross-cultural management. Business managers require skills, knowledge and strategies for effective functioning in the global marketplace. This course develops these areas in managing the important area of international human resources. As an advanced course, it is most suitable for HR students who have completed an introductory course in human resource management, and who have some basic understanding of how culture and the international marketplace affect business. Students who are not completing the HRM major will benefit from understanding how to effectively manage, recruit, select, develop and compensate people operating in global organizations.

This course provides an opportunity to students to explore international dimensions of the core aspects of human resource management, such as linkage with international business strategy and structure, recruitment, compensation and reward management, training and development, performance management, and industrial relations.

INTENDED LEARNING OUTCOMES:

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

1. An understanding of how the international context and culture affect the core functions of human resource management
2. An ability to effectively analyze international human resource management problems and develop appropriate strategies to solve these problems
3. Competence in the basic cross-cultural skills necessary for effective international human resource management.

COURSE CONTENTS:

An introduction to international human resource management, Internationalization of Human Resource Management, Internationalization of business, An introduction to Managing Global workforce, Strategic International human resource management, The development of international business strategy from three different perspectives, The development of strategic IHRM, The links and relations between international business and IHRM, The critical international strategic decision involving the centralization or localization of strategic IB and Strategic IHRM policy and practice, The basic characteristics associated with different organizational structures for the conduct of international business, The implications for IHRM of the different structures, The role of IHRM in the design of the MNE, The importance of teams and networking in the MNE, The need for learning in MNEs and implications for IHRM, The basic nature of cross-border acquisitions, international joint ventures and partnerships, The major HRM implications from cross-border mergers and acquisitions, joint ventures and alliances, The HR professional's role in implementing effective cross-border mergers and acquisitions, and international joint ventures, The concept of culture, using a number of different models, Research on national cultures, characteristics on which they have been found to differ, and ways in which they have been found to cluster on Similar characteristics, The impact of culture on IHRM, A general model for developing personal cultural competency, The basic interactions between MNE culture and country culture, The nature of research in IHRM and how the concept of culture impacts it, The components of the global labor market and the global labor force, Differences among the traditional categories of international assignees such as PCNs, HCNs and TCNs, The many other types of international employees that MNEs use in staffing their global operations, How MNEs can decide which international employee to use in their global staffing decisions, Describe the general process of selection of international assignees (IAs) for international assignments, Explain the major criteria used for selecting IAs, Discuss the issue of failure in an IA assignment and reasons for it, Describe many challenges to the effective selection of IAs, Explain the essential nature of repatriation and in-patriation

Describe the characteristics of successful IA selection programs and exemplary practices, The role and importance of training in the MNE, The nature of and problems with training of foreign workforces, Issues of language and culture in the training of foreign workforces, The training and preparation of international assignees The development of global executives in the global enterprise, The nature and development of a global mind-set, The basic objectives of global compensation, The seven options available for design of a compensation system for expatriates, The most commonly used system for expatriate compensation: the balance sheet approach, The two major components of the balance sheet approach: incentives and adjustments, The major approaches to managing taxes, Major problem areas with managing compensation and taxes, Design of a global compensation system, A

number of critical components of compensation and benefits for the global workforce, Describe the nature and purposes of international performance management (IPM) for international assignees (IAs) and foreign managers (FMs), Describe the characteristics of and provide guidelines for effective IPM systems, Explain the major challenges and their solutions to international performance management in MNEs, Explain the importance of health and safety concerns for the global enterprise, Describe the most significant issues related to occupational health and safety in MNE subsidiaries and IJVs in various countries around the world, Describe a number of critical issues for health, safety, and security for international business travelers and IAs and their families, Explain the recommended programs and policies governing health, safety, and security for business travelers and IAs, Describe a crisis management plan and program to deal with emergencies and crises for an MNE's global workforce, Explain the importance of health and safety concerns for the global enterprise, Describe the most significant issues related to occupational health and safety in MNE subsidiaries and IJVs in various countries around the world, Describe a number of critical issues for health, safety, and security for international business travelers and IAs and their families, Explain the recommended programs and policies governing health, safety, and security for business travelers and IAs, Describe a crisis management plan and program to deal with emergencies and crises for an MNE's global workforce.

SUGGESTED READINGS:

1. Dennis R. Briscoe & Randall S. Schuler: International Human Resource Management 2nd Edition

SPECIALIZATION IN FINANCE

MBA-760

**CREDIT MANAGEMENT
(Elective)**

3(3-0)

COURSE OBJECTIVE

The objective of this course is to familiarize the students with the credit management environment of Pakistan, and to develop a foundation of financial management concepts of the students. This course will enable the student to understand: what is credit risk management; what are the lending objectives; and how to measure the credit risk. The course also lays a foundation for more complex credit management topics that arise in additional elective courses in finance. This course in credit management also describes the credit rating systems. This course in credit management also describes the credit rating systems.

COURSE CONTENTS

Introduction to credit risk management; the credit process; analyzing the transaction: what are the lending objectives; company funding strategies; company-specific financial performance; company-specific risks: business, industry, and management; credit risk measurement; credit portfolio management; credit rating systems; the economics of credit; special purpose vehicles; derivatives; credit rating organizations; insurance.

SUGGESTED READINGS:

- 1) Joetta Colquitt: Credit Risk Management: How to avoid lending disasters and maximize earnings, 3rd edition.
- 2) Charles L. Gahala: Credit Management: Principles and Practices, 3rd edition

MBA-762 INTERNATIONAL FINANCIAL MANAGEMENT 3(3-0) (Elective)

COURSE OBJECTIVE

International Financial Management provides students with a framework for making corporate financial decisions in an international context. It is an extension of Financial Management into the global arena. This course will focus on foreign exchange markets, forecasting exchange rate, currency risk hedging techniques, and currency derivative instruments. In addition, macroeconomic policies, international portfolio management, and investment practices of multinational firms will also be reviewed to familiarize students with the type of practical issues in the international finance field.

LEARNING OUTCOMES

After completing this course, you should be able to perform the following tasks:

- Understand how international capital markets work.
- Explain the differences between foreign exchange spot and forward markets.
- Explain the concepts of international parity relations, such as interest rate parity, purchasing power parity, and the international fisher equation.
- Employ models to forecast foreign exchange rates.
- Understand exchange rate exposure for a multinational corporation.
- Use currency derivatives to hedge currency risk.
- Make international investment and capital budgeting decisions.

COURSE CONTENTS

Multinational Financial Management: Introduction to International Financial Management; Goal of the MNC; Theories of International Business; International

Business Methods; International Opportunities; Exposure to International Risk; Overview of an MNC's Cash Flows; Valuation Model for an MNC.

International Flow of Funds: Balance of Payments; International Trade Flows; Factors Affecting International Trade Flows; Correcting a Balance of Trade Deficit; International Capital Flows; Agencies that Facilitate International Flows; How International Trade Affects an MNC's Value.

International Financial Markets: Motives for Using International Financial Markets; Foreign Exchange Market; International Money Market; International Credit Market; International Bond Market; International Stock Markets; Comparison of International Financial Markets; How Financial Markets Affect an MNC's Value

Exchange Rate Determination: Measuring Exchange Rate Movements; Exchange Rate Equilibrium; Factors that Influence Exchange Rates; Speculating on Anticipated Exchange Rates

Currency Derivatives: Forward Market; Currency Futures Market; Currency Options Market; Currency Call Options; How Firms Use Currency Call Options; Currency Put Options; How Firms Use Currency Put Options

Government Influence on Exchange Rates: Exchange Rate Systems; A Single European Currency; Government Intervention; Exchange Rate Target Zones; Intervention as a Policy Tool; How Central Bank Intervention Can Affect an MNC's Value.

International Arbitrage and Interest Rate Parity: Locational Arbitrage; Triangular Arbitrage; Covered Interest Arbitrage; Derivation of Interest Rate Parity; Determining the Forward Premium; Graphic Analysis of Interest Rate Parity.

Relationships Among Inflation, Interest Rates, and Exchange Rates: Purchasing Power Parity (PPP); Interpretations of PPP; Rationale Behind PPP Theory; Derivation of PPP; International Fisher Effect (IFE); Implications of the IFE for Foreign Investors; Derivation of the IFE; Comparison of IRP, PPP, and IFE Theories

SUGGESTED READINGS:

1. Madura, J. "International Financial Management", Prentice Hall 10th edition.
2. Eun & Resnick, "International Financial Management", 5th edition.
3. Eiteman, D. K., Stonehill A. I., Moffett M. H., "Multinational Business Finance", 11th edition.
4. Addison Wesley Longman, "International Financial Management".

MBA-766

**ISLAMIC FINANCIAL SYSTEM
(Elective)**

3(3-0)

LEARNING OBJECTIVES

- Introduction To Islamic Banking
- Riba Its Prohibition & Classification
- Modes Of Islamic Financing
- Islamic Contract
- Banking In Islam

COURSE CONTENT

Intro To Islamic Financial System: Financial System: Concept, Structure, Role, Financial Institutions, Instruments and Markets, Islamic Financial System & its Principles, Distinguish between Conventional and Islamic Financial System, Factors of production in Islam, Objectives of the distribution of wealth in islam.

Islamic Banking: Definition, Goals, Objectives, History and Present Status in Pakistan and around the world.

Islamic Economics: Concept, Definition, Principles, Goals, Objectives, Worldview and Strategies.

Shariah: Concepts, Principles, Goals, and Objectives (Maquasid-al-Shariah), Characteristics, Sources of Shariah, Shariah Vs Man-made Law, Role of Shariah in Islamic Financial Institutions.

RIBA ITS PROHIBITION & CLASSIFICATION: Riba & its types, commercial interest & usury; Simple & compound interest.

ISLAMIC CONTRACT: Islamic Contract; Sale; Valid Sale; Five Khiyars. Superiority of Islamic Banking over the Conventional Banking- Conventional Banking Vs Islamic Banking- Misconceptions about Islamic Banking and how to address these.

Banking in Islam: Features of a Conventional Banking; Musharakah In Bank Deposit.

MODES OF ISLAMIC FINANCING: MUSHARAKA; MUDARABAH; DIMINISHING MUSHARAKA; MURABAHA; SALAM; ISTISNA; ISTIJRAR; IJARAH.

SUGGESTED READINGS:

1. Imran Ashraf Usmani: Meezanbank's Guide To Islamic Banking.
2. Muhammad Taqi Usmanil: An Introduction To Islamic Finance By
3. Business Ethics In Banking Sector By Pakistan Institute Of Bankers
4. Interest Free Banking By Pakistan Institute Of Bankers

SPECIALIZATION IN MARKETING

MBA-768

**SALES MANAGEMENT
(Elective)**

3(3-0)

LEARNING OBJECTIVES

This course is intended to help students to;

- To develop an in-depth understanding of marketing
- To possess the ability to apply theoretical concepts to practical Sales problems
- To know few kinds of problems and decisions the Sales Managers come across
- To consider marketing and Sales as a career
- To understand the effects of the marketing concept on consumers and society
- To covers the key areas of sales management, from techniques for managing sales people at a distance to sales planning, and from assembling a top-flight team to staying market-focused

COURSE CONTENTS

Introduction, Background, nature and role of selling, evolution of selling, Characteristics of the modern selling, types of selling, selling as a career, The relationship between marketing and sales, marketing oriented company's organizational chart, sales oriented company's organizational chart, marketing strategy and sales management , The marketing planning process, establishing marketing plans, hierarchy of marketing plan, diagrammatic understanding of marketing planning process, The place of selling in marketing plan, inside-out planning model, outside-in planning model, stages in buying process, Preliminary steps in selling process; prospecting, identifying prospects, qualifying prospects, preparing etc, NCR's early sales guidelines, Advanced steps in selling process; pre-approach, approach, probe for needs, convince the prospects, handling objections, close and follow up, Sales Management Planning; sales planning in corporate context, sales intelligence, using the marketing information system, sales plan implementation, Sales forecasting; estimating market and sales potential, sales forecasting procedures; qualitative and quantitative techniques, Individual buying behavior, organizational buying behavior, factors affecting decision making process, traditional marketing, reverse marketing, relationship management, Environmental and managerial forces impacting sales, selling

services, Effective Sales promotions, Effective public relations, Sales personnel planning, recruitment, selection, training and development, Sales territory Management,

SUGGESTED READINGS:

1. David Jobber & Geoffery Lancaster: Selling and Sales Management, 7th Edition.
2. Patrick Forsyth: Sales Management, Latest Edition.
3. Eberhard E. Scheuing: Sales Management; Concepts, Practices and Cases, 2nd Edition.

MBA-769

**INTERNATIONAL MARKETING
(Elective)**

3(3-0)

LEARNING OBJECTIVES:

After studying this course, students will be able to:

1. Analyze the internal corporate structure and determine if the company is ready to enter the international markets.
2. Apply the appropriate environmental analytical methods to segment the global marketplace and prioritize their target countries to enter.
3. Decide on the most appropriate international marketing entry method for their international target markets.
4. Develop an optimal international marketing strategy that best meets their internal corporation.

COURSE CONTENTS:

Modes of entering foreign markets, Identifying potential customers, Types of international marketing firms, International marketing strategies, Globally integrated versus locally responsive web marketing strategies, Personal selling and sales management, Exporting and logistics, International implications of supra-national forces and real-time case studies regarding international and local organizations, Distribution and regulations, Adaptation vs. Standardization in product design and marketing, International advertising strategies, Global trends, Emerging markets, Free trade developments, Global pricing, Globalization of business, Cultural customs and traditions, Practical aspects of doing business internationally, Use of the internet, International supply chain management, International strategic analysis, Product classification, Transportation modes and methods, Insurance, Documentation, Import / Export regulations, Inco-terms, Export regulations, Negotiating international agreements, Product protection and product liability.

SUGGESTED READINGS:

1. Cateora, G. and Graham. 2009. International Marketing. 13th Edition, Richard D Irwin Publishers, USA.
2. Charles, H. 2010. Global Business Today. Mac-Graw Hill, New York.

3. Ghauri, P. N. and P. R. Cateora. 2005. International Marketing. Richard D Irwin Publishers, USA.
4. Gillespie K. and H. D. Hennessey. 2011. Global Marketing, 3rd Edition. Cengage Learning Inc., USA.
5. Masaaki, K. and K. Helsen. 2008. Global Marketing Management. 4th Edition, John Wiley and Sons, N.J., USA.

MBA-773

RETAIL MARKETING
(Elective)

3(3-0)

LEARNING OBJECTIVES

The goal of this course is to introduce students with the strategic perspective of retail marketing management and to study the dynamic and competitive nature of the retail industry. Upon completion of this course, students will be able to:

- Apply the principles, practices, and concepts used in retail marketing management.
- Describe the complex nature and environment of retail marketing management together with the buying and selling of goods, services, and ideas to the final consumer.
- Understand the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry.
- Understand the key elements in planning, managing, and executing the retail marketing mix as they relate to the product, price, distribution, and promotion.
- Identify the approaches to and guidelines used to analyse and solve retailers' problems and make decisions in retail organizations.

COURSE CONTENTS

Introduction to Retailing, Importance of Retailing, Retail Functions in Distribution, Levels of Distribution and Retailer, The Retailing Concept, Value and the Value Chain, Retailer-Customer Relationship, Ethics and Social Responsibility in Retailing. Strategic Planning in Retailing: Situation Analysis, Objectives, Identification of consumers, Overall strategy, Control, Feedback. Types of Retail Institutions by Ownership: Independent, Chain, Franchising, Leased Department, Vertical Marketing System, Consumer Co-operative, The Wheel of Retailing, Scrambled Merchandising, The Retail Life Cycle, Types of Retail Institutions by Strategy Mix, Non Traditional Retailing, Direct Marketing, Direct Selling, Electronic Retailing, Other Non-traditional Forms of Retailing, The Importance of Location to Retailer, Trade Area Analysis, The Size and Shape of Trade Areas, Characteristics of Trading, Location Evaluation, Importance of communicating with the Customer, Atmosphere of a Retail Store, Retail Promotional Strategy, Elements of Retail Promotional Mix, Planning a Retail Promotional Strategy, Pricing in Retailing, External Factors Effecting Retail Pricing, Integrating and Controlling the Retail Strategy

SUGGESTED READINGS:

1. Berman & Evans, "Retail Management", Pearson, 10th edition.
2. David Gilbert, "Retail Marketing Management", Pearson, 2nd edition.