

ABDUL WALI KHAN UNIVERSITY MARDAN



MBA (3.5) years Scheme of Study

Department of Management Sciences, AWKUM.

Contact No: 0937-9230621 | E-Mail Address: managementsciences@awkum.edu.pk

Designed By: Sami Ullah Jan

Prepared By: Fahad Sultan
Shehzad Khan

Proposed MBA Scheme of Study 3.5 years

Semester-I	Course Title	Cr.h	Semester-II	Course Title	Cr.Hrs
MBA-	Business Communication-I	3	MBA-	Advance Business Communication-II	3
MBA-102	Fundamental of Business	3	MBA-107	Human Recourse Management	3
MBA-103	Financial Accounting	3	MBA-108	Business Statistics	3
MBA-104	Principles of Management	3	MBA-109	Business Economics	3
MBA-105	Computer orientation and Packages	3	MBA-110	Principles of Marketing	3
Semester III	Course Title	Cr.hrs	Semester IV	Course-Title	Cr.hrs
MBA-115	Marketing Management	3	MBA-125	Financial Management	3
MBA-116	Strategic Management	3	MBA-126	Business Law	3
MBA-117	Cost Accounting	3	MBA-127	Consumer Behavior	3
MBA-118	Business Finance	3	MBA-128	Project Planning and Management	3
MBA-119	Organizational Theory And Behavior	3	MBA-129	Total Quality Management	3
Semester-V	Course Title	Cr. hrs	semester VI	Course-Title	Cr. hrs
MBA-135	Business Research Methods--	3	MBA-145	Financial Institution and Markets	3
MBA-136	Managerial Economics	3	MBA-146	SME and Entrepreneurship	3
MBA-137	International Business And WTO	3	MBA-147	E-commerce	3
MBA-	Elective – I	3	MBA-	Elective II	3
MBA-	Elective – II	3	MBA-	Elective – IV	3
Semester-VII	Course Title	Cr. Hrs			
MBA-151	Corporate Governance	3			
MBA-	Elective – V	3			
MBA-	Elective – VI	3			
MBA-	Comprehensive Research Thesis	6			

Total Cr. Hrs: 99+6* =105

MBA ELECTIVE COURSES

Note: Elective courses will be offered from the field of specializations given below:

Specializations

Accounting & Finance

S/No.	Code No.	Course Title	Credit Hours
1	MBA-471	Corporate Finance	3
2	MBA-472	Investment and Portfolio Management	3
3	MBA-473	Islamic Banking & Finance	3
4	MBA-474	Auditing	3
5	MBA-475	Advance Accounting	3
6	MBA-476	Financial Risk Management	3
7	MBA-477	Treasury Management	3
8	MBA-478	International Financial Management	3
9	MBA-479	Credit Management	3
10	MBA-480	Banks Management	3
11	MBA-481	Advance Cost Accounting	3
12	MBA-482	Insurance Management	3
13	MBA-483	Management of Micro Finance	3
14	MBA-484	Financial Statement Analysis	3
15	MBA-485	Taxation Management	3
16	MBA-486	Accounting Information System	3
17	MBA-487	Consumer Banking	3
18	MBA-488	Banking Law and Practices	3

Human Resource Management

S/No.	Course No.	Course Title	Credit Hours
1	MBA-521	Training and Development	3
2	MBA-522	Compensation Management	3
3	MBA-523	Recruitment and Selection	3
4	MBA-524	Rural & Urban Dynamics	3
5	MBA-525	Employees Discipline	3
6	MBA-526	Performance Management	3
7	MBA-527	International HRM	3
8	MBA-528	H.R Development	3
9	MBA-529	Strategic HR Management	3
10	MBA-530	Organizational Dynamics	3
11	MBA-531	Leadership and Team Management	3
12	MBA-532	Labor Law in Pakistan	3
13	MBA-533	Industrial Relations	3

Marketing

S/No.	Course No.	Course Title	Credit
1	MBA-571	Sales Management	3
2	MBA-572	Brand Management	3
3	MBA-573	International Marketing	3
4	MBA-574	Marketing Research	3
5	MBA-575	Procurement Management	3
6	MBA-576	E-Marketing	3
7	MBA-577	Retail/ Retailing Management	3
8	MBA-578	Agriculture Marketing	3
9	MBA-579	Advertising and Promotion Strategy	3
10	MBA-580	Social Marketing	3
11	MBA-581	Supply Chain Management	3
12	MBA-582	Marketing of Service	3
13	MBA-583	Export Marketing	3
14	MBA-584	Industrial Marketing	3

MBA

Semester

I



ABDUL WALI KHAN UNIVERSITY MARDAN

Department of Management Sciences

Programme	:	MBA
Course Name	:	Business Communication
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

- The art of listening
- The importance of listening
- Improving listening efficiency
- Effect of listening on other communication skills
- Listening & Job Success
- Practice
- Interviewing: What is interview?, Physical and mental preparation, Knowing your abilities, Getting information about company, Body language, What to do during interview, Kinds of interview, Follow up communication
- Application Packages: Resume writing, Chronological resumes, Skills resumes.
- Preparing different resume for different jobs, What do your employer wants to Know about you, Covering letter, What should be there in covering letter?, Ready to respond every question.

- Meeting & Conference Participation: Qualities of effective speaking, Creating favorable impression, Enunciation, pronunciation
- Planning & Writing: Business letter format & letter styled, Arrangement styles of letters, Punctuation styles for business letters, A final word
- The Psychology of Effective Communication: Principles of Communication Psychology.
- What do we know about Human Behavior, Non-verbal communication, Promoting Goodwill, Stimulating desired reaction?

RECOMMENDED BOOKS

1. Beverly D. Philips: "Business Communication Today"
2. Himstreet & Batty: "Business Communication"
3. Kitty O.Locker: "Business & Administrative communication" Stewart, Zimber & Clark: Business English & Communication



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	FUNDAMENTALS OF BUSINESS
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

Motives and Functions of a Business:

Definition of Business
The Goal of Business
Recourses Used to Produce Products or Services
Key Stakeholders in a Business
The Business Environment
Key Types of Business Decisions

Selecting a Form of Business Ownership:

Sole Proprietorship
Partnership
Corporation
How Ownership Can Affect Return and Risk
Obtaining Ownership of an Existing Business

Entrepreneurship and Business Planning:

Creating a New Business
Assessing Market Conditions
Developing a Competitive Advantages
Developing a Business Plan
Risk Management by Entrepreneurs

Managing Effectively:

Levels of Management
Function of Managers
Managerial Skills
How Managers Manage Time

Organizational Structure:

Purpose and Types of Organizational Structure
Accountability in an Organizational Structure
Distributing Authority among the Job Positions
Structures That Allow More Employee Input

Hiring, Training, and Evaluating Employees:

Human Resource Planning
Providing Equal Opportunity
Compensation Packages That Firms offer
Developing Skills of Employees
Evaluation of Employee Performance

Marketing a Product:

Background on Products
Identifying a Target Market
Creating New Products
Product Differentiating
Pricing Strategies
Channels of Distribution
Promotion and Advertising

Financing:

Methods of Financing
Methods of Equity Financing
How Firms Issue Securities
Others Methods of Obtaining Funds
Deciding the Capital Structure
Remedies for Debt Problems

Business Ethics and social Responsibility:

Responsibility to Customers
Responsibility Employees
Responsibility to Stockholders
Responsibility to Creditors
Responsibility to the Environment
Responsibility to Community

Reference Books:

Jeff Madura, Fundamentals of Business, CENEGAGE Learning, 2009.
M.Saeed Nasir, Introduction to Business, 2010



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	Financial Accounting
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

Introduction:

- Purpose and Nature of Accounting,
- Various areas of Accounting
- Forms of Business enterprises,
- Accounting Information users,
- GAAP, Accounting Systems. Accounting Terminology

Recording Business Transactions:

- Types of Accounts.
- Debit & Credit Rules.
- Journal, Ledger, Trial Balance and Financial Statements.
- Accounting equation.

Partnership Accounts:

Introduction,
Formation, Admission & Liquidation,
Division of Income,

Corporation Accounting:

Introduction,
Formation of Corporation,
Types of Capital
Types of Shares/Stock & Debentures/Bond,
Accounting process for issue of shares and Debentures,
Preparation of Corporation's Balance Sheet,

Statement of Cash Flow:

Introduction & Purpose,
Classification of Cash Flow,
Preparation of Cash Flow Statement

Plant Assets & Depreciation:

Categories of Plant Assets.
Depreciation Methods
MACRS Methods.
Amortization & Depletion Methods

Inventories:

Introduction, Types of Inventories.
Inventory costing Methods
LIFO, FIFO, AVERAGE.

RECOMMENDED BOOKS

1. Michael J.E.Brvcce J.WalkerWilliam J.Stanton "PRINCIPLES OF MARKETING"
McGraw Hill (11th Edition 1997)
2. K.Philip and Gray Arms,"The Principles of Marketing"
3. Thomas C. Kinnear, Kenneth L-BernHardt, "PRINCIPLES OF MARKETING"
Kathleem A.Krentler, Honper Collin College Publishers (4th Edition)



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	Principles of Management
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

An Overview of Management

- Definitions of Management
- Characteristics of Management
- Different between Management and Administration

Functions of Management

- Functions a brief Treatment
- Planning, Organizing, Staffing
- Directing, Controlling, Coordination

Principles of Management

- Taylor's Principles
- Fayol's Principles
- General Principles

Importance and Scope of Management

Importance of Management
Scope of Management

Nature of Management

Management as an art
Management as a Science
Management as a Profession

Planning

Definition, Nature and Characteristics
Importance of Planning
Limitations of Planning
Essentials of a good Plan
Steps in Planning Process
Types of Planning

Decision Making

Meaning and Elements of Decision Making
Importance and Process of Decision Making
Salient Features of a good or an Effective Decision
An Effective Decision Making

Organizing

Nature and Importance of Organization
Steps in the Process of Organization
Formal and Informal Organization
Principles of Organization

Communication

Definition of Communication
Process of Communication
Importance of Communication
Types of Communication
Barriers to Communication
Over Coming the Barriers
Characteristics of a good Communication System

Staffing

Definition of Staffing, Sources of Recruitment
Steps in Selection Process
Orientation or Induction
Training and Education
Types and Methods of Training

Directing / Direction

Definition, Nature and Importance
Principles & Techniques

Leadership

Definition
Traits / Qualities of a Successful Leader
Leadership Styles, Function of Leader Ship

Motivation

Meaning and Importance
Financial and Non Financial Incentives
Theory X and Theory Y
Maslow's Need Priority Model

Controlling

Definition of Controlling
Characteristics of Controlling
Objectives of Controlling
Steps in the Process of Controlling
Essentials of an Effective Control System

RECOMMENDED BOOKS

1. Terry, Prentice Hall USA "Principles and Practice of Management" (1998 Edition)
2. P.F. Duck Ker, Macmillan, London, "Practice of Management"(1997 Edition)
3. Prof. Fazli Wahid IBMS/CS Agricultural University Peshawar "Fundamentals of Management"(2004 Edition)



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	Computer Orientation and Packages
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

INTRODUCION

Computer (Definition)
Characteristic of Computer
Function of Computer

BRIEF HISTORY

Computer Generations
Types of Computer
Classification of Computers

HARDWARE

Parts of Computers

The System Unit

SOFTWARE

Types of Software

OPERATING SYSTEM

Programming Languages

DATABASE MANAGEMENT SYSTEM (DBMS)

Introduction to DBMS

Types of DBMS

INTERNET & WORLD WIDE WEB

Uses and Feature of Internet

Creating Dialup Connection for Internet

Web Browsing

E-COMMERCE

Introduction of E-Commerce

Types of E-Commerce

Benefits of E-Commerce

ON-LINE BANKING / ON-LINE SHOPPING

Features

Tips & Techniques

NETWORK & DATA COMMUNICATION

Benefits / Uses of Network

Types of Network

INTRODUCTION TO WINDOWS

Desktop
Icons
Start Menu
Programs
Settings
Control Panel
Display
Date & Time
Keyboard / Mouse
Shutdown

Introduction to Ms-Office

Ms-Word

Introduction to Ms-Excel

Introduction to Ms-Power Point

RECOMMENDE BOOKS

1. Peter Norton”Introduction to Computer”.
2. Gini Courte Anneth Marquis“Mastering Microsoft Office 2000”(Professional Edition)
3. P.K. Sinha_“Computer Fundamentals Concepts, Systems & Applications”
4. *Asiya Sultan & Amena Nudrat.*“Fundamentals Concepts of Computer System”

MBA

Semester

II



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	Advance Business Communication
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

- Communication theory, principles and skills
- Perception and self concept
- Emotional intelligence, self, and self-awareness
- Language and communication

- Communication and environment
- Culture and communication
- Negotiation and conflict management
- Ethics and communication
- Leadership communication
- Conflict management
- Knowledge management and decision making
- Organizational change and communication

RECOMMENED BOOKS

- Dwyer, J. (2009). Communication in business: strategies and skills (4th ed.). Frenchs Forest, NSW, : Pearson Education



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	Human Resource Management
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

THE HUMAN RESOURCE FRAMEWORKS

- Introduction to Human Resource Management
- Objectives of Human Resource Management
- Human Resource Management Activities
- External Organizational Challenges to Human Resource Management
- Internal Organizational Challenges to Human Resource Management

HUMAN RESOURCE PLANNING

- Need for Human Resource Planning
- Factors Shaping Organization Demand for Human Resources
- Forecasting Techniques for Human Resource
- Career Planning Defined, Advantages of Career Planning
- Major Actions Aiding Career Development

RECRUITMENT & SELECTION

- Definition of Recruitment
- Recruitment Process
- Constraints and Challenges of Recruitment Process
- Recruitment Channel
- Selection Defined
- Selection Process

EQUAL EMPLOYMENT OPPORTUNITY

- HRM in Global Environment
- Current Issues

PERFORMANCE APPRAISAL

- Introduction to Performance Appraisal
- Uses of Performance Appraisal
- Elements of Performance Appraisal Systems
- Appraisal Methods

TRAINING AND DEVELOPMENT

- Difference between Training and Development
- Steps to Training and Development

INTERACTIVE CONFLICTS AND NEGOTIATION SKILLS

- Individual Conflicts
- Interpersonal Conflicts
- Inter Group Behavior and Conflicts
- Organizational Conflicts
- Negotiation Skills
- Traditional Negotiation Skills
- Newly Emerging Skills

HEALTH & SAFETY AT WORK PLACE

- Introduction
- Important of Health & Safety at Work
- Health & Safety Policies & Implementation
- Changing attitude to Health & Safety

COMPENSATION AND BENEFITS

Objectives of Compensation Management
Challenges affecting Compensation

MOTIVATION & REWARD SYSTEM

Concept of motivation
Reward system
Motivation techniques
Employees Disciplines

COLLECTIVE BARGAINING & INTERNAL EMPLOYEE RELATIONS

The Collective Bargaining Process
Bargaining Issues
A Global Perspective of IER

RECOMMENDED BOOKS

1. William B. Werther & Keith Davis “Human Resource & Personnel” McGraw Hill.
2. Bernardin & Russell, McGraw Hill.(Latest Edition)
- 3.Fred Luthans.Organizational Behavior McGraw Hill,(Latest Edition)
4. Organizational Behavior, Robert Kreitner & Angelokinicki , Latest Edition, IR



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	Business Statistics
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

Function & Linear Programming

Introduction
Function, Linear Function
Linear Cost, Revenue & Profit Function
Graphical Method for Linear Programming, Maximization & Minimization Aspect

Differential & Integral Calculus

The instantaneous Rate of Change Rules of Differentiation Relative Maxima & Minima
Test of Determination of Maximum & Minimum
The Indefinite & Definite Integral
Methods of Integration
Applications in Business

What is Statistics?

- Introduction to Statistics
- Key Statistical Concept
- Observation and Variables
- Practical Application
- How managers use Statistics

Collection and Presentation of data

- Types of Data
- Collection of Primary and Secondary Data
- Presentation of Data
- Frequency Distribution
- Stem and Leaf Diagram
- Graphical Techniques for Quantitative data
- Scatter diagrams, Pie Charts, Bar Charts and Line Charts

Numerical Descriptive Measures

- Introduction
- Measures of Central Location(Arithmetic Mean, Median & Mode)
- Measures of Variability(Rang, Mean Deviation & Standard Deviation)
- Interpreting the Standard Deviation and Coefficient of Variation
- Measures of Moments & Skewness

Index Numbers

- Simple and Composite Index Numbers
- Main Steps in the Construction of Index Numbers of whole sale Prices
- Fixed Base Method and Chain Base Method
- Weighted and Unweighted Index Numbers
- Quantity Index Numbers
- Test for Index Numbers Formulae

Probability

- Introduction
- Counting Techniques(Product Rule, Permutation & Combination)
- Assigning Probabilities to events
- Conditional Probability
- Rules of Probability
- Independent and Dependent Events

Random Variables, Expectation and Probability Distributions

Introduction

Distribution Function

Discrete and Continuous Random Variables and its Density Functions

Expected Value & Monetary Value

Decision Criterion utility & Expected Utility

Binomial and Poisson probability Distributions

Normal Probability Distribution

Simple Regression and Correlation

Simple Regression

Deterministic and Probabilistic Models

Simple Linear Regression Model

Standard Deviation of Regression Estimate

Correlation

Pearson Product Moment Correlation Coefficient

Recommended Books

1. Sher Muhammad Chaudhry "Introduction to Statistical Theory Part-I & II"
2. Richard I. Levin and David S. Rubin, Prentice-Hall International, Inc
"Statistics for Management".
3. Shamim Khan, Research and Development Center Peshawar "Introduction to Business Statistics
(2004 Edition).
4. EARLK. BOWN AND MARTIN STARR "Basic Statistics for Business and Economics"
5. Ronald e Walpole. "Introduction to Statistics" (3rd Edition)



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	BUSINESS ECONOMICS
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

Introduction

- Basic Concepts of Economics
- Definition of Economics
- Scarcity and Efficiency
- Factors of Production
- Types of Economies
- Production Possibility Frontier

Basic Elements of Supply and Demand

- Definition of Demand
- Law of Demand, Individual and Market Demand
- Assumptions, Limitations, Shifts in Demand Curve
- Change in Quantity Demanded
- Change in Demand, Determinants of Demand
- Elasticity of Demand

Supply

- Definition of Supply
- Law of Supply
- Assumptions, Limitation, Shifts in Supply curve
- Change in Quantity Supplied
- Change in Supply
- Determinants of Supply
- Market Equilibrium
- The Effects of Demand Shift on Equilibrium
- The Effect of Supply shifts on Equilibrium

Demand and Consumer Behavior

- Introduction
- Utility
- Law of Diminishing Marginal Utility
- Law of Equal and Marginal Utility
- Indifference Curve and its Properties
- Budget constraint
- Income And Substitution Effects of a consumer

Analysis of Cost

- Introduction, Total cost, Fixed Cost
- Variable Cost, Marginal Cost, Average Cost
- Average Fixed and Variable Cost

Perfect Market and Monopolistic competition

- Perfect market, its assumptions and Equilibrium
- Monopoly
- Conditions of Monopoly
- Long Run and Short Run Analysis
- Monopolistic Competition
- Oligopoly Markets
- Duopoly Markets
- Conditions of Oligopoly Markets and Duopoly Markets
- Long Run and Short Run Analysis

National Income Accounting

The Economy's Income and Expenditure
Measuring Gross Domestic Product (GDP)
The components of GDP
Real Versus nominal GDP
Keynesians Three Sector Macroeconomic Model

Definition of Money

Barter System and its difficulties.
Functions of Money
Quantity Theory of Money
Keynesian Theory of Money

Inflation and Unemployment

Definition
Measure of Inflation
Types of Inflation
Demand Pull Inflation.
Cost Push Inflation.
Identifying Unemployment
Theory of Efficiency wages

Monetary and Fiscal Policy

Definition
Objectives of Monetary and Fiscal Policy
Tools of Monetary and Fiscal Policy

RECOMMENDED BOOKS:

1. Samuelson Pual A. and Nordhaus W.D. "Economics" McGraw Hill, (Latest Edition).
2. Ian Fraser, John Gionea and Simon Fraser "Economics for Business" The McGraw Hill Companies Inc. (Second Edition).
3. Jhingan "Macroeconomic Theory" Konark Publishers PVT LTD, (10th Revised and Enlarged Edition)
4. Philip Hardwick, Bahadur Khan and John Langmead "An Introduction to Modern Economics" Longman Group Limited Singapore Publisher



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	Principles of Marketing
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

Understanding Marketing and Marketing Process

- What is marketing?
- Marketplace and customer's needs
- Basic functions of marketing
- Importance of marketing

Marketing Strategy: Building strong customers relationship

- Defining marketing role
- Marketing strategy and marketing Mix
- Managing the marketing efforts

Consumer Buying Behavior.

What influence consumers behavior
Types of buying decision behavior
The buying decision process
The buying decision process for new products

Business markets and Business Buyers' Behavior

Business markets
Business buying behavior
Stages in business buying process
Institutional and government markets

Market Segmentation, Targeting and positioning for competitive advantage

Market Segmentation
Market Targeting
Differentiation and positioning

Product and Services Marketing Strategies.

What is product and service
Level of product and services
Product and services classification
Product and services decision
Services marketing

New Product Development and Product Life Cycle Strategies.

New product development strategies
New product development process
Product life cycle strategies

Developing pricing Strategies

What is price?, Setting price, Price adjustment strategies
New-product pricing strategies, Price changes

Marketing channels and Supply Chain Management.

Nature and importance of marketing channels
Various marketing channels
Channel design decision
Channel management decision

Retailing and Wholesaling

- Types of retailers
- Retailers marketing decision
- The future of retailing
- Types of wholesaling
- Wholesalers marketing decision
- Trends in wholesaling

Integrated Marketing Communication.

- The marketing communication mix
- A view of communication process
- Steps in developing effective communication
- Socially responsible marketing communication

Advertising and Public Relations.

- Setting advertising objectives
- Types of advertising
- The advertising decision process
- The role and impact of public relation
- Major public relation tools

RECOMMENDED BOOKS

1. Michael J. E. Bruce, J. Walker, William J. Stanton "PRINCIPLES OF MARKETING"
McGraw Hill (11th Edition 1997)
2. K. Philip and Gray Arms, "The Principles of Marketing"
3. Thomas C. Kinnear, Kenneth L-Bernhardt, "PRINCIPLES OF MARKETING"
Kathleem A. Krentler, Honper Collin College Publishers (4th Edition)

MBA
Semester
III



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	MARKETING MANAGEMENT
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

Understanding marketing management

- What is marketing management?
- Functions of marketing management
- Scope of marketing management
- Evolution of marketing management
- Develop culture value and relationships through marketing.
- Customer perceived value, monitoring satisfaction.

Linking marketing and corporate strategies

- Developing marketing strategies and plans
- The value delivery process
- The value chain process
- Core competencies
- Central role of strategic planning
- Define corporate or business mission
- Establishing strategic business units/ SWOT analysis
- Marketing innovation.

Scanning the marketing environment

- Analyzing the macro environment
- Needs and trends
- Identifying the major forces
- Demographic environment
- Social-culture environment
- Economic environment
- Natural environment
- Technological
- Political-legal
- Influence of these forces over marketing decisions.

Consumer behavior

- What influence consumer behavior
- Cultural factors
- Social factors
- Personal factors
- Psychological factors

Organizational markets

- Business markets v/s consumer markets
- Market structure and demand
- Institutional markets
- Government markets

Buying Behavior

- What is organizational buying?
- Buying situations
- System buying & selling
- Stages in buying process
- Buying centre
- The purchasing process

Turning marketing information in action

- Definition
- Gathering information
- Marketing database system
- Marketing intelligence
- Marketing research process
- Steps involve in marketing research

Identifying market segments& targets

- Levels of market segmentation
- Segment marketing
- Niche marketing
- Local marketing
- Bases for segmenting consumer markets
- 1)geographic
- 2)demographic
- 3)psychographic
- 4)behavioral
- Market targeting
- Effective segmentation criteria
- Evaluating & selecting the market segments
- Additional considerations

Developing new products

- New product options
- Make or buy
- Types of new product
- Challenges in new product development
- The innovation imperative
- New product success
- New product failure
- Organizational arrangements.
- Budgeting for new product development
- Organizing new product development

Managing products and brands

- Concept development and testing
- Marketing strategy development
- Product development
- Market testing
- Commercialization
- The consumer adoption process
- Stages
- Factors influencing the adoption process

Designing and managing marketing channels

- The importance of channels
- Channel development
- Developing distribution channels
- Roles of marketing channels
- Channel management decisions
- Channel integration and system

Wholesaling & Retailing

- Trends in wholesaling
- Types of retailers
- The retail environment
- Marketing decisions

Integrated marketing communication and direct marketing

- The role of marketing communications
- Marketing communication, brand equity and sales.
- The communication process model
- Select the communication channels
- Deciding on the market communication mix

Advertising, sales promotion and public relations

- Developing and managing advertising program
- Setting objectives
- Deciding the advertising budget
- Deciding media and measuring effectiveness
- Sales promotion
- Objectives
- Major decisions
- Public relations
- Marketing public relations
- Major decisions in marketing public relations

Personal selling and sales management

- Principles of personal selling
- The six steps
- Sales force structure
- Sales force size
- Managing sales force
- Recruiting and selecting representivities
- Training and supervising
- Monitoring
- Evaluating

Building the price foundation

Arriving the price foundation

Setting the price

Step:1 selecting the price objective

Step:2 determining demand

Step:3 estimating costs

Step:4 analyzing competitors

Step:5 selection pricing model

Step:6 selecting final price

Adopting price

Recommended Books

1. Philip Kotler Kevin lane kler,Araham Koshey, (13th Edition)
2. Mc-Graw Hill,Co,(11th Edition)
3. Peter R Dickson “Marketing management”(2nd edition).
4. McColl-Kennedy&Kiel,”Marketing a strategic approach”



ABDUL WALI KHAN UNIVERSITY MARDAN

Department of Management Sciences

Programme	:	MBA
Course Name	:	STRATEGIC MANAGEMENT
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

Introduction to Strategic Management

- Nature and importance of strategic management and strategy
- Attributes of strategic management
- Evolution of strategic management
- Strategic management process
- Development the vision and mission
- Characteristics of strategic decisions
- Strategy hierarchy
- Strategy triggering events
- Organization objectives and strategic choices

Strategic management in different contexts

- Small businesses
- Global Companies
- Manufacturing and service organizations
- Innovatory organizations
- Public-sector organizations
- Voluntary and non-for-profit organizations

Challenges of strategic management

- Strategic environments
- The strategic importance of understanding the environment
- The general environment
- The macro-environment analysis
- PESTEL framework
- Structural drives of change
- Impact of environmental influences Scenarios

The competitive environment

- Industries and sectors analysis
- Sources of competition
- The dynamics of competition and hyper-competition
- Strategic groups

Organizational fields Markets

- Market segmentation
- Understanding what customers value
- Value chain analysis
- SWOT analysis
- Identifying and analyzing strategic gap
- Resource based view of the firm

Strategic Resources and Capabilities Analysis

- The roots of strategic capabilities
- Importance of knowledge in developing strategic capabilities
- Human and social capital
- Use of technology to leverage human capital and knowledge
- Critical success factors
- Available resources
- Threshold resources
- Unique resources

Competencies and core Competencies Delivering value for money

- Sources of cost efficiency
- Product features
- Performing better than competitors
- Historical comparison

- Industry norms/standards
- Benchmarking
- Robustness
- Rarity
- Complexity
- Causal ambiguity
- Culture
- Knowledge creation and integration

Strategy Development The strategy lenses

- Strategy as design
- Strategy as experience
- Strategy as ideas

Strategy development process

- Strategic planning systems
- Strategic leadership
- Organizational politics
- Logical instrumentalism
- Imposed Strategy
- Multiple processes of strategy development

Directions for strategy development

- Protect and build on current position
- Product development
- Market development
- Diversification

Methods of strategy development

- Internal development
- Mergers and acquisitions
- Joint developments and strategic alliances

Challenges and implications for strategy development

- Intended and realized strategies
- Strategic drift
- Uncertain and complex conditions

Corporate Level StrategyTypes of corporate strategy

- Growth through related diversification
- Leverage competencies
- Sharing resources and activities
- Vertical integration

Growth through unrelated diversification

Financial synergies and corporate parenting

- Portfolio management
- The restructure
- The synergy manger
- The parental developer

Means to achieve diversification

- Mergers and acquisitions
- Strategic alliances and joint venture
- Internal development

Managing corporate portfolio

- The growth share matrix (or BCG box)
- Balance in public sector portfolio
- The directional policy matrix
- The parenting matrix
- Trends in portfolio management

Managerial motives to diversify International strategy

- Understanding global economy
- Factor affecting a country's competitiveness
- Motivations of international expansion
- Risk of international expansion
- Achieving competitive advantage in global markets
- Entry modes of international expansion

Business Level Strategy and Functional Strategy

- Types of business strategy
- Forces influencing business strategy
- Bases of competitive advantage
- Price base strategies
- Differentiation strategies
- Hybrid strategy
- Focus strategies

Sustaining competitive advantage

- Strategic implications of industry life cycle
- Competition and collaboration
- Game theory
- Simultaneous game
- Sequential game
- Repeated game
- Changing the rules of the game

Competitive advantage in hyper-competitive conditions

Digital business strategy

- Role of technology in business competition
- Impact of digital based capabilities on competitive forces
- Uses of internet to add value and achieve unique advantage
- Use of internet-enabled business models
- How digital strategies can improve competitive position
- Pitfalls associated with using the internet and digital technologies

Creating Effective Organizational Structure

Importance of organizational structure in implementing strategies

- Patterns of growth of large companies
- Elements of organizational structure
- Work specialization
- Departmentalization
- Chain of command
- Span of control, Centralization-decentralization
- Formalization

Factors affecting organization structure

- Strategy
- Size
- Technology
- Environmental uncertainty

Structural types Traditional

- Simple
- Functional
- Divisional
- Contemporary
- Team-based
- Matrix
- Project-based
- Boundary less; Virtual, Network and Modular

Creating Ambidextrous Organizations

Challenges in Organizational design

- Keeping employees connected
- Building a learning organization
- Global structural issues

Strategy Implementation

Managing people

- People as a resource
- People as a culture and political context
- Organizing people
- Competitive advantage through people

Managing information

- Information and strategic capability
- Information and changing business models
- Information and structuring

Managing finance

- Managing for value
- Funding strategic development
- Financial expectations of stakeholder

Managing technology

- Technology and competitive situation
- The diffusion of innovation
- Technology and strategic capability
- Organizing technology development
- Integrating resources

Strategy Evaluation and Managing Strategic Change

- Measures of corporate performance
- Strategic information systems
- Strategic evaluation process
- Strategic evaluation criteria
- Suitability
- Acceptability
- Feasibility

Strategic evaluation methods

Strategic control

- Managing strategic change
- Types of strategic change
- Level of change
- Forces of Change
- Diagnosing the change situation
- Lever for managing strategic change
- Change Process

RCOMENEDED BOOKS

1. David,R.F. “Strategic Management”(8th ED).
2. Dess,G.G., Lumpkin, G.T and Eisner, A.B. (2007) Strategic Management Text and Cases,(3rd ED).
3. Johnson,G,Scholes, K.and Whittington,Richard(2006) Exploring corporate strategy, (7th ED).



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	COST ACCOUNTING
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

Introduction

- The Nature and Concept of Cost Accounting
- Classification of Cost and Financial Forecasting
- Product Cost Accumulation System
- Absorption Costing, Master Budget

Job Order Costing System

- Cost Accumulation Procedure
- Job Order Cost Accumulation Procedure
- Cost Accounting Procedure for Material

Cost Accounting Procedure for Labour

- Cost Accounting procedure for (F.O.H)
- Job order Cost Sheet

Process Costing

- Characteristics of Process Costing
- Procedure of Process Costing
- Cost of Production Report
- Equivalent Production
- Unit Cost for Material, Labour and F.O.H
- Normal Loss of Unit
- Abnormal Loss of Unit
- Procedure for the Material
- Procedure for Labour and F.O.H

By Product and Joint Product Costing

- Difficulties in Costing by Product and Joint Product
- Nature of By Product
- Methods of by Products and Joint Products
- Characteristics of Joint Products

Controlling and Costing Material

- Procedure for Material Procurement and Use
- Material Costing Method
- FIFO Method
- LIFO, Average Methods
- Perpetual Inventory System
- Physical Inventory System

Costing and Controlling of Factory overhead

- Concept of Departmentalization
- Direct Departmental Expenses
- Indirect Departmental Expenses
- Establishing Departmental overheads
- Controlling and Costing for Labour
- Basis for Labour Cost Control
- Productivity Measurement
- Efficiency measurement

Labour Performance report

- Organization for labour cost control
- Procedure for Labour Costing
- Incentive wage plan types
- Requirement of wage plan
- Purpose of wage plan

Standard Costing

Objectives of standard costing
Budgets and standard
Material, labour, F.O.H. cost standard
Analysis of variance

Direct Costing

Definition of direct costing
Facts of direct costing
Internal uses of direct costing
External uses of direct costing

Break Even Analysis and Cost Volume Profit Analysis

The Nature of Break Even Analysis
Determining Break Even Point
Break Even analysis for Decision Making
Effects of changes and fixed Cost
Effects of changes sales

Inventory Management

Need for Inventory,
Objectives of Inventory Management
Financial Objectives

Operating Objective

Different Levels of Inventory
Ordering Point, Minimum Level, Maximum Level
Average Stock Level, Danger Level, Economic Order Quantity
Factors Influencing the Different Levels of Inventory

RECOMMENDED BOOKS

1. Hrngrn Usry, Hilton "Cost Accounting"
2. Ralphs. Polimeni, Frnk J. Favozz and Arthur H. Adelberg. "Cost Accounting"



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	BUSINESS FINANCE
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

INTRODUCTION

- The concepts of Business and Finance
- An overview of Financial Management
- The Financial System and environment
- An overview of Financial Markets
- Interest Rates and its determinants
- An overview of Financial Statements

THE TIME VALUE OF MONEY

- Concepts of the Time Value of Money
- Relationship to the Capital Outlay Decision

Future Value of a Single Cash Flow

Future Value of an Annuity

Present Value of a Single Cash Flow

Present Value of an Annuity

MODE OF FINANCING

Short term Financing

Term Financing

Long Term Financing

Financial planning / forecasting

Need for Financial Planning

Steps in Financial Planning

Limitations of Financial Planning

RISK AND RETURN

The concept of Risk

Risk Aversion

The Risk - Return relationship

The Types of Risks Firms Encounter

WORKING CAPITAL MANAGEMENT

Overall Consideration of Working Capital

Characteristics of Current Assets

FACTORS INFLUENCING WORKING CAPITAL REQUIREMENTS

Nature of Business

Seasonality of Operations

Production Policy

Supply Conditions

Market Conditions

Working Capital Policy

Operating Cycle Analysis :

CASH MANAGEMENT

Cash in Narrow and Broad Sense

Motives for Holding Cash

Monitoring Cash Collections and Disbursements

Cash Management Strategies

Lock - Box System and Concentration Banking System

TERM LOANS AND LEASES

Term loans, provisions of loan agreements
Equipment financing, lease financing
Evaluating lease financing in relation to debt financing
Accounting treatment of leases.

RECOMMENDED BOOKS

1. T.J. Gahagher And J.D. Andrew, Jr, "Financial Management" McGraw Hill (1997)
2. A. Hirt, Richard D. Irwin, Inc. Stanley B. Block, "Foundation of Financial Management Geoffrey" (1997).
3. Eugene F. Brigham, "Fundamental of Financial Management" (Seventh Edition).
4. James C. Vanhorne "Fundamental of Financial Management"
5. Ramesh Rao, "Fundamental of Financial Management".



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	ORGANIZATION THEORY AND BEHAVIOR
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

INTRODUCTION TO ORGANIZATION BEHAVIOR

- The Challenges to the Modern Management
- Undergoing a Paradigm Shift
- The new Perspective of Management
- Theoretical Framework of OB
- Organizational Behavior Model

REVIEW OF PERCEPTION PROCESS

- The Nature and Impact of Perception
- Sensation versus Perception
- Sub Processes of Perception
- Perceptual Selectivity
- External Attention Factors
- Internal set Factors

PERCEPTUAL ORGANIZATION

- Impression Management
- The Process of Impression Management
- Employee Impression Management, Strategies

PERSONALITY AND ATTITUDES

- The Development of Personality and Socialization
- The Nature and Dimensions of Attitudes
- Components of Attitudes
- Antecedents of Work-Related Attitudes
- Functions of Attitudes, Changing Attitudes

JOB SATISFACTION

- Organizational Commitment
- Meaning and the Outcomes of Organizational Commitment

MOTIVATION NEEDS & PROCESSES

- The Meaning of Motivation
- Primary Motives
- Secondary Motives
- General Motives
- Content Theories of Motivation
- Maslow's Need Hierarchy Theory
- Herzberg's Two Factors Theory
- Adlerfer's ERG Theory

LEARNING PROCESS

- The Theoretical Processes of Learning
- Behaviorist Theories
- Social Learning Theories
- Principles of Learning, Punishment and Reinforcement

POWER AND POLITICS

- The Meaning of Power
- Classification of Power
- Political implications of Power

CHANGE MANAGEMENT

Introduction
What do you mean by Change?
Change Models
Guidelines for Change Management

STRESS

The Meaning of Stress
Causes of Stress, Extra Organizational Stressors
Organizational Stressors
Group Stressors
Individual Stressors

GROUPS AND TEAMS

The nature of groups
Teams in the work place

THE GREAT LEADERS /LEADERSHIP

Leadership in the Environment
Leadership Styles

RECOMMENDED BOOKS:-

1. Organizational Behavior Fred Luthans, McGraw Hill Publishers, (8th Edition IrwinLatest Edition).
2. Robert Kriether, and Annlgelo Kinick, , Irwin McGraw Hill Publisher,“Organizational Bheavior”

MBA
Semester
IV



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	FINANCIAL MANAGEMENT
Course Code	:	
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

The Role of Financial Management

Introduction, What is Financial Management?
The Goal of the Firm
Organization of the Financial Management Function
The Tax Environment, The Financial Environment
Ten Principles of Financial Management

Financial Statement, Taxes, and Free Cash flow

The Balance Sheet
The Income statement
Free Cash Flow

The Time Value of Money (an Overview)

The Interest Rate, Simple Interest, Compound Interest
Compounding More Than Once a Year
Amortizing a Loan

Financial Statement Analysis

Standardized Financial Statement
Ratio analysis
The Du Pont identity
Internal and Sustainable Growth

Capital Budgeting

The Basics of Capital Budgeting
The Concept of Capital Budgeting
The Pay Back Method and Discount Pay back |Period
The Net Present Value Method
Profitability Index
The Internal Rate of Return Method
Modified Internal Rate of Return

Cost of Capital

The Cost of Capital: some Preliminaries
The Cost of Equity
The Cost of Debt and Preferred Stock
The Weighted Average Cost of Capital

The Valuation of Long Term Securities

Distinctions Among Valuation Concepts
Bond Valuation, Bonds With a Finite Maturity
Different types of Bonds
Bond Rating, Bond Market
Preferred Stock Valuation, Common Stock Valuation
Stock Market
Rates of Return (or Yields)

Risk and Return

Expected Returns and Variance
Portfolio Weights and Variance
Risk: systematic and unsystematic
Diversification and Portfolio Risk
Systematic Risk and Beta
The Security Market Line

Dividends and Dividend Policy

Cash Dividends and Dividend Policy

Does Dividend Policy Matter?

Establishing a Dividend Policy

Stock Repurchase: An Alternative to Cash Dividends

Stock Dividends and Stock split

Leverage and Capital Structure

The effect of Financial Leverage

Capital Structure and the Cost of Equity Capital

Corporate Taxes and Capital Structure

Bankruptcy Costs

Optimal Capital Structures

RECOMMENDED BOOKS:

1. Essentials of Corporate Finance, Ross, Westerfield, Jordan, Mc Graw Hill 2004.
2. FINANCIAL MANAGEMENT --- T.J Gahagher and J.D.Andrew, Jr, Mcgraw Hill 1997..
3. FUNDAMENTALS OF FINANCIAL MANAGEMENT James C. Vanhorne



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	BUSINESS LAW
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

CONTRACT ACT

Definition of Contract, Agreement
Enforceability
Essentials of Contract
Kinds of valid Contract

According to Enforceability
According to Formation
According to Performance

OFFER AND ACCEPTENCE

Essentials of Valid Offer
Revocation of Offer
Acceptance
Definition
Essentials of Valid Acceptance
Revocation of Acceptance
Communication of Offer, Acceptance and Revocation

PERFORMANCE OF CONTRACT

Performance of Single Promise
Performance of Joint Promises
Order of Performance of Reciprocal Promises
Mode of Performance

BREACH OF CONTRACT

Rescission of the Control
Suit for Damages
Suit for Quantum Merit, Suit for Specific Performance
Suit for an Injunction

INDEMNITY AND GUARANTEE

Contract of Indemnity
Contract of Guarantee
Essential of Contract of Guarantee
Distinction between Indemnity and Guarantee
Discharge of Surety from Liability

CONTRACT OF BAILMENT

Definition & Parties to Bailment
Essential Features of Contract of Bailment
Duties of Bailee
Duties of Bailor
Termination of Bailment

CONTRACT OF SALES OF GOODS

Distinction between Sale and Agreement to sell
Kinds of Goods
Conditions and Warrants
Distinction between conditions and warranties
Transfer of Property in Specific Goods
Transfer of Property in Un ascertained
And future goods

NEGOTIABLE INSTRUMENTS

Definition & Characteristics of Negotiable Instruments
Definition & Parties to Promissory Note
Essentials of Promissory Note
Definition & Parties to bill of exchange
Essentials of bill of exchange
Distinction between Promissory Note and bill of exchange
Definition & Parties to Cheque
Distinction between Cheque & Bill of Exchange

OTHER BUSINESS RELATED LAWS

Intellectual Property Laws

RECOMMENDED BOOKS

1. Khalid Mehmood Cheema, "Business Law" (2004 Edition)
2. I.R Hashmi, "Mercantile Law"
3. M.C. Shukla, "Mercantile Law"
4. Latest Acts And Publications



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	CONSUMER BEHAVIOR
Course Code	:	
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

Course Objective

The purpose of this course is to provide a single source of cases, exercise; incidents are skill builders to supplement the basic text in Human Resource Management.

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

Consumer Behavior in the Marketplace

- Introduction to Consumer Behavior
- The study of Consumer Behavior
- Market Segmentation and Strategy

Consumers as Individuals

- Personality and Lifestyles
- Self and self identity
- Consumer Motivation and Involvement
- Attitudes and Persuasion
- Consumer Perception
- Consumer Learning and Memory
- Communication and on-line Consumer Behavior
- Product Meaning and Design

Consumers as Decision Makers

- Individual Decision Making
- Purchase Process / Problem Recognition
- Shopping / Retailing
- Consumer Choices
- Acquisition / Consumption / Disposal
- New Products / Diffusion
- Post purchase / Satisfaction

Consumers, Culture and Sub-cultures

- Group influences and Opinion Leadership
- Cultural Processes and Consumption
- Social Influences
- Family Influences
- Subcultures
- Dark Side of CB
- Flex Day / Review

Final Exam

REQUIRED COURSE MATERIALS AND READINGS

Textbooks:

- 1- "Consumer Behavior: Buying, Having and Being" by Michael R. Solomon (Sixth Edition)
- 2- "Consumer Behavior and Marketing Strategy" by J. Paul Peter and Jerry C. Olson.



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	PROJECT PLANNING AND MANAGEMENT
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

INTRODUCTION

- Definition
- Understanding Project Management
- The relationship between Project Management & General Management.

PROJECT SELECTION

- Determining Feasibility
- Factors for Project Selection Process
- External Factors & Internal Factors
- Quantitative Factors & Qualitative Factors

PROJECT SELECTION MODELS

The Project Model
Phases of Project Management
Criteria/Checklist for Project Selection
Types of Project Selection Models

PROJECT PLANNING

Programs & Projects, Planning Components
Preliminary coordination
Work plans, Work Breakdown Structure (WBS)
Action Plans
Linear Responsibility Chart
Schedules
Status Reporting

BUDGETING

Estimating Project Budgets

PROJECT RISK MANAGEMENT

Nature of Risk
Risk Identification
Risk Quantification
Risk Quantification Techniques
Expected Value
Sensitivity Analysis
Monte Carlo Simulation
Failure Mode effect Analysis
Project Proposals

TIME PLANNING

Project Scheduling
Types of Scheduling
Gantt chart
Program Evaluation Review Technique (PERT)
Critical Path Method (CPM)

PROJECT CONTROL

Elements for Project Control
Requirements for Control System
Levels of control processes
Characteristics of a successful control system

PROJECT AUDITING

Definition & Purpose of Auditing
Construction and use of Audit Report
Project Audit Life Cycle

PROJECT TERMINATION PROCESS

Completion & Handover
Closing down Project Systems
Reviews
Relocation of Staff
Disposal of Surplus Assets
The Final Report

RECOMMENDED BOOKS

1. Harvey Maylor, "Project Management" Pearson Education Ltd,(3rd edition) Singapore. 2005).
2. Daniel D. Roman, "Managing Projects: A System Approach". Elsevier Publishing Co. New York. (1999)
3. Jack R. Meredith & Samuel J. Mantel, "Project Management: A Managerial Approach. John Wiley & Sons Inc: (1995)
4. James P. Lewis, "Fundamentals of Project Management". McGraw Hills Co. New York. (1994).
5. Khawaja Amjad Saeed, "Regional Management Cases". Institute of Business Management, Lahore. (1999).



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	TOTAL QUALITY MANAGEMENT
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

TQM CONCEPTS AND OVERVIEW

Understanding Quality
Five Approaches to Defining Quality
Quality in Facts & Perception
Historical Overview and Emerging Trends
Quality Gurus and their Approaches
Quality of Design Vs Quality of
Conformance
Push-Thru' Vs Pull Thru' systems
Juran's Quality Trilogy
The 3 Focus areas of TQM
QUALITY MANAGEMENT PRINCIPLES

CUSTOMER FOCUS

- Customer Concepts - Who is a Customer
- Voice of The Customer
- 10 Commandments of Good Customer Service
- Vs Mahatma Gandhi's 5 Golden Principles
- Measuring Customer Satisfaction –
- Complaints Vs Satisfaction
- Customer Satisfaction Vs Delight
- Customization/ Mass Customization
- Service Quality considerations
- Quality Function Deployment

PROCESS FOCUS

- Genesis of Process Focus
- Quality Control to SPC/ CWQC/ TQM
- Control Vs Improvement
- ISO 9000 in Process Standardization and Improvement
- Process Capability and Six-Sigma
- Taguchi Loss Function
- Business Process Benchmarking
- FMEA/ FMECA
- Process Improvements & KAIZEN
- Improvements to Innovation
- POKA-YOKE

TOOLS FOR QUALITY CONTROL/ IMPROVEMENT

- Juran's Diagnostic-Remedial Journeys
- P-D-C-A / QC Story / DMAIC
- Organised Problem Solving
- PS TOOLS
- Brainstorming
- Basic 7 Tools
- 7 Management Tools
- Force Field analysis; Risk Analysis

TOTAL PRODUCTIVE MAINTENANCE

What is TPM

Genesis of TPM and Hienrich's Triangle

Six Major Categories of Losses

Pillars of TPM

Jishu Hozen(Autonomous Maintenance)

Kobetsu Kaizen (Focused Improvement)

Other Pillars

TPM Vs TQM

QUALITY MEASUREMENT

Why Measure Quality Costs?

The 3 Ms – Muri (Strain), Mura
(Discrepancy) & Muda (Waste)

Cost of Poor Quality

Quality Excellence Models

PEOPLE FOCUS

Soft Vs Hard Route to Quality

Employee Involvement & Competency

Empowerment

Role of Quality Circles

Overview of BPR

To accommodate Spillovers due to activities
related to Interactions/ Case Studies

Project Proposals and Guidelines

END TERM EXAMS (CLOSED BOOK)

**Text: Total Quality Management - by Dale H. Besterfield and others. Pearson Education,
3rd. Edition, 2004.**

MBA
Semester
V



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	Business Research Methods
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

INTRODUCTION

Business, Definition, Characteristics, Types, Factors Promoting Business, Research, Definition, Characteristics, Types, the Need for Research, Business Research, Definition, Characteristics, Types and Need of Research in Business, who does the Research? Where and why Study Research? Need for Better Business Research and its Criteria Hall Marks of Scientific Research

RESEARCH PROBLEM

Problem, research problem, definition, causes, types, formulation, importance. The Research Process, the Theoretical Framework, its Components. The Variables of research problem.

HYPOTHESIS

Definition and Types of Hypothesis, Definition, Features Types and Needs. The Development of Hypothesis. The Stages in its Development Hypothesis Testing with Quantities and Qualitative Data

RESEARCH DESIGN

The Research Process the Research Design, Definition, Features, Functions and Components Difference B/W Research Design, Proposal & Plan. The Experimental, Design. Sampling and Sample Definition, Features Types and Needs Population, Universe, Element and Sample Types of Sample/Sampling the Probability and Non Probability Sampling

RESEARCH INSTRUMENTS

The Research Process: Research Instruments. Research Survey sample census Surveys and Pilot Surveys. Data Definition, Nature and Types Primary and Secondary Data. The Research Process Data Collection Sources, Methods and Settings. Interview Definition, Nature Features Types, Importance of Data Collection Methods Types of Interview and Their Respective Units and Demerits

DATA COLLECTION METHODS

Questionnaire, Definition, Nature and Importance. Types of Question and Their Respective Merits and Demerits. Data Collection Methods Observation, Definition, Features Types and Importance. Different Types of Observation and their Respective Merits and Demerits.

STATISTICAL TOOLS

Statistical Terms and Test Used in Business Research Description Statistics. Measures of Central Tendency and Dispersion Frequencies Data Analysis and Interpretation Data Completion, Processing Editing, Coding, Representation. Data Analysis, Programming Validity and Reliability Data Interpretation Research Report Definition Components, types Research Report Format Title, Table of Contents, Introduction, Executive Summary, Main Body, Summary and Conclusions, Plan of Action.

RECOMMENDED BOOKS

- 1.** Umma Sekaran, “Research Mythology For Business” Johni Wrley Sons Inc. New York Year 2000(2nd Edition)
 - 2-** William Emmoy 1980 Edition Richard D. Irwin Inc. Illinois USA.
- Prof: Fazli Wahid,,Research and Development Center Peshawar
“Introduction To Buiness Research” (2003 Additions)



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	Managerial Economics
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

- The Scope of Managerial Economics
- Definition of Managerial Economics
- Relationship to Economic Theory, Decision Sciences and Functional Areas of Business Administration
- The Theory of the Firm, Functions, Objectives, Constraints and Limitation of the Theory of Firm
- The Nature, Functions and Theories of Profit

Optimization Techniques

- Methods of Expressing Economic Relationships
- Total, Average and marginal Cost
- Optimization by Marginal Analysis
- Differential Calculus: The Derivative and Rules of Differentiation
- Optimization with Calculus
- Multivariate Optimization
- Constrained Optimization

Demand Theory

The Demand for a commodity
From Individual to Market Demand
Price Elasticity of Demand, Point Elasticity, Income Elasticity, Cross Elasticity and Arc Elasticity of Demand, Price Elasticity, Total Revenue and Marginal Revenue

Demand Estimation

Introduction to Regression Analysis
Simple Regression Analysis, The Ordinary Least Square (OLS) Method, Examples, Multiple Regression Analysis, Problems in Regression Analysis

Demand Forecasting

Qualitative Forecasts
Survey Techniques, Opinion Polls, Soliciting a Foreign Perspective, Time Series Analysis, Reasons for Fluctuations in Time Series Data

Production Theory and Estimation

The Organization of Production and production Function
The Production Function with One Variable Input
Total, Average and Marginal Product
The Law of Diminishing Returns and Stages of Production
The Production with Two variables Input

Cost Theory and Estimation

The Nature of Costs
Short Run Cost Functions
Short Run Total and per Unit Cost Curves
Long Run Cost Curves

Market Structure

Market Structure and Degree Competition
Perfect Competition
Price Determination under Competition
Short Run Analysis of a Perfectly Competitive Firm
Long Run Analysis of a Perfectly Competitive Firm

Monopoly

Sources of Monopoly
Short Run Price and Output Determination under Monopoly
Long Run Price and Output Determination under Monopoly
Meaning and Importance of Monopolistic Completion
Meaning and Condition for Price Discrimination

RECOMMENDED BOOKS

1. Dominick Salvatore “ **Managerial Economics in a Global Economy**” latest Edition, McGraw-Hill Book, Co, New York
2. Peterson, H. Craig and Lewis W. Cris “ **Managerial Economics**” 3rd edition, MicMillan Publishing Company New, York



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	International Business
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE OBJECTIVES:

- Discuss the nature and dimensions of international business.
- Explain international trade theory.
- Explain the international financial system.
- Discuss the character of multinational business.

TOPICAL UNIT OUTLINE/UNIT OBJECTIVES:

FUNDAMENTALS OF GLOBALIZATION

- Discuss the emerging global economy.
- Discuss the changing demographics of the global economy.
- Discuss the magnitude and growth of world trade.
- Explain the globalization debate.
- Discuss Managing in the global marketplace.

COUNTRY DIFFERENCES

- Explain national differences in political economy.
- Describe the different political, economic, legal systems..
- Discuss national security, protectionism, domestic employment, economic development, and balance of trade equilibrium as an influence on trade regulation.
- Discuss the determinants of economic development.
- Discuss contemporary issues of international trade.
- Describe various states in transition.
- Discuss the implications for business.
- Describe differences in culture, including social structure, religion, language, and education.

INTERNATIONAL TRADE AND INVESTMENT

- Explain mercantilism, absolute and comparative advantage.
- Explain the Heckscher-Ohlin Theory
- Explain the product life cycle theory.
- Explain the new trade theory.
- Discuss balance of payments
- Explain the global trading system
- Describe the instruments of trade policy.
- Describe the development of the global trading system
- Discuss foreign direct investment in the world economy.
- Discuss regional economic integration
- Describe the levels of economic integration.
- Discuss the advantages and disadvantages of regional integration

THE GLOBAL MONEY SYSTEM

- Describe the functions and nature of the foreign exchange market.
- Discuss the factors that determine the exchange rates
- Describe the gold standard and the Bretton Woods system..
- Discuss the collapse of the fixed exchange.
- Discuss the floating exchange rate system.

COMPETING IN A GLOBAL MARKET PLACE

- Discuss market strategy and the firm.
- Discuss the strategic choices and alliances in the global market.
- Describe the modes to enter foreign markets.
- Discuss selecting an entry mode
- Describe the potential gains and losses of exporting
- Describe product development in the global market

- Discuss distribution, communication and pricing strategies.
- Discuss global operations management.
- Describe manufacturing and materials management.
- Discuss factors that determine where to manufacture
- Explore the advantages of making or buying the product.
- Describe the ethnocentric, polycentric, and geocentric approach to resource management.
- Describe the expatriate problem.
- Discuss the training and management development.
- Consider compensation and performance appraisal issues.

REQUIRED TEXTBOOKS and/or MATERIALS:

- Title:International Management: Culture Strategy & Behavior
- Edition:7th Author:Hodgetts, Luthans, Doh
- Publisher: McGraw Hill

MBA
Semester
VI



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	FINANCIAL INSTITUTIONS AND MARKETS
Course Code	:	
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

Role of Financial Markets and Institution

Types of Financial Markets
How Financial Markets facilitate Corporate Finance
Valuation of Securities in Financial Markets
Market efficiency
Financial Market Regulation
Role of Financial Institution

Determination of Interest Rate

Loanable Fund Theory
Factors that affect Interest rate
Forecasting Interest rate

Debt Securities Markets

Money Markets Securities
Institutional use of Money Markets

Valuation of Money Markets Securities

Bond Market

Background on Bonds

Treasury and Federal agency bonds

Municipal Bonds

Corporate Bonds

Others types of long term bonds

Bond Investment Strategies

Equity Market

Private equity

Public equity

Initial Public Offering

Secondary Stock Offering

Stock Repurchases

Stock Exchanges

Monitory Publicly Traded Companies

Markets Microstructure and Strategies

Stock Markets Transactions

How stock Transactions are executed

Regulation of Stock Trading

Trading of International Stocks

Commercial Bank Operations

Background on commercial banks

Bank sources of funds

Uses of Funds by Banks

Off balance sheet activities

International Banking

Mutual Fund Operations

Background on Mutual fund

Types of Mutual fund

Mutual Fund categories

Performance of Mutual Funds

Money Market Funds

Other types of funds

Securities Operations

Services provided by securities firms

Regulation of securities firms

Risk of securities firms
Valuation of Securities firms

Reference Books

1. Madura, Jeff, Financial Markets and Institution, South-Westren
2. FINANCIAL MARKETS, INSTITUTIONS AND MONEY--- Fredericl-S-Mishken (5th Edition) Harper Collins Publisher, New York.



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	ENTREPRENEURSHIP & SME (SMALL & MEDIUM ENTERPRISE)
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS

Defining Entrepreneurship: Creation economic organization, dimensions of entrepreneurship.

The Macro Environment for Entrepreneurship: process of environmental analysis, sources of opportunities, industry and market structure.

The Competitive Environment: the perfect competition model, industry analysis, buyer power, supplier power, the threats of substitutes, entry barriers, rivalry between firms, competitor's analysis.

The International Environment: the macro environment of international entrepreneurship, international entrepreneurial strategies, international organization behavior.

Business Plan and Entrepreneurial Strategy: entry wedges, resource based strategies, strategy and industrial environment.

Marketing New Ventures: the marketing of entrepreneurship interface, marketing concepts and orientation, marketing strategy and sales forecasting.

Element of New Ventures: creating the organization

SME Definition: Importance of SME, SME in Pakistan.

Best Quality Management Practice in SME: customer relation management in SME.

Strategies of success of SME: The Business plan. Case study, Practical plan and Implementation

RECOMMENDED BOOKS

1. SMALL BUSINESS MANAGEMENT A CASE STUDY APPROACH, Devid Stokes, Latest Edition.
2. Mare J.Dollinger Entrepreneurship: Strategies and Resources. Austen Press.

MBA
Semester
VII



ABDUL WALI KHAN UNIVERSITY MARDAN

Department of Management Sciences

Programme	:	MBA
Course Name	:	Corporate Governance
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS

- Overview of the mechanisms codes, issues, practices of corporate governance. theoretical aspects of corporate governance :contracting: transition cost , economics, agency, theory , decision making,
- Horizontal vertical private and public accountability.
- Corporate governance issues and impact at different stages of company `s life.
- Introduction to Global Corporate Governance. Globalization of governance. Comparative corporate governance.
- The forms of corporate ownership and control internationally. The role of the state. The role of private capital.
- The corporate governance functions in small and medium-size companies.
- Securities Markets. Cross listing, fair and unfair completion among securities markets, the roles of the government regulations in creating a competitive regulatory environment. Piggybacking and Bonding.
- Effect of corporate governance on stock price. Price signals and feedback information.
- Debt contracting and debt structures.

- Institutions investors. The role of these in monitoring companies and impact between enterprise and accountability.
- Investor protection around the world. Tunneling intuitions and the law. Convergence thesis. Theory of path dependence and rent-protection theory. Functional convergence.
- Beyond the law: role, impact and enforcement. Methods of achieving regulatory order.
- Market based vs bank based economies.
- Auditors and auditing.
- Board function, board compositions, monitoring committees, accountability to shareholders and stakeholders.
- International and domestic issues in executive compensation, management, Board of Director and codes of best practice.
- Corporate governance and finance. Characteristics of system. Advantage and disadvantages. Recent developments, problems and issues faced by the legal and finance ethical system.
- Latest trends in international corporate governance. The new driving forces behind international governance.
- Final project.

Recommended Books

- Corporate Governance: International Edition: John R Nofsinger, Kenneth A, Kim, ISBN: 013128732X. Publisher: Prentice Hall. Latest Edition

ELECTIVE

COURSES



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	INVESTMENT AND PORTFOLIO MANAGEMENT
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

Investment Background and Issues

Real Assets verse Financial Assets
A Taxonomy of Financial asset
Financial Markets and the economy
The investment process
Market risk and Players
Markets and Market structure
Securitization and Financial engineering

Investment Decisions and Investment types

Introduction to Investment Decision
Speculative policy

Asset Allocation
Security selection
Statement of Investment Policy
Money Market Securities
Fixed Income Capital Market
Equity Securities
Commingled Portfolio
Derivative securities

Basic Investment Concepts

Risk-Free Interest
Measuring Realized Returns
Risk Management
The Investment Horizon

Portfolio Theory

Investment Risk Aversion
Measuring Portfolio Risk
Diversification
Impacts of a risk free return
Measuring the risk of a return

Capital Asset Pricing Model

The capital market line
The security market line
Potential uses of the capital asset pricing model
Estimating a security beta

Efficient Market Theory

Three approaches to security selection
Technical analysis
Fundamental analysis
The concept of efficient Market
Are returns predictable?
Test for private information
Strategy in an efficient market

The Process of Investment Management

The portfolio investment process
The statement of investment policy
Portfolio types and their needs

Financial Futures

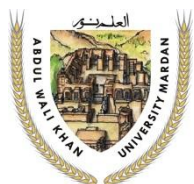
Principles of Future Contracts
Short term debt futures
Intermediate and long term debt futures
Equity index futures
Currency futures

Options

Basic option concept
Option valuation
Trades based on expiration date payoffs
Trades based on continuous time

Reference Books

1. Radcliffe, Robert, Investment, Addison Wesley, 5th edition



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	CORPORATE FINANCE
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

Introduction to Corporate Finance

What is Corporate Finance?
The balance sheet model of the firm
Capital Structure
The financial Manager
Corporate securities as contingent claims on total firm values
The corporate firm
Case study: Making a decision to become a corporation
Goals of the corporation firm
Financial Markets

Time Value of Money

Future value and compound interest
Present values
Multiple cash flows
Level cash flows: Perpetuities and Annuities
Inflation and the time value of money
Case Study

Valuation of Securities

Bonds Characteristics
Bond prices and yields
Stocks and the stock market
Book values, liquidation value and market value
Valuing common stock
Simplifying the dividend discount model
Growth stocks and income stocks
Case study

Net Present Value and Other Investment Criteria

Net present value
Other investment criteria
Capital Rationing
Case study

Project Analysis

How firm organize the investment process
Some “what-if questions”
Break even analysis
Real options and the value of flexibility
Sensitivity analysis
Case study

Financial Leverage and Capital Structure

The capital structure question
The effect of financial leverage
Capital structure and the cost of equity capital
Corporate taxes and capital structure
Bankruptcy cost
Optimal capital structure
Observed capital structure
Case study

Mergers, Acquisitions and Corporate Control

The market for corporate control
 Primary contest
 Mergers and Acquisitions
 Leveraged Buyouts

Divestitures and spin-offs
Sensible Motives for Mergers
Leveraged Buyouts
The Benefits and Cost of Merger
Case study

Reference Books

- 1) Brealey Mayers Marcus, Fundamentals of Corporate Finance, McGraw-Hill
- 2) Ross Westerfield Jordan, Essential of Corporate Finance, McGraw-Hill
- 3) Madura, Jeff, International Corporate Finance, Thomson



ABDUL WALI KHAN UNIVERSITY MARDAN

Department of Management Sciences

Programme	:	MBA
Course Name	:	Banking Law and Practice
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

COURSE OUTLINE

Introduction to Banking in the World and Pakistan

- Meaning and origin of Banking in the world.
- Brief history of development of banking in Pakistan.
- Various types of Banks, nature, scope and their functions.
- Central Bank: Role & Functions in an Economy
- State Bank of Pakistan as Regulator
- Various types of banking services available in Pakistan.
- Importance and mobilization of deposits in banking system.

Banker-Customer Relationship

- Essence of relationship
- What is a banker?
- Functions of banks
- What constitutes a customer?
- Rights and obligations of banker and customer
- Rights of a banker
- Banker's obligations to customer
- Customer's obligations to banker
- Termination of relationship
- Accounts of customers - general
- Importance of introduction and the concept of "Know Your Customer" (KYC)
- Determination of banker's obligation and authority to pay cheques
- Countermanding of payment
- Legal process determining banker's authority to pay cheques

Types of Accounts and Accounts of Special Customers

- Various types of bank accounts such as current, PLS, call, short notice deposits and fixed deposit accounts, royalty accounts, departmental accounts.

Instructions and rules relating to maintaining accounts, balancing ledgers, statement of accounts, pass book, specimen signature.

Accounts of trading organizations

- Partnership firm
- Joint Stock Companies
- Mercantile Law Agents
- Accounts of non - trading organizations
- Accounts of local bodies
- Accounts of non-trading

Organizations with liabilities limited by guarantee

- Trust Accounts
- Accounts of executors and administrators
- Accounts of liquidators
- Accounts of clubs, societies and associations

Bill of exchange, Promissory Note, Cheques Endorsements and Remittances

- Bill of exchange
- Requisites of a Bill of Exchange
- Under Negotiable Instruments Act
- Parties to a Bill of Exchange
- Holder in due course
- Rights and privileges of a holder in due course
- Holder for value
- Liabilities of parties to a bill of exchange
- Rules for determining the maturity of a Negotiable Instrument

Promissory Note

Promissory Note vs. Bill of Exchange

Cheques and their payment

- Definition
- Salient features
- Payment of cheques
- Paying banker's risks and protection
- Crossed Cheques and their Collection
- Crossings
- Collection of cheques
- Duties of collecting banker

Endorsement defined

Kinds of endorsement

Inscription of endorsement

Bank Draft

- Issuing & Paying of draft
- Telegraphic Transfers
- Mail Transfer or M.T.
- Payment orders

- Other Methods of Transfer of Funds

Development Financial Institutions

History of development financial institutions (International and National)

Types of financial services available in Pakistan through Development Financial Institutions.

Sources of Funds for development financial institutions.

Functions, management and services offered by different specialized financial institutions in Pakistan

Role of International Institutions in Development Financing

International Monetary Fund (IMF)

International Bank of Reconstruction and Development (IBRD)

International Development Association (IDA)

International Finance Corporation (IDB)

The Islamic Development Bank (IDB)

Asian Development Bank (ADB)

Development of Islamic Banking in Pakistan

Main features of the Islamic Economic system.

Efforts towards Islamization of Banking in Pakistan.

Implementation of Islamic Banking in Pakistan.

Modes of Non-Interest Financing

- i. Financing by Lending:
 - a. Qard-e-Hasna
 - b. Loans with services charges
- ii. Trade Related Modes:
 - a. Purchase of Trade bills
 - b. Purchase and sale of goods on Mark up basis
 - c. Financing for the development of a property on the basis of "development charge"
 - d. Purchase of goods/immovable property under buy-back agreements
 - e. Hire purchase
 - f. Leasing
- iii. Investment Type modes:
 - a. Musharika
 - b. Modaraba
 - c. Equity participation
 - d. Rent Sharing

Routine Foreign Exchange Transactions in Banking

Import License

Import Letter of Credit

Negotiation of Bills under L/Cs

Collection in the Context of URC 522

Collections Mechanism

Form and Structure of Collections
Interest, Charges and Expenses
Risks Inherent in Collection
Modes of International Settlements

Relevant Banking Laws in Pakistan

State Bank of Pakistan Act, 1956
Banking Companies Ordinance (BCO) 1962
Banks Nationalization Act 1974
Banking Tribunal Ordinance, 1984
Banking Companies (Recovery of Loans, Advances, Credits and Finances)
Ordinance, 1979 (Ordinance XXV of 1997)
Foreign Exchange Regulation Act, 1947
Negotiable Instruments Act 1881
Micro-Finance Bank Ordinance, 2000
Microfinance Institutions Ordinance, 2001

BOOKS RECOMMENDED

1. Practice and Law of Banking in Pakistan By Dr. Asrar H. Siddiqui
2. Finance of Foreign Trade and Foreign Exchange By Asrar H. Siddiqui
3. History of The State Bank of Pakistan (1988-2003) Supplement, Developments and Changes in Banking Legislation and Other Regulations, By M. Ashraf Janjua



ABDUL WALI KHAN UNIVERSITY, MARDAN
Department of Management Sciences

Programme : MBA
Course Name: Consumer Banking
Credit Hours: 03
Total Week : 16
Total Hours : 48

1. Consumer Banking (Over view of consumer banking in terms of Micro and macro level)
2. Bank Business & Operating Model (BOM): An Extended Context.
3. Consumer, Consumer Rights & Protection
4. Key Issues in CB --- Consumer's Perspective
5. Emerging Issues in Retail Banking
6. Structure of Bank Credit Risk --- An Overview
7. Consumer Financing in Pakistan An Overview
8. Bank Schedule of Charges (Creation and calculation of charges)
Case Study: Consumer Financing in Pakistan Issues, Challenges and way Forward
Study/Report
10. Code of Consumer Banking Practice: Institute of banker Pakistan
11. Growth Strategy in Retail Banking
12. Capturing Consumer Finance Opportunities in Emerging Markets
13. Market-Based Approach for Poverty Reduction (Micro Finance in Pakistan)
14. SBP prudential regulations in terms of consumer Banking
15. Review of Bank credit risk criterions
16. SBP Risk Management Guidelines
17. Housing/Mortgage Finance in Pakistan
18. Report on : Global Perspective on Managing Mortgage Profitability Retail Banks at a
Crossroad in
19. 2009 Principal Findings
20. Auto Financing/Leasing in Pakistan
21. SBP Operational Guidelines for Credit Cards Business in Pakistan

22. Building Consumer Trust in Retail Payments
23. Compaction in Consumer banking and strategies for survival

RECOMMENDED BOOK

- 1) The consumer Banking Regulatory by Price Water house cooper.
- 2) State Bank of Pakistan (Website for prudential Regulation).
- 3) Consumer Banking Handouts (Virtual University).
- 4) Consumer banking by Sefton Anthony Solo man.



ABDUL WALI KHAN UNIVERSITY, MARDAN

Department of Management Sciences

Programme :	MBA
Course Name:	Contents of Financial Statements
Credit Hours:	03
Total Week :	16
Total Hours :	48

Introduction to Financial Statements

- Nature
- Meaning
- Objectives
- Limitation and Uses
- What is Financial Statement Analysis
- Advantage
- Limitation
- Relation between financial statements and financial statement analysis
- Sources of information for financial statement analysis
- Internal source
- External source
- Steps to analyzing financial statements

Techniques of Financial Statement Analysis

- Instruments of analysis
- Types of analysis
- Tools and techniques of analysis

Ratio Analysis

- Short term solvency/liquidity analysis
- Analysis of capital structure
- Profitability ratios showing rate of return on investment
- Activity analysis/ asset management analysis
- Stock market related ratios
- Profit margin on sales
- Return on investment

Cash Flow Statement Analysis

- Concept and preparation of cash flow statement
- Cash flow ratios
- Analyzing cash flow statement
- Objectives of analyzing cash flow statement

Income Statement Analysis

- Need for income statement analysis
- Various income statements formats
- Classification of income statement analysis
- Statement of retained earnings and shareholder equity

Limitation of Financial Statement Analysis

- GAAP Formation and its policies
- GAAP Inadequacies
- Limitation of financial statement

Recommended Books:

1. Financial statement analysis by Gokul Sinha published in 2009
2. Financial statement analysis by Charles J. Woeful
3. Analysis of financial statements by Pamela P, Peterson and Frank J. Fabozzi
4. Financial Statement Analysis by John J.Wild, K.R.Subramanyam, Robert F. Halsey



ABDUL WALI KHAN UNIVERSITY, MARDAN **Department of Management Sciences**

Programme :	MBA
Course Name:	Credit Management Course
Credit Hours:	03
Total Week :	16
Total Hours :	48

COURSE OBJECTIVE:

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

Chapter 1. Introduction to credit management

- Principles of sound lending
- Forms of lending
- Securities for advance
- Classification of securities
- Creation of charge on securities

Chapter 2. The lending process

- Step 1: Identification of and introduction to the new customer
- Step 2: Credit analysis
- Step 3: Approval and Disbursement

Chapter 3: The role of credit officer

- Preparing loan application forms
- Processing of credit proposal
- Follow up for recovery

Chapter 4: Types and modes of lending

- Fund based and non fund based
- Short terms and long terms financing

Chapter 5: Introduction to credit administration

- Function of credit administration department
- Function of CAD officer

Chapter 6: Credit Monitoring

- Importance of credit monitoring
- Stages of credit monitoring(pre & Post sanction stages)
- 6-C`s,6-M`s,6-P`s

Chapter 7: Risk Management

- Types of risk management
- Risk rating criteria and risk rating sheet

Chapter 8: Introduction to SME financing

- Criteria for SME
- Future of SME in Pakistan

Chapter 9: SBP Prudential regulation regarding loan classification

- PR-consumer financing
- PR-SME financing
- PR-Corporate financing

Chapter 10:Introduction to recovery ordinance 2001

Recommended Books and Websites:

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



ABDUL WALI KHAN UNIVERSITY, MARDAN

Department of Management Sciences

Programme : MBA
Course Name: Islamic banking
Credit Hours: 03
Total Week : 16
Total Hours : 48

Chapter 1:

A Brief Overview of Economic Systems
Capitalism
Communism
Islamic Economic System

Chapter 2:

The Islamic Economic System
Factors of Production in Islam
The Objectives of the Distribution of Wealth in Islam

Chapter 3:

Riba, Usury, Interest
Introduction
Historical Background
Nature & Meaning

Chapter 4:

Prohibition of Riba
Riba in the Quran
Riba in Hadith
Riba in Fiqha

Chapter 5:

Rationale of Prohibition of Riba
Arguments in Favor of Interest
Arguments against Interest
Analysis of the Arguments in Favor of & Against Interest

Chapter 6:

Interest free Banking System
Objections
Reservations
Evaluation of the Objections & Reservations

Chapter 7:

Islamic Banking
Philosophy, Development

Areas of Operations
None Fund Based Transactions
Investment Activities
Social Activities
Financing under Profit and Loss Sharing System
Potential of Islamic Banks

Chapter 8:

Islamic Modes of Financing
Musharakah
Definition of Musharakah
The Basic Rules of Musharakah
The Management of Musharakah
Basic Rules of Distribution of Profit and Loss

Chapter 9:

Powers and Rights of Partners and Musharakah
Termination of Musharakah
Termination of Musharakah without Closing the Business
Distinction between Interest Based Financing and Musharakah

Chapter 10:

Mudarabah
Definition
Types of Mudarabah
Difference between Mudarabah and Musharakah
Investment
Mudarabah Expenses
Distribution of Profit and Loss
Roles of Mudarib
Termination of Mudarabah

Chapter 11:

Diminishing Musharakah
Meaning and Concept
Uses of Diminishing Musharakah

Chapter 12:

Murabaha
Definition
Difference between Murabaha and Sale
Issues in Murabaha
Basic Mistakes in Murabaha Financing
Bai' Muajjal

Chapter 13:

Salam and Istisna
Salam
Purpose of Use
Conditions of Salam

Parallel Salam
Istisna
Concept of Istisna
Difference between Istisna and Salam
Istisna as a Mode of Financing

Chapter 14:

Ijarah (Leasing)
Basic Rules
Lease as a Mode of financing
Difference between Murabaha and Leasing
Expenses Consequent to Ownership
Lessee as Ameen
Ijarah Wa Iqtina

Chapter 15:

Applications of Islamic Financing
Project Financing
Working Capital Financing
Import Financing
Export Financing

Chapter 16:

Islamic Investment
Securitization
Securitization of Musharakah
Securitization of Murabaha
Securitization of Ijarah

Recommended Books

1. ISLAMIC BANKING -- Shahid Hassan Siddiqui, Published --- Royal Book Company Karachi. (1994).
2. AN INTRODUCTION TO ISLAMIC FINANCE -- Muhammad Taqi Usmani, Idaratual Marrif Karachi. (1999).
3. ISLAMIC BANKING --- Dr. Muhammad Imran Ashraf Usmani
Published --- Darul Ishaat Karachi Edition (2002).



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	BRAND MANAGEMENT
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

Course Objective

The purpose of this course is to provide a single source of cases, exercise; incidents are skill builders to supplement the basic text in Human Resource Management.

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS

- Introduction to course
- Brands and brand management (Ch 1).
- Identifying and establishing brand positioning and values.
- Planning and implementing marketing brand marketing programs (Chapters 4 and 5)
- Planning and implementing marketing brand marketing programs ... continued (Chapters 6 and 7)
- Measuring brand performance (Chapters 8, 9 and 10)
- Growing and sustaining brand equity (Chapters 11 and 12).

REQUIRED COURSE MATERIALS AND READINGS

- 1- Keller, Kevin Lane (1999), "Brand mantras: rationale, criteria and examples," *Journal of Marketing Management*, 15, 43-51.
- 2- (1999), "Managing brands for the long run: brand reinforcement and revitalization strategies," *California Management Review*, 41 (3), 102-24.



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	International Marketing
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

Course Objectives

This course is designed for the students of business administration in order to specialize them in the field of international Marketing and to understand about the scope and challenges of international marketing, culture Dynamics, Political Environment and Developing Global Marketing Strategies. After qualifying this course the students will be able to understand business activities across international borders. Emphasis is placed on the analytical Processes in International marketing Decisions, As well as Knowledge of Tools and Practices for structuring and controlling marketing Programs related to International Business. This course is designed to provide students with insights into the nature and environment perspectives of marketing across national boundaries and with those with in foreign countries

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

The Scope and Challenges of Intl. Marketing

Difference between Global & Domestic Marketing.

International Marketing Task.

The importance of world trade

Opportunities and challenges in international marketing

International trade institutions and trade policy

The international market place

The historical dimension

The importance of trade and investment

Transnational institutions affecting world trade

The Cultural Environment

Cultural Knowledge

Elements of culture

Sources of culture knowledge

The economic environment

Market characteristic

The affect of economic environment on social development

Regional economic integration

The Political-legal Environment.

Home country political environment

Host country political environment

Stability Of Govt. Policies.

Political Risk In Global Business.

International marketing Intelligence

Needs, benefits and objective of research

The secondary research process

Primary research process

The international marketing information system

Multinational Market Regions And Market Groups

Patterns of Multinational Cooperation

Global Market and Multinational Market Groups

Europe:

The European Community

Marketing Mix Implications

Asia Pacific Rim:

Association of South Asian Nations (ASEAN)

Eastern Europe:

The Commonwealth of Independence States (CIS)

Developing Global Marketing Strategies.

Global Marketing Management.

Alternative Market-Entry Strategies.

The Export process and Export intermediaries Licensing and Franchising

Why go global
Internationalization stages
Export intermediaries
Licensing and Franchising
Global strategic planning

Global marketing
The strategic planning process

International product policy: and new product development

Product variable
Product characteristic
New product development
Product testing
Foreign market choices: matching product to market

International marketing of services

services vs products
the role of international services in the world economy
international trade problems in services

Channel and distribution strategies

Foreign market entry
Foreign market channels and global logistics
What is international logistic
Supply-chain management

Global promotion strategies

planning promotion campaigns
constraints on international advertising
other promotional elements
marketing mix as a promotion

Pricing in International Markets

factors in international pricing
Export pricing and terms
Pricing within individual markets
Pricing Policy
Leasing in International Markets
Price Quotatio

Exporting Issues

Exporting Practices in Pakistan
Export Promotion Bureau in Pakistan

Recommended Books

1. INTERNATIONAL MARKETING-- Ccateora & G.K (1999) 11th Edition Irwin M.G. Hill.
2. International Marketing by Vern Terpstra and Ravi Sarathy. (2000) 8th Edition South-western

3. INTERNATIONAL GLOBAL MARKETING-- Grahm. Meloan (1998), Publishers Irwin McGraw Hill.
4. International Marketing by Michael R. Czinkota and Ilkka A. Ronkainen (2002 update). South-western



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	MARKETING RESEARCH
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

Course Objective

The purpose of this course is to provide a single source of cases, exercise; incidents are skill builders to supplement the basic text in Human Resource Management.

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS

Introduction to Marketing Research and Research Design

- The Definition of Marketing Research
- The Marketing Research Process
- Marketing Research and Marketing Decision Making
- The Importance of Defining the Problem
- The Management-Decision Problem and the Marketing Research Problem
- Research Questions and Hypothesis

- Basic Research Design and the Types of Research

Exploratory Research

- Secondary vs. Primary Data
- How to Use Secondary Data
- Sources of Secondary Data
- Introduction to Qualitative Research
- Focus Groups

Descriptive Research

- Survey Methods
- How to Choose a Survey Method
- Observational Methods
- How to Choose Between Surveys and Observation

Scaling

- Primary Scales of Measurement
- Comparative Scales
- Noncomparative Scales
- Noncomparative Scale Decisions
- Scale Evaluation
- Questionnaire Design

Sampling

- The Concept of Sampling
- The Sampling Design Process
- Nonprobability Sampling
- Probability Sampling
- Internet Sampling

Data Analysis and Reporting

- Data Collection
- Data Preparation
- Data Analysis
- Communicating the Research Results

REQUIRED COURSE MATERIALS AND READINGS

1-Basic Marketing Research by Gilbert A. Churchill and Tom J. Brown

2-Basic Marketing Research - Text Only by Naresh K. Malhotra



ABDUL WALI KHAN UNIVERSITY MARDAN

Department of Management Sciences

Programme	:	MBA
Course Name	:	RETAIL MANAGEMENT
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

Course Objective

The purpose of this course is to provide a single source of cases, exercise; incidents are skill builders to supplement the basic text in Human Resource Management.

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

The Retail Management Course is comprised of 11 comprehensive lessons. They are easy to follow, yet challenging and stimulating at the same time. Each lesson begins with a subject matter preview and objectives, an introductory note from your instructor and a vocabulary builder of new words and terms.

Next comes the reading assignment. Practice exercises help you check and review what you've learned. At the end of the lesson is an open-book exam, which you may take online.

Setting the Foundation; Customer Service

Defining retailing; traits of successful retailers; the retail organization; management positions; departmental personnel; management training; motivating employees; components of customer service in the retail environment; training employees in good customer service practices.

Success as a Large Retail Store Department Manager

The corporate mission statement; management strategies; target and niche marketing; department manager responsibilities; store set-up; department layout; personalization; buyers and vendors; business meetings; business analysis; controlling department performance.

Success as a Small Retail Store Entrepreneur

Specialty retailing; capitalization; location; market analysis; traits of a successful entrepreneur; steps to launching a small retail enterprise; competing against large retailers; store design; principles of store set-up; store aesthetics, fixtures and colors; incremental and impulse sales; customer loyalty programs; multi-channel retailing; Internet opportunities for small businesses.

The Exciting Retail World

The economic significance of retail sales; retail employment; the top 25 global retailers; structure of retailing and global distribution channels; retail management and entrepreneurial opportunities; decision-making; implementing retail strategy; trends in retailing; retailer characteristics; food, general merchandise, non-store, and services retailing; types of ownership.

Multichannel Retailing & Consumer Behavior

Retail channels for interacting with customers; trends and implications; electronic retailing: multichannel retailing; shopping in the future; types of buying decisions; the buying process; social factors influencing buying decisions; market segmentation.

Strategic Planning & Financial Performance

Definition of retail market strategy; target market and retail format; building a competitive advantage via location, human resource management, unique merchandise, distribution and information systems, vendor relations and customer service; market penetration, expansion and diversification; global growth opportunities; the strategic retail planning process; the strategic profit model: sales, margins and expenses; the turnover path; return on assets; setting performance objectives.

Location & Site Selection

Retailing centers; city or town locations; freestanding sites; location and retail strategy; economies of scale vs. cannibalization; demographics; business climate; accessibility; locational advantages within a center; trade area; methods of estimating demand.

Managing Human Resources; Customer Relations; Information Systems

Gaining competitive advantage via human resource management; organization of a single store, regional department store and other types of retailers; coordinating merchandise with store

management; building employee commitment; managing diversity; legal issues; supply chain management; data warehousing; electronic data interchange; logistics of distribution; implementing CRM programs; collecting and analyzing customer data; market segments.

Merchandise Assortment, Buying Systems & Vendor Relations

Organizing buying by categories; the merchandise plan; margins, sales and inventory turnover; sales forecasting; assortment planning; staple merchandise buying systems; fashion merchandise budget plan; open-to-buy; allocating merchandise to stores; analyzing merchandise performance; branding strategies; international sourcing; negotiating and partnering with vendors.

Pricing & the Retail Communication Mix

Pricing strategies; setting prices; price adjustments; using price to stimulate sales; building brand equity; personal and impersonal methods of communicating with customers; planning, implementing and evaluating retail communication programs.

Store Management

Key management duties; recruiting employees; training, motivating and managing new store employees; compensation; controlling costs; reducing inventory loss; elements of good store design and layout; space planning; presenting merchandise; atmospherics; customer service strategies; customer evaluation of service quality; meeting and exceeding service standards.

REQUIRED COURSE MATERIALS AND READINGS

1-Management of Retail Buying by Patrick Cash, Chris Thomas, John Wingate and Joseph Friedlander

2- Retail Buying by Jay Diamond and Gerald Pintel.



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	Sales Management
Credit hours		03
Total Weeks	:	16
Total hours	:	48

Course Objectives

The course objective is to study the various aspects of the sales management process. Specific activities of interest will be how sales managers develop and execute plans for creating customer satisfaction by developing the selling function, strategic sales planning, building a sales program, and controlling the sales force.

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

The Job of Sales Management

The Nature of Personal Selling
Personal Selling in the Marketing Mix
Dimensions of Sales Management

Preliminary Steps in the Selling Process

Prospecting
Qualifying Prospects
Preparing

Advanced Steps in Selling Process

Convincing the Prospect
Handling Objections
Closing
Follow Up

Territory Development

Sales Territory Design
Procedure for Developing Territories

Sales Management Environment

Coping with Environmental Changes
The Social and Cultural Environment
The Competitive Environment

Sales Management Planning

The nature and importance of sales planning
Sales planning in the corporate context
Information for sales planning

The Sales Management Planning Process

Setting Sales Objectives
Formulating Sales Strategies

Sales Forecasting

Importance of Sales Forecasting
Sales Quotas and Budgets
Sales Forecasting Concepts

Sales Forecasting Procedures

Estimating market and sales potentials
Information Sources

Sales Budgeting

Types of Budget
Determining the Budget level

Sales Personnel Planning and Recruiting

Analyzing Sales Personnel Needs
Sources of Sales Recruits

Sales Training and Development

Training and the Salesperson's Career Cycle
Designing a Formal Sales Training Program
Training Techniques

Sales Leadership and Supervision

Selected View of Sales Motivation
The Essence of Sales Leadership
Sales Leadership and Coordination

Sales Compensation

Criteria for Sound Compensation Plan
Developing a Compensation Plan

International Sales Management

International Sales and Marketing Opportunities
International Sales Management Challenges
International Sales Techniques

Recommended Books:

1. Eugene m. Jhonson Rovid L. Kurtz E. Scherung. Sales Management SeconU Edition 1994, Mc.Graw-Hill Publishers.
2. Rople E. Adverson, Joseph F. Haw Jr, Ajam J. Bush. Professional Sales Management Second Edition 1992, Mc. (3raw-Hill Publishers.
3. David L. Kurtz, H. Robert Dodge, Professional Selling, Sixth Edition Irwin Publishers 1991
4. Doughtas j. Sairymple, Sales Management Third Edition 1988 Wiley International Publishers
5. Leslie W. Rodger Statistics for Marketing, Mc Graw-Hill Publishers 1984
6. Reten J. Youdale. Managing Your Sales, Office Business:Books Lts. UK. 1974.



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	Services Marketing
Credit hours	:	03
Total Weeks	:	16
Total hours	:	48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

INTRODUCTION TO SERVICES

- Concept of services
- Characteristics of services Vs Products
- Rationale of studying marketing of services
- Impact of technology on services
- Services marketing mix

CONSUMER BEHAVIOUR IN SERVICES

- Categories of consumer products (search qualities, experience qualities and credence qualities)
- The Three-Stage Model of Consumer Behaviour Applied to Services
- Consumer decision making processes
- Importance of the Consumption Stage for Services
- Service quality gaps
- Role of culture in services

CUSTOMER EXPECTATIONS OF SERVICES

Meaning and types of service expectations
Factors influencing customer expectations on services
Model of customer service expectations
Issues involved in customer service expectations

CUSTOMER SATISFACTION

Concept of customer satisfaction and service quality
Determinants of customer satisfaction
Outcomes of customer satisfaction
Service quality dimensions
The foundations for satisfaction and service quality

- Service encounters or moments of truth
 - Importance of encounters
 - Types of encounters
 - Sources of pleasure and displeasure in service encounters
 - Satisfaction with technology-based service encounters

Strategies for influencing customer perceptions

BUILDING CUSTOMER RELATIONSHIPS

Concept of relationship marketing
Goals of relationship marketing
Benefits of long-term relationship to customers and firms
Relationship value of customers

- a) Quality in the core service
- b) Market segmentation and targeting
- c) Process for market segmentation and targeting in services

Customer profitability segments
The expanded customer pyramid
Levels of relationship strategies

The Service Product

Core and Supplementary Services
Adding Value via Supplementary Services

PRICING OF SERVICES

Approaches to pricing services
Concept of value to customers
Role of price as an indicator of service quality
Ways of pricing services
Strategies used by companies to price services

Distribution OF services

Distribution Channels for Services
Internationalization of Service Firms
Global Distribution Systems

Communications in services industries

Setting Communication Strategies for Services
Services Specific Issues in Communication Strategies
Guidelines for Advertising of Services
Branding & Promotion of Services

Customer Service Processes

Full-Service Models Versus Restricted Service Models
Increasing Customer Participation
Trade-off between Marketing Effectiveness and Operations Efficiency
Managing Supply and Demand, Yield Management
Flow Charting as a Basis Tool for Understanding and Managing Service Encounters

Service Personnel

Importance of Service Personnel
Conflicts in Boundary-Spanning Roles & Implications of Role Stress
Reducing Role Stress with Marketing & Creating a Climate for Service
Selection, Training and Motivation of Service Staff
The Cycles of Failure, Mediocrity and Success
Internal Marketing to Build and Foster a Customer Service-oriented Culture

Understanding and managing Service Quality

Defining and Measuring Service Quality
Importance of Quality: The Economics of Customer Retention
Complaint Management, Service Guarantees & Service Recovery
Developing & Implementing Effective Customer Feedback Systems
TQM Tools Applicable to Services
CRM Strategies

RECOMMENDED BOOKS:

1. Christopher H. Lovelock, Jochen Wirtz, and Tat Hean Keh (2004), *Services Marketing in Asia: Managing People, Technology, and Strategy*, Singapore: Prentice Hall
2. Christopher H. Lovelock and Jochen Wirtz (2004), *Services Marketing*, 5th ed., Upper SaddleRiver, New Jersey: Prentice Hall



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	APPLICATIONS IN INTERNATIONAL HRM
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

Course Objective

The purpose of this course is to provide a single source of cases, exercise; incidents are skill builders to supplement the basic text in Human Resource Management.

METHOD OF INSTRUCTION

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS

Human Resource Management in Perspective, Environment, International, and Legal Issues

- The HRM Function/Environment
- International and Diversity Issues
- The Legal and Regulatory Environment

**Meeting Human Resource Requirements: Jobs, Analysis/Design, Planning,
Recruitment and Selection**

- Recruiting and Selection

**Developing Effectiveness in Human Resources: Training, Career Development,
And Performance Appraisal**

**Implementing Compensation and Security: Compensation, Incentives, Benefits,
And Safety and Health**

**Enhancing Employees Relation: Motivation, Employee Rights and Discipline,
Labor Relation and Collective Bargaining**

Motivation and Discipline
Labor Relation , Collective Bargaining, and Contract Administration

Human Resource Audits/Term Assignment

EVALUATION

1. Class Presentation and assignments (topic selected by student) 20%
2. Midterm Exam (in class) 15%
3. Final Exam 55% Exam Schedule
4. Internal marks 10%

REQUIRED COURSE MATERIALS AND READINGS

Applications in Human Resource Management StellaNkomo, Myron, Fottler, R. Bruce McAfee
(5th Edition)



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	COMPENSATION MANAGEMENT
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

Course Objective

The purpose of this course is to provide a single source of cases, exercise; incidents are skill builders to supplement the basic text in Human Resource Management.

METHOD OF INSTRUCTION

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

- The Pay Model.
- Strategic Perspectives.
- Defining Internal Alignment.
- Job Analysis.
- Job Evaluation.
- Person based Structures.
- Defining competitiveness.
- Designing Pay levels, Mix and Pay structures.
- Pay -for – Performance: the Evidence.

- Pay -for – Performance Plans.
- Performance Appraisals.
- The Benefit Determination Process.
- Benefits Options.
- Compensation of Special Groups.
- Union Role in Wage and Salary Administration.
- International Pay Systems.
- Budgets and Administration.

EVALUATION

5. Class Presentation and assignments (topic selected by student) 20%
6. Midterm Exam (in class) 15%
7. Final Exam 55% Exam Schedule
8. Internal marks 10%

REQUIRED COURSE MATERIALS AND READINGS

Compensation by George T. Milkovic, Jerry M. Newman(8th Edition McGraw Hill)

ISBN: 0072875437, February 2004, Publisher: McGraw- Hill Companies.

Suggested Further Readings:

Compensating the Sales Force: A Practical Guide to Designing Winning Sales Compensation

Plans, David J. Cichelli, ISBN: 0071411887, September 2003 McGraw- Hill Companies, Edition

1st.



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	CONFLICT MANAGEMENT
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

Course Objective

Every person faces conflict. There are positive and negative outcomes to conflict. What makes conflict negative or positive is the way in which it is handled. This course teaches participants how to manage emotions during conflict while working collaboratively toward a win/win resolution. Participants will complete a conflict style assessment

METHOD OF INSTRUCTION

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

Introduction

Contribution from various Disciplines
Organizational Conflict

Nature of Conflict

Defining Conflict
Threshold of conflict
Conflict and Competition
Classifying conflict
Styles of handling interpersonal conflict

Measurement of conflict

Development of the ROCI-I
Development of the ROCI-II

Organizational Learning and Effectiveness

Defining Organizational Learning
Types of Learning
Organizational Effectiveness
Characteristic of Old Paradigm
Characteristic of New Paradigm

Conflict Management Design

Define Conflict Management
Contingency Approach
Conflict Management Process

Intrapersonal Conflict

Types of Intrapersonal Conflict
Role Conflict
Role Ambiguity
A Model Role Conflict and Ambiguity
Consequences of Role Conflict
Managing Intrapersonal Conflict

Interpersonal Conflict

The Prisoner's Dilemma
A Model of Conflict
Consequences of Interpersonal Conflict
Negotiation

Managing Intrapersonal Conflict

Intragroup Conflict

Types of Groups

Effects of Intragroup Conflict

Managing Intragroup Conflict

Intergroup Conflict

Dynamics of Intergroup Conflict

Effects of Intergroup Conflict

Managing Intergroup Conflict

Ethics and Morality

Ethics and Morality Defined

Behavioural Perspective for Conflict Management

Ethical Evaluation of Conflict Management

Ethics and Leadership Structure

Practical Method and Conflict Management Styles

Stages of Moral Development

EVALUATION

1. Class Presentation and assignments (topic selected by student) 20%
2. Midterm Exam (in class) 15%
3. Final Exam 55% Exam Schedule
4. Internal marks 10%

REQUIRED COURSE MATERIALS AND READINGS

1-Conflict Diagnosis & Alternative Dispute Resolution by Laurie S. Cultri

2-Conflict Management by Barbara A. Budjac Corvette



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	HRD
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

METHOD OF INSTRUCTION

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS

INTRODUCTION TO HUMAN RESOURCE DEVELOPMENT

The Evolution Of Human Resource Development

The Relationship Between Human Resource

Human Resource Development Function

Roles And Competencies Of An HRD Professional

Challenges To Organization To HRD Professionals

INFLUENCES ON EMPLOYEE BEHAVIOR

Model Of Employee Behavior

External Influences on Employer Behavior

Motivation: A Fundamental Internal

Other External Factor That Influence

LEARNINGS AND HRD

- Learning and instruction
- Maximizing learning
- Learning strategies and styles

ASSESSING HRD NEEDS

- Strategic/Organizational Analysis
- Task Analysis
- Personal Analysis
- Prioritizing HRD Needs

DESIGNING EFFECTIVE HRD PROGRAMS

- Defining the Objective of the HRD Intervention
- Selecting the Trainer
- Preparing a Lesson Plan
- Selecting Training Methods And Media
- Preparing Training Materials
- Scheduling the HRD Program

EVALUATING HRD PROGRAM

- The Purpose of HRD Evolution
- Models and Frameworks of Evolution
- Data Collection for HRD Evolution
- Research Design
- Ethical Issue Concerning Program

SKILLS AND TECHNICAL TRAINING

- Basic Workplace Competencies
- Basic Skills / Literacy Program
- Technical Training
- Interpersonal Skills Training
- Role of Labor Union in Skills and Technical
- Professional Development and Education

COACHING AND PERFORMANCE MANAGEMENT

- The Need for Coaching
- Definition for Coaching
- Coaching to improve Poor Performance

EMPLOYEE COUNSELING AND WELLNESS SERVICES

- An Overview of Employee Counseling Program
- Employee Assistance Program

Stress Management Intervention
Employee Wellness and Health Promotion Programs
Issues in Employee Counseling

CAREER MANAGEMENT AND DEVELOPMENT

Defining Carrere Concepts
Stage of Life and Career Development
Models of Career Development

MANAGEMENT DEVELOPMENT

Describing the Managers Job: Management Roles and Competencies
Making Management Development Strategic

ORGANIZATION DEVELOPMENT AND CHANGE

Organization Development Theories and Concepts
Model of Planed Change Designing an Intervention Strategy
Type of Intervention: Human Process-Based

HRD AND DIVERSITY: DIVERSITY TRAINING AND BEYOND

Organizational Culture
Adapting to Demographic Changes
Crosse – Cultural Education and Training Programs
Human Resource Programs

EVALUATION

1. Class Presentation and assignments (topic selected by student) 20%
2. Midterm Exam (in class) 15%
3. Final Exam 55% Exam Schedule
4. Internal marks 10%

REQUIRED COURSE MATERIALS AND READINGS

1. William B. Werther& Keith Davis “Human Resource & Personnel”
McGraw Hill.
2. Bernardin& Russell, McGraw Hill. (Latest Edition)
3. Fred Luthans. Organizational Behavior McGraw Hill, (Latest Edition)
4. Organizational Behavior, Robert Kreitner&Angelokinicki , Latest Edition, IR



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	INDUSTRIAL RELATIONS
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

COURSE OBJECTIVES

The course contents to examine and analyze employee's management relation and to create awareness among the employees about rules, and acts of Industrial Relations.

METHOD OF INSTRUCTION

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the industrial relation area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

- Employees and Industrial Relation
- Significance of Industrial Relation
- Islamic perspective of industrial relations

- Employee communication in IR
- Collective bargaining
- Promotions
- Industrial grievance
- Occupational health and safety act
- Discipline and Employee Rights in IR
- Wages and Salary Administration procedures, time study, rate setting
- Industrial Relation Acts and Ordinances in Pakistan

EVALUATION

- Class Presentation and assignments (topic selected by student) 20%
- Midterm Exam (in class) 15%
- Final Exam 55% Exam Schedule
- Internal marks 10%

BOOKS RECOMMENDED

1. Ali, Hamid, (1998) The Enactment of Industrial Relation, Karachi: Labor Law Publisher, 1998
2. Kannan, S. (1996) Industrial and Labour Law Procedure, New Delhi: U K Publishers.
3. Bhargava, V.B. (1996) Industrial & Labour Law, Lucknow: Vinod Law Publications.
4. Armstrong, M, (1994) Strategies for Human Resource Management, New York: Mac Graw Hill.



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	LEADERSHIP
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

Course Objective:

The course is designed to develop the understanding & knowledge of “the Leadership concepts and the skill sets necessary for performing the team leader functions in today’s dynamic and competitive organizations. The course will be divided into two main components, the Leadership and Team dynamics. The main focus of this course will be on Leader, Followers and situation to understand the concept of leadership.

METHOD OF INSTRUCTION

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS

INTRODUCTION TO LEADERSHIP

- What does it mean to be a Leader?
- The nature of Leadership
- The new reality for today’s Organization
- Comparing Management and Leadership
- Evolving theories of Leadership
- Leadership is not automatic

Learning the Art and Science of Leadership

RESEARCH PERSPECTIVE ON LEADERSHIP

Traits, Behavior, and Relationships

The Trait Approaches

Individualized Leadership

CONTINGENCY APPROACHES

The Contingency Approaches

Fiedler's Contingency Model

Hersey and Blanchard's Situational Theory

Path-Goal Theory

The Vroom-Jago Contingency Model

Substitutes for Leadership

THE PERSONAL SIDE OF LEADERSHIP

The Leader as an Individual

Personality and Leadership

Values and Attitudes

Cognitive Differences

Personality and Leadership Style: The Role of Charisma

Transactional versus Transformational Leadership

[

FOLLOWERSHIP

The role of Followers

Developing Personal potential

Source of Follower power

Strategies for managing up what Followers want

Building a community of Followers

MOTIVATION & EMPOWERMENT

Leadership and Motivation

Needs-Based Theories of Motivation

Other Motivational Theories

The carrot and stick controversy

Empowering people to meet higher needs

Organizational motivational programs

LEADERSHIP AND COMMUNICATION

How leaders communicate
Leading strategies conversations
The leader as Communication champion
Selecting rich Communication channels
Communication in crises

LEADING TEAMS

Teams in Organizations
Team types and characteristics
Leading effective Teams
The leader's new challenge: Virtual and Global Teams
Handling Team conflict

DEVELOPING LEADERSHIP DIVERSITY

Global Diversity
Challenges Minorities face
Leadership initiatives toward organization Diversity
Leadership Solutions

LEADERSHIP POWER AND INFLUENCE

Power, Influences and Leadership
Sources of leader Power in organizations
Increasing Power through political activity
Tactics for asserting leader influence
Ethical considerations in using power and politics

LEADING CHANGE

Change or Perish
Leading a Major Change
Strategies for everyday Change
Dealing with resistance
The negative impact of Change
Leading innovation

EVALUATION

9. Class Presentation and assignments (topic selected by student) 20%
10. Midterm Exam (in class) 15%
11. Final Exam 55% Exam Schedule
12. Internal marks 10%

REQUIRED COURSE MATERIALS AND READINGS

1. Leadership by **Richard L Daft.**
2. Leadership: Theory & Practices by **Peter G. (Guy) Northouse.**
3. Leadership: Classical, Contemporary, and Critical Approaches by **Keith Grint**



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	PERFORMANCE MANAGEMENT
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

Course Objective

The course is designed to develop and understand the importance of an effective performance management system in helping organizations define and achieve long-term and short-term goals vital to its overall success. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing and improving individual and organizational performance. A focus on practical learning will give students the knowledge and skills needed to direct and support supervisors in this important management function.

METHOD OF INSTRUCTION

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS

PERFORMANCE MANAGEMENT & REWARD SYSTEMS IN CONTEXT

- Definition of Performance Management (PM)
- The Performance Management Contribution
- Disadvantage / Dangers of poorly Implemented PM systems
- Definition of Reward systems
- Aims and Role of PM systems
- Characteristics of an ideal PM systems

Integration with Other Human Resources and Development Activities

PERFORMANC MANAGEMENT PROCESS

Prerequisites

Performance Planning

Performance Execution

Performance Assessment

Performance review

Performance renewal and Recontracting

PERFORMANCE MANAGEMENT & STRATEGIC PLANNING

Definition and Purpose of Strategic Planning.

Process of Linking Performance Management to the Strategic Plan

Building Support

DEFINE PERFORMANCE & CHOOSING A MEASURMENT APPROACH

Defining Performance

Determination of Performance

Performance Dimension

Approaches to measuring Performance

MEASURING RESULT & BEHAIVIORS

Measuring Results

Measuring Behaviors

GATHERING PERFORMANCE INFORMATION

Appraisal Forms

Characteristics of appraisal Forms

Determining Overall Rating

Appraisal Period and Number of meeting

Who Should Provide Performance Information?

A Model of Rate motivation

Preventing Rating Distortion through Rater Training Programs

IMPLEMENTATION A PERFORMANCE MANAGEMENT SYSTEM

Preparation: Communication, Appeals Process, Training Programs

Communication Plan

Appeals Process

Training Programs for the Acquisition of Required Skills

Pilot Testing
Ongoing Monitoring and Evaluation

PERFORMANCE MANAGEMENT & EMPLOYEE DEVELOPMENT

Personal Development Plan
Direct Supervisor's Role
360-Degree Feedback System

PERFORMANCE MANAGEMENT SKILLS

Coaching
Coaching Styles
Coaching Process

REWARD SYSTEM AND LEGAL ISSUES

Traditional and Contingent Pay Plans
Reasons for introducing Pay Plans
Possible Problems Associated with Contingent Pay Plans
Selecting a Contingent Pay Plan
Performance Management and the Law
Some Legal Principles affecting Performance Management
Law Affecting Performance Management

MANAGING TEAM PERFORMANCE

Definition and Importance of Teams
Types of Teams and Implications for Performance Management
Rewarding Team Performance

EVALUATION

13. Class Presentation and assignments (topic selected by student) 20%
14. Midterm Exam (in class) 15%
15. Final Exam 55% Exam Schedule
16. Internal marks 10%

REQUIRED COURSE MATERIALS AND READINGS

4. Performance Management **by Herman Aguinis.**
5. Performance Management: key strategies and practical guideline **by Michael Armstrong.**
6. Performance Management **by Robert Bacal.**
7. Performance management and appraisal systems: HR tools for global competitiveness **by T. Venkateswara Rao, T. V. Rao.**



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	RECRUITMENT AND SELECTION
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

Course Objective

The purpose of this course is to provide a single source of cases, exercise; incidents are skill builders to supplement the basic text in Human Resource Management.

METHOD OF INSTRUCTION

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS

Introduction and Overview of R&S

Introduction To Course
Human Resource Management Functions
What is Organizational Entry
Four Phases of Organizational Entry
Difference between Recruitment and Selection
The Generic process of Recruitment and Selection
What is Job Description & Job Specification
Importance of Job Description and Job Specification in
Recruitment & Selection
Recruitment and Selection Specialist role in

organizations

MBTI personality type of R&S Specialist.

Recruitment Administration

Methods of Recruitment

Merits and Demerits of Various Recruitment Methods

How to prepare newspaper job ads.

Electronic Recruitment

Professional Networking and Recruitment

Recruitment Process Outsourcing

Recruitment and its options

Selection Administration

Selection Devices and Selection Decision Outcomes

Psychometric Testing (Personality and Motivational
Driver Tests) of Job Candidates

What is Job Interview all about?

Types of Job Interviews

Preparation areas before conducting Interviews

Interview Process

Questioning Techniques during Interviews

Evaluating the Candidates

Questions should avoid

Interpreting Body Language of Interviewees

How to avoid Common Interviewing Mistakes?

How to involve line managers in selection process?

Orientation of New Employees

What is New Employee Orientation?

Areas to be Covered in Orientation

Process of Orientation

Role of Orientation

Successful Orientation Program (Orientation Vs Integration)

Evaluating the Success of an Orientation Program

Cyberspace Orientation

R&S Policy, Procedures and Documents

What is Policy? HR Policies? R&S Policy?

How to write R&S Policy and Procedures?

Documents use in whole Recruitment and Selection process
(Form and Letters)

How to design R&S administrative process, Forms and
Letters.

Automation in Recruitment Administrative Process.

Measurements in Recruitment & Selection

Cost per Hire

Time taken to fill a job vacancy

Staff-turnover Cost by Recruitment Source
Internal Hire Probability
Return on Investment (ROI) calculations of Employer
Brandin



ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme	:	MBA
Course Name	:	TRAINING AND DEVELOPMENT
Course Code	:	MGT-113
Credit Hours	:	03
Total Week	:	16
Total Hours	:	48

COURSE OBJECTIVES

Training and development in organizations is usually defined as planned activities directed at enhancing the learning of job-relevant knowledge, skills and attitudes by members or employees of the organization.

Almost invariably, the goal is to improve on-the-job performance so as to enhance the overall effectiveness of the organization and/or to increase the likelihood that organizational goals will be reached. This course will familiarize students with the training and development function.

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

METHOD OF INSTRUCTION

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS

- THE TRAINING AND DEVELOPMENT PROCESS
- ORGANISATION LEARNING
- THE NEED ANALYSIS PROCESS
- TRAINING DESIGN
- OFF THE-JOB TRAINING METHODS
- ON THE JOB TRAINING METHODS
- TECHNOLOGY BASED TRAINING METHODS
- TRAINING IMPLEMENTATION AND DELIVERY
- THE COST AND BENEFITS OF TRAINING
- TRAINING EVALUATION AND TRAINING PROGRAMS
- MANAGEMENT DEVELOPMENT
- TRAINING TRENDS AND BEST PRACTICES

EVALUATION

17. Class Presentation and assignments (topic selected by student) 20%
18. Midterm Exam (in class) 15%
19. Final Exam 55% Exam Schedule
20. Internal marks 10%

REQUIRED COURSE MATERIALS AND READINGS

- 1- Effective Training, By P Nick Blanchard, James W Thacker 3rd Edition
- 2- Performance Management Through Training And Development By Saks.Haccoun.Belcourt, India Edition

Internet And Library Sources