

# COURSE CONTENTS OF BBA (Hons)



**DEPARTMENT OF MANAGEMENT SCIENCE &  
COMMERCE**

*DIC*

# BACHA KHAN UNIVERSITY CHARSAZZA

## Minutes of the 12<sup>th</sup> Meeting of the Board of Study of the Department of Management Sciences held on, May 21, 2019.

The 12<sup>th</sup> Meeting of the Board of Study of the Department of Management Sciences was held on May 21, 2019 at 10:00 am in the Conference room of the Bacha Khan University Charsadda.

The following members attended the meeting.

- |  |           |
|--|-----------|
| 1. Dr. Muhammad Adil,<br>Assistant Professor/HOD Management Science, BKUC      | In- Chair |
| 2. Prof. Dr. Sajjad Ahmad<br>Professor, University of Peshawar                 | Member    |
| 3. Dr. Shaifiq Ur Rahman<br>Associate Professor, University of Malakand        | Member    |
| 4. Dr. Shahid Jan<br>Associate Professor, Islamia College University Peshawar  | Member    |
| 5. Dr. Mohsin Ali Shah<br>Assistant Professor, AWKU Mardan                     | Member    |
| 6. Syed Arshad Ali Shah<br>Lecturer Department of Management Science, BKUC     | Member    |
| 7. Mr. Muhammad Taimur Khan<br>Lecturer Department of Management Science, BKUC | Member    |
| 8. Mr. Asfandyar Rahim<br>Lecturer Department of Management Science, BKUC      | Member    |

The meeting started with the recitation of few verses from the Holy Quran, where after, the Chairman/HoD, in-chair, warm welcomed all the participants for sparing time out of their busy schedule and to facilitate this university in its academic pursuits.

The agenda was thoroughly discussed and following minutes were recorded.

The scheme of study prepared and approved in earlier board of studies was not much successful in fulfilling the needs of the day. Therefore, the Department of Management Sciences feels to revise, modify and update the scheme of study for graduate level as well as for post graduate level as per HEC guidelines. Following is the agenda of this BoS meeting:

#### **1. To consider revision of syllabus of BBA(Hons)**

- BOS members unanimously decided to reshuffle several courses among different semesters.
- Increase in credit hour of Islamiyat and Pak study from 1.5 credit hour to 2 credit hour each.
- Approval of the new courses in general category; Citizen Education and Community Engagement, in BBA (Hons) as per HEC notification.
- Replacement of Inferential Statistics with Qualitative and Quantitative Research Techniques.
- Replacement of Banking Law and Practice with Strategic Management.
- Consumer behaviour in 5<sup>th</sup> semester is shifted to marketing specialisation subjects.

#### **2. Approval of new program**

- The members suggests BS Commerce program as it is necessary to have parent department in the university in order to give affiliation to any institution, furthermore the members suggests to follow University of Malakand outline for the said program.

#### **3. Correction of Course Codes**

- Course code of BBA, MBA & MS must be MGT rather than BBA and MBA or MS and the same may follow for B.com
- The members suggested to follow concerned department Course Code for external courses.

#### **4. Revision of MS Syllabus and Degree title**



- Replacement of Econometrics subject in 1<sup>st</sup> semester with “Advance Readings in Management”.
- Addition of new subject “Leadership Theory and Practice” as elective subject.
- The members recommended to offer two core and two specialisation subjects in first and second semester as earlier four compulsory subjects were taught in 1<sup>st</sup> semester.

The meeting ended with mutual vote of thanks.

A handwritten signature in blue ink, appearing to be 'D.L.C.', is located at the bottom center of the page.

1. Dr. Muhammad Adil _____ Assistant Professor/ HOD Management Sciences, BKUC (In- Chair)	2. Prof. Dr.Sajjad Ahmad _____ Professor, University of Peshawar
3. Dr. Shahid Jan _____ Associate Professor, Islamia College University Peshawar	4. Dr. Mohsin Ali Shah _____ Assistant Professor, AWKU Mardan
5. Dr. Shafiq Ur Rehman _____ Associate Professor, University of Malakand	6. Syed Arshad Ali Shah _____ Department of Management Sciences, BKUC
7. Mr. Muhammad Taimur Khan _____ Department of Management Sciences, BKUC	Mr. Asfandyar Rahim _____ Lecturer Department of Management Sciences, BKUC Member

SEMESTER-WISE BREAKUP FOR BBA(Hons) PROGRAM							
	Course codes	Semester 1	Cr.Hrs		Course codes	Semester 2	Cr.Hrs
1.	MGT-311	Financial Accounting-I	3	1.	MGT-321	Financial Accounting-II	3
2.	MGT-312	Introduction to Business	3	2.	ECON-322	Intermediate Macroeconomics	3
3.	MGT-313	Principles of Management	3	3.	ELL-321	FRESHMAN English-II	3
4.	ECON-311	Principles of Microeconomics	3	4.	COS-305	Introduction to Sociology	3
5.	ELL-311	FRESHMAN English -1	3	5.	MGT-322	Marketing Management	3
6.	MGT-314	Principles of Marketing	3	6.	CS-312	Introduction to computer	3
		<b>Semester 3</b>				<b>Semester 4</b>	
1.	MGT-411	Organization behavior	3	1.	MGT-421	Business Finance	3
2.	MGT-412	Human Resource Management	3	2.	MGT-422	Business Law	3
3.	MATH-303	Mathematics I	3	3.	Mgt-423	Strategic Management	3
4.	IS -302	Islamic Study	2	4.	STS-414	Business Statistics	3
5.	MGT-413	Logic and critical thinking	3	5.	ENG 351	Business Communication	3
6.	MGT-414	Cost Accounting	3	6.	COS-352	Pak Study	2
		<b>Semester 5</b>				<b>Semester 6</b>	
1.	MGT-511	Financial Management	3	1.	MGT-521	Business Research Methods	3
2.	SOC- 313	Citizenship Education & Community Engagement	3	2.	MGT-522	Corporate Governance	3
3.	MGT-512	E-Commerce	3	3.	MGT-523	Management Information Systems	3
4.	MGT-513	Total quality management	3	4.	MGT-524	Operations & production	3
5.	MGT-514	Business ethics	3	5.	MGT-525	Entrepreneurship	3
		<b>Semester 7</b>				<b>Semester 8</b>	
1.	MGT-611	Project Management	3	1.	MGT-621	Advanced Quantitative Techniques	3
2.	MGT-612	Qualitative & Quantitative Research Techniques	3	2.	MGT-622	Project Report	6
<b>HRM SPECIALIZATION</b>							
3.	HRM-613	Recruitment & Selection (Optional)	3	3.	HRM-623	Reward Management/ Compensation Management (Optional)	3
4.	HRM-614	Training & Development	3	4.	HRM-624	Leadership & Team Management	3
5.	HRM-615	Managerial Skills	3	5.	HRM-625	Conflict Management	3
<b>MARKETING SPECIALIZATION</b>							
3.	MKT-613 t	Sales Management (Optional)	3	3.	MKT-623	Services Marketing (Optional)	3
4.	MKT-614	Global/International Marketing	3	4.	MKT-624	Marketing Research	3
5.	MKT-615	Brand Marketing	3	5.	MKT-625	Advertising & Promotional Strategies	3
<b>FINANCE SPECIALIZATION</b>							
3.	FIN-613	Advance Corporate Finance (Optional)	3	3.	FIN-623	Islamic banking & Finance (Optional)	3
4.	FIN-614	Investment & Portfolio Management	3	4.	FIN-624	Financial Market & Institution	3
5.	FIN-615	Financial Risk management	3	5.	FIN- 625	Financial Statement Analysis	3

Total No. of credit Hours=132

# FINANCIAL ACCOUNTING- I

Credit Hours : 3

COURSE CODE MGT-311

## COURSE DESCRIPTION/OBJECTIVES

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

## LEARNING OUTCOMES

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

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

## COURSE CONTENT

<b>Week 01</b>	<b>Accounting and its role</b> Development of accounting Accounting Theory and Conceptual framework Accounting Defined Why study Accounting Financial statements Major fields of Accounting Accounting as a Career
<b>Week 02</b>	<b>Basic Accounting Concepts</b> The Entity Concept The Reliability (or Objectivity) principle The cost Principle The Going-Concern Assumptions The Stable Currency Assumptions Ethics-the-Most Fundamental Principle of Accounting Qualitative characteristics of Financial statements
<b>Week 03 &amp; 04</b>	<b>The recording process</b> The Recognition Issue The Valuation Issue The Classification Issue The Recording Process Analysis of Transaction The Journal The Ledger Balancing the Accounts
<b>Week 05 &amp;06</b>	<b>Preparation of Financial Statements</b> Preparing Trial Balance Locating and correcting errors in recording process Preparing Profit and Loss Account and Balance Sheet

<b>Week 06 &amp;07</b>	<b>The adjusting and closing entries</b> Need for Adjusting Entries Recording adjusting entries Preparing adjusted trial balance Recording closing entries Preparing post-closing trial balance Preparing work-sheet Preparation of Financial Statements
<b>Week 08 &amp; 09</b>	Accounting for trading organization The Purchase Function Accounting for Purchases and Sales Return and allowances Periodic System Perpetual System Worksheet Preparation of financial Statements Departmental Accounts
<b>Week 10 &amp; 11</b>	Accounting Systems Developing a System Subsidiary Journals Subsidiary ledgers Cash Book Petty cash book Control Accounts
<b>Week 12</b>	Cash and temporary investment Nature and Composition of Cash Cash Management and Control Maintaining Bank Account Bank Reconciliation Short term investments
<b>Week 13 &amp; 14</b>	Accounting for debtors and stock Accounting Treatment of Bad Debts Direct write-Off Method Aging Schedule Percentage of Sales Method Recoveries of Bad debts Stock Measurement of Stock Quantity Measurement of Stock Cost Perpetual Stock System Periodic Stock System
<b>Week 15 &amp; 16</b>	Accounting for property, plant and equipment Property, Plant and Equipment Lump-sum Purchase Subsequent Expenditure Depreciation methods



	Revaluation Review of Useful life Intangible Assets and Amortization Wasting Assets and Depletion
--	--

### **TEXT/REFERENCE BOOKS**

1. Williams, Haka, Bettner: Financial & Managerial Accounting, Latest Edition, Prentice Hall
2. Professor Muhammad Ammanullah Khan: Financial Accounting, Latest Edition
3. Frank Wood's: Business Accounting 1, Eleventh Edition
4. Meigs and Meigs, Accounting for Business Decision, 9<sup>th</sup> Edition/Latest Edition

# INTRODUCTION TO BUSINESS

Credit Hours : 3

COURSE CODE: MGT-312

## Course Objectives

Commerce is a fast moving subject. The persons who are engaged in business and those who are to enter in this profession must acquaint themselves with the fundamentals and new developments of business organization and Management. Introduction to business is especially designed for the students of business administration to equip them with the fundamental knowledge of business and its essentials.

## COURSE CONTENTS

<b>(Week 01)</b>	Introduction to Business Definition of Business Characteristics of business Importance & Scope of business Objectives of business Qualities of a successful businessman Functions of a Modern Business
<b>Week 02</b>	Problems of Business Selection of business, Demand for the product, Size of business unit Provision of Capital, Location, Selection of physical facilities Plan layout, Selection of Staff, Office equipment, Fulfillment of legal requirement
<b>Week 03</b>	The Economic Setting of Business Micro Economic Environment Macro Economic Environment Economic System Economic Globalization
<b>Week 04</b>	Forms of Business Organization Sole proprietorship Definition Advantages & disadvantages of sole proprietorship
<b>Week 05</b>	Partnership Definition Salient Features of Partnership Merits and demerits of Partnership Partnership Deed Types of Partners
<b>Week 06</b>	Joint stock company

	<p>Joint stock company and its features  Classification of companies  Advantages and disadvantages of a company  Difference between Joint Stock Company and Partnership</p>
<b>Week 07</b>	<p>The Management of Business  Definition of Management  Functions of Management</p>
<b>Week 09</b>	<p>Human Resource Management  Definition  Objectives of HRM  The process of Selection</p>
<b>Week 10</b>	<p>Business Accounting  Meaning of Accounting  Branches of Accounting  Functions of Accounting  Accounting Cycle</p>
<b>Week 11</b>	<p>Business Finance  The Concept of Business Finance  Financial Needs of Business  Types of Business Finance – An Overview</p>
<b>Week 12</b>	<p>Marketing In Business  Definition of Marketing  Evolution of Marketing  Classification of Markets</p>
<b>Week 13</b>	<p>Function of Marketing  Marketing Mix  -Product.  -Price  -Placement.  -Promotion</p>
<b>Week 14</b>	<p>Advertising  Definition  Benefits of Advertising  Media of Advertising</p>
<b>Week 15</b>	<p>Insurance  Definition  Advantages of Insurance  Principles of Insurance</p>

<b>Week 16</b>	Types of Insurance Life Insurance Fire Insurance Marine Insurance
<b>Week 17</b>	Warehousing Definition Importance Functions Kinds of Warehouses

**REFERENCE BOOKS:**

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

# PRINCIPLES OF MANAGEMENT

Credit Hours : 3

COURSE CODE MGT-313

## COURSE DESCRIPTION AND GOALS

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

## INTENDED LEARNING OUTCOMES

This course will cover the basic managerial functions of planning, organizing, leading, and controlling, We will also try to learn the evolution and best practices which are been used in today's modern era.

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

1. Hold informed conversations with functional specialists and understand how to draw effectively on their expertise in managing organizations.
2. Understand the relevance of the western management principles and theories, for local settings.
3. Understand the Islamic perspective of managing businesses and organizations.
4. Apply course concepts and theory in a practical context.
5. Integrate several of the disciplines studied

## COURSE CONTENTS

<b>Week 01</b>	Introduction to Management Organization, The management Process
<b>Week 02</b>	The History and evaluation of Management Organizational theories and different approaches to management
<b>Week 03</b>	The organizational Culture and the Manager The external environment and the Manager The internal environment and the manager
<b>Week 04</b>	Foundations and basic elements of Planning Process of planning and MBO Effective strategic planning
<b>Week 05</b>	Decision Making The manager's role as decision maker Decision making process
<b>Week 06</b>	Basics of Strategic Management Case of Strategic Management Strategic management process
<b>Week 07</b>	Organizational Structure Types of organizational structures

<b>Week 08</b>	MID-TERM EXAMINATION Case Decision-making
<b>Week 09</b>	Human Resource Management HRM processes
<b>Week 10</b>	Motivation its theories Current issues in Motivation
<b>Week 11</b>	Team work and Group Behaviour Case of team and team work
<b>Week 12</b>	Leadership and its characteristics Leadership styles and behaviours
<b>Week 13</b>	The process of Control The Control Standards
<b>Week 14</b>	Case of Controlling Presentation
<b>Week 15</b>	Staffing Presentation
<b>Week 16</b>	Conclusion Session Terminal Exam

### **RECOMMENDED TEXT BOOKS**

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

# PRINCIPLES OF MICRO ECONOMICS

Credit Hours : 3

COURSE CODE Econ-311

## COURSE DESCRIPTION

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

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

## INDENTED LEARNING OUTCOMES

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

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

## COURSE CONTENT

<b>Week 01, 02</b>	<b>BASIC ECONOMIC CONCEPTS</b> Economics: Basic Themes and Nature Micro versus Macro Economics Positive versus Normative economics Economic problem of resource allocation Economics relevance to business organizations
<b>Week 03, 04</b>	<b>DEMAND AND SUPPLY ANALYSIS</b> The demand function. Changes in demand. The supply function. Changes in supply. Equilibrium of Supply & Demand Elasticity of demand/supply and its measurement.
<b>Week 05, 06</b>	<b>APPROACHES TO UTILITY ANALYSIS</b> Cardinal approach and consumer equilibrium. Ordinal approach and consumer equilibrium. Price, Income and Substitution effects on consumer equilibrium.
<b>Week 07, 08</b>	<b>PRODUCTION ANALYSIS</b> Basic production concepts. Total, Average and Marginal Product Returns to scale.

	Short-run and long-run production. Least-cost factor combination. Producer equilibrium.
<b>Week 09, 10</b>	<b>COST AND REVENUE ANALYSIS</b> Various cost concepts. The cost of production: Short-run cost, long-run cost. Revenue and revenue curves: Total, average and marginal revenues. Profit-Maximization
<b>Week 11, 12</b>	<b>MARKET STRUCTURES AND PRICING</b> Market and its forms. Price and out-put under perfect competition. Price and out-put under monopoly, duopoly, oligopoly and monopolistic competition.
<b>Week 13, 14</b>	<b>RESOURCE ALLOCATION</b> Role of the government in market efficiency. The theory of Marginal Productivity. Market demand for resources. Existence of impact of externalities Income distribution and fairness
<b>Week 15</b>	Project/Revision

### **TEXT/REFERENCE BOOKS**

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



## FRESHMAN ENGLISH-I

Credit Hours : 3

COURSE CODE ELL-311

### **COURSE DESCRIPTION/OBJECTIVE**

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

### **INDENTED LEARNING OUTCOMES**

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

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

### **COURSE CONTENTS**

<b>(Week 01)</b>	Parts of Speech Parts of Sentences
<b>Week 02</b>	Clauses Phrases Capitalization Punctuation Usage Modifiers
<b>Week 03</b>	Conjunctions Figures of Speech Modifiers Proofreading
<b>Week 04</b>	Pre-writing Skills Graphic Organizers Five Planning steps for effective message
<b>Week 05</b>	Reflective Essays Persuasive Essays Compare-Contrast Essays
<b>Week 06</b>	Literary Analysis

	Library Skills Reference Book Skills
<b>Week 07</b>	Creative Writing Letter Writing bad news, good news,
<b>Week 09</b>	Resume, Emails and applications Research Papers
<b>Week 10</b>	Short story writing
<b>Week 11</b>	7 Cs of communication
<b>Week 12</b>	Effective reading skills development Book reading Research paper reading
<b>Week 13</b>	Case study News-paper/ article
<b>Week 14</b>	Introduction to communication
<b>Week 15</b>	Effective presentation skills
<b>Week 16</b>	Public Speaking Skills Persuasive Speeches

**TEXT/REFERENCE BOOKS:**

1. Bov'ee D.Philip: Business Communication
2. Stewart,Zimiber & Clark:Business English & Communication
3. Kitty Locker:Business And Administrative Communication
4. Himstreet And Batty:Business Communication

# PRINCIPLES OF MARKETING

Credit Hours : 3

COURSE CODE MGT-314

## COURSE DESCRIPTION/OBJECTIVE

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

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

## LEARNING OUTCOMES

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

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

## COURSE CONTENT

<b>Week 01</b>	<b>INTRODUCTION TO MARKETING</b> Marketing and the Society Importance and scope of marketing Definition of marketing Nature and concept of marketing
<b>Week 02</b>	<b>MARKETING ENVIRONMENTS</b> The Marketing environment Macro environment Micro environment Environmental scanning and monitoring
<b>Week 03</b>	<b>MARKETING &amp; STRATEGY</b> Strategic planning Strategic marketing planning Forecasting marketing demand
<b>Week 04</b>	<b>MARKETING DECISIONS</b> Information required for marketing decisions Reasons for obtaining information Marketing research
<b>Week 05</b>	<b>CONSUMER BEHAVIOUR</b> Information for purchase decisions Consumer decision process Influence of social and psychological factors Market implications

<b>Week 06</b>	<b>MARKET SEGMENTATION AND TARGETING</b> Factors for Segmentation Selecting the target market Developing the positioning and target market strategies
<b>Week 07</b>	<b>PRODUCTS AND SERVICES</b> Definition of product and services Classification of consumer goods Classification of business goods
<b>Week 08</b>	<b>PRODUCT DEVELOPMENT AND LIFE CYCLE</b> Product development process and commercialization Product life cycle stages and its implications
<b>MID-TERM EXAMINATION</b>	
<b>Week 09</b>	<b>PRICING</b> Overview of pricing Importance of pricing Break even analysis Factor effecting pricing decisions
<b>Week 10</b>	<b>SETTING THE PRICE AND RELATING STRATEGIES</b> Pricing objectives Sale based objectives Profit based objectives Status quo Pricing Price strategy
<b>Week 11</b>	<b>PRICING TECHNIQUES AND THEIR APPLICATIONS</b> Cost based pricing Cost plus pricing Target pricing Floor pricing
<b>Week 12</b>	<b>DISTRIBUTION</b> Importance of distribution channels Selecting a channel of distribution Retail functions in distribution Recent trends in wholesaling and retailing
<b>Week 13</b>	<b>PROMOTION</b> Importance and types of promotion Channels of communication Objectives, budgeting and promotional mix Legal environments of promotion
<b>Week 14</b>	<b>ADVERTISEMENT AND PUBLICITY</b>

	Scope of advertisement and publicity Characteristic of advertisement and publicity Development, planning and implementation of advertising plan Evaluating the success and failure of promotional plan
<b>Week 15</b>	<b>INTRODUCTION To E-BUSINESS</b> Introduction Different trends Rules of doing e-business E-business application in the market
<b>Week 16</b>	Conclusion Session Final Exam Session <input type="checkbox"/> Final Exam

### **RECOMMENDED TEXT BOOKS**

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

## FINANCIAL ACCOUNTING II

Credit Hours : 3

COURSE CODE MGT-321

### COURSE DESCRIPTION/OBJECTIVE

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

### LEARNING OUTCOMES

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

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

### COURSE CONTENTS

<b>Week 1</b>	<b>Accounting for companies</b> The Company Types of Company Formation of a Public Limited Co, Classes of Shares Ordinary Shares Preference Shares Issuance of Shares Market Value of Shares □ Share Capital and Share Premium
<b>Week 02</b>	Accounting for Issuance of shares
<b>Week 03 &amp; 04</b>	Company final Accounts Preparing Final Accounts Profit & Loss Account Appropriation Account Balance Sheet Published Annual Reports
<b>Week 05</b>	Company final Accounts Alteration of Capital Bonus Shares Right Issue Stock Splits
<b>Week 06</b>	Accounting for Dividends

<b>Week 07</b>	Accounting for Bonds and Debentures Issuance of Bonds and Debentures Redeemable Capital
<b>Week 08 &amp; 09</b>	Preparation and Interpretation of Cash Flow
<b>Week 10 &amp; 11</b>	Important IAS and FRS Inventories IAS-2 Revenue recognition Research and Development Intangible Assets Revaluation of Assets Impairment of Assets Post balance sheet events
<b>Week 12 &amp; 13</b>	Analysis of Financial Statements Ratios Trend analysis Common size analysis
<b>Week 14 &amp; 15</b>	Accounting for consolidated statements.
<b>Week 16</b>	Accounting for Partnerships

**TEXT/REFERENCES BOOKS:**

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

# INTERMEDIATE MACROECONOMICS

Credit Hours : 3

COURSE CODE ECON-322

## COURSE DESCRIPTION

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

## INDENTED LEARNING OUTCOME

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

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

## COURSE CONTENTS

<b>Week 01,02</b>	<b>KEY CONCEPTS OF MACROECONOMICS</b> Objectives and instruments of macroeconomics. Tools of macroeconomics policy. Aggregate demand and supply.
<b>Week 03,04</b>	<b>MEASURING ECONOMIC ACTIVITY.</b> Concepts of National Income. Measurement of National Income. GDP, NDP, GNP & NNP, Personal Income & Disposable Personal Income GDP Deflator and a real GDP □ National Income as a measure of economic welfare
<b>Week 05,06</b>	<b>CONSUMPTION AND INVESTMENT.</b> Consumption, Income and saving. Consumption Function. Saving Function. The Marginal Propensity to Consume and Average Propensity to consume The Marginal Propensity to Save and Average Propensity to save Determinants of Consumption Determinants of Investment (Rate of interest, MEC)
<b>Week 07,</b>	<b>INCOME AND EMPLOYMENT DETERMINATION</b> Classical approach. Modern approach (Keynesian) Post Keynesian Approach
<b>Week 08,</b>	<b>MULTIPLIER AND ACCELERATOR</b> Investment Multiplier. Tax multiplier, foreign trade multiplier and super multiplier.



<b>Week 09</b>	<b>FISCAL AND MONETARY POLICIES</b> Fiscal Policy Monetary Policy
<b>Week 10,</b>	<b>INFLATION</b> Nature and kinds. Inflationary and deflationary gaps. Inflation and unemployment.
<b>Week 11</b>	<b>BUSINESS CYCLE</b> The concept of Business Cycle Business Cycle Theories Business Cycle & Business Decision Making
<b>Week 12,13</b>	<b>INTERNATIONAL TRADE</b> Classical theory of International trade (CIT) Modern theory of International trade (H-O-Theorem) Economic Integration and Regional Cooperation. Protection and free trade. WTO (Objectives and role)
<b>Week 14</b>	<b>BALANCE OF PAYMENTS</b> Balance of Payments Accounts. Disequilibrium & Imbalance of Payments. Causes and Remedies.
<b>Week 15</b>	Project/Revision

### **TEXT/REFERENCE BOOKS**

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

## FRESHMAN ENGLISH-II

Credit Hours : 3

COURSE CODE ELL-321

### COURSE DESCRIPTION/OBJECTIVE

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

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

### INDENTED LEARNING OUTCOMES

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

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

### COURSE CONTENTS

<b>Week 01</b>	<b>Effective Communication in Business</b> Importance and benefits of effective communication Components of communication Concepts and problems of communication Non-verbal communication
<b>Week 02</b>	<b>The 7 C's of Effective Communication</b> Completeness Conciseness Consideration Concreteness Clarity Courtesy Correctness
<b>Week 03</b>	<b>The Process of Preparing Effective Business Messages</b> Five planning steps
<b>Week 04</b>	<b>Strategies for Successful Speaking and Successful Listening</b> Strategies for improving oral presentation. Strategies for reducing stage fright. Strategies for improving listening skills
<b>Week 05</b>	<b>Strategies for Successful Informative and Persuasive speaking</b> Purpose of informative and persuasive speaking. Kinds of informative and persuasive speaking. Audience analysis for informative and persuasive speaking. Organization for informative and persuasive speaking. Support for informative and persuasive speaking
<b>Week 06</b>	<b>Strategies for Successful Interpersonal Communication</b> Dyadic communication. Interviewing Telephoning

	Dictating
<b>Week 07</b>	<b>Confidence Building</b> <b>How to make PowerPoint Presentation</b> Strategies to build confidence Techniques to make Power Point Presentation
<b>Week 08 Mid term Exam</b>	
<b>Week 09</b>	<b>Making Oral Presentation</b> Purpose in oral presentation Comparing written and oral messages Planning strategies for your presentation Choosing information to include in your presentation. Organizing your information. Delivering an effective presentation Handling questions. Making group presentations.
<b>Week 10</b>	<b>Building Good Will</b> You attitude Positive emphasis Tone, power & politeness. Reducing bias in business communication
<b>Week 11</b>	<b>Public Speaking And Oral Reporting</b> Making formal speeches Determination of presentation methods. Consideration of personal aspects. Audience analysis.
<b>Week 12</b>	<b>Additional Oral Communication Activities</b> Conducting and participating in meetings. Techniques for participating in a meeting. Interviewing people Guidelines for the interviewee. Dictating letters and reports. Using the telephone.
<b>Week 13</b>	<b>Non-Verbal Communication</b> Classification of non-verbal communication Kinesics Proxemics Time language Paralanguage Physical context
<b>Week 14</b>	Communications in group meetings
<b>Week 15</b>	Writing Covering Letters Resume
<b>Week 16</b>	Confidence building, tips to be impressive
<b>Week17</b>	Final project Presentations

## RECOMMENDED TEXTBOOKS

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

# INTRODUCTION TO SOCIOLOGY

Credit Hours : 3

COURSE CODE 305

## COURSE OBJECTIVES

The course is designed to provide the student with solid principles, theories and concepts of sociology. It also familiarizes them with underlying human behavior. Beside it helps them in understanding the social base of business organization systems and practices and the changes occurring there in. Its contents have been developed with the expressed objective that both business and management is Socialist to make them human welfare oriented and over students become successful business managers alive to their responsibilities.

<b>(Week 01</b>	Introduction to Sociology Definition Nature and Scope of Sociology Fields of Sociology Development of Sociology
<b>Week 02</b>	Methods of Study Cross Sectional Study Longitudinal Study Laboratory Study Field Study Observational Study
<b>Week 03</b>	Role of Sociologist As a research Scientist As a Policy Consultant As technician and As Teacher
<b>Week 04</b>	The Culture Definition of Culture Cultural Context Culture and Society Social and Cultural Development Biological Factors, Geographical Factors
<b>Week 05</b>	Prosperities of Culture Main Categories of Culture Material Culture Non Material Culture
<b>Week 06</b>	Social Organization The Family Structure of Family Composition of the Family Group Marriage Different Family System Function of Pakistan Family

<b>Week 07</b>	Revision and Tests
<b>Week 09</b>	Social Institution Social Structure Simple and Complex Social Structure Inter-relationship with Other Institutions (a)Family. (b) Economy. (c) Religion. (d) Govt. (e) Policies
<b>Week 10</b>	Religion Definition Components of Religion Belief, Symbols, Rituals, Sacred Object Functions of Religion Religion of the World Christianity, Judaism Hinduism, Buddhism Confucianism Islam
<b>Week 11</b>	Economic Institutions Definition of Economic Institution Structure Of Economic Institution Economic System, Division of Labour, Economic Organization, Role of Technology and Govt Institution
<b>Week 12</b>	Political Institutions Definition of Political Institution Structure of Political Institution Formal and Informal Main Branches of Govt Judiciary, Executives, Legislation
<b>Week 13</b>	Educational Institutions Definition of Educational Institutions Structure of Educational Institutions Formal and Informal Education Educational System
<b>Week 14</b>	Social Mobility Definition of Mobility Types of Mobility Horizontal Mobility Vertical Mobility Zero Mobility Territorial Mobility/ Geographical Different Factor Favorable to Social Mobility
<b>Week 15</b>	Social Stratification Social Class Kinds of Classes General Classification Defined Classes, Cultural Classes, Economic Classes Political Classes, Self identified Classes and Participation

	Sociological Classifications Upper Class, Middle Class, Lower Class
<b>Week 16</b>	Political Economic System Development Of Political Economic Institutions Political Economic Institutions Patterns Socialism, Capitalism, Mixed Economy, Islamic System Advantages derived by Human Society in General form Islam
<b>Week 17</b>	Sociology of Pakistan Characteristics Social Problems Kinds of Social Problems in Pakistan Population Problems Health Problems Educational Problems Woman Development Problems Poverty Rural Urban Migration

### **RECOMMENDED BOOKS**

1. SOCIOLOGY - Panel B. Horton, Chester L. Hunt, 6th Edition, McGraw Hill
2. SOCIOLOGY AN INTRODUCTION -- S.M Shahid
3. SOCIOLOGY AND SOCIAL PROBLEMS -- Prof. Abdu l Hamid Taga
4. Principal of Sociology – by Anwar Alam

# MARKETING MANAGEMENT

Credit Hours : 3

COURSE CODE MGT 322

## COURSE DESCRIPTION/OBJECTIVE

Marketing management course is geared toward providing an understanding of the rationale for marketing decisions from a managerial perspective and the manipulation of marketing mix to achieve business goals. Practically marketing management encompasses activities such as demand creation and Stimulation, positioning, product differentiation, and product and brand management among others. All these activities involve planning, analysis, and decision-making. This course will require the integration of theory and practice. Students will have to make strategic marketing decisions based on analytical techniques they have learned in this course. They will have to devise a marketing plan that is based on a sound conceptual framework, and with a focus on its practical applicability.

## LEARNING OUTCOMES

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

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

## COURSE CONTENTS

<b>Week 01</b>	<b>MARKETING: AN OVERVIEW</b> Definitions The evolution of marketing management. The marketing concept and social responsibility. The importance and scope of marketing. The basic functions of marketing.
<b>Week 02/03</b>	<b>MARKETING INFORMATION SYSTEMS.</b> Concept and components of marketing information systems. Marketing intelligence system. Marketing research system. Analytical marketing system. Marketing decision support system.
<b>Week 04 &amp; 05</b>	<b>CONSUMER MARKETS AND CONSUMER BEHAVIOR ANALYSIS</b> Demographic dimensions of consumer market. Behavioral dimensions of consumer market. The consumer's decision process. The buyer's decision process. The industrial market, the reseller market and the Government market. Organizational markets and their buying objectives & structures.

<b>Week 06 &amp; 07</b>	<b>STP MARKETING</b> An overview of marketing opportunities and target markets Market segmentation concept patterns & procedure Dimensions to segment consumer and industrial markets Market targeting and product positioning
<b>Week 08 &amp; 09</b>	<b>PRODUCT MARKETS STRATEGIES</b> Basic concepts of product planning. The product life cycle: Stages and marketing strategies. New product planning and development. Product-mix strategies. Branding, packaging and labeling.
<b>Week 10 &amp; 11</b>	<b>PRICING STRATEGIES AND POLICIES</b> Procedure for price setting. Methods of setting prices. Price-adaptation strategies One-price and flexible-price policies. Price level policies over the product life cycle. Initiating and responding to price changes.
<b>Week 12 &amp; 13</b>	<b>MARKETING CHANNEL DECISIONS</b> Channel - design decisions. Channel - management decisions. Channel dynamics.
<b>Week 14 &amp; 15</b>	<b>PROMOTIONAL STRATEGIES</b> Effective advertising programs. Sales promotion and public relations programs. The strategic personal selling process. Strategic sales-force management.
<b>Week 16</b>	<b>CONCLUDING SESSION AND EXAMS</b>

**RECOMMENDED TEXT/REFERENCE BOOKS:**

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



# INTRODUCTION TO COMPUTER

Credit Hours : 3

COURSE CODE CS 312

## Course Objectives

Computer is one of the most advanced and fast growing Technology of the day. Each and every day a lot of improvement is emerging in both Software and Hardware of computer. In response to this trend, the course has been design for Business Administration Students that include Introduction to computer, History and Practical use of Ms-Office Concept required in organization. It also provides Students the Concepts of Networking and Database along with role of Information System in Business Organization.

## COURSE CONTENTS

<b>(Week 01)</b>	Computer (Definition) Characteristic of Computer Function of Computer
<b>Week 02</b>	Computer Generations Hardware and Software Types of Software
<b>Week 03</b>	Operating System Programming Languages Machine Language Assemble Language High Level Language
<b>Week 04</b>	Introduction to Windows Desktop Icons Start Menu Programs Settings Control Panel Display Date & Time Keyboard / Mouse Shutdown
<b>Week 05</b>	Introduction to Ms-Office Ms-Word Creating New File Opening File Saving File Saving File

	<p>Renaming File Cut, Copy, Paste Changing Font, Bold, Italic</p>
<b>Week 06</b>	<p>Format Painter Page Breaks Aligning Text Thesaurus Spell Check Finding and Replacing Text Page Setup Print Setup Print Preview Printing a Document</p>
<b>Week 07</b>	<p>Table Draw Table Insert Table Columns to Right Rows Above Rows Below Delete Table</p>
<b>Week 09</b>	<p>Introduction to Ms-Excel Work Books Work Sheet Entering and Editing Cells Selecting Multiple Cells Working with Number Creating Formulas Inserting and Deleting Rows and Columns Inserting and Deleting Cells Moving and Coping Cells</p>
<b>Week 10</b>	<p>Adding Worksheets Deleting Worksheets Using Basic Excel Functions Sum Average</p>
<b>Week 11</b>	<p>Introduction to Ms-Power Point Creating Presentations in Power Point by using Blank Presentation or Design Template Add Text and Pictures Custom Animation View Show Rehearse Timings</p>

<b>Week 12</b>	Internet Uses, Features of Internet Web Browser Using Internet Creating Dialup Connection for Internet
<b>Week 13</b>	Information System Information System Department Types of Information System
<b>Week 14</b>	Database Management System Database DBMS DBA----Responsibilities Field, Record, Table Primary Key, Foreign Key
<b>Week 15</b>	Networks & Data Communication Network Benefits / Uses of Network Types of Network LAN, WAN, MAN
<b>Week 16</b>	Client / Server Networks Peer-to-Peer Network Network Topologies Bus Topology Star Topology Ring Topology
<b>Week 17</b>	Practical / Lab Practices Assignments

### **Recommended Books**

1. Introduction to Computer by Peter Norton, 3<sup>rd</sup> Edition
2. Mastering Microsoft Office 2000 by Gini Courter, Anneth Marquis Professional Edition
3. Computer Fundamentals Concepts, Systems & Applications, by P.K. Sinha

# ORGANIZATIONAL BEHAVIOUR

Credit Hours : 3

COURSE CODE MGT 411

## COURSE DESCRIPTION/OBJECTIVE

Organizational behavior (OB) is an interdisciplinary field drawing from numerous disciplines including psychology, sociology, anthropology, economics, organization theory, statistics, and many others. Effective management of human resources within organizations requires an understanding of various behavior and processes. Managers need to know why people behave as they do in relation to their jobs, their work groups and their organizations. This knowledge of individuals' perceptions, motivational attitudes and behavior will enable managers to not only understand themselves better, but also to adopt appropriate managerial policies and leadership styles to increase their effectiveness. The focus of instruction will move progressively through the individual, group and organizational levels of behavior and will examine the interrelationships of behavioral phenomena among these levels. Additionally, concepts such as motivation, communication and leadership and their relevance to organizational behaviour will be examined in detail. The course is also designed to help the students understand if Western Organizational Behavioural theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of understanding and directing human behaviour in a specific direction.

## INDENTED LEARNING OUTCOMES

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

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

## COURSE CONTENTS

<b>Week 01</b>	What is Organizational Behaviour Importance of organizational behavior
<b>Week 02</b>	Foundations of Individual Behaviour: Biographical Characteristics, Ability, Learning
<b>Week 03</b>	Organizational behaviour from Islamic and indigenous perspective Understanding human psychology through the lenses of Quran and Sunnah
<b>Week 04</b>	Attitudes and Job Satisfaction Types of attitudes Types of behaviors
<b>Week 05</b>	Perception and Individual Decision Making Why perception is important Types of decision making Biases and errors in decision making

<b>Week 06</b>	Motivation concept Content theories of Motivational Process theories of motivation
<b>Week 07</b>	Motivation: from concept to application Applying motivation concepts for designing reward system Emotions and Moods
<b>Week 08</b>	<b>MID-TERM EXAMINATION</b>
<b>Week 09</b>	Foundations of Group Behaviour Groups in organization
<b>Week 10</b>	Basic Approaches to Leadership Trait theories Behavioural theories
<b>Week 11</b>	Contemporary Issues in Leadership
<b>Week 12</b>	Power and politics Types and sources of power Politics in organizations
<b>Week 13</b>	Conflict and negotiation Types of conflicts
<b>Week 14</b>	Functions of organization structure Types of organizational structure Organizational structure and its impact on individuals and groups
<b>Week 15</b>	Organizational culture Organizational culture and individual behavior
<b>Week 16</b>	Conclusion Session Project/Presentation

### RECOMMENDED BOOKS

1. Robbins, P. S., & Judge, T. A. (2009). *Organizational Behaviour*. 13<sup>th</sup> ed.
2. Organizational Behavior Fred Luthans, McGraw Hill Publishers, (8<sup>th</sup> Edition IrwinLatest Edition).
3. Robert Kriether, and Annlgelo Kinick, , Irwin McGraw Hill Publisher, "Organizational Bheavior"

# HUMAN RESOURCE MANAGEMENT

Credit Hours : 3

COURSE CODE MGT-412

## COURSE DESCRIPTION

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

## INTENDED LEARNING OUTCOMES

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

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

## COURSE CONTENTS

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

<b>Week 04</b>	Conducting Job analysis. HR Planning Job Description Job Specification
<b>Week 05</b>	Staffing Recruiting and selecting employees Recruitment techniques Sources of recruitment Selection tests and Interviewing techniques
<b>Week 06</b>	Employee development Performance appraisals Performance management
<b>Week 07</b>	Training and development Training the employees Types of training Technique of training
<b>Week 08</b>	MID-TERM EXAMINATION
<b>Week 09</b>	Developing careers Career growth
<b>Week 10</b>	Project Description and discussion
<b>Week 11</b>	Compensations Managing compensation Types of compensation
<b>Week 12</b>	Rewarding performance Pay for Performance
<b>Week 13</b>	Designing and administering benefits Types of benefits
<b>Week 14</b>	Employee relations
<b>Week 15</b>	Project Presentations
<b>Week 16</b>	Conclusion Session Terminal Exam

## RECOMMENDED BOOKS

1. By Luis R. Gomez Mejia, David B. Balkin, Robert L. Cardy *Managing Human Resources. (Fourth ed.)*
2. . William B. Werther & Keith Davis "Human Resource & Personnel" McGraw Hill. Bernardin & Russell, McGraw Hill.(Latest Edition)
3. Fred Luthans.Organizational Behavior McGraw Hill,(Latest Edition)
4. Organizational Behavior, Robert Kreitner & Angelokinicki , Latest Edition, IR

# MATHEMATICS I

Credit Hours : 3

COURSE CODE MATH-303

This course is built upon the mathematical concepts, principles and techniques that are useful in business management. The main objectives of the course are to enhance students' competency in application of mathematical concepts in solving business management problems and to improve their level of quantitative approach.

## COURSE CONTENTS

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



<b>Week 08 &amp; 09</b>	<b>SYSTEMS OF LINEAR EQUATIONS AND THEIR APPLICATIONS</b> Introduction Two variables Systems of Equations. Gauss – Jordan Inversion method Three variable system of equations Gauss-Jordan Inversion method Applications of Linear Equations and Systems of Equations
<b>Week 10 &amp; 11</b>	<b>NONLINEAR FUNCTIONS AND THEIR APPLICATIONS</b> Non Linear Functions- Introduction Quadratic Functions, Characteristics and Their Applications Polynomial Functions. Exponential Functions & Applications Logarithmic Functions, Properties of Logarithmic Functions
<b>Week 12 &amp; 13</b>	<b>MATRICES</b> Introduction to Matrices Types of Matrices Matrix Operations Inverse of Matrix The Determinant & its Properties The Method of Cofactors
<b>Week 14 &amp; 15</b>	<b>DETERMINANTS</b> Determinants Properties of Determinants Determinants and Non Singularity Special Determinants Solution of Linear Equations by Determinants Charamer"s Rule
<b>Week 16</b>	<b>DETERMINANTS</b> <ul style="list-style-type: none"> <li>• Solution of Linear Equations by Determinants</li> <li>• Inverse Matrices Method</li> </ul>

### **RECOMMENDED/REFERENCE BOOKS**

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

## ISLAMIC STUDIES

Credit Hours : 3

COURSE CODE IS -302

:

(Compulsory)

### Objectives:

This course is aimed at:

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

### Detail of Courses:

Introduction to Quranic Studies

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

### Study of Selected Text of Holly Quran

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

### Study of Selected Text of Holly Quran

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

### Seerat of Holy Prophet (SAW) I

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

### Seerat of Holy Prophet (SAW) II

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

### Introduction To Sunnah

- 1) Basic Concepts of Hadith
- 2) History of Hadith
- 3) Kinds of Hadith
- 4) Uloom –ul-Hadith
- 5) Sunnah & Hadith
- 6) Legal Position of Sunnah

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

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

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

#### **Islamic Culture & Civilization**

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

#### **Islam & Science**

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

#### **Islamic Economic System**

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

#### **Political System of Islam**

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

#### **Islamic History**

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

#### **Social System of Islam**

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

#### **Reference Books:**

- 1) Hameed ullah Muhammad, "Emergence of Islam" , IRI, Islamabad.
- 2) Hameed ullah Muhammad, "Muslim Conduct of State".
- 3) Hameed ullah Muhammad, „Introduction to Islam.
- 4) Mulana Muhammad Yousaf Islahi, ”.

- 5) Hussain Hamid Hassan, "An Introduction to the Study of Islamic Law" leaf Publication Islamabad, Pakistan.
- 6) Ahmad Hasan, "Principles of Islamic Jurisprudence" Islamic Research Institute, International Islamic University, Islamabad (1993).
- 7) Mir Waliullah, "Muslim Jrisprudence and the Quranic Law of Crimes" Islamic Book Service (1982).
- 8) H. S. Bhatia, "Studies in Islamic Law, Religion and Society" Deep & Deep, Publications, New Delhi (1989).
- 9) Dr. Muhammad Zia-ul-Haq, "Introduction to Al Sharia Al Islamia" Allama Iqbal Open University, Islamabad (2001).

## LOGIC AND CRITICAL THINKING

Credit Hours : 3

COURSE CODE MGT 413

### Course Objectives

The objective of this course is to sharpen the intellect of the students, develop their reasoning ability, strengthen their understanding, and promote clear thinking.

(Week 01	Definition of Logic Logic as Study of Thought Logic in terms of Art and Sciences
Week 02	Premises and Conclusions Basic terms The order of Premises and Conclusion Conclusion Indicators and Premises Indicators Argument in Context
Week 03	Diagram for single Arguments Agreements and Disagreements of Attitudes
Week 04	The Language Three Basic Functions of Language Discourse Serving Multiple Functions The Forms of Discourse
Week 05	Emotive words and the Logic of Emotions Emotively Neutral Language
Week 06	Truth and Validly – Test Construction (Standardization and Generalization) Problem Solving Creativity Thinking and Invention
Week 07	Fallacies Fallacy of Relevance Fallacy of Ambiguity
Week 09	Definition Purpose of Definition Purpose of Definition Types of Definition
Week 10	Proposition Kinds of Proposition Categorical Proposition Quality, Quantity and Distribution
Week 11	The Traditional Square of Opposition Contradictories Contraries

	Sub Contraries Sub alternation The Sequence of Opposition Existential import
Week 12	Categorical Syllogisms Standard form categorical Syllogisms Major, Minor and Middle Terms Mood Figure Venn diagram
Week 13	Symbolic Logic The value of Special Symbols The Symbols for Conjunction, negation and Disjunction
Week 14	Analogy Arguments by Analogy Appraising Analogical Arguments
Week 15	Science and Hypothesis The Value of Sciences Problem and its solution (Deduction)
Week 16	The Method of Deduction The Formal Proof of Validity The Rule of Replacement Proof of Invalidity Reliability and Reliability

## RECOMMENDED BOOKS

1. Introduction to Logic (14th Edition) [Hardcover] by [Irving M. Copi Late](#), [Carl Cohen](#), [Kenneth McMahan](#)
2. The Art of Reasoning 4e - an Introduction to Logic and Critical Thinking Book by David Kelley
3. Logic and contemporary rhetoric Book by Howard Kahane

## **COST ACCOUNTING**

Credit Hours : 3

COURSE CODE MGT-414

### **COURSE DESCRIPTION/OBJECTIVE**

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

### **LEARNING OUTCOMES**

After studying this course student will be able to understand:

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

### **COURSE CONTENT**

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

### **TEXT BOOKS:**

1. Matz Usry latest Edition, Cost Accounting: Planning and Control
2. Matz, Hammer Usry (1985) 9<sup>th</sup> edition Cost Accounting *South-western Publishing Co*

## BUSINESS FINANCE

Credit Hours : 3

COURSE CODE MGT-421

### COURSE DESCRIPTION

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

### Learning Outcomes

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

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

### COURSE CONTENTS

<b>Week 01</b>	<b>An Overview of Business Finance</b> Finance a quick look. Business finance and financial manager. Forms of business organization. Goals of business finance.
<b>Week 02</b>	Understanding financial statements and cash flows. The balance sheet. The income statement. Taxes. Cash flow.
<b>Week 03</b>	Analyzing the financial statements Standardized financial statements. Ratio analysis. The Du-pont identity . Internal and sustainable growth. Using financial statement information.
<b>Week 04 &amp; 05</b>	Time Value of Money The role and perspectives of the TVM concept Future values Present values The relationship between future and present values Annuities Future and present values of cash flows under high compounding frequency Impact of higher compounding frequency Inflation and the Time Value of Money



<b>Week 06</b>	Bond and Their Valuation Definition, types and features of bonds Valuation of bonds (the basic process) Basic relationships in bond valuation Bondholder's expected rate of return Risks associated with bond returns
<b>Week 07 &amp; 08</b>	Stocks and Their Valuation Shares and their basic features Benefits from a share investments Price of ordinary shares Behaviour of expected dividend growth and share price Price of shares based on earnings Expected rate of return Preferred shares and their characteristics Price of preferred shared and the expected rate of return Valuing the entire business
<b>Week 09 &amp; 10</b>	Net present value and other investment Criteria Net present value. The payback rule. The average accounting return. The internal rate of return. The profitability index. The practice of capital budgeting.
<b>Week 11 &amp; 12</b>	Introduction to Islamic Finance. The concept of: Mudarba Musharqa Murabah Ijarah Comparison with the conventional financial system
<b>Week 13-14</b>	Risk and Return Expected returns and risk defined Calculating expected return Calculating risk (Variance and Standard deviation) Portfolio expected returns Portfolio variance and standard deviation Systematic and unsystematic risk Diversification and portfolio risk
<b>Week 15 &amp; 16</b>	The Cost of Capital The cost of capital concepts Individual and weighted average costs of capital Costs of capital and valuation Capital structure Capital structure decision (No taxes or other capital market imperfections) Taxation and capital structure decision Debt equity ratio, cost of capital and the value of the firm (The MM Propositions) Optimal capital structure Costs of financial distress and bankruptcy

	The static trade-off theory The pecking order theory Personal taxes Evidence on capital structure determinants
--	---

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

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

# BUSINESS LAW

Credit Hours : 3

COURSE CODE MGT-422

## COURSE DESCRIPTION

The course basically deals with the introduction of those commercial laws which are directly or indirectly related to Business. It includes a short study of contract law, partnership Act, companies' ordinance and Negotiable instrument.

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

## LEARNING OUTCOMES

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

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

## COURSE CONTENT

<b>Week 01</b>	Definition and classification of Laws, over view of general and commercial terms, Business Entities such as sole proprietorship, partnership and joint stock companies
<b>Week 02</b>	Definition of a contract, Essential elements of a valid contract, Legal provision governing offers ,communication, acceptance or counter offer, consideration, agreement, lawful purpose, parties to the contract and their intent to create contractual obligations
<b>Week 03</b>	Rights and Duties of parties, specific performance of the contract ,Discharge of the contract, Breach of the contract and remedies, illegal, voidable and void contracts
<b>Week 04</b>	Definition and Essential Elements of a partnership, partnership deeds, rights and duties of partners, partnership distinguished from sole proprietorship and the companies
<b>Week 05</b>	Individual and Joint liabilities of the partners for the firm debts, principles governing ownership of the firm's asset and distribution of profits, implied and specific authority of the partners, principle of holding out, Dissolution of the

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

### **RECOMMENDED BOOKS**

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

### **RECOMMENDED REFERENCE BOOKS**

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

**Course Name** : **STRATEGIC MANAGEMENT**  
**Credit Hours** : **03**  
**Total Week** : **16**  
**Total Hours** : **48**  
Course code: MGT-423

### **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 manager
- 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  
Levers for managing strategic change  
Change Process

### **RCOMENEDED BOOKS**

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

## BUSINESS STATISTICS

Credit Hours : 3

COURSE CODE STS-414

### COURSE DESCRIPTION/OBJECTIVE

The main objectives of the course are to enhance students' competency in application of statistics to solve business management problems and to improve their level of quantitative sophistication for further advanced business analysis.

### INDENTED LEARNING OUTCOMES

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

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

### COURSE CONTENTS

<b>Week 01</b>	INTRODUCTION Definition Descriptive Statistics & Inferential Statistics Statistics Applications in Business
<b>Week 02</b>	DATA CONDENSATION AND PRESENTATION Data The Data Array and Frequency Distribution Relative Frequency Distribution Cumulative frequency distribution Graphical Representation
<b>Week 03</b>	DATA CONDENSATION AND PRESENTATION Graphical Representation Pie Chart Frequency Bar Chart Frequency Histogram Frequency Polygon Ogive
<b>Week 04 &amp; 05</b>	MEASURES OF CENTRAL TENDENCY FOR GROUPED AND UNGROUPED DATA Means: (Arithmetic, Geometric, Harmonic) The Median The Mode Quartiles
<b>Week 05 &amp; 06</b>	MEASURES OF DISPERSION FOR GROUPED AND UNGROUPED DATA Range Mean absolute deviation Variance Standard Deviation Relative Dispersion

<b>Week 07 &amp; 08</b>	<b>INDEX NUMBERS</b> Defining an Index Number Un-weighted Aggregates Index Weighted Aggregates Index Average of Relative Methods Quantity and Value Indices
<b>Week 09</b>	<b>SETS</b> Basic Sets and Subsets Operations on sets Venn Diagram
<b>Week 10 &amp; 11</b>	<b>PERMUTATION AND COMBINATION</b> Successive event principle Permutations for all or part of elements of a set Permutation of the objects ranged in circle Combination
<b>Week 12 &amp; 13</b>	<b>PROBABILITY AND LAWS OF PROBABILITY</b> Basic concepts Addition rules of probability Conditional Probabilities Multiplication rule of probability
<b>Week 14</b>	<b>MATHEMATICAL EXPECTATION</b> Expected value. Expected monetary value. Decision criterion utility & Expected Utility.
<b>Week 15 &amp; 16</b>	<b>PROBABILITY DISTRIBUTION</b> Basic concept Types of Probability Distribution. Random variables The Binomial distribution The Poisson Distribution The Normal Distribution Distribution of continues Random variable. Sample regression and correlation

### **TEXT/REFERENCE BOOKS**

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

# BUSINESS COMMUNICATION

Credit Hours : 3

COURSE CODE MGT 351

## COURSE DESCRIPTION

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

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

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

## Course Goals

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

- Describe the process of communication within business organizations
- Demonstrate effective listening behaviour
- Use language and nonverbal communication to communicate effectively
- Analyzes realistic business situations and selects the communication strategy or strategies appropriate to bring about the desired outcome
- Anticipates misunderstandings in business communication and apply effective techniques in An effort to avoid these misunderstandings
- Apply correct English grammar, spelling, punctuation, mechanics and usage to write clear, Concise and complete letters and memorandums of a minimum of 500 words
- Demonstrate the skills necessary for the job search, including resume writing and interviewing
- Utilize information technology effectively, selecting and using tools appropriate to the task describe the influence of cultural diversity in the workforce and Demonstrate effective communication skills to accommodate these differences

## Indented Learning Outcomes

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

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

## Course Content

<b>Week 01</b>	<b>Communication in Organizations</b> The basic communication process Language Nonverbal communication Listening Role of culture and diversity on communication in the workplace
<b>Week 02</b>	<b>Qualities of communication within business organizations</b> Methods of communicating in business organizations Written Oral Electronic
<b>Week 03</b>	Benefits of effective communication in your career Challenge of communication in the global market
<b>Week 04</b>	Background to intercultural communication A concept of culture An intercultural communication model National cultural variables Education/law and regulations/economics/politics/religion/social norms/language
<b>Week 05</b>	Business communication and the technology Managing information within organizations History of technological developments
<b>Week 06</b>	Challenges to the organization made by new technologies E-mail Understanding the internet Establishing security Other communication technologies
<b>Week 07</b>	Managing information outside organizations Managing crisis communication The process of preparing effective business messages
<b>Week 08</b>	Strategies for improving oral presentations Strategies for an effective nonverbal delivery Strategies for reducing stage fright Signs of discomfort
<b>Week 09</b>	Interviewing Interview purposes Interviewee's responsibilities Interviewer's responsibilities Telephoning

<b>Week 10</b>	The process of preparing effective business messages Five planning steps Indirect (inductive) approach Beginning and endings Opening paragraphs/closing paragraphs
<b>Week 11</b>	Self Disclosure and Trust Forming groups for presentation/essay; self-disclosure and trust
<b>Week 12</b>	Persuasive Communication Group Presentations; Persuasive Communication
<b>Week 13</b>	Conflict Resolution and Negotiation Group Presentations; conflict and negotiation
<b>Week 14</b>	Working in Teams for Success Group Presentations; working in teams
<b>Week 15</b>	Confidence Building, how to be impressive Personality
<b>Week 16</b>	Project Presentations

### **RECOMMENDED BOOKS**

1. Court Bovee, John Thill, Business Communications Essentials, Prentice Hall, Latest Edition
1. Bov'ee D. Philips: "Business Communication Today"
2. Himstreet & Batty: "Business Communication"
3. Kitty O.Locker: "Business & Administrative communication" Stewart, Zimiber & Clark: Business English & Communication

## **Pakistan Studies (Compulsory)**

Introduction/Objectives:

Course Code: PS 352

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

### **Course Outline**

#### **1. Historical Perspective**

a. Ideological rationale with special reference to Sir Syed Ahmed Khan, Allama Muhammad Iqbal and Quaid-e-Azam Muhammad Ali Jinnah.

b. Factors leading to Muslim separatism

c. People and Land

i. Indus Civilization

ii. Muslim advent

iii. Location and geo-physical features.

#### **2. Government and Politics in Pakistan**

Political and constitutional phases:

a. 1947-58

b. 1958-71

c. 1971-77

d. 1977-88

e. 1988-99

f. 1999 onward

#### **3. Contemporary Pakistan**

a. Economic institutions and issues

b. Society and social structure

c. Ethnicity

d. Foreign policy of Pakistan and challenges

e. Futuristic outlook of Pakistan

### **Books Recommended:**

1. Burki, Shahid Javed. *State & Society in Pakistan*, The Macmillan Press Ltd 1980.
2. Akbar, S. Zaidi. *Issue in Pakistan's Economy*. Karachi: Oxford University Press, 2000.
3. S.M. Burke and Lawrence Ziring. *Pakistan's Foreign policy: An Historical analysis*. Karachi: Oxford University Press, 1993.
4. Mehmood, Safdar. *Pakistan Political Roots & Development*. Lahore, 1994

# FINANCIAL MANAGEMENT

Credit Hours : 3

COURSE CODE MGT-511

## COURSE DESCRIPTION

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

## INDENTED LEARNING OUTCOMES

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

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

## COURSE CONTENT

<b>Week 01</b>	<p>Meaning and Scope of Financial Management.</p> <p>Finance and financial management</p> <p>Scope of Financial management</p> <p>Business organizations</p> <p>Organization of the finance function</p> <p>Finance management vs. other managerial functions</p>
<b>Week 02</b>	<p>The Finance manager and the financial environment</p> <p>Financial markets</p> <p>Financial institutions</p> <p>The roles of the finance manager</p> <p>Goals of the firm</p> <p>Agency problems and their mitigation</p>
<b>Week 03 &amp; 04</b>	<p>“Time Value of Money”</p> <p>Calculate the future value (FV) or present value (PV) of a single sum of money;</p> <p>Calculate the interest rate or time period for single-sum problems;</p> <p>Calculate the FV or PV of an annuity and an annuity due;</p> <p>Calculate the payments, interest rate, or time period for annuity and annuity-due problems.</p> <p>Calculate the value, cash flow, or interest rate in a perpetuity problem;</p> <p>Calculate the FV or PV of a series of uneven cash flows (i.e., compound or discount the Cash flows);</p> <p>Adapt all FV and PV calculations to other-than-annual compounding periods;</p> <p>Compute the solution for various time value of money problems.</p> <p>“Bond and Their Valuation”</p> <p>Who Issues Bonds, Key Characteristics of Bonds</p>



	<p>Bond Valuation, Bond Yields          Bonds with Semiannual Coupons          Assessing the Riskiness of a Bond          Default Risk, Bond Markets</p>
<b>Week 05</b>	<p>“Share and Their Valuation”          Legal Rights and Privileges of Common Stockholders          Types of Ordinary Stock          The Market for Ordinary Stock          Ordinary Stock Valuation          Share Market Equilibrium          Actual Share Prices and Returns          Preferred Shares</p>
<b>Week 06</b>	<p>“Risk and Return”          Stand Alone Risk          The Trade Off between Risk and Return          Risk in a Portfolio Context          The Relationship between Risk and Rates of Return          Physical Assets versus Securities          Some Concerns about Beta and the CAMP          Volatility Versus Risk</p>
<b>Week 07</b>	<p>INVESTMENT APPRAISALS          Types of investment projects          Investment process          Non-discounted appraisal techniques          Discounted Cash flow techniques          A comparison of the NPV and the IRR methods</p>
<b>Week 08</b>	<p>“Analysis of Cash Flows”          The student should be able to          Explain the relevance of cash flows to analyzing business activities;          Describe the elements of operating cash flows;          Describe the elements of investing cash flows;          Describe the elements of financing cash flows;          Classify a particular item as an operating cash flow, an investing cash flow, or a Financing cash flow;          Compute, explain, and interpret a statement of cash flows, using the direct method and the indirect method;          Compute free cash flow.</p>
<b>Week 09</b>	<p>“Analysis of Inventories”          The student should be able to          compute ending inventory balances and cost of goods sold using the LIFO, FIFO, and average cost methods to account for product inventory;          Explain the usefulness of inventory and cost-of-goods-sold data provided by the LIFO, FIFO, and average cost methods when prices are stable versus when prices are rising;          Discuss the impact of LIFO and FIFO (in periods of rising prices and stable or increasing inventory quantities) on a company’s cost of goods sold, income, cash flow, and working capital;          Describe the effects of adjustment from LIFO to FIFO on inventory balances, cost of goods sold, and income;</p>

	<p>Compute and describe the effects of the choice of inventory method on profitability, liquidity, activity, and solvency ratios;</p> <p>Discuss the two reasons why a LIFO reserve might decline during a period and Discuss the implications of such a decline for financial analysis.</p>
<b>Week 10</b>	<p>“The Investment Setting”</p> <p>The student should be able to</p> <p>Calculate the holding-period return;</p> <p>Calculate the holding-period yield; ne</p> <p>Calculate both the arithmetic mean return and the geometric mean return;</p> <p>Calculate the expected return;</p> <p>Calculate the variance and standard deviation of return;</p> <p>Calculate the coefficient of variation for an investment;</p> <p>Calculate the expected rate of return for a stock or a stock market series, using Estimates of ending values and dividend payments.</p>
<b>Week 11</b>	<p>“The Cost of Capital</p> <p>The student should be able to</p> <p>Explain why the cost of capital used in capital budgeting should be a weighted average of the costs of various types of capital the company uses and not the cost of the specific financing used to fund a particular project;</p> <p>Define and calculate (1) the component cost of debt, (2) the component cost of preferred stock, (3) the component cost of retained earnings (three different methods), and (4) the component cost of newly issued stock or external equity;</p> <p>define the target (optimal) capital structure;</p> <p>Define and calculate a company’s weighted-average cost of capital.</p>
<b>Week 12</b>	<p>“The Basics of Capital Budgeting”</p> <p>The student should be able to</p> <p>define capital budgeting;</p> <p>describe and calculate four methods used to evaluate capital projects: payback period, discounted payback period, net present value (NPV), and internal rate of return (IRR);</p> <p>explain the NPV profile;</p> <p>explain the relative advantages and disadvantages of the NPV and IRR methods,</p>
<b>Week 13</b>	<p>“Cash Flow Estimation and Other Topics in Capital Budgeting”</p> <p>The student should be able to</p> <p>Distinguish between cash flows and accounting profits;</p> <p>Define the following terms and discuss their relevance to capital budgeting: incremental cash flow, sunk cost, opportunity cost, externality, and cannibalization;</p> <p>Define an expansion project and a replacement project;</p> <p>Determine by NPV analysis whether a replacement project should be undertaken;</p> <p>Define initial investment outlay, operating cash flow over a project’s life, and terminal-year cash flow, and compute each measure for an expansion project and a replacement project;</p> <p>Compare two projects with unequal lives, using both the replacement chain and equivalent annual annuity approaches;</p> <p>Discuss the effects of inflation on capital budgeting analysis.</p>
<b>Week 14</b>	<p>“Risk Analysis and the Optimal Capital Budget”</p> <p>The student should be able to</p> <p>Distinguish among three types of project risk: stand-alone, corporate, and market;</p> <p>Distinguish among sensitivity analysis, scenario analysis, and Monte Carlo</p>

	<p>simulation as risk analysis techniques;  Describe how the security market line is used in the capital budgeting process;  Describe the pure play and accounting beta methods for estimating individual project betas</p>
<b>Week 15</b>	<p>“Capital Structure and  The student should be able to  Define target capital structure and optimal capital structure;  Describe, and state the impact of changes in, factors that influence a company’s capital structure decision;  Explain business risk and financial risk and discuss factors that influence each risk;  Explain and calculate the effects of changes in sales or earnings before interest and taxes (EBIT) on earnings per share for companies with differing amounts of debt financing;  Define operating leverage and explain how it affects a project’s or company’s expected rate of return;  Calculate the breakeven quantity of sales and determine the firm’s gain or loss at various sales levels;  Define financial leverage;  Calculate degree of operating leverage, degree of financial leverage, and degree of total leverage;  Describe the relationship between financial leverage and financial risk;  Discuss why the use of greater amounts of debt in the capital structure can raise both the cost of debt and the cost of equity capital;  Describe how changes in the use of debt can cause changes in the company’s earnings per share and in the stock price;  Distinguish between the value of a company and the value of the company’s common stock;  Explain the effect of taxes and bankruptcy costs on the cost of capital, the optimal capital structure, and the Modigliani and Miller (MM) capital structure irrelevance proposition;  Compare the MM capital structure irrelevance proposition and the trade-off theory of leverage;  Describe how a company signals its prospects through its financing choices.</p>
<b>Week 16</b>	<p>Financial forecasting  Keeping Track of forecasts  Sales Forecast  Financial Statement Forecasting: Constant Ratio Method  The AFN Formula  Forecasting Financial Requirements When the Balance Sheet Ratios Are Subject to Change  Other Techniques for Forecasting Financial Statements  Computerized Financial Planning Models</p>
<b>Week 17</b>	<p>Managing Current Assets  Working Capital Terminology  Alternative Current Asset Investment Policies</p>
<b>Week 18</b>	<p>Financing current Assets  Sound Working Capital Requires Appropriate Financing  Alternative Current Asset Financing Policies  Advantages and Disadvantages of Short- Term Financing  Accruals</p>

	Account Payable (Trade Credit) Short-Term Bank Loans The Cost of Bank Loans Choosing a Bank Commercial Paper Use in short-Term Financing
--	---

### **RECOMMENDED BOOKS**

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

**Title of the course: CITIZENSHIP EDUCATION AND COMMUNITY ENGAGEMENT**

**Course Code: SOC- 313 Credit Hours: 3 (3+0)**

**Course Objectives:**

The overall objectives of this course are to:

- Teach students the importance and role of active citizenship in promoting a productive, harmonious and developed society/world
- Educate students about the importance of concepts, skills and philosophy of community linkages in developing a sustainable society
- Inculcate the importance of community involvement for ensuring an improved, tolerant and generative society/world
- Provide an opportunity to the students to develop their relationship with the community

**Learning Outcomes:**

The primary outcome is inclusive development through active citizenship locally and globally, Moreover, the following are the detailed outcomes of the course based on the three domains of Bloom's Taxonomy i.e Affective, Psychomotor and Cognitive. The students will be able to:

- Understand the overall organization of the society
- Recognize and exercise their rights, responsibilities and the significance of active citizenship in positive societal development
- Identify and critically evaluate social issues and implement practicable community based solutions
- Understand the concept of human rights and its significance
- Appreciate diverse viewpoints and inter-cultural harmony

**Course Outline:**

**Introduction to Citizenship Education and Community Engagement**

- Meaning & History
- Attributes of Active Citizenship
- Different Approach
  - i. Republican Approach
  - ii. Liberal Approach
  - iii. Cosmopolitan Approach
    - Dimensions of Active Citizenship
    - Rights
    - Membership

- Participation
- Identity

### **Identity, Culture, and Social Harmony**

- Sociological Theories of Self Formation
  - i. Sigmund Freud Theory
  - ii. George Herbert Mead Theory
  - iii. Charles Horton Cooley Theory
- Cultural & Religious Harmony
- Pluralism & Diversity
- Democracy & Democratic Norms
- Concept and Development of Identity
- Components of Cultural and Social Harmony

### **Inter-Cultural Dialogue (me versus you)**

- Principles & Purpose
- Ability to Support, learn and share through dialogue
- Policy Dialogue (encourage young people to share their opinion and perspective with policy makers and opinion makers).

### **Local & Global Communities**

- Concept of Community
- Needs, Issues & Conflicts
- Conflict Resolution
- Communication & Networking
- Social Cohesion
- Social Capital
- Social Networking
- Advocacy
- Social Entrepreneurship & Partnership

### **Social Action Planning**

- Skills in project Planning & Management
- Project Cycle
- Stakeholder Analysis
- Problem Identification
- Writing Project Plan
- Monitoring & Evaluation
- Risk Analysis

### **Population Dynamics in Pakistan**

- Population Growth Pakistan
- Factors Behind High Fertility Rate

- i. Legislative Actions
- ii. Dearth of Medical Facilities
- iii. Delayed VS Early Age Marriages
- iv. Poverty
- v. Women Empowerment
- vi. Spreading Awareness
- vii. Providing Incentives
  - Population Theory
  - How to Control Population Growth

**Text and Reference Books:**

**Core Readings:**

1. Larsen A. K. Sewpaul, V., & Hole, G. O. (Eds.). (2013). Participation in community work: International Perspectives, Rutledge
2. Alan, T. (2008). Community work, London: Palgrave Macmillan
3. British Council, (2017) Active Citizen's social Action Projects Guide (Scotland: British Council)
4. Kaye, C. B. (2004). The complete guide to service learning: Proven, practical ways to engage students in civic responsibility, academic curriculum, & social action. Free spirit publishing.
5. Hans, R. (1993). Population Studies, Indian Council of Social Sciences Research, New Delhi.
6. Peterson, W. (1975). Population, New York, Macmillan.
7. United Nations Economic Commission for Europe-official web site.
8. Weeks, J. R. (1992). Population: An Introduction to Concepts and Issues, Belmont California, Wadsworth Publishing Company

# E-COMMERCE

Credit Hours : 3

COURSE CODE MGT-512

## COURSE DESCRIPTION

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

## LEARNING OUTCOME

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

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

## COURSE CONTENTS

<b>Week.1</b>	To define electronic commerce (EC) and describe its various categories. Describe and discuss the content and framework of EC. Describe the major types of EC transactions. Describe the digital revolution as a driver of EC. Describe the business environment as a driver of EC. Describe some EC business models. Describe the benefits of EC to organizations, consumers, and society. Describe the limitations of EC. Describe the contribution of EC to organizations responding to environmental pressures.
<b>Week.2 &amp;3.</b>	Define e-marketplaces and list their components. List the major types of e-marketplaces and describe their features. Describe the various types of EC intermediaries and their roles. Describe electronic catalogs, shopping carts, and search engines. Describe the various types of auctions and list their characteristics. Discuss the benefits, limitations, and impacts of auctions. Describe bartering and negotiating online. Define m-commerce and explain its role as a market mechanism. Discuss liquidity, quality, and success factors in e-marketplaces. Describe the economic impact of EC. Discuss competition in the digital economy. Describe the impact of e-marketplaces on organizations
<b>Week.4</b>	Describe electronic retailing (e-tailing) and its characteristics. Define and describe the primary e-tailing business models. Describe how online travel and tourism services operate and their impact on the industry. Discuss the online employment market, including its participants, benefits, and limitations. Describe online real estate services. Discuss online stock-trading services. Discuss cyber-banking and online personal finance. Describe on-demand delivery by e-grocers. Describe the delivery of digital products and online entertainment. Discuss various e-tail consumer aids, including comparison-shopping aids. Identify the critical success factors and failure avoidance



	tactics for direct online marketing and e-tailing. Describe re-intermediation, channel conflict, and personalization in e-tailing
<b>Week.5</b>	Describe the factors that influence consumer behavior online. Understand the decision-making process of consumer purchasing online. Describe how companies are building one-to-one relationships with customers. Explain how personalization is accomplished online. Discuss the issues of e-loyalty and e-trust in EC. Describe consumer market research in EC. Describe Internet marketing in B2B, including organizational buyer behavior. Describe the objectives of Web advertising and its characteristics. Describe the major advertising methods used on the Web. Describe various online advertising strategies and types of promotions. Describe permission marketing, ad management, localization, and other advertising-related issues. Understand the role of intelligent agents in consumer issues and advertising applications.
<b>Week.6</b>	Define the e-supply chain and describe its characteristics and components. List supply chain problems and their causes. List solutions to supply chain problems provided by EC. Define c-commerce and list the major types. Describe collaborative planning and Collaboration, Planning, Forecasting, and Replenishing (CPFR) and list the benefits of each. Define intrabusiness EC and describe its major activities. Discuss integration along the supply chain. Understand corporate portals and their types and roles. Describe e-collaboration tools such as workflow software and groupware.
<b>Week.8 &amp;9</b>	Describe e-government to citizens (G2C) to businesses (G2B) and to others. Describe various e-government initiatives. Discuss online publishing, e-books, and blogging. Describe e-learning and virtual universities. Describe knowledge management and dissemination as an e-business. Describe C2C activities. Understand how peer-to-peer technology works in intrabusiness, in B2B, and in C2C
<b>Week1 0&amp;11</b>	Document the trends in computer and network security attacks. Describe the common security practices of businesses of all sizes. Understand the basic elements of EC security. Explain the basic types of network security attacks. Describe common mistakes that organizations make in managing security. Discuss some of the major technologies for securing EC communications. Detail some of the major technologies for securing EC networks components
<b>Week.1 2</b>	Understand the shifts that are occurring with regards to noncash and online payments. Discuss the players and processes involved in using credit cards online. Discuss the different categories and potential uses of smart cards. Discuss various online alternatives to credit card payments and identify under what circumstances they are best used. Describe the processes and parties involved in e-checking. Describe payment methods in B2B EC, including payments for global trade. Discuss electronic bill and invoice presentment and payment. Understand the sales tax implications of e-payments.
<b>Week.1 3</b>	Define mobile commerce and understand its relationship to e-commerce. Understand the mobile computing environment that supports m-commerce. Describe the four major types of wireless telecommunications networks. Discuss the value-added attributes and fundamental drivers of m-commerce. Discuss m-commerce applications in finance, advertising, and provision of content. Describe the application of m-commerce within organizations. Understand B2B and supply chain management applications of m-

	commerce. Describe consumer and personal applications of m-commerce. Understand the technologies and potential application of location-based m-commerce. Describe the major inhibitors and barriers of m-commerce. Discuss the key characteristics and current uses of pervasive computing
<b>Week.1 4</b>	Describe the differences between legal and ethical issues in EC. Understand the difficulties of protecting privacy in EC. Discuss issues of intellectual property rights in EC. Describe unsolicited ad problems and remedies. Understand the conflict between free speech and censorship on the Internet. Describe major legal issues in EC. Describe the types of fraud on the Internet and how to protect against them. Describe representative societal issues in EC. Describe the role and impact of virtual communities on EC. Describe the future of EC
<b>Week.1 5</b>	Describe the strategic planning process. Describe the purpose and content of a business plan. Understand how e-commerce impacts the strategic planning process. Understand how EC applications are formulated, justified, and prioritized. Describe strategy implementation and assessment, including the use of metrics. Evaluate the issues involved in global EC. Analyze the impact of EC on small and medium-sized businesses
<b>Week.1 6</b>	Describe the use of e-commerce in Pakistan. Describe various trends that are effecting the corporate culture in Pakistan. Describe how certain organizations have performed by adopting a certain EC model.

### **Recommended Books:**

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

# TOTAL QUALITY MANAGEMENT

Credit Hours : 3

COURSE CODE MGT-513

## COURSE DESCRIPTION/OBJECTIVE

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

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

## INDENTED LEARNING OUTCOMES

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

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

## COURSE CONTENTS

<b>Week 01, 02</b>	<b>INTRODUCTION TO TOTAL QUALITY MANAGEMENT</b> Definition of TQM Overview of quality and dimensions of quality TQM framework Quality Gurus and their contribution to TQM Obstacles in implementing TQM program in an organization
<b>Week 03, 04</b>	<b>Role Of Top Management In Implementing TQM</b> Quality statements Importance of Communication in implementing TQM program
<b>Week 05, 06</b>	<b>RELATIONSHIP OF CUSTOMER SATISFACTION AND QUALITY IMPROVEMENT</b>
<b>Week 07, 08</b>	<b>PERFORMANCE MEASURES FOR TQM</b> Typical measurements (cost, time ,HR, marketing, administrative measures and so on) Criteria for choosing performance measures and building performance excellence

<b>Week 09, 10</b>	<b>QUALITY MANAGEMENT SYSTEM</b> Benefits of ISO registration ISO Series of Standards Environmental management system (ISO 14000)
<b>Week 11, 12</b>	<b>SATISTICAL PROCESS CONTROL</b> Introduction to SPC Basic SPC Tools
<b>Week 13, 14,15</b>	Final Project (Report Submission & Presentations)

### **TEXT BOOKS:**

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

### **REFERENCE:**

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

# BUSINESS ETHICS

Credit Hours : 3

COURSE CODE MGT-514

## Course Objectives:

Business Ethics is the essence of successful businesses. The ethical and sound moral behavior on the part of Business Managers not only ensures the multiplication of business profitability, and stock holder wealth but also retains the customers' loyalty. The course has been designed for the students of Business Administration in such a way which will polish them ethically / morally and enable them to achieve the social objectives of the business and serve the society in a best possible manner.

## COURSE CONTENTS

<b>(Week 01</b>	The Nature of Business Ethics Morality and Ethics, Business Ethics
<b>Week 02</b>	Moral Standards Application of Moral Standards to Individuals & Corporation The Multinational Corporations and Business Ethics
<b>Week 03</b>	Moral Development Levels of Moral Development Pre-Conventional Stages Conventional Stages Post Conventional Stages
<b>Week 04</b>	Moral Reasoning, Analyzing Moral Reasoning, Logical Reasoning Accurate, Relevant and Complete Judgment The Consistency Requirement
<b>Week 05</b>	The Major Ethical Systems Relativism Utilitarianism Universalism Rights Distributive Justice Eternal Law
<b>Week 06</b>	The Market and Business Market System versus Command System Evolution to a Market Economy Free Markets and Rights The Ethics of Consumer Production and Marketing Markets and Consumer Protection The Contract View of Business Duties to Consumer

<b>Week 07</b>	The Business Moral Duties to Consumers as per Contractual –Theory The Duty to Comply The Duty of Disclosure The Duty not to Misrepresent The Duty not to Coerce
<b>Week 09</b>	Advertising Ethics Definition Social Effects of Advertising Advertising and the Creation of Consumer Desires Advertising and its Effects Consumer Beliefs
<b>Week 10</b>	An Islamic Approach to Business Ethics Business Ethics in the Light of Quran Business Ethics in the Light of Ahadiths The Role of Business today
<b>Week 11</b>	The Principles of Business Ethics in Islam Trust and Trustee for Allah Justice and Honesty Mutual Respect
<b>Week 12</b>	Axioms of Islamic Ethical Philosophy Unity Equilibrium Free will Responsibility Benevolence
<b>Week 13</b>	Factors Influencing Ethical Behavior in Islam Legal Interpretations Organizational Factors Individual Factors
<b>Week 14</b>	An Islamic Perspective of the Social Responsibility of – Organization Developing an Ethical Organization Climate Corporate Ethics Polices Ethics Officers
<b>Week 15</b>	Islamic Tenets Concerning Business Transactions Keeness to Earn Legitimate Earnings Trade through Mutual Consent Truthfulness in Business Transactions Trustworthiness in Business Transactions Generosity and Leniency in Business Transactions Honoring and Fulfilling Business Obligations Fair Treatment of Workers
<b>Week 16</b>	Prohibited Matters in Business Transactions Dealing in Prohibited Items

	Sale of Al-Gharar Arbitrarily Fixing the Prices Hording of Food Stuff Exploitation of One’s Ignorance of Market Conditions Al-Najash Cheating and Fraud in Business Transactions Swearing Giving Short Measures Dealing in Stolen Goods Exploitation in the form of Interest bearing Transactions
--	--

**RECOMMENDED BOOKS:**

1. BUSINESS ETHICS (Concepts And Cases), Manuel G.Velassquez, Fifth Edition, Published by Pearson Education Inc New Delhi.
2. ETHICAL DISCISION MAKING AND CASES, Ferrell, O.C, and Fraedrich, John, Fifth Edition, Published by Houghton Mifflin, 2002 New York.
3. BUSINESS ETHICS (A Manual for Managing a Responsible Business Enterprise in Emerging Market Economies) a Publication of the Good Governance Program. U.S. Department of Commerce, International Trade Administration, Washington, D.C.  
ISLAMIC BUSINESS ETHICS, Dr. Rafik Issa Beekun, University of Nevada, and Islamic Training Foundation, Published by Amana Publication C/O Brother Adnan Mohtasib 10710 Tucker Street Beltsville, MD 20705-222

# BUSINESS RESEARCH METHODS

Credit Hours : 3

COURSE CODE MGT-521

## COURSE DESCRIPTION

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

## INTENDED LEARNING OUTCOMES

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

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

## COURSE CONTENT

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



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

## RECOMMENDED BOOKS

1. William G. Zikmund, *Business Research Methods, Latest Edition, Thomson Learning*
2. Umma Sekaran, "Research Mythology For Business" Johni Wrley Sons Inc. New York Year 2000(2<sup>nd</sup> Edition)
3. William Emmoy 1980 Edition Richard D. Irwin Inc. Illinois USA.
4. Prof: Fazli Wahid,,Research and Development Center Peshawar "Introduction To Buiness Research" (2003 Additions)

## CORPORATE GOVERNANCE

Credit Hours : 3

COURSE CODE MGT-522

### COURSE CONTENTS

<b>Week 01</b>	Overview of the mechanisms codes, issues, practices of corporate governance. theoretical aspects of corporate governance :contracting: transition cost , economics, agency, theory , decision making,
<b>Week 02</b>	Horizontal vertical private and public accountability
<b>Week 03</b>	Corporate governance issues and impact at different stages of company `s life.
<b>Week 04</b>	Introduction to Global Corporate Governance. Globalization of governance. Comparative corporate governance.
<b>Week 05</b>	The forms of corporate ownership and control internationally. The role of the state. The role of private capital.
<b>Week 06</b>	The corporate governance functions in small and medium-size companies.
<b>Week 07</b>	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.
<b>Week 08</b>	Effect of corporate governance on stock price. Price signals and feedback information. Debt contracting and debt structures.
<b>Week 09</b>	Institutions investors. The role of these in monitoring companies and impact between enterprise and accountability
<b>Week 10</b>	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
<b>Week 11</b>	Auditors and auditing. Board function, board compositions, monitoring committees, accountability to shareholders and stakeholders
<b>Week 12</b>	International and domestic issues in executive compensation, management, Board of Director and codes of best practice.
<b>Week 13</b>	Corporate governance and finance. Characteristics of system. Advantage and disadvantages. Recent developments, problems and issues faced by the legal and finance ethical system

<b>Week 14</b>	Latest trends in international corporate governance. The new driving forces behind international governance.
<b>Week 15</b>	Final project.
<b>Week 16</b>	Final exam

### **Recommended Books**

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

# MANAGEMENT INFORMATION SYSTEMS

Credit Hours : 3

COURSE CODE MGT-523

## COURSE DESCRIPTION/OBJECTIVE:

This is a fundamental course for the students of business administration. The course is designed to give concept of information systems and their importance for business success. Different information technology applications in business to manage better and how it will provide support to decision makers for strategic business decisions will be discussed. Different applications like hospital information systems, corporate information systems, city information systems, crime information and control systems, Transaction process system etc. will be discussed.

## INTENDED LEARNING OUTCOMES

Upon completing this course, students will be able to:

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

## COURSE CONTENTS

<b>Week 01</b>	Introduction to Information Systems in Business Why study information systems Why business need information technology
<b>Week 02</b>	Fundamentals of Information System
<b>Week 03</b>	Solving Business Problems with Information Systems Systems approached to problem solving Developing information system solutions
<b>Week 04</b>	General Systems Model of the Firm
<b>Week 05</b>	Computer Software, Hardware (Overview from Managerial Perspective)
<b>Week 06</b>	DBMS
<b>Week 07</b>	MS Access (A comprehensive workshop)
<b>Week 08</b>	IS for Business Operations Business information systems Transaction processing system
<b>Week 11</b>	Accounting Information System/ Financial Information System
<b>Week 10</b>	Decision Support System/ Financial Support System

<b>Week 12</b>	Marketing Information System
<b>Week 09</b>	Transaction Processing System
<b>Week 13</b>	IS for Strategic Advantage Fundamentals of strategic advantage Strategic applications and issues in IT
<b>Week 14</b>	IS & Artificial Intelligence
<b>Week 15</b>	Enterprise & Global Management Managing IT (Planning & Implementing Change)
<b>Week 16</b>	Final Project (Report Submission & Presentations)

### **RECOMMENDED TEXTBOOKS**

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

# PRODUCTION AND OPERATION MANAGEMENT

Credit Hours : 3

COURSE CODE MGT-524

## Course Objectives

The course is designed with the aim of making students more dexterous and nimble in applying the principle and technique of management in the field of production operations. Each topic is duly supported by practical case studies as an endeavor to make the concepts unequivocal to the students. The whole course is spread over a time frame of sixteen weeks with due time provision for class tests, presentations, and field visits.

## COURSE CONTENTS

<b>Week 01</b>	Introduction of Operation Management The Operations Function Other functions of Marketing, Finance, Supporting functions and Interdependence of functions
<b>Week 02</b>	Providing Products and Services, Manufacturing and non-Manufacturing Operation, Challenges to Service Operation Manager's Role in Operations Activities and Skills and Operations Manager for Success Operation Strategy Strategy Provides Focus
<b>Week 03</b>	Strategy Formulation, Internal and External Conditions Different Operations and Different Strategies Operations is a Vital Element in Strategy Strategy Decisions for Operation Positioning, Application and other Strategy
<b>Week 04</b>	Product Design, an Important Strategy Facto Product Design, in Manufacturing and Non-Manufacturing Operations Aggregate Capacity Planning Plan and Forecasts
<b>Week 05</b>	Strategies for Non-Uniform Demand Approaches to Aggregate Planning Bottom-up Aggregate Planning Production, Detected Scheduling and Resource Planning
<b>Week 06</b>	Top-down Aggregate Planning Selecting an Aggregate Planning Horizon New Product Design Origin of New Product Product Life-Cycle

	Research and Development and its Organization
<b>Week 07</b>	Designing Products, Services and Pr New Product Design Origin of New Product Product Life-Cycle Research and Development Process
<b>Week 08</b>	The Product Development Process Product Reliability and Design Process Modular Design and Standardization Manufacturing Process technology Ways of Organizing Process Flows
<b>Week 09</b>	Flexible Manufacturing System Designing Services and Service Process Service Process Matrix Scheduling and Controlling Manufacturing Operations Moving from Plan to Reality
<b>Week 10</b>	The Nature Job- Shop Manufacturing Job Shop Scheduling and Production Control Production Activity Control with MRP Production Control for Repetitive Manufacturing
<b>Week 11</b>	Just-In-Time Production Uniform Production Rate The Kanban System Small Lot Sizes, Quick and Inexpensive Setup
<b>Week 12</b>	Basic Layouts Developing the Product Layout Model and Behavior Facility Location The Importance of Location
<b>Week 13</b>	Multi Skilled Workers and Flexible Facilities Quality, Maintenance and System Layout Planning and Concept Types of Manufacturing and Service Operations
<b>Week 14</b>	Competition, Cost and Hidden Effects Location, Decisions, and Systems View Location Factors Markets-Related, Tangible Cost and Intangible Factors
<b>Week 15</b>	Location Evaluation Methods General Steps in Location Selection Grouping of Service Areas Break-Even Analysis Point Rating

	Transportation Method Review Presentation & Viva Examination
<b>Week 16</b>	Point Rating Transportation Method Review Presentation and Viva Examination

### **Recommended Books:**

1. PRODUCTION AND OPERATIONS MANAGEMENT, James-B-Dilworth, (3<sup>rd</sup> Edition) McGraw Hill Corporation.
2. PRODUCTION AND OPERATIONS MANAGEMENT, Everte, Adams-Jr and Ronald-J-Ebert edition) McGraw Hill Corporation.
3. MODERN PRODUCTION/OPERATIONS MANAGEMENT, Elwood-S-Buffer and Rakesh-K-Sarin (8<sup>th</sup> Edition) Welly.



# ENTREPRENEURSHIP

Credit Hours : 3

COURSE CODE MGT-525

## **COURSE DESCRIPTION/OBJECTIVES:**

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

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

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

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

## **LEARNING OBJECTIVES**

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

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

## **COURSE CONTENTS**

	<b>Topic</b>
<b>WEEK.1</b>	<b>ENTREPRENEURSHIP: AN EVOLVING CONCEPT</b> Entrepreneurship – A perspective Emerging Trends: The Internet and E-Commerce <b>ENTREPRENEURIAL OPPORTUNITIES</b> The evolution of Entrepreneurship The myths & approaches to entrepreneurship

<b>WEEK 2</b>	<p>UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT</p> <p>Comparative analysis entrepreneurship in other countries</p> <p>Strategic Objectives</p> <p>Competitor Analysis</p>
<b>WEEK 3</b>	<p>UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT</p> <p>STP Strategies</p> <p>Marketing Mix Strategies</p>
<b>WEEK4</b>	<p>UNDERSTANDING THE ENTREPRENEURIAL PERSPECTIVE IN INDIVIDUALS</p> <p>The Entrepreneurial Perspective</p> <p>The Dark side of Entrepreneurship</p> <p>Entrepreneurial Motivation</p> <p>ENTREPRENEURIAL PERSPECTIVE IN ORGANIZATIONS – CORPORATE ENTREPRENEURSHIP</p> <p>SOCIAL ENTREPRENEURSHIP AND THE ETHICAL CHALLENGES OF ENTREPRENEURSHIP</p>
<b>WEEK 5</b>	<p>INNOVATION: THE CREATIVE PURSUIT OF IDEAS</p> <p>Opportunity Identification: The search for New Ideas</p> <p>Entrepreneurial Imagination and Creativity</p> <p>The role of Creative Thinking</p> <p>Arenas in Which People Are Creative</p> <p>Innovation and the Entrepreneur</p> <p>The Innovation Process</p>
<b>WEEK6</b>	<p>PATHWAYS TO ENTREPRENEURIAL VENTURES</p> <p>The Pathways to New V</p>
<b>WEEK7</b>	<p>LEGAL CHALLENGES FOR ENTREPRENEURIAL VENTURES</p> <p>Legal Challenges for the Entrepreneurial Venture</p> <p>Intellectual Property Protection: Patents, Copyrights, and Trademarks</p> <p>Identifying Legal Structures for Entrepreneurial Ventures</p> <p>Sole Proprietorships</p> <p>Partnerships</p> <p>Corporations</p> <p>Specific Forms of Partnerships and Corporations</p> <p>Understanding Bankruptcy</p>
<b>WEEK8</b>	<p>SOURCES OF CAPITAL FOR ENTREPRENEURIAL VENTURES</p> <p>The Entrepreneur's Search for Capital</p> <p>Debt Versus Equity</p> <p>The Venture Capital Market</p> <p>Informal Risk Capital: "Angel" Financing</p>
<b>WEEK 9</b>	<p>ASSESSMENT OF ENTREPRENEURIAL PLAN</p> <p>The Challenge of New- Venture Start-Ups</p> <p>Pitfalls in Selecting New Ventures</p>

	<p>Critical Factors for New-Venture Development</p> <p>Why New Ventures Fail</p> <p>The Evaluation Process</p>
<b>WEEK10</b>	<p><b>MARKETING CHALLENGES FOR ENTREPRENEURIAL VENTURES</b></p> <p>The Marketing Concept for Entrepreneurs</p> <p>Marketing Research</p> <p>Inhibitors to Marketing Research</p> <p>Internet Marketing</p> <p>Developing the Marketing Concept</p> <p>Developing a Marketing Plan</p> <p>Pricing Strategies</p>
<b>WEEK 11</b>	<p><b>FINANCIAL PREPARATION FOR ENTREPRENEURIAL VENTURES</b></p> <p>The Importance of Financial Information for Entrepreneurs</p> <p>Understanding the Key Financial Statements</p> <p>Preparing Financial Budgets</p> <p>Pro Forma Statements</p> <p>Capital Budgeting</p> <p>Break-Even Analysis</p> <p>Ratio Analysis</p>
<b>WEEK12</b>	<p><b>DEVELOPING AN EFFECTIVE BUSINESS PLAN</b></p> <p>What is a Business Plan?</p> <p>Pitfalls to Avoid in Planning</p> <p>Benefits of a Business Plan</p> <p>Developing a Well- Conceived Business Plan</p> <p>Elements of a Business Plan</p> <p>Updating the Business Plan</p> <p>Presentation of the Business Plan: The “Pitch”</p>
<b>WEEK13</b>	<p><b>STRATEGIC ENTREPRENEURIAL GROWTH</b></p> <p>The Nature of Strategic Planning in Emerging Firms</p> <p>Strategic Planning</p> <p>The Lack of Strategic Planning</p> <p>The Value of Strategic Planning</p> <p>Managing Entrepreneurial Growth</p> <p>Venture Development Stages</p> <p>The Entrepreneurial Company in the Twenty-First Century</p> <p>Building the Adaptive Firm</p> <p>The Transition from an Entrepreneurial Style to a Managerial Approach</p> <p>Understanding the Growth Stage</p> <p>Unique Managerial Concerns of Growing Ventures</p> <p>The International Environment: Global Opportunities</p> <p>Achieving Entrepreneurial Leadership in the New Millennium</p>
<b>WEEK14</b>	<p><b>VALUATION OF ENTREPRENEURIAL VENTURES</b></p> <p>The Importance of Business Valuation</p> <p>Underlying Issues When Acquiring a Venture</p> <p>Due Diligence</p>

	Analyzing the Business Establishing a Firm's Value Term Sheets in Venture Valuation Additional Factors in the Valuation Process
<b>WEEK15</b>	<b>HARVESTING THE ENTREPRENEURIAL VENTURE</b> Harvesting the Venture: A Focus on the Future The Management Succession Strategy Key Factors in Succession
<b>WEEK16</b>	<b>PROJECTS/ PRESENTATIONS</b>

**RECOMMENDED TEXT BOOK**

1. Entrepreneurship – Theory Process Practice, Donald F. Koratko 8th Edition (South Western - Cengage Learning)

# PROJECT MANAGEMENT

Credit Hours : 3

COURSE CODE MGT-611

## COURSE DESCRIPTION

Projects have been part of the human scene since civilization started, yet the practice of project management is quite recent. The concepts and tools required to plan, organize, implement, and evaluate a project are equally applicable to such diverse ventures as launching of a space shuttle, developing curriculum in primary education, or organizing a trekking trip to the K-2 base camp. The purpose of this course is to expose students to the real-life issues in project management, and equip them with necessary tools to resolve these issues. Use of quantitative techniques is supplemented by softer skills of leadership and human resource management.

## LEARNING OUTCOMES

Upon successful completion of this course the students will develop:

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

## COURSE CONTENTS

Week	Topic
Week 1.	Introduction to Project Management (PM)
Week 2.	Project Screening and Selection
Week 3.	Work Breakdown Structure (WBS), Organization Breakdown Structure (OBS)
Week 4.	Time Estimation of Activities, Precedence Relationships
Week 5.	Gantt Chart , Network Models (AON, AOA)
Week 6.	Critical Path Method (CPM), Linear Programming Models for CPM
Week 7.	Resource Management
Week 8.	Budgeting Cost-Time Trade offs Project Crashing, Linear Programming models for Optimizing Project Crashing Plans
Week 9.	Risk Management

<b>Week 10.</b>	Managing Changes in Project Scope, Configuration Management
<b>Week 11.</b>	Program Evaluation and Review Technique (PERT)
<b>Week 12.</b>	Leadership, Role of Project Manager
<b>Week 13.</b>	Project Control, Earned Value Approach, Revised Budget Projections
<b>Week 14.</b>	Project Termination
<b>Week 15.</b>	<i>Final Project Presentations</i>

### **TEXT BOOK**

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

### **ADDITIONAL READINGS**

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

## ADVANCED QUANTITATIVE TECHNIQUES

Credit Hours: 3

COURSE CODE : MGT-621

### COURSE CONTENTS

<b>(Week 01</b>	<p><b>Topic 1: Simple/Two-Variable Regression Analysis:</b>            An introduction of estimated model and its interpretation,            Regression Coefficients and Related Diagnostic Statistics: Computational Formulas            Evaluating the results of regression analysis            Standard assumptions, BLUE properties of the estimator.            Take-home assignment - 1</p>
<b>Week 02</b>	<p><b>Topic 2: Simple Regression to Multiple Regression Analysis</b>            Shortcomings of simple/two-variables regression analysis            An example of multiple regression analysis            Use of Likert-scale type questionnaire, raw-data entry, reliability test and generation of variables            Estimation of multiple regression model            Evaluation of the estimated model in terms of F-statistic, <math>R^2</math> and t-statistic/p-value            Take-home assignment - 2</p>
<b>Week 03</b>	<p><b>Topic 3: Multiple Regression: Model specification</b>            (a) Conceiving research ideas and converting it into research projects: a procedure            (b) Incorporating theory as the base of your research: econometrics theory &amp; economics/management theory            Take-home assignment – 3(a)            (a) Specification of an econometric model: mathematical specification            (b) Some practical examples of mathematical specification: production-function specification, cost-function specification, revenue-function specification            Take-home assignment – 3(b)            Conceptual/econometric modeling: (a) Examples in Finance; (b) Examples in Marketing; (c) Examples in HRM            Incorporating theory as the base of your research: econometrics theory &amp; economics/management theory            Take-home assignment: adopting, adapting and developing a new questionnaire</p>
<b>Week 04</b>	<p><b>Topic 4: Analyzing mean values</b>            Analyzing mean value, using one-sample t-test            Comparing mean-differences of two or more groups            Comparing two groups            Independent samples t test            Paired-sample t test            Comparing more-than-two groups            One-Way ANOVA            Repeated ANOVA</p>

	Take-home assignment – 4
<b>Week 05</b>	<b>Topic 5: Uses of estimated econometric models</b> Some examples Take-home assignment – 5
<b>Week 06</b>	<b>Topic 6: Relaxing of Standard Assumptions: Normality Assumption and its testing</b> Normality assumption Its testing Take-home assignment – 6
<b>Week 07</b>	<b>Topic 7: Problem of Multicollinearity: What Happens if Regressors are Correlated?</b> Consequences, tests for detection and solutions/remedies Take-home assignment - 7
<b>Week 09</b>	<b>Topic 8: Problem of Heteroscedasticity: What Happens if the Error Variance is nonconstant?</b> Consequences, tests for detection and solutions/remedies Take-home assignment - 8
<b>Week 10</b>	<b>Topic 9: Problem of Autocorrelation: What Happens if the Error terms are correlated?</b> Consequences, tests for detection and solutions/remedies Take-home assignment - 9
<b>Week 11</b>	<b>Topic 10: Mediation and moderation analysis – I</b> Estimating and testing mediation Take-home assignment – 10
<b>Week 12</b>	<b>Topic 11: Mediation and moderation analysis – II</b> Estimating and testing moderation Take-home assignment – 9
<b>Week 13</b>	<b>Topic 12: Time-series analysis - I</b> Unit root analysis Take-home assignment – 10
<b>Week 14</b>	<b>Topic 13: Time-series analysis – II</b> Unit root, co-integration and error correction modeling (ECM) Take-home assignment – 11
<b>Week 15</b>	<b>Topic 14 Panel data analysis, Simultaneous equation models/Structural equation models</b> Panel data analysis SEM, ILS, 2SLS and 3SLS Take-home assignment – 12



<b>Week 16</b>	<b>Topic 15 Qualitative response regression models (when dependent variables are binary/dummy) and Optimization</b> LPM, Logit model and Probit Model Take-home assignment – 13(a) * Optimization: minimization and maximization Take-home assignment – 13(b)
<b>Week 17</b>	Topic 16 Welfare analysis: maximization of producer and consumer surpluses and minimization of social costs

### **Required Text & Recommended Reading**

The prescribed textbooks for this course are:

1. Gujarati, Damodar N. Basic Econometrics, 4<sup>th</sup> Edition. McGraw-Hill. 2007