



HAND BOOK FOR BBA STUDENTS



**DEPARTMENT OF MANAGEMENT SCIENCES
NATIONAL UNIVERSITY OF MODERN LANGUAGES (NUML)
SECTOR H-9 ISLAMABAD**

Vision

we aspires to be a leading business school to achieve excellence in knowledge creation and crafting experiences for comprehensive growth of contemporary society.

Mission

To foster business leadership through developing independent thinkers by cultivating learning, research and entrepreneurial culture ; exhibiting social responsiveness.

Program Objectives

- Developing concepts of business theories and practices.
- Building effective business writing and oral communication skills.
- Cultivating leadership, interpersonal and entrepreneurial skills.
- Developing skills needed to critically analyze information.
- Developing skills set needed to utilize and leverage theories learned, business experiences and technology.
- Inculcating ethical attitudes and values essential .

Program Learning Outcomes

- Describe, explain, and apply fundamental concepts of business and management.
- Apply information technology and use the information to support business processes and make decisions.
- Critical comprehension of theories and practices of business related concepts.
- Apply quantitative skills to analyze and solve business problems, discover opportunities, and think & act strategically.
- Communicate verbally and in writing about business topics.
- Function effectively as team members.
- Understand globalization and value cultural diversity
- Demonstrate proficiencies in discipline specific areas identified as specialization.
- Nurture intellectuals socially and ethically responsible for contributing to the well-being of society.

Program Educational Objectives

- Be a good team player, adaptable and flexible to adjust work place culture and environment.
- Be an effective group leader with problem solving skills.
- Appreciate diversity and reflect tolerance.
- Motivate, support and appraise coworkers.
- Engage in lifelong learning for professional growth.
- Serve the community as ethical and responsible professionals.

HEC Minimum Criteria for BBA

Twelve years of education is required for admission in BBA program.

Eligibility:

F.Sc/ F.A/ DAE / ICS / I.Com with 45% marks / A-Level with 50% marks and having studied any one of the subjects viz: Statistics, Mathematics, Physics, Economics, Computer Science OR Commerce. All HEC's conditions apply.

Selection Criteria:

- Selection is based on marks obtained in entry test conducted by department.
- Cut-off marks for merit is to be determined by the University.
 - **Criteria.**
 - i. Precious Academic Career 15%
 - ii. Test Weightage 75%
 - iii. Group Discussion/Interview 10%

Admission Procedure

i. Issuance of Admit Card.

Applicants obtain their Admit Cards by visiting the Admissions Office with a copy of the bank Challan. Applicants residing outside Islamabad can get the Admit Card by from website around the time of admission process.

ii. Aptitude Test

The Aptitude Test is conducted on specified date announced on NUML website. The Admit Cards issued to the applicants indicate the test center, date, and reporting time. Please make sure to read all instructions given on the back of the Admit Card carefully. The applicants should bring their Admit Cards along with a photo ID to be able to appear for the Aptitude Test.

iii. Interview

Interviews are conducted for evaluating the level of maturity, academic aptitude, motivation, interpersonal skills and career focus of the applicants. Candidates who pass the Aptitude Test qualify for interview. Interview detail displayed on websites. Selected candidates are to report to the venue at the designated date and time for the said activity.

Candidates are required to bring the following documents in original on the day of Interview:

- a. Matriculation / 'O' Levels certificate with transcript / marks sheet
- b. Higher Secondary School Certificate(Part I) / 'A' Levels (First year) certificate with transcript / marks sheet

iv. List of Successful Candidates

The names of candidates who qualify the admission requirements will be notified through a list on our website (www.numl.edu.pk). These candidates will get their Fee Challan.

As a prerequisite for issue of Fee Challan successful candidates are required to deposit the transcripts bearing proof of their having met the minimum academic eligibility requirements for the respective programs.

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Semester- I

Course Code	Courses	Cr Hrs
MTS-101	Business Mathematics	3+0
ITM-121	Introduction to Information Technology	3+0
ACC-121	Introduction to Accounting	3+0
HUM-101	Freshmen English I	3+0
MGT-101	Introduction to Business	3+0

Course Title: Business Mathematics

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Basic arithmetic and algebra skills to Intermediate level.

COURSE DESCRIPTION/OBJECTIVES:

The course objectives are

- Understanding the mathematical functions, principles and techniques that are useful in business management.
- Enhancement of students' competency in application of mathematical linear & quadratic equations in solving business management problems
- Understanding the concepts of matrices and its applications.
- Understanding the concepts of simple interest, compound interest, annuities, discounted cash flows and its business applications
- Derivatives and its role in business and economic approach

INTENDED COURSE LEARNING OUTCOMES

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

- Mathematical Function
- Building and solving linear and quadratic equations
- Types of functions
- Matrices and its applications
- simple interest, compound interest, annuities, discounted cash flows
- Determinants and its applications
- Derivatives & its business applications

PROVISION OF SOFT SKILL

The students will develop the skill to use applied mathematics to solve their business and financial problems.

RECOMMENDED TEXT BOOK

Business Mathematics by Frank.S.Budnick 4th Edition

REFERENCE BOOKS

Business Mathematics by Gary Clendenen and Stanley A. Salman 13th edition

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week No	Lecture No	TOPICS TO BE COVERED
1.	1.	Basic algebraic manipulations. Addition, subtractions, multiplication and addition of algebraic terms, polynomials
	2.	Basic Concepts of Equation, Linear equations containing 1 or more independent variables. Operation on Linear Equations. Numerical Problems and Business relating applications. (Chapter 2)
2.	3.	Slopes and its interpretation, y-intercept and its interpretations. X-intercept and its interpretation. Graphical presentation of linear equations.(Chapter 2)
	4.	Slopes and its interpretation, y-intercept and its interpretations. X-intercept and its interpretation. Graphical presentation of linear equations. (Chapter 2)
3.	5.	Formation of linear equations using point slope form, Slope-Intercept form and two points form. Interpretation of slope, x-intercept and y-intercept. (Chapter 2)
	6.	Formation of linear equations using point slope form, Slope-Intercept form and two points form. Interpretation of slope, x-intercept and y-intercept. (Chapter 2)
4.	7.	Simultaneous equations & their applications in business & economics, equations with two unknown and its methods, their solutions & applications. (Chapter 3)
	8.	Simultaneous equations & their applications in business & economics, equations with three unknown and its methods, their solutions & applications. (Chapter 3)
5.	9.	Simultaneous equations & their applications in business & economics, equations with three unknown and its methods, their solutions & applications. (Chapter 3)
	10.	Simultaneous equations & their applications in business & economics, equations with three unknown and its methods, their solutions & applications. (Chapter 3)
6.	11.	Revenue, Cost, Profit & its applications in Business problems. (Chapter 5)
	12.	Revenue, Cost, Profit & its applications in Business problems. (Chapter 5)
7.	13.	Introduction to Break-Even Analysis, Concept of Break Even analysis, Business related Problems. (Chapter 5)
	14.	Introduction to Break-Even Analysis, Concept of Break Even analysis, Business related Problems. (Chapter 5)
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Interests. Simple interests & applications. Simple discounts. Compound interests & applications. Compound discounts. (Chapter 8)
	16.	Interests. Simple interests & applications. Simple discounts. Compound interests & applications. Compound discounts. (Chapter 8)
9.	17.	Annuities and its future value. Calculation of interests annually, semiannually, quarterly and monthly. (Chapter 8)
	18.	Annuities and its present value. Calculation of interests annually, semiannually, quarterly and monthly. (Chapter 8)
10.	19.	Discounted Cash inflows, Net Present values. (Chapter 8)
	20.	Matrix algebra, Operations on matrices. Inverse of a (2×2) & (3×3) matrix. (Chapter 9)
11.	21.	Matrix algebra. Cramer's Rule for (2×2) & (3×3) matrix. (Chapter 9)
	22.	Derivatives & its basic rules. (Chapter 15)
12.	23.	Derivatives & its basic rules. (Chapter 15)
	24.	Applications of Maxima & Minima with graphical display in business problems. (Chapter 16)
13.	25.	Applications of Maxima & Minima with graphical display in business problems. (Chapter 16)
	26.	Applications of Maxima & Minima with graphical display in business problems. (Chapter 16)
14.	27.	Applications of derivative to maximize or minimize the cost, average cost or profit functions. (Chapter 17)
	28.	Applications of derivative to maximize or minimize the cost, average cost or profit functions. (Chapter 17)
		END TERM EXAMS

Course Title: Introduction to Information Technology

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Computer Basics

COURSE DESCRIPTION/OBJECTIVES:

This course is designed to introduce the basic concepts and working of today's Internet and its impact on individuals, society and organizations. The topics covered in this course include wired and wireless networks, software and hardware components, database fundamentals, desktop and web applications, human computer interactions and some economic and legal issues related to modern age of computers.

INTENDED COURSE LEARNING OUTCOMES

After successful completion of this course, students will be able to

- ❖ *Explain information technology and understand its role in the modern age society*
- ❖ *Identify the many uses for a computer*
- ❖ *Identify the communication networks*
- ❖ *Identify operating systems for workstations and servers*
- ❖ *Describe the purpose and functions of communication hardware*
- ❖ *Analyze information gathered online to solve a problem*
- ❖ *Understand the basic concepts of MS Office tools*

RECOMMENDED TEXT BOOK

Using Information Technology 11th Edition by Brian K. Williams and Stacey Sawyer

REFERENCE MATERIAL

World Wide Web

“Computer Fundamentals” by P.K. Sinha

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Introductions to Computer Basics and IT
	2.	Information Technology Basics and Importance
2.	3.	Internet and the World Wide Web
	4.	Physical Connections Wired Vs Wireless
3.	5.	Data Transmission Speeds and Satellite Wireless Communication
	6.	TCP/IP Model and Internet Service Providers
4.	7.	Systems Softwares (Operating Systems)
	8.	Services of an Operating System
5.	9.	Applications Softwares (Utility Programs)
	10.	Various Ways to Obtain a Software
6.	11.	Hardware the CPU and Storage
	12.	Hardware the Input and Output
7.	13.	Introduction to Microsoft Office Suite (Word, Excel, PowerPoint)
	14.	MS Word Practical
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	MS Excel Practical
	16.	MS PowerPoint Practical
9.	17.	Analog Vs Digital Signals, Modems
	18.	Network and its Types, Benefits of a Network
10.	19.	Network Structures and Components of a Network
	20.	Network Linking Devices and Network Topologies
11.	21.	Introduction to Databases and its Storage Hierarchy
	22.	Database Management Systems and its Benefits
12.	23.	Components of DBMS and Database Models
	24.	Data Mining and Artificial Intelligence
13.	25.	Manipulating Digital Data (Audio, Video, Text, Graphics)
	26.	Threats to Computers and Communication Systems
14.	27.	Safeguarding Computers and Communication Systems, Quality of life issues
	28.	Systems Development (Six Phases of System Analysis and Design)
		END TERM EXAMS

Course Title: Introduction to Accounting

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites: None

Course Description:

Fundamentals of Accounting is a course that covers the fundamentals of accounting with the newcomer in mind. Accounting is more than just memorizing terms and procedures. This course assumes students have no prior knowledge about accounting or finance, and delivers lessons and examples to build accounting skills. Specifically, this class addresses accounting terminology, revenue, expenses, net income, the accounting equation, debits, credits, and balancing the accounting formula, the accounting structure, the accounting cycle, journals, ledgers, the trial balance and more. It also guides students to learn how to read financial statements properly, and how to grab meaningful information from the balance sheet, income statements and cash flow statements.

Course Objectives:

The objective of the course is to provide an introductory knowledge of accounting to first-Semester students. While a general overview of accounting principles relating to the preparation of financial and managerial reports will be presented, the primary focus is to illuminate how accounting information is utilized by a variety of stakeholders in planning, controlling and investing decisions.

After completing this course, students will have a solid understanding of accounting in today's world. They will understand how and why financial transactions are documented, they will know what cash flow is and how to improve it, and they will know what profit is, how it's interpreted, and what influences its growth

INTENDED COURSE LEARNING OUTCOMES

By successfully completing this course, students will be able to:

- Identify why accounting is a necessary skill.
- Summarize the history of accounting.
- Identify and describe assets, liabilities and owners' equity.
- Recognize and compare the major financial reports.
- Describe and create a company's Income Statement.
- Compare and contrast a company's revenue, expenses, income, and retained earnings.
- Solve worksheet problems involving income statements, revenue, expenses, and net income.
- Identify the key elements of a Balance Sheet.
- Balance the accounting equation and properly chart debits and credits.
- Describe the key elements of bookkeeping.
- Avoid the pitfalls of bad bookkeeping habits.
- Describe the accounting cycle.

Textbook:

“FINANCIAL & MANAGERIAL ACCOUNTING (The Basis for Business Decisions’ - 15th edition (Chapter 1_5)

Authors:

- Robert F. Meigs
- Walter B Meigs

- Jan R. Williams
- Susan F. Haka
- Mark S. Bettner
- Joseph V. Carcello

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS
1	Mid Term Exam	25
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3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week #	Lec	TOPICS TO BE COVERED
1.	1.	Introduction to Accounting.
	2.	Accounting Information. Types of Accounting Information. Role of Accounting Information in making decisions. Importance of Accounting Information for internal and External users. Accounting Systems.
2.	3.	Basic Terms. Business and its types. Types of Accounts (Assets, Liabilities, Capital, Expense and Revenue.
	4.	Types of Accounts. Accounting Cycle. Accounting Period, Credit, Debit, Fiscal Year,
3.	5.	How to balance the fundamental accounting equation; Debits and Credits; "T" Accounting; Double Entry Accounting; Diagrams and Charts; Real World Example;
	6.	Transactions. Cash and credit transaction. Effect of Transactions on Accounting Equation. Source Documents; General Journal. Journalizing the events of increase in capital, increase and decrease in Assets and Liabilities.
4.	7.	General Journal. Accrual Basis Accounting Applying Matching Principle and Realization Principle in recording expenses and Revenue.
	8.	General Journal and its relationship to ledger. Posting (Process of transferring information from the journal to the individual accounts in the Ledger. Types of Ledgers.
5.	9.	Trial Balance, Its Uses and Limitations.
	10.	The Accounting Cycle. Journal, Ledgers and Trial balance.
6.	11.	Financial Statements. Nature and general purpose of Financial Statements. Relevant Accounting Principles
	12.	Purpose of the Income Statement; Multi-Step Income Statement; What are Retained Earnings, Revenue, Expenses, Net Income, Income Tax,
7.	13.	Statement of Retained Earnings and Classified Balance Sheet. Relation of Income statement, Statement of Owners Equity and Balance Sheet.
	14.	Practice from journal to Balance Sheet. Accounting Cycle.
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Need for adjusting entries, Types of Adjusting Entries. The concept of Depreciation. Accumulated Depreciation. Book Value. Contra Asset Account.

		Depreciate able Assets. Useful Life.
	16.	Converting Assets to Expenses; Prepaid Expenses, Accrued Expenses
	17.	Converting liabilities to Revenue. Accruing uncollected revenue.
9.	18.	Adjusted trial balance. Purpose of Adjusted Trial Balance. Effects of Adjusting Entries on Financial Statements
	19.	Preparing a Work Sheet and its uses.
10.	20.	Closing The Temporary Accounts. Preparation of After closing Trial Balance.
	21.	GAAP(Generally Accepted Accounting principles)
11.	22.	Introduction to Merchandising Concerns. Operating cycle of Merchandising Companies
	23.	Journal Entries in Periodic & Perpetual Systems
12.	24.	Accounting for Merchandising Concerns
	25.	Special cases in Merchandising Companies Net method.
13.	26.	Special cases in Merchandising Companies Gross method.
	27.	Credit terms, Cash discounts, Returns of Unsatisfactory ,Merchandising Exercise
14.	28.	Revision/Viva
		END TERM EXAMS

Course Title: Freshmen English I

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites: None

COURSE DESCRIPTION/OBJECTIVES:

- To provide students coming from diverse backgrounds of commerce, science and humanities language skills for effective oral and written communication.
- To produce coherent and appropriate oral and written sentences.

INTENDED COURSE LEARNING OUTCOMES:

After completing this course the students will be able to:

- To write coherently and cohesively.
- To tell and write stories.
- To write and reply letters.
- To write different types of essays.
- To read and interpret text written in English language.
- To listen and decipher spoken forms of English language.
- To pronounce words in English language correctly.
- To construct grammatically correct oral and written sentences.

RECOMMENDED TEXT BOOK:

1. English for Undergraduates by D. H. Howe
2. Oxford Practice Grammar by John Eastwood

REFERENCE BOOKS:

Available Books

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week No	Lecture No	TOPICS TO BE COVERED
1.	1.	Unit One of English for Under Graduates by D. H. Howe
	2.	Word classes, phrases, clauses
2.	3.	Unit Two of English for Under Graduates by D. H. Howe
	4.	Structures of English sentences. Individual students introduce themselves before the class.
3.	5.	Unit Three of English for Under Graduates by D. H. Howe
	6.	Definite and indefinite articles. Public speaking: My first day in NUML.
4.	7.	Extended Reading of English for Under Graduates by D. H. Howe a. Early autumn b. Plan of Attack
	8.	Simple present tense
5.	9.	Unit Four of English for Under Graduates by D. H. Howe
	10.	First and Second Conditional/ Public Speaking for Practice
6.	11.	Unit Five of English for Under Graduates by D. H. Howe
	12.	Story telling in groups. Present continuous tense
7.	13.	Unit Six of English for Under Graduates by D. H. Howe
	14.	Present perfect tense and present perfect continuous tense
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Unit Seven of English for Under Graduates by D. H. Howe
	16.	Third Conditional/Public Speaking for Practice
9.	17.	Unit Eight of English for Under Graduates by D. H. Howe
	18.	Simple past tense. Simple past or present perfect tense?
10.	19.	Extended Reading of English for Under Graduates by D. H. Howe a. Presents from my aunt in Pakistan b. Wedding in the Flood
	20.	Past continuous tense. Past simple or continuous?
11.	21.	Unit Nine of English for Under Graduates by D. H. Howe
	22.	Past perfect. Past simple or past perfect?
12.	23.	Unit Ten of English for Under Graduates by D. H. Howe
	24.	Reading of extracts from English newspapers.
13.	25.	Unit Eleven of English for Under Graduates by D. H. Howe
	26.	Future tenses
14.	27.	Appendices I and 2 of English for Under Graduates
	28.	Public speaking: The role of social media in our lives
		END TERM EXAMS

Course Title: Introduction to Business

Course Code:

Credit Hours: 03

Course Instructor:

Prerequisites:

Proficiency in English language

COURSE DESCRIPTION/OBJECTIVES:

To acquaints the students with the business terminologies in the status of self-employment, employee or employer. The course shall contribute in the professional and technical knowledge of students in the academia and the business world.

INTENDED COURSE LEARNING OUTCOMES:

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

- Demonstrate an understanding of business concepts as a foundation for studying other business subjects.
- Demonstrate an understanding of the forces that shape the business.
- Demonstrate an understanding of the major functions of business including Management/Marketing.
- Describe the current business issues.
- Foster critical and analytical thinking.

RECOMMENDED TEXT BOOK:

Business, 10th Edition, Ricky W. Griffin and Ronald J. Ebert.

REFERENCE BOOKS:

- Global Business Today, 8th Edition, Charles W. L. Hill
- Case Studies of National and International Exposure.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week	Lecture	TOPICS TO BE COVERED
1.	1.	Concept of Business and the Concept of Profit, Factors of Production
	2.	Types of Business Organizations; Entrepreneurship; advantages and disadvantages
2.	3.	Partnership; advantages and disadvantages
	4.	Corporation; advantages and disadvantages
3.	5.	Globalization; Levels of involvement; International Organizational Structures
	6.	(Contd) International Organizational Structures
4.	7.	Barriers to International Trade.
	8.	(Contd) Barriers to International Trade
5.	9.	Setting Goals and Formulating Strategy
	10.	Management Process
6.	11.	Levels of Management, Areas of Management, Basic Management Skills
	12.	Organizing the Business Enterprise; Organizational Building Blocks
7.	13.	Three forms of Authority, Basic forms of organizational structure.
	14.	Review of contents covered for mid-term
MID TERM EXAMS		
MID TERM BREAK		
8.	15.	Foundations of Human Resource Management
	16.	Developing the Workforce; Staffing the Organization
9.	17.	Training and Development , Compensation and Benefits
	18.	New Challenges in Changing Workplace
10.	19.	Importance of Satisfaction and Morale, Concept of Motivation
	20.	Classical Theory and Scientific Management, Human Resource Model
11.	21.	Two Factor Theory, Hierarchy of Needs Model
	22.	Expectancy Theory, Equity Theory, Leadership Styles
12.	23.	Leadership Styles.
	24.	Tools of Total Quality Management.
13.	25.	Marketing Environment.
	26.	Marketing Mix.
14.	27.	The Product Life Cycle and BCG Matrix.
	28.	Review of contents covered in the session.
15 & 16	END TERM EXAMS	

Semester - II

CODE	COURSE	CREDITS
MTS-102	Business Statistics-I	3+0
ACC-141	Financial Accounting	3+0
HUM-102	Freshman English II	3+0
MGT-121	Principles of Management	3+0
MKT-121	Principles of Marketing	3+0
HRM-121	Personal Management & Grooming	3+0

Course Title: Business Statistics-1

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Basic arithmetic and algebra skills to Intermediate level

COURSE DESCRIPTION/OBJECTIVES:

- This course provides an introduction to Probability and Descriptive statistics with applications. Understand the Measures of Central Tendencies and Measures of Dispersion and discuss some of the issues and problems associated with collecting and interpreting the concerned data, and basic statistical studies.
- A deep understanding of formulas of Probability and the area where it is needed.
- Understand the concepts of Probability, Random variables and their Distributions, Discrete and Continuous probability distributions, in particular the Binomial distribution and Normal distribution.
- Understand the concepts of Estimation (Confidence Intervals) and Hypothesis testing for population Averages and percentages. An introduction to linear regression is also the demand of the course.
- The main objective is to provide students with the foundations to introduction to statistical inference mostly used in business and economics.

INTENDED COURSE LEARNING OUTCOMES:

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

- Use and apply knowledge learn in sampling, data description and data presentation in a business environment;
- Apply basic probability concepts and probability distributions as an aid to business decision making.
- Demonstrate an understanding from the knowledge learn and apply some fundamental statistical methodology to solve problems.

PROVISION OF SOFT SKILL:

The students will develop the skill to conduct case study project, apply statistical methods to gather data and reach research based solutions.

RECOMMENDED TEXT BOOK:

- 1) Elementary Statistics: A step by step Approach by: Allan G. Bluman 5TH Edition
- 2) Statistics for Business and Economics by Paul Newbold, 6th edition
- 3) Walpole R. E. "Introduction to Statistics" 3rdedt ; Macmillan Publishing Co.NY 1982.

REFERENCE BOOKS:

- 1) Kenkel J. L. "Introductory Statistics for Management and Economics" 3rdedt. PWS-KENT Publishing Company, Boston, 1989.
- 2) Freund J. E. "Elementary Business Statistics, the Modern Approach", 6thedt. Prenti Hall, (1990).

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week	Lecture	TOPICS TO BE COVERED
1.	1.	Meaning of Statistics , Data and data gathering techniques, Variables and Constant, Population , Sample, Parameter and Statistics
	2.	Discrete and Continuous variable, Quantitative and Qualitative data Primary and Secondary data ,Methods for the collection of Primary and Secondary data
2.	3.	Presentation of data , Frequency Distribution (class interval , class limits, Class Boundaries, Class Marks, Numerical related with these concepts
	4.	Cumulative frequency, Relative frequency, Percentage frequency with numerical
3.	5.	Graphical representation. Bar diagram, Histogram, Frequency polygon with Numerical
	6.	Measure of Central Location ,Arithmetic Mean, Median, Mode(for Ungrouped and Grouped data) with related Numerical
4.	7.	Measure of Central Location ,Arithmetic Mean, Median, Mode(for Ungrouped and Grouped data) with related Numerical
	8.	Percentiles, Deciles and Quartiles, Relationship b/w mean, median, mode. Shapes of Frequency distribution(concept of Symmetry and Skewness
5.	9.	Percentiles, Deciles and Quartiles, Relationship b/w mean, median, mode. Shapes of Frequency distribution(concept of Symmetry and Skewness
	10.	Measures of Dispersions , Significance of Measuring Variation , Absolute and Relative Variation, Standard Deviation, Variance, Coefficient of Variation.
6.	11.	Measures of Dispersions , Significance of Measuring Variation , Absolute and Relative Variation, Standard Deviation, Variance, Coefficient of Variatio
	12.	Correlation analysis, concept, Pearson product-moment Correlation coefficient, Positive ,negative and Zero correlation with Interpretation , Related Numerical
7.	13.	Regression analysis(Concept) regression equation of X on Y & Y on X. regression Coefficients, Least square method, coefficient of determination & its interpretation
	14.	Regression analysis(Concept) regression equation of X on Y & Y on X. regression Coefficients, Least square method, coefficient of determination & its interpretation
MID TERM EXAMS		
MID TERM BREAK		
8.	15.	Basic Concept of Probability, Sample Space, Concept of mutually and non-mutually exclusive events, Probability of an Event, Laws of Addition
	16.	Basic Concept of Probability, Sample Space, Concept of mutually and non-mutually exclusive events, Probability of an Event, Laws of Addition
9.	17.	Addition Law for Mutually and non-mutually exclusive events with numerical Multiplication law for Independent and Dependent events with numerical.
	18.	Addition Law for Mutually and non-mutually exclusive events with numerical Multiplication law for Independent and Dependent events with numerical.

10.	19.	Concept of a Discrete Random Variables, Properties of discrete probability density Function, Discrete Probability Distribution(Binomial, Poisson distribution)
	20.	Concept of Mathematical Expectations (discrete case), Properties of Expectations with numerical.
11.	21.	Concept of Mathematical Expectations (discrete case), Properties of Expectations with numerical.
	22.	Discrete distribution(Binomial distribution-concept, Properties of binomial distribution Mean and variance of binomial distribution, Related Numerical
12.	23.	Discrete distribution(Binomial distribution-concept, Properties of binomial distribution Mean and variance of binomial distribution, Related Numerical
	24.	Discrete distribution(Poisson distribution) concept, Pdf of Poisson distribution, Mean and variance of Poisson distribution, Related Numerical
13.	25.	Discrete distribution(Poisson distribution) concept, Pdf of Poisson distribution, Mean and variance of Poisson distribution, Related Numerical
	26.	Concept of a Continuous Random Variable, Continuous Probability Distributions, Properties of continuous probability density Function, Continuous distribution(Normal distribution-concept)
14.	27.	Concept of Normal distribution , Pdf of Normal distribution , Properties of Normal distribution, Normal and Standard normal distribution , Related numerical of Normal distribution
	28.	Concept of Normal distribution , Pdf of Normal distribution , Properties of Normal distribution, Normal and Standard normal distribution , Related numerical of Normal distribution
END TERM EXAMS		

Course Title: Financial Accounting

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites: Introduction to Accounting.

COURSE DESCRIPTION/OBJECTIVES:

The objective of this course is to familiarize the student with the advance concepts of accounting system. It helps the students to understand mechanics and design of accounting system in various forms of business organizations including partnership and companies. It emphasizes on how the accountant processes and present financial information and includes exposure to recording transactions, adjusting balances and preparing financial statements for service and merchandise firms according to international accounting standards. The students are expected to learn and apply knowledge of basic and most fundamental concepts of accounting in different organizations and preparing financial statements accordingly

COURSE LEARNING OUTCOMES:

After completing this course the students will be able to:

1. Learn the accounting procedures of merchandizing transactions.
2. Prepare and learn the concept of depreciation, Understand and apply various depreciation methods
3. Prepare the Bank Reconciliation Statement
4. Accounts for uncollectible.
5. Learn about partnership accounting and stockholder's equity accounting
6. Make cash flow statement
7. preparation of company's financial statements, analysis and interpretation of financial statements.
8. Understanding the concept of common shareholders and preferred shareholders, Preparation of equity section of corporate balance sheet.

RECOMMENDED TEXT BOOK:

Textbook:

“**FINANCIAL & MANAGERIAL ACCOUNTING** (The Basis for Business Decisions’ - 15thedition) by Robert F. Meigs; Walter B Meigs; Jan R. Williams; Susan F. Haka; Mark S. Bettner; Joseph V. Carcello

Reference books/ Materials:

- *Principles of Accounting* by *Sohail Afzal*
- *Financial Accounting*, 5th Edition, by **Libby, Libby.**
- *Principles of Accounting* by *M.A .Ghani.*

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week No	Lecture No	TOPICS TO BE COVERED
1.	1.	Plant and Equipment and Depreciation: <ul style="list-style-type: none"> • Categories of assets • Cost of assets • Capital expenditure vs Revenue expenditure
	2.	<ul style="list-style-type: none"> • Depreciation methods • Straight Line Method • Approximation method/ fractional period method
2.	3.	Plant and Equipment and Depreciation: <ul style="list-style-type: none"> • Units of Out-put Method. • Comparison of straight line method with unit of output methods • Advantages/disadvantages of straight line method/ unit of output method
	4.	<ul style="list-style-type: none"> • Accelerated Depreciation Methods, • Declining balance method/ double declining/ 150% declining balance method • Change of depreciation method from one method to another
3.	5.	Plant and Equipment and Depreciation: <ul style="list-style-type: none"> • Sums of year's digit method, • MACRS depreciation rates. • Intangible Assets and amortization.
	6.	<ul style="list-style-type: none"> • Sale of assets • Cash sales and Journal entries • Accounting for Trade-in and Journal entries • Gain/Loss on sale of assets
4.	7.	<ul style="list-style-type: none"> • Natural Resources and Depletion
	8.	Accounts receivables: <ul style="list-style-type: none"> • Accounts receivable • allowance for doubtful accounts • Accounting treatment for accounts receivable and their presentation in the financial statements
5.	9.	<ul style="list-style-type: none"> • Writing off an uncollectible A/R by Aging method • Writing off an uncollectible by Direct method. • Comparison of both methods
	10.	<ul style="list-style-type: none"> • Marketable securities • Accounting treatment.
6.	11.	Bank Reconciliation Statement <ul style="list-style-type: none"> • Cash equivalents, • Lines of Credit. • Internal Control for Cash.
	12.	<ul style="list-style-type: none"> • Cash Book and • Pass book • Comparison of cash book and pass book
7.	13.	Bank Reconciliation Statement <ul style="list-style-type: none"> • Comparison of bank statement and • depositor's records.
	14.	<ul style="list-style-type: none"> • Preparation of bank statement and depositor's records. • Presentation of bank reconciliation statement
		MID TERM EXAMS

MID TERM BREAK		
8.	15.	Partnership Accounting (Sohail Afzal book) <ul style="list-style-type: none"> • What is partnership • Comparison of partnership with sole proprietorship • Accounting for partnership
	16.	<ul style="list-style-type: none"> • Profit & Loss appropriation Account • Comparison of Profit & Loss account with Profit & Loss Appropriation account
9.	17.	Partnership Accounting (Sohail Afzal book) <ul style="list-style-type: none"> • Partner's Capital Accounts • Difference in the different modes of investment and their workings in the balance sheet
	18.	<ul style="list-style-type: none"> • Income statement & • Balance sheet for partnership
10.	19.	Stockholder's Equity Transactions. <ul style="list-style-type: none"> • What is equity • Accounting treatment for equity • Rules of debit and credit for equity • Presentation of Equity in the balance sheet
	20.	<ul style="list-style-type: none"> • Journal entries for Stockholder's Equity
11.	21.	Stockholder's Equity Transactions. <ul style="list-style-type: none"> • Book, Par and • market value concepts.
	22.	<ul style="list-style-type: none"> • Calculation of retained earnings and • Dividends.
12.	23.	Types of stock: <ul style="list-style-type: none"> • Preferred and • Common stock
	24.	Cash Flow Analysis <ul style="list-style-type: none"> • Comparison of cash flow statement with income statement • Operating activities, investing activities and financing activities
13.	25.	<ul style="list-style-type: none"> • Preparation of Cash Flow Statement through Direct method
	26.	<ul style="list-style-type: none"> • Preparation of Cash Flow Statement through Indirect Method
14.	27.	<ul style="list-style-type: none"> • Investing Activities & Financing Activities
	28.	Discussion on problems and revision session.
END TERM EXAMS		

Course Title: Freshmen English II

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites: Freshman English I

COURSE DESCRIPTION/OBJECTIVES:

- To understand the process of communication and its importance in professional and administrative work.
- To communicate effectively both verbally and non-verbally in professional situations.
- To differentiate between communication inside and outside the organization.
- To prepare effective written and e mail messages.
- To execute the importance of interpersonal communication in meetings and working in groups keeping in view the importance of self-disclosure and feedback.

INTENDED COURSE LEARNING OUTCOMES:

After the completion of this course the students will be able to:

- Understand the importance of communication in life and particularly professional situations.
- Identify various components and settings of communication.
- Execute principles of effective verbal and non-verbal communication.
- Identify various tools of communication inside and outside an organization.
- Plan and prepare effective messages.
- Write effective emails.
- Understand and implement the principles of interpersonal communication in business meetings.
- Follow guidelines for self-disclosure.

RECOMMENDED TEXT BOOK:

1. Business English and Communication (8th edition) by Lyn R. Clarke
2. Business Communication: Strategy and Skill by Mary Munter
3. Effective Business Communication (International 7th edition) by Herta A. Murphy
4. Business and Administrative Communication (5th edition) by Kitty O. Locker
5. Oxford Practice Grammar by John Eastwood

REFERENCE BOOKS

1. Business Communication (3rd edition) by Kitty O. Locker
2. Business Communication Today (7th edition) by Courtland L. Bovee
3. Communicate! (10th edition) by Rudolph F. Verderber

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week No	Lecture No	TOPICS TO BE COVERED
1.	1.	Communication in our lives. Need for communication.
	2.	Components and settings of communication. Loud reading of extracts of news on business and economy from English newspapers.
2.	3.	Theories of communication. Active and passive sentences
	4.	Why study business communication.
3.	5.	Verbal communication. Importance of language.
	6.	How to speak clearly? Reading comprehension exercises from newspapers.
4.	7.	Nonverbal communication or NVC. Use of body motions in NVC. Conditional sentences of type zero and one.
	8.	Use of self-presentation and environment in NVC.
5.	9.	Communication inside an organization. Written and oral forms.
	10.	Vertical (downward and upward) and horizontal communication. Conditional sentences of type two.
6.	11.	Communication outside an organization. Written and oral forms.
	12.	Tools for communication outside an organization. Conditional sentences of type three.
7.	13.	Effect of technology on business communication.
	14.	E mail and e mail writing. All types of conditional sentences.
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Seven Cs of communication. Planning and preparing effective business messages.
	16.	Layout and design of business letters. Use of must, need to, have to etc. Public speaking: Poverty-causes and effects.
9.	17.	Organizational plan of positive or good news or neutral messages. Practice of writing positive messages.
	18.	Prepositions. Public speaking: Pollution-causes and effects.
10.	19.	Organizational plan of bad news messages. Practice of writing bad news messages.
	20.	Public speaking: Latest business trends
11.	21.	Organizational plan of persuasive messages. Practice of writing persuasive messages.
	22.	Direct and indirect messages.
12.	23.	Interpersonal communication
	24.	Listening, working in groups and meetings. Linking words
13.	25.	Conducting business meetings. Preparing agenda and writing minutes of the meeting.
	26.	Roles of chairperson and participant in a business meeting
14.	27.	Guidelines for self-disclosure. Giving personal feedback.
	28.	Styles of conflict management. Using communication skills in resolving conflict by collaboration.
		END TERM EXAMS

Course Title: Principles of Management

Course Code: MGT-121

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Language proficiency

COURSE DESCRIPTION/OBJECTIVES:

1. Principles of management is a fundamental course of basic understanding in business studies focusing on definitions, differentiation and implication of learning concepts.
2. To introduce and relate the basic managerial functions of management: Planning, Organizing, leading and controlling; Corporate social responsibility and ethics.
3. To address the most pertinent issues of environment, culture and globalization likely to be encountered in Organizational life and future by professionals especially in Pakistan.

INTENDED COURSE LEARNING OUTCOMES:

Through knowledge and understanding, students will be able to:

- Recognize the theory of management and manager's role in organization
- List managerial roles and managerial functions

Through intellectual skills, students will be able to:

- Explain and compare the various functions of management in organizational environment and global context
- Facilitate to practically view managerial and organizational problems and issues
- Apply managerial roles and managerial skills

Through general and transferable skills, students will be able to:

- Demonstrate the ability to work effectively as part of a group, communication skills, and presentation skills.

RECOMMENDED TEXT BOOK:

Stephen P. Robbins, Mary Coulter, Management. 11th edition.

REFERENCE BOOKS:

- Jones, G. R., George, J. M., & Hill, C. W. (2000). Contemporary management. 10th Edition.
- Courtland L. Bovee, John V Thill. Marian Burk Wood, George P. Thill, Management, international Edition.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

Sr. #	Items	Marks
1	MidTerm Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Quiz(s)	5
	Assignments(s)	5
	Project & Présentations	20
	Class participation	5
Total		35
Grand Total		100

COURSE CONTENT

Week #	Lecture #	TOPIC TO BE COVERED
1	1	Foundation of management. Definition Scope and Function of Management.
	2	Different levels, Roles and Skills of Management, Management & Organization.
2	3	Current trends & Issues of Management; workforce diversity, globalization.
	4	IT development, Knowledge Management, Innovation and Creativity etc.
3	5	Management theories and perspectives. Evolution of Management Theories.
	6	Scientific Management, Administrative Management, Bureaucratic Management.
4	7	Behavioral theories, Hawthorne Studies, System Approach, Contingency Approach.
	8	Organizational culture & environment: Different Views and Sources of Culture.
5	9	External & Internal Environmental Factors, Task & Mega Environment.
	10	Corporate social responsibility, Views on CSR, value based management
6	11	Ethics in management, factors affecting ethics and improving ethical behaviors.
	12	Decision making: Decision making process of eight steps and its Conditions.
7	13	Decision Making Errors and Biases, Types of Problems and Respective Decisions.
	14	Foundation of planning: Conceptual View of Planning and its Purpose and importance.
MID TERM EXAMS		
MID TERM BREAK		
8	15	Challenges and Types of Planning, Types and characteristics of Goals and Plans.
	16	Developing Organizational Goals. Traditional Approach and MBO
9	17	Organizing; Foundation of Organizational Structure and design, Contingency Factors.
	18	Types of Organizational Structure, Departmentalization & Chain of Command.
10	19	Span of Control & Formalization, Centralization and Decentralization, Work division
	20	Mechanistic & Organic Organizations, Traditional & Contemporary Designs.
11	21	Environmental Uncertainty, Scanning and dynamism effects on Organizational Design.
	22	Leadership and management: Differences and Similarities, Who are Leaders? What is Leadership?
12	23	Early Leadership Theories: Trait & behavioral theories, Different Leadership Styles.
	24	Models of Leadership: Fielders Model, Path Goal Theory, Blanchard Situational Theory.
13	25	Contemporary Theories of Leadership: Transactional, Transformational and LMX Theory
	26	Foundation of Control: Importance of Control, Control Process of different steps.
14	27	Elements, Approaches and Types of Controlling, Organizational Performance
	28	Measures to Control Organizational Performance. Control Strategies for deviations.
END TERM EXAMS		

Course Title: Principles of Marketing (BBA)

Course Code:

Credit Hours: 3+0

Course Instructor:

PREREQUISITES: As a marketing course, you must have an understanding of Introduction to Business

Textbook:

Principles of Marketing, by Philip Kotler, & Gary Armstrong 17th Edition.

Course Description: This course is designed to serve as an introduction to the basic principles of marketing, practices, and the application of these practices. This course examines our present-day marketing system from a managerial point of view and has a current events component to help emphasize the marketing principles in today's business world. Subjects covered include consumers, market research and target markets, feasibility analysis, products, promotion, channels of distribution, pricing, international marketing and use of technology in marketing. The majority of class time will be spent in lecture discussing the various solutions to marketing cases by the application of marketing principles.

Reference Material:

- Philip Kotler, Gary Armstrong, Ehsan Ul Haq *Principles of Marketing, A South Asian Perspective 13th edition*, PEARSON.
- *Marketing* by Michael J. Etzel, Bruce J. Walker and William Stanton, International Edition

Course Objectives: The course objectives are

- To understand how organizations identify customers and their wants/needs.
- To comprehend marketing decisions, based upon the combination of product, price, promotion, and distribution elements.
- To understand marketing is carried out by an organization to meet the requirements of domestic and international buyers, both households and businesses, within the bounds of ethics and the legal environment.
- To apply key frameworks and methods, and develop analytical skills to solve marketing problems.
- To provide you with a firm foundation in marketing theory and marketing practices.
- To relate the impact of marketing and its integration with your own major or field of interest.

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

- Use a vocabulary of marketing terms correctly.
- A comprehensive understanding of the basic principles and tools of marketing.
- Market themselves more effectively in their professional and personal lives.
- Demonstrate the ability to critically evaluate a marketing program from consumer and marketing practitioner viewpoints, including consideration of ethical implications.
- Communicate clearly, in an organized fashion, the concepts of marketing
- Demonstrate an understanding of how marketing fits with the other business disciplines within an organization.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS	
1	Mid Term Exam	30	
2	End Term Exam	50	
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL	100	

COURSE CONTENTS:

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	<p>Marketing: Creating and Capturing Customer Value</p> <p>What Is Marketing? Marketing Defined The Marketing Process</p> <p>Understanding the Marketplace and Customer Needs Customer Needs, Wants, and Demands Market Offerings— Products, Services, and Experiences</p>
	2.	<p>Customer Value and Satisfaction Exchanges and Relationships Markets</p> <p>Designing a Customer-Driven Marketing Strategy Selecting Customers to Serve Choosing a Value Proposition Marketing Management Orientations Preparing an Integrated Marketing Plan and Program Building Customer Relationships</p>
2.	3.	<p>Capturing Value from Customers Creating Customer Loyalty and Retention Growing Share of Customer Building Customer Equity The Changing Marketing Landscape The Uncertain Economic Environment The Digital Age Rapid Globalization Sustainable Marketing—The Call for More Social Responsibility The Growth of Not-for-Profit Marketing</p>
	4.	<p>Company and Marketing Strategy: Partnering to Build Customer Relationships Company-Wide Strategic Planning: Defining Marketing’s Role Defining a Market-Oriented Mission Setting Company Objectives and Goals Designing the Business Portfolio Planning Marketing: Partnering to Build Customer Relationships Partnering with Other Company Departments Partnering with Others in the Marketing System</p>
3.	5.	<p>Marketing Strategy and the Marketing Mix Customer-Driven Marketing Strategy Developing an Integrated Marketing Mix Managing the Marketing Effort</p>

		Marketing Analysis Marketing Planning Marketing Implementation Marketing Department Organization Marketing Control Measuring and Managing Return on Marketing Investment
	6.	Case Study Discussions
4.	7.	Analyzing the Marketing Environment The Microenvironment The Company Suppliers Marketing Intermediaries Competitors Publics Customers
	8.	The Macroenvironment The Demographic Environment The Economic Environment The Natural Environment The Technological Environment The Political and Social Environment The Cultural Environment Responding to the Marketing Environment
5.	9.	Managing Marketing Information to Gain Customer Insights Marketing Information and Customer Insights Assessing Marketing Information Needs Developing Marketing Information Internal Data Competitive Marketing Intelligence Marketing Research Defining the Problem and Research Objectives Developing the Research Plan Gathering Secondary Data Primary Data Collection
	10.	Implementing the Research Plan Interpreting and Reporting the Finding Analyzing and Using Marketing Information Customer Relationship Management Distributing and Using Marketing Information Other Marketing Information Considerations
6.	11.	Consumer Markets and Consumer Buyer Behavior Model of Consumer Behavior Characteristics Affecting Consumer Behavior Cultural Factors Social Factors Personal Factors Psychological Factors Types of Buying Decision Behavior Complex Buying Behavior Dissonance-Reducing Buying Behavior Habitual Buying Behavior Variety-Seeking Buying Behavior
	12.	Case Study Discussion
7.	13.	Customer-Driven Marketing Strategy: Creating Value for Target Customers Market Segmentation Segmenting Consumer Markets

		Segmenting Business Markets Segmenting International Markets Requirements for Effective Segmentation Market Targeting Evaluating Market Segments Selecting Target Market Segments
	14.	Differentiation and Positioning Positioning Maps Choosing a Differentiation and Positioning Strategy Communicating and Delivering the Chosen Position
8		MID TERM EXAMS
		MID TERM BREAK
9.	15.	Products, Services, and Brands: Building Customer Value What Is a Product? Products, Services, and Experiences Levels of Product and Services Product and Service Classifications Product and Service Decisions Individual Product and Service Decisions Product Line Decisions Product Mix Decisions
	16.	Services Marketing The Nature and Characteristics of a Service Marketing Strategies for Service Firms Branding Strategy: Building Strong Brands Brand Equity Building Strong Brands Managing Brands
10	17.	Contemporary Marketing Issues in Pakistan
	18.	
11.	19.	Pricing: Understanding and Capturing Customer Value What Is a Price? Major Pricing Strategies Customer Value-Based Pricing Cost-Based Pricing Competition-Based Pricing Other Internal and External Considerations Affecting Price Decisions Overall Marketing Strategy, Objectives, and Mix Organizational Considerations The Market and Demand The Economy Other External Factors
	20.	Case Study
12.	21.	Marketing Channels: Delivering Customer Value Supply Chains and the Value Delivery Network The Nature and Importance of Marketing Channels How Channel Members Add Value Number of Channel Levels Channel Behavior and Organization Channel Behavior Vertical Marketing Systems Horizontal Marketing Systems Multichannel Distribution Systems Changing Channel Organization Channel Design Decisions Analyzing Consumer Needs Setting Channel Objectives

		Identifying Major Alternatives Evaluating the Major Alternatives Designing International Distribution Channels
	22.	Channel Management Decisions Selecting Channel Members Managing and Motivating Channel Members Evaluating Channel Members Public Policy and Distribution Decisions Marketing Logistics and Supply Chain Management Nature and Importance of Marketing Logistics Goals of the Logistics System Major Logistics Functions Integrated Logistics Management
12.	23.	The Promotion Mix --- Integrated Marketing Communications The New Marketing Communications Model The Need for Integrated Marketing Communications A View of the Communication Process Steps in Developing Effective Marketing Communication Identifying the Target Audience Determining the Communication Objectives Designing a Message Choosing Media Selecting the Message Source Collecting Feedback
	24.	Setting the Total Promotion Budget and Mix Setting the Total Promotion Budget Shaping the Overall Promotion Mix Integrating the Promotion Mix Socially Responsible Marketing Communication Advertising and Sales Promotion Personal Selling
13.	25.	Case Study Discussion
	26.	Sustainable Marketing: Social Responsibility and Ethics
14.	27.	Project Presentations
	28.	Project Presentations
END TERM EXAMS		

Topic related exercises and assignments – Throughout the term as we cover different topics and exercises related to Principles of Marketing. These exercises might include written assignments, online discussions, or outside activities and case studies

Final Project

Students are required to work on a Principles of Marketing project during the term. The topics will be assigned by the course instructor and students are required to work individually on the assigned project. The project can be any facet of a Principles of Marketing.

Course Title: PERSONAL MANAGEMENT & GROOMING**Course Code: HUM-****Credit Hours: 3+0****Course Instructor:****PRE-REQUISITES:**

None

COURSE DESCRIPTION / OUTCOMES:

Personal grooming and social etiquettes are very important in projecting sound work culture, positive image, and strong branding for both individuals and organization. Every professional must make great effort to promote confidence, professionalism, sophistication, intelligence, and credibility. Given that the corporate world is fast-moving, fast-changing, individuals within the work context must learn the art of personal management through self-awareness and coping/ self-management skills. Personal management lays the groundwork for future work performance. Without a strong foundation of personal management, individuals are limited in ability to achieve high performance. This course is designed to enable students understand the importance of social skills to develop the mindset of a great manager, change behavioral patterns and acquire the specific skills that will enhance their personal and professional presence.

COURSE LEARNING OBJECTIVES:

After successful completion of this course, students will be able to:

1. Understand the basic concepts of personal management topics, such as time management, stress management and emotional management.
2. Understand and demonstrate the learning of Appearance, professional Behavior and Communication at the work place and learning of social etiquettes in workplace.
3. Identify key elements associated with life changes and explain the dynamics of working as a team, instilling motivation, thinking optimistically, and serving as an efficient leader.
4. Analyze the proper techniques used to promote effective communication, demonstrate accountability, and foster positive interpersonal relationships.
5. Evaluate how attitude, personality, and goal-setting can have a direct effect on work performance and life plans.

RECOMMENDED TEXT BOOK:

‘Soft Skills’. Author: Manmohan Joshi.

‘The John Adair Handbook of Management and Leadership’. Editor: Neil Thomas.

REFERENCE MATERIAL:

The instructor may provide additional cases, handouts, self-assessment quizzes and exercises, as considered necessary.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	a Quiz(s)	5%
	b Assignments(s) & Pr�sentation	8%
	c Class Participation	2%
	d Lab Work / Practical Project	20%
	e Any Other	
	Total Internal Evaluation	35
	GRAND TOTAL	100

COURSE CONTENT

Week No	Lecture No	TOPICS TO BE COVERED
1.	1.	Introduction to personal management – need and importance of personal skills.
	2.	Defining personality, its types + development
2.	3.	Elements of personality development, Goal-setting + creativity, values
	4.	Exercise: SWOT analysis
3.	5.	Listening skills + effective speaking + presentation skills, interviews+ body language
	6.	Conflict resolution + overcoming communication barriers
4.	7.	Interpersonal relationships + types, uses, factors
	8.	Accommodating different styles in relationship and their consequences
5.	9.	Team building, comfort zones, assertiveness, high-performance teams
	10.	Exercise: Comfort zones/ Assertiveness steps + Self questionnaire on Verbal Skills
6.	11.	Time management – priorities, time-audit, interruptions, planning
	12.	Exercise: The Adair urgency/importance matrix.
7.	13.	Revision/ case/ discussion/ exercise
	14.	-do-
8.		MID TERM EXAMS
		MID TERM BREAK
9.	15.	Stress: definition, its signs + tackling the problem
	16.	Exercise: Five-point test –‘how topped up are your batteries?’
10.	17.	Thinking skills – types, examples
	18.	Categories of thinking – critical thinking, creative thinking.
11.	19.	Emotional intelligence – defining EQ/EI + Goleman’s model
	20.	Exercise: The EQ self-assessment questionnaire
12.	21.	Positive psychology – introduction + positive organization behavior theory (POB) vs negativity at the workplace + the H-R-W Model (self-development)
	22.	Introduction to self-efficacy, hope, optimism, resilience. Exercise: ‘Half empty or half-full’ (short case, pg. 215 of Luthans’ book: OB)
13.	23.	Workplace etiquettes + work behavior(email etiquettes etc) Examples & Exercise
	24.	Personal etiquettes (table manners, dress etiquettes, social networking ,surrounding impact etc)
14.	25.	How to Represent organization (as a NUML ambassadors)
	26.	How to attend any official event(Seminar, Workshops, conferences etc)
15.	27.	Revision/ case/ discussion/ exercise
	28.	-do-
		END TERM EXAMS

Semester – III

CODE	COURSE	CREDITS
ACC-242	Cost Accounting	3+0
HUM-203	Islamic Studies	4
HUM-204	Pakistan Studies	
ECO-221	Microeconomics	3+0
MTS-241	Business Statistics-II	3+0
FIN-221	Introduction to Business Finance	3+0

Course Title: Cost Accounting.

Course Code:

Credit Hours: 3+0

Course Instructor: Dr. Sadia Saeed

PREREQUISITE:

Fundamentals of Accounting & Financial Accounting.

COURSE DESCRIPTION/OBJECTIVES:

The aim of the course is to equip students with skills and knowledge to:

- Identify and calculate different types of costs (direct, indirect, variable, and fixed costs).
- Distinguish between job-costing, process-costing, and joint-costing systems.
- Determine the product cost by means of full- costing and direct-costing methods.
- Determine the product cost by means of historical (actual) and standard cost systems.

KEY LEARNING OUTCOMES:

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

- Explain cost management concepts, product costing techniques.
- State and evaluate choices between alternative product costing systems and methods in a cost-benefit context.
- Develop an understanding of how to utilize cost data in planning and control.
- Apply Cost Accountants' Codes of Ethics to resolve an ethical situation.
- Develop verbal and writing communication skills and teamwork ability.

REFERENCE BOOKS:

- Cost Accounting by Matz ,Usry 9th Edition Text book.
- Cost Accounting by Sohail Afzal for B.COM. Reference book.

ASSESSMENT INSTRUMENT WITH WEIGHT:

Evaluation will be done on the following basis.

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	INTRODUCTION TO COST
	2.	Difference b/w cost & expense. Difference b/w financial & cost accounting.
2.	3.	COST, CONCEPTS AND CLASSIFICATION.
	4.	Component of product cost. Component of period cost. Changes in cost in response to business volume. Opportunity cost, Sunk cost, Standard cost.
3.	5.	Cost of goods manufactured & sold statement.
	6.	Cost of goods manufactured & sold statement through Reverse Method
4.	7.	Cost of goods manufactured & sold statement through formulas
	8.	Multiple step income statement. Balance sheet of a production concern.
5.	9.	GENERAL ENTRIES INCLUDING ➤ Material consumed in production. ➤ Labor cost incurred. ➤ Incurrence of Factory overhead cost in production
	10.	Completion Of Cost Accounting Cycle through journal entries.
6.	11.	Practice of journal entries
	12.	COST ACCOUNTING CYCLE through T a/c 's
7.	13.	Posting entries in T a/c's using single W.I.P a/c's
	14.	Posting entries in T a/c's using three W.I.P a/c's
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Job Order Costing: Introduction of job order costing. Types of JOB Order Costing. Job cost sheet & its components
	16.	Introduction of job order costing. Types of JOB Order Costing. Job cost sheet & its components
9.	17.	Process Costing.
	18.	Types of product flow. Process adopted by different departments. Cost of production report.
10.	19.	Normal loss & abnormal loss in process costing.
11.	20.	Adjust loss in equivalent production, abnormal loss in FOH
	21.	Material Costing
	22.	EOQ, Order size & frequency, Maximum & minimum limit
12.	23.	Safety stock, re order point, lead time
	24.	Factory Over Head
13.	25.	Capacity levels, theoretical, practical, actual & normal capacity
	26.	FOH variance analysis
14.	27.	Overall, capacity & spending variance
	28.	Revision
		END TERM EXAMS

Course Title: Islamic Studies

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites: Nil

Course Description:

- a. Translation of Five selected Surahs
Students will have understanding about Quranic Surahs
- b. Translation and Explanation of Five selected Hadiths
Students will be able to understand the hidden meaning selected Hadiths
- c. Fundamental Doctrine of Islam.
Aware the students about the basic doctrines of Islam
- d. Fundamental Human Rights.
Aware the students about the basic Rights of others to make them a useful member of society.
- e. Holy Prophet (SAWW) as a Role model .
Students will be able to know about the ethical behavior of Holy Prophet (SAWW)
- f. Life of Holy Prophet (SAWW).
Inform students about the Life History of Holy Prophet (SAWW).
- g. Kasb e Halal
Inform Students about the legal ways to earn livelihood.

Course Objectives:

1. Meet the criteria of HEC
2. Make a strong bond between the young students and Islam
3. Make them aware of their Rights & Duties
4. Make them understand the meanings of Quranic Verses & hadiths
5. Make them a good citizen as well as a good Muslim

Key Learning Outcomes:

- Students will be able to understand the meanings of Quranic Verses & Hadiths
- They will have a strong relation with Islam
- They will be aware of basic teachings of Islam

Textbooks (or Course Materials) with Edition:

Tafheem e Islamiyat by Dr Prof M. Nawaz Chohdary

Islmic Education by M D Zafar

Islamic Studies by Rafique Mohammad.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Introduction
2.	2.	Translation of five Surahs
3.	3.	Translation & Explanation of selected hadiths
4.	4.	Translation & Explanation of selected hadiths
5.	5.	Fundamental Doctrine o Islam
	6.	Fundamental Human Rights
7.	7.	Revision
		MID TERM EXAMS
		MID TERM BREAK
8.	8.	Holy Prophet (SAWW) as a Role model
9.	9.	Life of Holy Prophet (SAWW)
10.	10.	Life in Makkah
11.	11.	Life in Madina
12.	12.	Ghazwat
13.	13.	Importance of Kasb e Halal
14.	14.	Revision.
		END TERM EXAMS

Course Title: Pakistan Studies

Course Code:

Credit Hours: 3+0

Course Instructor:

Course Description

Pakistan Studies (Compulsory) has been developed in line with HEC guidelines on the subject and need analysis carried out at NUML Campuses for accruing optimum course outcomes. The course has been developed in Cognitive, Affective, as well as Psychomotor domains in following seven units with relevant content mentioned under each:

Historical Perspective

- a. Evolution and growth of Muslim society in the Subcontinent.
- b. Factors leading to Muslim nationalism in the Subcontinent.

Ideological Basis of Pakistan

- c. Definition, sources and significance of Ideology.
- d. Basis of Pakistan's Ideology with particular reference to the Values of Islam and economic deprivation of Muslims in Subcontinent.
- e. Two Nation Theory: Origin and Explication.
- f. Ideological rationale with special reference to Sir Syed Ahmad Khan, Allama Muhammad Iqbal and Quaid-e-Azam Muhammad Ali Jinnah.

Natural Environment

- g. Landforms, climate and water resources.
- h. Environmental hazards and remedies.

Government and Politics in Pakistan

- i. Constitutional developments in Pakistan.
- j. Political development in Pakistan.

Contemporary Pakistan (Issues and Prospects)

- k. Geo-political significance of Pakistan.
- l. Economic potential and its utilization.
- m. Social issues, their gravity and resolution.
- n. World affairs: challenges and contributions.
- o. Human rights in Pakistan.

2. **Futuristic Outlook of Pakistan.** Vision 2025.

Youth's Role in Development of Pakistan

- a. Realization of National Motto "Unity, Faith & Discipline".
- b. Ascertaining individual contribution(s) towards Pakistan's prosperity.
- c. Impact based social activism.
- d. Identification of core values.
- e. Setting of vision(s).
- f. Formulation of Pakistani Youth's Code of Conduct.

Course Objectives

1. Inculcate a sense of gratitude to Allah Almighty for blessing us with an independent and sovereign country.
2. Underscore the importance of national integration, cohesion and patriotism.
3. Encourage traits of observation, creativity, analysis and reflection in students.
4. Promote an understanding of the ideology of Pakistan, the Muslim struggle for independence and endeavors for establishing a modern and welfare Islamic republic.
5. Acquaint students with Pakistan's historical, political and constitutional developments.
6. Lay emphasis on rights and obligations of citizens of an independent and sovereign state.
7. Study the issues arising in the modern age and posing challenges to Pakistan.
8. To make students understand the role they need to play in making Pakistan a leading country in the world.

Youth development

Course Learning Outcomes (CLOs)

At the end of the course, students would be able to:

CLO	Learning Domain
<ul style="list-style-type: none"> Explain Pakistan's historical perspective; ideological basis; environmental outlook; political and constitutional developments; contemporary and future Pakistan. 	Cognitive
<ul style="list-style-type: none"> Apply the guiding principle driven out from study of Pakistan's history; ideology; environment; politics; constitutional developments; social and economic challenges in fulfilment of Pakistan's Vision 2025 with special reference to the role of Pakistani youth. 	Affective
<ul style="list-style-type: none"> Exhibit the impact based social activism to enable students play their respective role in development of prosperous Pakistan alongside their personal growth. 	Psychomotor

Relevance of Course to Real Life (Practical Applications)

The entire course revolves around real human life.

Assessment System

Relative grading system will be followed to award grades. Weightage is as under:

Theoretical/Instruction	No	Percentage
Assignments	4	10%
Quizzes / Class Activities	4	5%
Problem Based Activities (project)	3	20%
Midterm Exam	1	25%
End Semester Exam	1	40%
Total		100%

Conduct in the Class

- Lectures shall be restricted to imparting of essential knowledge only.
- Interactive sessions will be hallmark of teaching.
- All session shall culminate with tangent implementable outcomes.
- Students shall be given small manageable project to present in next sessions.
- Projects, quizzes and assignments will be introduced to ensure optimum comprehension.

Serial	Unit	Periods	Contents
1.	Historical Perspective	1-2	a. Evolution and growth of Muslim society in Subcontinent.
		3-4	b. Factors leading to Muslim nationalism in Subcontinent.
2.	Ideological Basis of Pakistan	5	a. Definition, sources and significance of Ideology.
		6-7	b. Basis of Pakistan's Ideology with particular reference to the Values of Islam, economic deprivation of Muslims and role of All India Muslim League (AIML) in Subcontinent.
		8	c. Two Nation Theory: Origin and Explication.
		9-10	d. Ideological rationale with special reference to Sir Syed Ahmad Khan, Allama Muhammad Iqbal and Quaid-i-Azam Muhammad Ali Jinnah.
3.	Natural Environment	11-13	a. Landforms, climate and water resources.
		14	b. Environmental hazards and remedies.

4.	Government and Politics in Pakistan	15-16	a. Constitutional developments in Pakistan.
		17	b. Political development in Pakistan.
5.		19	a. Geo-political significance of Pakistan.
	Contemporary Pakistan (Issues and Prospects)	20	b. Economic potential and its utilization.
		21	c. Social issues, their gravity and resolution.
		22	d. World affairs: challenges and contributions.
		23	e. Human rights in Pakistan.
6.	Futuristic Outlook of Pakistan.	24-25	Pakistan's Vision 2025.
7.	Youth's Role in Development of Pakistan	26	a. Realization of National Motto "Unity, Faith & Discipline".
		27	b. Ascertaining individual contribution(s) towards Pakistan's prosperity.
		28	c. Impact based social activism.
		29	d. Identification of core values.
		30	e. Setting of vision(s).
		31	f. Formulation of Pakistani Youth's Code of Conduct.
8.	Projects	32	g. Social activities

Recommended Books

- Burki, Shahid Javed. *State and Society in Pakistan*, the MacMillan Press Ltd, 1980.
- Akbar, S. Zaidi. *Issues in Pakistan's Economy*. Karachi: Oxford University Press, 2000.
- S. M. Burke and Lawrence Ziring. *Pakistan's Foreign Policy: A Historical analysis*. Karachi: Oxford University Press, 1993.
- Mehmood, Safdar. *Pakistan: Political Roots & Development*. Lahore, 1994.
- Wilcox, Wayne. *The Emergence of Bangladesh.*, Washington: American Enterprise, Institute of Public Policy Research, 1972.
- Mehmood, Safdar. *Pakistan Kayyun Toota*, Lahore: Idara-e-Saqafat-e-Islamia, Club Road.
- Amin, Tahir. *Ethno - National Movement in Pakistan*, Islamabad: Institute of Policy Studies, Islamabad.
- Ziring, Lawrence. *Enigma of Political Development*. Kent England: WmDawson & Sons Ltd, 1980.
- Zahid, Ansar. *History & Culture of Sindh*. Karachi: Royal Book Company, 1980.
- Afzal, M. Rafique. *Political Parties in Pakistan, Vol. I, II & III*. Islamabad: National Institute of Historical and cultural Research, 1998.
- Sayeed, Khalid Bin. *The Political System of Pakistan*. Boston: Houghton Mifflin, 1967.
- Aziz, K. K. *Party Politics in Pakistan*, Islamabad: National Commission on Historical and Cultural Research, 1976.
- Muhammad Waseem, *Pakistan Under Martial Law*, Lahore: Vanguard, 1987.
- Haq, Noor ul. *Making of Pakistan: The Military Perspective*. Islamabad: National Commission on Historical and Cultural Research, 1993.
- Ziring, *Pakistan in 20th Century*.
- Ian Talbot, *Pakistan: A Country*.
- M. R. Kazmi, *A Concise History of Pakistan*, Karachi: OUP.
- Hamid Khan, *Constitutional and Political History of Pakistan*.
- Ali, Sheikh. Mubarak, "An Analytical Approach to the Economy of Pakistan", Karachi 1998.
- Constitution of Islamic Republic of Pakistan PLD.
- Dar, Saeeddudin Ahmed, "Ideology of Pakistan", NIHCR Islamabad 2000.
- Hashmi, S.H., "The State of Social Sciences in Pakistan", COSS, Islamabad, 2001.
- Iqbal, Ch., "Pakistani Society", Lahore 1998.
- Mahmud, Safdar, "Pakistan's Political Roots and Development" Lahore 1994.

Course Title: Business Statistic-II

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites: Business Statistics 1

COURSE DESCRIPTION/OBJECTIVES:

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

- The skills necessary to critically assess statistical results
- The development of a certain level of skepticism regarding some of the statements that we often encounter about empirical economic phenomena.
- Focusing on using sample measures to infer about the characteristics of a population and undertaking the task of estimating the key characteristics of the population.
- Proper testing techniques to determine whether or not various interesting assertions or statements about the population are supported by the sample evidence.

INTENDED COURSE LEARNING OUTCOMES:

- Students come to know What is Statistical inference- Use basic Statistical operations in their relevant field.
- Critical Thinking and Problem Solving - Evaluate information and solve problems.
- Personal Responsibility - Value one's own skills.

PROVISION OF SOFT SKILL:

The students will develop the skill to draw conclusions about their population parameters and be able to reach practical solutions.

RECOMMENDED TEXT BOOK:

- 1) Kenkel J. L. "Introductory Statistics for Management and Economics" 3rd ed. PWS-KENT Publishing Company, Boston, 1989.
- 2) Walpole R. E. "Introduction to Statistics" 3rd ed ; Macmillan Publishing Co.NY 1982.

REFERENCE BOOKS:

Freund J. E. "Elementary Business Statistics, the Modern Approach", 6th ed. Prentice Hall, (1990).

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Sampling Theory Population, Sample and Sampling, Parameter and Statistics, and Types of Population.
	2.	Homogeneous and Heterogeneous Population , Finite and Infinite Population Sampling unit, Sampling Frame and Sampling Design. Aim of Sampling.
2.	3.	Sampling unit, Sampling Frame and Sampling Design, Aim of Sampling, Advantages of Sampling.
	4.	Uses of Sampling; Probability Sampling and Non-probability sampling, Sampling with and without replacement.
3.	5.	Sampling Distribution and Standard Error, Sampling Error and Non-Sampling Error, Estimation, Estimator and Estimate..
	6.	Stratified Random sampling, Cluster Sampling, Systematic Sampling, Judgment Sampling, Quota Sampling, Convenience Sampling.
4.	7.	Stratified Random sampling, Cluster Sampling, Systematic Sampling, Judgment Sampling, Quota Sampling, Convenience Sampling.
	8.	Sampling Distribution of Means
5.	9.	Sampling distribution of Proportions
	10.	Sampling Distribution of difference between two means
6.	11.	Sampling Techniques: Simple Random Sampling, Methods to draw a simple random sample, Verification of $\mu_{\bar{x}} = \mu$, $\sigma_{\bar{x}}^2 = \frac{\sigma^2}{n}$ (with replacement) and $\sigma_{\bar{x}}^2 = \frac{N-n}{N-1} \frac{\sigma^2}{n}$ (without replacement).
	12	Sampling Techniques: Simple Random Sampling, Methods to draw a simple random sample, Verification of $\mu_{\bar{x}} = \mu$, $\sigma_{\bar{x}}^2 = \frac{\sigma^2}{n}$ (with replacement) and $\sigma_{\bar{x}}^2 = \frac{N-n}{N-1} \frac{\sigma^2}{n}$ (without replacement).
7.	13.	Introduction to multiple linear regression and its application in business problems.
	14.	Fitting a multiple linear regression line and finding its coefficients.
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Statistical Inference: Estimation and testing of hypothesis. Estimate and estimator, concept of point and interval estimation. Properties of a good estimator.
	16.	Interval estimation: construction of confidence intervals with different levels of significance
9.	17.	Confidence intervals for population mean when population variance is known and when population variance is unknown for large and small sample sizes.
	18.	Confidence intervals for difference between two population means when population variance is known and for large and small sample sizes.

10.	19.	Confidence intervals for proportion and difference between two proportions for large large and small sample sizes.
	20.	Testing of Hypotheses: Concept of hypothesis, types of Hypothesis: Null, Alternative, Simple and composite, Level of Significance, Test-Statistic, One tailed and two tailed tests, Acceptance region and rejection region , General Procedure for testing the population parameter.
11.	21.	Testing of Hypotheses: Concept of hypothesis, types of Hypothesis: Null, Alternative, Simple and composite, Level of Significance, Test-Statistic, One tailed and two tailed tests, Acceptance region and rejection region , General Procedure for testing the population parameter.
	22.	Tests (z & t) concerning the population mean when population variance is known and when the population variance is unknown also for small and large sample size
12.	23.	Tests (z & t) concerning the population mean when population variance is known and when the population variance is unknown also for small and large sample size
	24.	Tests (Z-test) concerning the difference between two population means when pop variance is known for large and small sample sizes.
13.	25.	Tests (t-test) concerning the difference between two population means(dependent and independent samples) when population variance is known and when population variance is unknown for large and small sample sizes.
	26.	Tests concerning the population proportion.
14.	27.	Tests concerning the difference between two population proportions.
	28.	Tests (χ^2 – test) concerning the association of attributes, population variances and goodness of fit. Confidence Interval for population variance.
END TERM EXAMS		

Course Title: Introduction to Business Finance

Course Code: FIN-221

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Introduction to Accounting, Financial Accounting

COURSE INTRODUCTION

This is a basic course in Business Finance for BBA program. The main objective of this course is to prepare students to understand the concept of business finance, the corporate objectives and the basic terminology of business finance, the preparation of the time value of money, present and future value of money, then how to evaluate annuity concept in it. How to evaluate the capital projects, calculation of the cost of capital and optimal capital structure?

KEY LEARNING OBJECTIVES

The objective of this course is to enable students;

- to understand the basic concepts of business finance.
- to understand the concept of the time value of money.
- to illustrate and analyze the working capital management principles.
- to illustrate the concept of basic capital budgeting techniques.

INTENDED COURSE LEARNING OUTCOMES

After studying this course the students would be able to:

- understand and be able to strategically analyze the difference between investment decisions and financial decisions.
- analyze the impact of time value of money decisions on the business problems.
- analyze the profitability and liquidity position of the business problems.
- analyze the capital budgeting techniques of the business problems.

TEXTBOOK

- Fundamentals of Financial Management Van C. Horne 13th Edition (or latest edition)

REFERENCE MATERIAL

- Financial Management by Brigham and Houston 13th edition (or latest edition)

ASSESSMENT INSTRUMENT WITH WEIGHTS

S.No	ITEMS	Marks
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Quiz(s)	5
	Assignments(s)	1 0
	Class Participation	
	Présentations	1 0
	Case Discussion	
	Lab Work/Practical Project	1 0
	Any Other	
	Total	10 35
	GRAND TOTAL	100

COURSE CONTENT

Week No	Lecture No	TOPICS TO BE COVERED
1	1	Overview of the Course
	2	Goals of a Financial Manager, Finance and Accounting. What is financial management?
2	3	Goal of the firm, difference between profit maximization and shareholders wealth maximization, agency problems
	4	Types of Business Organizations; Sole Proprietorship, Partnership and Corporation
3	5	Financial Markets, Money market vs capital markets; primary markets vs secondary Market
	6	Flow of Funds between different markets and role of Financial Intermediations
4	7	Concept of Time Value of Money, Discussion of Time Line its importance,
	8	Difference between Present Value and Compound Value
5	9	Concept of Annuity, Different types of Annuities, Distinguish between an “ordinary annuity” and an “annuity due
	10	How to calculate the required rate of return in an Annuity ,
6	11	Types of Loans; Pure Discount Loans, Interest-only Loans and Amortization of Loan
	12	(Cont.) Amortization of Loan Schedule, Effective Annual Rate
7	13	Valuation of Long Term Securities, Basic Concepts of Valuations, Different Types of Bonds on the Basis of Valuations
	14	Perpetuity, Coupon Bonds
MID TERM EXAMS		
8	15	Result display
	16	Concept of Yield to maturity, Yield to Call
9	17	Valuation of Stock: Types of Stocks
	18	Special Cases: Perpetuity, Constant Growth Model
10	19	Non-Constant Growth model: 2- Stage growth Model
	20	Components of Required Rate of Return of a Stock
11	21	Principles of Working Capital Management: Profitability and Liquidity
	22	Classification of Working Capital, Financing Current Assets
12	23	Cash and Marketable Securities Management: Motives for Holding Cash
	24	Investment in Marketable Securities: Three Segments
13	25	Capital Budgeting Process: Discounted verses non-Discounted Techniques
	26	Case: Application of Capital Budgeting Techniques: Payback Period Method
14	27	Internal Rate of Return Method, Multiple IRR
	28	Net present value method, Profitability Index
END TERM EXAMS		

Course Title: Microeconomics

Course Code:

Credit Hours: 3+0

Course Instructor:

Course Description:

The purpose of the course is to give students a careful understanding of the principles of economics that are applied to the functions of individual decision makers, both consumers and producers, within the larger economic system.

In this course, students will learn to apply an analytical approach to the study of how individuals and societies deal with the fundamental problem of scarce resources. This approach is applied to everyday decisions faced by individuals as they try to maximize their utility, to businesses that try to maximize profits and to the whole of society as it attempts to use its resources efficiently.

COURSE DESCRIPTION/OBJECTIVES:

- The major objective of this course is to provide an introduction to a broad range of economic concepts, theories and analytical techniques to the students.
- It considers microeconomics - the analysis of choices made by individual decision-making units (households and firms).
- The use of a market, supply and demand, model will be the fundamental model in which trade-offs and choices will be considered through comparison of costs and benefits of actions.
- The course serves to develop reasoning and analytical skills among the students.

INTENDED COURSE LEARNING OUTCOMES

Upon successful completion of the course a student will be able to:

- Apply economic reasoning to the analysis of selected contemporary economic problems.
- Understand how households (demand) and businesses (supply) interact in various market structures to determine price and quantity of a good produced.
- Understand the links between household behaviour and the economic models of demand.
- Represent demand, in graphical form, including the downward slope of the demand curve and what shifts the demand curve.
- Understand the links between production costs and the economic models of supply.
- Represent supply, in graphical form, including the upward slope of the supply curve and what shifts the supply curve.
- Understand the efficiency and equity implications of market interference, including government policy.
- Understand how different degrees of competition in a market affect pricing and output
- Apply economic reasoning to individual and firm behaviour.
- Understand the meaning of marginal revenue and marginal cost and their relevance for firm profitability.
- Understand the major characteristics of different market structures and the implications for the behaviour of the firm.

RECOMMENDED TEXT BOOK

- ✓ ECONOMICS by Sameulson Nordhaus. 19th Edition. By McGraw Hills Publications
- ✓ Microeconomic Analysis by Hal Varian. 3rd Edition (Latest edition available).

REFERENCE BOOKS

- ✓ Modern Economic Theory: Micro and Macro Analysis by K.K. Dewett.

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Introduction to the concept of Scarcity Efficiency and Inefficiency Micro & Macro Economics Basic problems of Economic organization
	2.	Positive vs. Normative Economics Production Possibility Frontier Opportunity costs
2.	3.	Law of Demand, Deriving the demand curve Shift in Demand curve and Movement along the curve Determinants of Demand
	4.	Law of Supply. Deriving the Supply curve Shifts in Supply Curve and Movement along the curve Determinants of Supply
3.	5.	Equilibrium of Demand & Supply Effects of shift in Demand & Supply
	6.	Introduction to the concept of Elasticity. Elasticity of Demand Determinants of demand Mathematical calculation and diagrams
4.	7.	Elasticity of Supply. Determinants of supply
	8.	Cross Elasticity of demand. Impact of tax on price & quantities
5.	9.	Law of Diminishing Marginal Utility. Law of Equi- Marginal Utility
	10.	Income Effect & Substitution Effect. Income Elasticity. Market Demand. Paradox of value. Consumer Surplus
6.	11.	Indifference Curve Analysis. Characteristics of indifference curves. Indifference curve for substitutes, complementary goods
	12.	Concept of Budget line, Changes in Budget line due to Income change & Price change.
7.	13.	Production Function Total Product, Average Product & Marginal Product Law of Diminishing Returns
	14.	Returns to Scale Technological Change Short run & Long run, Productivity & Aggregate Production unction Business Organizations
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Economic Analysis of Costs (TC, FC, VC, MC) Relation between MC and AC.

	16.	Diminishing Returns & U-shaped Curves. Link between production and costs. Income Statement & Balance Sheet
9.	17.	Behavior of Competitive Firms. Perfect Competition
	18.	Short run & Long run Equilibrium Total Costs, Zero profit & Shut Down Condition
10.	19.	Supply Behavior in Competitive Industries
	20.	Special Cases of Competitive Markets Fixed Supply & Eco. Rent Back-ward Bending Supply Curve
11.	21.	Monopoly, Oligopoly & Monopolistic Competition Sources of Market Imperfections
	22.	Marginal Revenue & Monopoly Profit Maximizing Conditions. Monopoly Equilibrium
12.	23.	Nature of Imperfect Competition Theories of Imperfect Competition
	24.	Collusive Oligopoly. Monopolistic Competition
13.	25.	Price discrimination
	26.	Natural Monopolies
14.	27.	REVISION
	28.	
END TERM EXAMS		

Semester – IV

CODE	COURSE	CREDITS
HUM-205	Business Communication & Professional Speech	3+0
ECO-201	Macroeconomics	3+0
ITM-241	Management Information System	3+0
HRM-221	Human Resource Management	3+0
MKT-241	Marketing Management	3+0

Course Title: Business Communication and Professional Speech

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

COURSE DESCRIPTION/OBJECTIVES:

- To develop positive, constructive and practical approaches to effective written and oral communication.
- To speak objectively and persuasively.
- To prepare and execute well oral presentations with effective visual aids.
- To develop skills to face media.
- To interpret and write business documents.
- To demonstrate oral and written skills for job search including writing letters of applications, preparing resume and interviews.

INTENDED COURSE LEARNING OUTCOMES:

After the completion of this course the students will be able to:

- Prepare and execute effective oral presentations.
- Identify and implement the principles of informative speaking.
- Identify and implement the principles of persuasive speaking.
- Plan, write and reply memorandums.
- Understand the importance of intercultural communication and identify strategies for addressing the needs of diverse audience.
- Interpret and write short and long reports.
- Write letters of application, resumes and prepare for job interviews.

RECOMMENDED TEXT BOOK:

1. Business English and Communication (8th edition) by Lyn R. Clarke
2. Business Communication: Strategy and Skill by Mary Munter
3. Effective Business Communication (International 7th edition) by Herta A. Murphy
4. Business and Administrative Communication (5th edition) by Kitty O. Locker

REFERENCE BOOKS:

1. Business Communication (3rd edition) by Kitty O. Locker
2. Business Communication Today (7th edition) by Courtland L. Bovee
3. Communicate! (10th edition) by Rudolph F. Verderber

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT:

Week No	Lecture No	TOPICS TO BE COVERED
1.	1.	Oral presentation. Types, formats and strategy for planning.
	2.	Role of audience and use of visual aids in oral presentations.
2.	3.	Informative speaking
	4.	Principles and methods of informing
3.	5.	Persuasive speaking
	6.	Principles of persuasive speaking
4.	7.	Writing memorandums. Types, organizational plan etc.
	8.	Informative speeches by individual students
5.	9.	Intercultural communication: Growing importance and benefits
	10.	Need to address cultural differences in business communication
6.	11.	National cultural variables.
	12.	Persuasive speeches by individual students.
7.	13.	Reading comprehension exercises from newspapers
	14.	Revision
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Short reports. Types, format and organizational plans.
	16.	Reading and writing short reports
9.	17.	Long reports. Essential elements and organizational plans.
	18.	Reading long reports.
10.	19.	Job hunting: written aspect.
	20.	Resumes. Types and elements.
11.	21.	Letter of application. Types and elements.
	22.	Reading and writing resumes and letters of application.
12.	23.	Job hunting: oral aspect.
	24.	Interview and its types.
13.	25.	Role of interviewee.
	26.	Role of interviewer.
14.	27.	Mock interview of individual students.
	28.	Revision
		END TERM EXAMS

Course Title: Macroeconomics

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Microeconomics, Mathematics & Statistics.

COURSE DESCRIPTION/OBJECTIVES:

This course is an introduction to Macroeconomics. Macroeconomics is the study of the behavior of overall economy as opposed to the behavior of individuals, firms, or a particular market. The goals of the course for students are to:

- understand how to evaluate macroeconomic conditions such as unemployment, inflation, and growth
- understand how monetary policy and fiscal policy can be used to influence short-run macroeconomic conditions
- understanding of key definitions and concepts and analytical thinking.

INTENDED COURSE LEARNING OUTCOMES

Upon successful completion of Course, the student will:

- Be able to describe and analyze the economy and economic variables in quantitative terms.
- utilize economic model such as the aggregate supply/aggregate demand model and describe the interrelationships among prices, income and interest rates as they affect consumption, saving and investment.
- be able to explain and evaluate the economic challenges of unemployment, inflation, and economic growth.
- be able to describe the banking and monetary system, and analyze the role of money, credit, and monetary policy.
- Interpret charts, graphs, and tables and use the information to make informed judgments.

Course Objectives:

To provide the students with an introduction to the basic macroeconomic principles; to enable students to use those concepts and principles to critically analyze current macroeconomic issues and situations; and develop a global awareness from an economic perspective.

Learning Outcomes:

Upon successful completion of Course, the student will:

- Using national income statistics students will be able to describe and analyze the economy and economic variables in quantitative terms.
- Students will be able to utilize economic model such as the aggregate supply/aggregate demand model and describe the interrelationships among prices, income and interest rates as they affect consumption, saving and investment.
- Students will be able to explain and evaluate the economic challenges of unemployment, inflation, and economic growth.
- Students will be able to describe the banking and monetary system, and analyze the role of money, credit, and monetary policy.
- Students will be able to use monetary and fiscal policy.

- Students will be able to describe the role of international trade and finance on domestic economic activity.

Recommended Books:

- ✓ ECONOMICS by Sameulson Nordhaus. 19th Edition. By McGraw Hills Publications.

REFERENCE BOOKS:

- ✓ Modern Economic Theory: Micro and Macro Analysis by K.K. Dewett.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignements(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Difference between Micro & Macroeconomics. Objectives & Instruments of Macroeconomics.
	2.	Monetary & Fiscal Policy.
2.	3.	Measuring Economic Success
	4.	Aggregate Supply & Demand. Supply shocks & Stagflation.
3.	5.	GDP: Two Measures of National Product. Flow of Product Approach, Earning or Cost Approach.
	6.	Value Added Approach. Real GDP vs. Nominal GDP
4.	7.	Components of GDP.
	8.	GNP, NDP, National Income, Disposable Income. Price indexes & inflation. CPI, GDP Deflator, PPI.
5.	9.	Consumption & Saving. Break-even point.
	10.	Saving Function. MPC, MPS. Determinates of Consumption.
6.	11.	Investment. Determinates of Investment Investment Demand Curve. Shifts in Investment Demand Curve.
	12.	Features of Business Cycles & Theories. Foundations of AD & Downward Slopping Demand Curve & Shifts.
7.	13.	The Multiplier Model. Output Determination with Saving & Investment. Multiplier Model compared with AD & AS Model.
	14.	Fiscal Policy in Multiplier Model. Impact of Taxes on AD.
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Evolution of Money. Real vs. Normal Interest Rates. Demand for Money. Banking & Supply of Money.
	16.	Financial Economics. Risk & Return on Assets. The Stock Market. Bubbles & Crashes.

9.	17.	Functions of Central bank. Nuts & Bolts of Monetary Policy.
	18.	The effects of Money on Output & Prices. The Monetary Transmission Mechanism. Monetary policy in AD & AS Framework.
10.	19.	Four wheels of Growth. Theories of Eco. Growth.
	20.	Sources of Eco. Growth.
11.	21.	Fixed Exchange Rates & Flexible Exchange Rates.
	22.	The Determination of Foreign Exchange Rates.
12.	23.	The Effects of change in Trade.
	24.	Exchange rates & Balance of Payment
13.	25.	Measuring Unemployment. Impact of Unemployment.
	26.	Okuns Law. Kinds of Unemployment
14.	27.	REVISION
END TERM EXAMS		

Course Title: Management Information System

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Introduction to Information Technology

COURSE DESCRIPTION/OBJECTIVES:

Information systems began as automation of office systems, and have grown into systems that assist managers to make decisions, systems that model successful business practices, and systems that transform the modern business into a resources and on the management of information technology. Coverage of the subject matter will be through lectures, class discussions, independent readings and research.

INTENDED COURSE LEARNING OUTCOMES:

Enlighten the Management Performance by Generating deeper understanding of information systems and the applicability of IS in different business units. This will help to understand the new dimensions of automated work and optimum decision making by generating the good quality DSS.

RECOMMENDED TEXT BOOK:

“Management Information System, Managing the Digital Firm” by Kenneth C. Laudon, Jane P. Laudon 13th Global Edition

REFERENCE MATERIAL:

Research Articles

Lecture Slides

Journal of Information System

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week No	Lecture No	TOPICS TO BE COVERED
1.	1.	Introductions to information system
	2.	Role of Information System in Business today
2.	3.	Business processes and Types of Information System
	4.	Systems for Collaboration and Social Business
3.	5.	The Information System Function in Business
	6.	Impact of Information System in Organizations and Business Firms
4.	7.	How to achieve Competitive Advantage by using Information Systems
	8.	Information Technology Infrastructure
5.	9.	Infrastructure Components
	10.	Contemporary Hardware Plattform Trends
6.	11.	Contemporary Software Plattform Trends and Management Issues
	12.	Organizing Data in Traditional File Enviornment
7.	13.	The Database approach to Data Management
	14.	Using Databases to Improve Business Performance and Decision Making
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Telecommunication and Networking in Today's Business World
	16.	Communication Networks (Types, Structures, Topologies)
9.	17.	TCP/IP Model and The Global Internet, Assigning Presentation Topics (Four Groups)
	18.	The Wireless Revolution (Cellular Networks, Wifi Standards, Wimax, Wireless Sensor Networks)
10.	19.	Malicious Softwares, Hackers and Computer Crime
	20.	Business Value of Security and Control
11.	21.	Establishing a Framework for Security and Control
	22.	Technologies and Tools for Protecting Information Resources, Group One Presentation
12.	23.	Intelligent Techniques for Managing Knowledge (Machine Learning, Fuzzy Logi Neural Networks)
	24.	Knowledge Work Systems and its Requirement, Examples of KWS, Group Two Presentation
13.	25.	Decision Making Process and Real World Decision Making
	26.	Business Intelligence in the Enterprise, Data Visualization, Visual Analytics and Geographic Information Systems, Group Three Presentation
14.	27.	The Growth of International Information Systems
	28.	Technology Issues and Opportunities for Global Value Chains, Group Four Presentation
		END TERM EXAMS

Course Title: Human Resource Management

Course Code: HRM-321

Credit Hours: 3+0

Course Instructor:

PREREQUISITE:

- Students should be specialized in Principles of Management.

COURSE OBJECTIVES:

1. Develop a familiarity with and understanding of key aspects of Human resource management Process.
2. Develop an understanding of the requirements of a global workforce
3. Develop an understanding impact of HR related policies on the workforce
4. Develop a familiarity with and understanding of key human resource functions.
5. Develop collaborative learning, critical thinking and presentation skills.
6. Enhance and refine analytical, and research skills related to HRM.

COURSE LEARNING OUTCOMES:

- Equips the students with the concepts, problems and techniques applicable to the human resource functions of business organizations.
- The emphasis is on decision making in human resource areas.

RECOMMENDED BOOK:

- Human Resource Management by Noe and Hollen Beck 9th edition.
- David A. Decenzo and Stephen P. Robins (HUMAN RESOURCE MANAGEMENT).

REFERENCE MATERIAL:

- Case studies, Research articles will be provided by the instructor

ASSESSMENT INSTRUMENT WITH WEIGHTS:

S.NO	Items	Marks
1.	Mid Term Exam	25
2.	End Term Exam	40
3.	Internal Evaluation Breakdown	
	Quiz(s)	
	Assignments(s)	
	Class Participation	
	Presentations	
	Case Discussion	
	Lab Work/Practical Project	
	Any Other	
	Total	35
	Grand Total	100

COURSE CONTENT

Wee No	Lecture No	TOPICS TO BE COVERED
1.	1.	Introduction to HRM, HRM in dynamic environment Meeting competitive challenges through HRM practices
	2.	Function of HRM
2.	3.	Strategic Management, Strategy formulation, Strategy implementation
	4.	Role of HRM in providing strategic competitive advantage
3.	5.	Work flow analysis and organization structure
	6.	Work flow analysis and organization structure
4.	7.	Job Analysis, Job analysis Methods, Job Design
	8.	Human Resource Planning Process
5.	9.	Human resource recruitment process
	10.	Factors effecting recruiting process
6.	11.	Recruitment sources, Selection method Standards
	12.	Employee orientation, Employee training, Employee development
7.	13.	Coaching, Designing effective training system, Evaluating training program
	14.	Training methods
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Performance management, Purpose of performance management
	16.	Appraisal methods, Choosing a source of performance information, Approaches to measuring performance, Rater errors in performance management, International performance appraisal
9.	17.	Employee separation and retention, How to retain good employees, How to fire the unwanted stuff,
	18.	Sources of Job dissatisfaction
10.	19.	Pay structure decisions, Internal equity Recognizing employee contribution with pay
	20.	External equity, Recognizing employee contributions with pay, Pay Program
11.	21.	Employee benefits,
	22.	Types of employee benefits
12.	23.	Occupational health and safety, Maintenance of healthy work environment,
	24.	Maintaining effective relationships
13.	25.	Labor relations and collective bargaining
	26.	Case study
14.	27.	
	28.	
		END TERM EXAMS

Course Title: Marketing Management**Course Code:****Credit Hours: 3+0****Course Instructor:****PREREQUISITES:** As a marketing course, you must have an understanding of Principle of marketing course.**Textbook**Marketing Management, by Philip Kotler, 15th Edition.**Reference Text:**

Marketing Management, by Marshall & Johnston, McGraw Hill

Strategic Marketing Management, by Chernev & Kotler, 5th ed., Brightstar Media

Course Description: The course investigates marketing from a managerial perspective, including the critical analysis of functions of marketing opportunity assessment, marketing planning, marketing implementation, evaluation and control of the marketing effort. The course provides the student with a necessary mix of critical analysis, application of concepts and techniques, and communication. The course focuses on basic marketing concepts, the role of marketing in the organization, and the role of marketing in society. The course explains the nature and purpose of marketing, followed by the fundamentals of each of the most important marketing tasks. It analyses the business need for customer orientation, the evaluation of markets and the targeting of market opportunities. There is then assessment of buyer behavior and the role of market information. In addition, the course explains how to integrate product and service decisions with those on pricing, distribution and promotion - and why this is necessary.

Course Objectives: The course objectives are

- To enhance your knowledge about marketing theories, principles, strategies and concepts and how they are applied;
- To provide you with opportunities to analyze marketing activities within the firm;
- To allow you to apply marketing concepts and theories to realistic marketing situations.
- To analyze the role of marketing within the firm and society.
- To expose you to the two parts of a marketing strategy: the target market and the marketing mix.
- To study the four basic variables in the marketing mix: product, promotion, price, and distribution.

Course Outcomes: After successful completion of this course, students will be able to

- Demonstrate an understanding of marketing and the marketing process.
- Identify the major trends and forces that are changing the marketing landscape.
- Locate, interpret, and evaluate marketing information for decision making.
- Evaluate the obstacles and challenges in building and managing brands
- Analyze the changes in marketing strategies during the product's life cycle.
- Evaluate the internal and external forces that influence an organization's marketing strategy.
- Assess the attractiveness of a market segment.
- Evaluate the roles of ethics in marketing activities.
- Apply the tools and concepts learned in the course to develop a customer-driven marketing strategy and mix.

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS	
1	MidTerm Exam	30	
2	End Term Exam	50	
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	LabWork/Practical Project		
	AnyOther		
	Total	20	20
	GRAND TOTAL	100	

COURSE CONTENT

WEEK	TOPICS
1	Defining Marketing for the 21st Century The Importance of Marketing The Scope of Marketing Core Marketing Concepts The New Marketing Realities
2	Marketing in an Age of Turbulence Company Orientation toward the Marketplace: Marketing Philosophies The Holistic Marketing Concept Marketing Right and Wrong Relationship Marketing Integrated Marketing Internal Marketing Performance Marketing The New Four Ps
3	Developing Marketing Strategies and Plans Marketing and Customer Value Corporate and Division Strategic Planning
4	Unit Strategic Planning Product Planning: The Nature and Contents of a Marketing Plan From Marketing Plan to Marketing Action
5	Marketing Management Issues in Pakistan (discussion)
6	Case Study
7	Creating Long-term Loyalty Relationships Building Customer Value, Satisfaction, and Loyalty
8	Measuring Customer Lifetime Value Cultivating Customer Relationships Building Loyalty Customer Databases and Database Marketing
9	Guest Speaker (Topic : Any Contemporary Issue in Marketing)
10	Assorted Readings --- Discussion
11	Crafting the Brand Positioning Developing and Establishing a Brand Positioning Determining a Competitive Frame of Reference

	Identifying Optimal Points-of-Difference and Points-of-Parity Choosing POPs and PODs
12	Brand Mantras Establishing Brand Positioning Differentiation Strategies Alternative Approach to positioning
13	Creating Brand Equity What Is Brand Equity? Building Brand Equity Measuring Brand Equity
14	The Brand Value Chain What Is a Brand Worth? Managing Brand Equity Devising a Branding Strategy Branding Decisions
15	Competitive Dynamics Competitive Forces, Industry Concept and Market Concept Of Competition, Competitive Strategies For Market Leaders, , Competitor Centered Companies Customer Centered Companies
16	Product Life-Cycle Marketing Strategies Product Life Cycles Style, Fashion, and Fad Life Cycles Marketing Strategies for Life Cycle Stages
17	Product and Services Differentiation Product Differentiation Services Differentiation Design : Product and Brand Relationships The Product Hierarchy Product Systems and Mixes
18	Co-Branding and Ingredient Branding Packaging, Labeling, Warranties, and Guarantees
19	Case Study Discussion
20	
21	Developing Pricing Strategies and Programs Understanding Pricing A Changing Pricing Environment How Companies Price Consumer Psychology and Pricing Setting the Price
22	Adapting the Price Initiating and Responding to Price Changes
23	Designing and Managing Integrated Marketing Channels Marketing Channels and Value Networks The Role of Marketing Channels Channel-Design Decisions
24	Channel-Management Decisions Channel Integration and Systems E-Commerce Marketing Practices
25	Managing Mass Communications: Advertising, Sales Promotions, Events and Experiences, and Public Relations Developing and Managing an Advertising Program Setting the Objectives Deciding on the Advertising Budget Developing the Advertising Campaign Deciding on Media and Measuring Effectiveness

26	Deciding on Media and Measuring Effectiveness ---- Cont. Sales Promotion Advertising versus Promotion Major Decisions Events and Experiences
27	Project Presentation
28	Project Presentations

Topic related exercises and assignments – Throughout the term as we cover different topics and exercises related to Marketing Management. These exercises might include written assignments, online discussions, or outside activities and case studies

Final Project

Students are required to work on a Marketing Management project during the term. The topics will be assigned by the course instructor and students are required to work individually on the assigned project. The project can be any facet of a Marketing Management.

Semester - V

CODE	COURSE	CREDITS
MGT-322	Business Research Methods	3
MKT-342	Strategic Marketing	3
SCM-311	Fundamental of Supply Chain Management	3
ECO-341	Money & Banking	3
MGT-311	Business Ethics	3
FIN-341	Financial Management	3

Course Title: Business Research Methodology

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

- Students should know the basic concept of research especially in business area.

COURSE DESCRIPTION/OBJECTIVES:

- Demonstrate the ability to plan and manage a piece of independent research,
- Produce a consistent proposal for that research,
- Formulate effective strategies for achieving goals when working with others ,
- Identify the information needed to carry out the planned research, and the sources of That information,
- Demonstrate competence in the selection and proposed application of appropriate Business research techniques,
- Collect and organise the preliminary data necessary for the production of the research proposal,
- Show satisfactory ease in use of SPSS to analyse data
- Deliver a presentation which communicates a series of points of the proposal,
- Assess the quality of his or her oral communication and identify areas for improvement,
- Participate and collaborate in a group.

INTENDED COURSE LEARNING OUTCOMES:

- To know the significance of research in business.
- To know how to write research paper.
- To identify important aspects/ elements of research.

RECOMMENDED TEXT BOOK:

- Research Methods for Business, by Uma Sekeran 6th Edition

REFERENCE BOOKS:

- » Saunders M, Lewis P & Thornhill A, (Latest Edition) *Research Methods for Business Students*, Financial Times- Prentice Hall
- » Bryman A, *Research Methods & Organisation Studies*, Unwin-Hyman Gill J & Johnson P, *Research Methods for Managers*, Paul Chapman Publishing
- » Huff D, *How to lie with statistics*, Penguin
- » Marsh C M, *The Survey Method*, Longman
- » Oppenheim A N, *Questionnaire Design, Interviewing & Attitude Measurement*, Pinter
- » Yin R K, *Case Study Research: Design & Methods*, Sage

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	<p>Introductory class</p> <p>What is research? Definition of business research. Research and the manager. Types of Business Research: Applied and basic Applied Research. Basic of fundamental Research. Managers and research The Manager and the consultant researcher. The Manager- Researcher Relationship</p>
	2.	<p>Basic Concepts</p> <p>Internal Versus External consultants/Researcher Internal consultants/Researchers. Advantages of internal consultants/Researchers Disadvantages of internal consultants/ Researchers, External Consultants/Researchers. Advantages of External consultants/Researchers, Disadvantages of External consultants/ Researchers, Knowledge about Research and Managerial Effectiveness. Ethics and Business research</p>
2.	3.	<p>The scientific approach and Alternative Approaches to Investigation</p> <p>The Hall Marks of scientific research, Purposiveness, Rigor, Testability, Replicability, Precision and confidence, Objectivity, Generalizability, Parsimony</p>
	4.	<p>The Hypothetico-deductive Method</p> <p>The seven step process in the The Hypothetico-deductive Method, identify a broad Problem Area, Define the problem statement, Develop Hypotheses, Determine measures, Data Collection, Data Analysis, Interpretation of Data, Review of The Hypothetico-deductive Method</p>
3.	5.	<p>The Broad Problem Area and Defining the Problem Statement</p> <p>The Broad Problem Area, Preliminary information gathering, Nature of information to be gathered Background information on the organization, Literature The body of knowledge available to you</p>
	6.	<p>Defining the problem Statement, What Makes a good problem statement, The research Proposal</p>
4.	7.	<p>The Critical Literature Review</p> <p>The Purpose of Critical Literature Review, How to approach the literature Review</p>
	8.	<p>Data sources, Searching for Literature, Evaluating the Literature, Documenting The Literature Review</p>
5.	9.	<p>Theoretical Framework and Hypotheses Development</p> <p>The need for a theoretical framework, Variables, Dependent Variable, Independent, Variable, Moderating Variable, The distinguish between independent variable and moderating variable, Mediating Variable</p>
	10.	<p>Theoretical framework</p> <p>The components of Theoretical Framework, Theoretical Framework for the example of air safety violation, Hypotheses Development, Definition of Hypotheses Statements of hypotheses: formats, If-Then Statements, Directional and non-Directional Hypotheses, Null and alternative hypotheses</p>
6.	11.	<p>Elements of Research Design</p> <p>The Research Design, Purpose of the Study: Exploratory, descriptive, causal, Exploratory Study, Descriptive study, Causal Study, Extent of researcher interference with the study, Study setting: contrived and non-contrived</p>
	12	<p>Research Strategies, Experiments, Survey research, Observations, Case Studies, Grounded Theory, Section Research, Mixed Methods, Unit of analysis: Individuals, Dyads, Groups, organizations, cultures, Time horizon Cross Sectional Versus</p>

		longitudinal study Cross sectional Study, Longitudinal Study
7.	13.	Data collection Methods: Introduction and interviews Sources of Data, Paramilitary sources of data, Focus groups , Panels, Unobtrusive measures Secondary sources of fata, Method of data collection, Interviewing, Unstructured and Structures interviews, Unstructured interviews, Structures interviews, Review of unstructured and structures interviews, Training interviews, Some tips to follow when interviewing, Establishing credibility and rapport, and motivating individuals to responds
	14.	The questioning technique, Review of tips to follow when interviewing Face to face interviews advantages and disadvantages, Telephone Interviews Advantages and disadvantages, Additional sources of bias in interview data, Computer assisted interviewing, Cati and Capi, Advantages of software packages, Review of interviewing
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Data Collection Methods : Questionnaire Types of questionnaire, Personality administered questionnaire, Mail and electronic Questionnaire, Guideline for questionnaire design
	16.	Principles of wording, Content and purpose of questions, Language and wordings of Questions, Types and forms of questions, Principles of measurement, General appearance or group of questionnaire, Review of questionnaire design, Pretesting of structured questions, Electronic questionnaire and Survey design
9.	17.	Measurement: Scaling, Reliability, Validity Four types of scales, Nominal scale, Ordinal scale, Interval scale, Ratio scale, Review of Scales, Rating scales, Dichotomous scales, Category scale, Semantic differential scale Numerical Scale, Itemized rating scale, Likert scale, Fixed or constant sum scale Staple scale, Graphic rating scale, Consensus scale, Other scales
	18.	Ranking Scales, Paired comparison, Forced choice, Comparative scale, International Dimensions of scaling, Goodness of measures, Item analysis, validity, Content validity Criterion related validity, Construct validity, Reliability, Stability of measures Internal consistency of measures
10.	19.	Sampling Population, Element, Sample, Sampling unit, Subject
	20.	Parameters, Reasons of sampling, Efficiency in sampling, Sampling as related to qualitative studies
11.	21.	Quantitative Data Analysis Getting data ready for analysis, Coding and data entry, Coding the responses, Data entry Data Editing, Data transformation, Getting a feel for the data, Frequencies, Bar charts and pie charts
	22.	Measure of central tendency and dispersion, Measure of central tendency Measure of dispersion, Relationship between variables
12.	23.	Relationship between two nominal variable Chi square X^2 test, Correlations Excelsior Enterprises: descriptive statistics Part 1, Testing Goodness of data, Reliability, Excelsior enterprises : checking the reliability of the multi item measures, Validity
	24.	Qualitative Data Analysis Data reduction, Data display, Reality and validity in qualitative research
13.	25.	Other methods of gathering and analyzing data , Research Paper discussion
	26.	Research Paper discussion
14.	27.	Presentation and Revision
	28.	Presentation and Revision
		END TERM EXAMS

Course Title: Strategic Marketing (BBA)**Course Code: MKT-****Credit Hours: 3+0****Course Instructor:****PREREQUISITS:**

1. "Principle of Marketing "A South Asian Perspective - by Philip K. & Ehsan ul Huq.
2. "Marketing Management" International Edition – by Philip Kotler & Gary Armstrong

COURSE DESCRIPTION:

The course allows students to develop skills in dealing with strategic marketing problems found in both profit and nonprofit settings. The focus is on a developing a framework for strategic marketing plans with emphasis on consumer and environmental analysis.

Market segmentation, product positioning, marketing responsiveness, and competitive reaction will be explored. Exercises and activities involving various aspects of marketing such as pricing, outsourcing, and promotion will also be used to enliven text material.

COURSE OBJECTIVES:

The objectives of this course include that you become familiar with the application of marketing concepts. The primary objective is to develop the capabilities necessary to apply marketing theories and concepts to actual situations and current events.

COURSE OUTCOMES:

- To explain the need to develop market-oriented cultures and processes in order to deliver superior customer value
- To demonstrate the significance of marketing in key business activities such as new product development, customer management, and establishing value chain advantages.
- To emphasize the importance of marketing strategically and of marketing planning in operating a successful business

Textbooks (or Course Materials) with Edition:

- "Strategic Marketing" by David W. Cravens, 10th Edition, McGraw-Hill.
- Further readings/notes/handouts and *case studies* will be provided by the instructor when and where deemed necessary.

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week	Lecture	TOPICS TO BE COVERED
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1.	1.	<p>Course Introduction & Overview Chapter 1: The Nature of Strategic Management What Is Strategic Management?</p> <ul style="list-style-type: none"> • Defining Strategic Management • Stages of Strategic Management • Integrating Intuition and Analysis • Adapting to Change <p>Key Terms in Strategic Management</p> <ul style="list-style-type: none"> • Competitive Advantage • Strategists • Vision and Mission Statements • External Opportunities and Threats • Internal Strengths and Weaknesses • Long-Term Objectives • Strategies • Annual Objectives • Policies
	2.	<p>The Strategic-Management Model Benefits of Strategic Management</p> <ul style="list-style-type: none"> • Financial Benefits • Nonfinancial Benefits <p>Why Some Firms Do No Strategic Planning</p> <ul style="list-style-type: none"> • Pitfalls in Strategic Planning • Guidelines for Effective Strategic Management
2.	3.	<p>Case Study Discussion</p>
	4.	<p>Chapter 2: The Business Vision and Mission What Do We Want to Become? What Is Our Business?</p> <ul style="list-style-type: none"> • Vision versus Mission • The Process of Developing Vision and Mission Statements <p>Importance (Benefits) of Vision and Mission Statements</p> <ul style="list-style-type: none"> • A Resolution of Divergent Views <p>Characteristics of a Mission Statement</p> <ul style="list-style-type: none"> • A Declaration of Attitude • A Customer Orientation • Mission Statement Components <p>Writing and Evaluating Mission Statements</p>
3.	5.	<p>Chapter 3: The External Assessment The Nature of an External Audit</p> <ul style="list-style-type: none"> • Key External Forces • The Process of Performing an External Audit <p>The Industrial Organization (I/O) View Economic Forces Social, Cultural, Demographic, and Natural Environment Forces Political, Governmental, and Legal Forces Technological Forces Competitive Forces</p> <ul style="list-style-type: none"> • Competitive Intelligence Programs • Market Commonality and Resource Similarity
	6.	<p>Chapter 3: The External Assessment Competitive Analysis: Porter's Five-Forces Model</p> <ul style="list-style-type: none"> • Rivalry Among Competing Firms • Potential Entry of New Competitors • Potential Development of Substitute Products • Bargaining Power of Suppliers

		<ul style="list-style-type: none"> • Bargaining Power of Consumers Sources of External Information Forecasting Tools and Techniques <ul style="list-style-type: none"> • Making Assumptions Industry Analysis: The External Factor Evaluation Matrix The Competitive Profile Matrix
4.	7.	Case Study Discussion
	8.	Chapter 4: The Internal Assessment The Nature of an Internal Audit <ul style="list-style-type: none"> • Key Internal Forces • The Process of Performing an Internal Audit The Resource-Based View (RBV) Integrating Strategy and Culture Management <ul style="list-style-type: none"> • Planning • Organizing • Motivating • Staffing • Controlling • Management Audit Checklist of Questions Marketing <ul style="list-style-type: none"> • Customer Analysis • Selling Products/Services • Product and Service Planning • Pricing • Distribution • Marketing Research • Cost/Benefit Analysis • Marketing/Audit Checklist of Questions
5.	9.	Chapter 4: The Internal Assessment Finance/Accounting <ul style="list-style-type: none"> • Finance/Accounting Functions • Basic Types of Financial Ratios • Finance/Accounting Audit Checklist Production/Operations Production/Operations Audit Checklist Research and Development Internal and External R&D Research and Development Audit Management Information Systems Strategic-Planning Software Management Information Systems Audit Value Chain Analysis Benchmarking The Internal Factor Evaluation (IFE) Matrix
	10.	Case Study Discussion
6.	11.	Chapter 5: Strategies in Action Long-Term Objectives <ul style="list-style-type: none"> • The Nature of Long-Term Objectives • Financial versus Strategic Objectives • Not Managing by Objectives The Balanced Scorecard Types of Strategies <ul style="list-style-type: none"> • Levels of Strategies Integration Strategies <ul style="list-style-type: none"> • Forward Integration • Backward Integration

		<ul style="list-style-type: none"> • Horizontal Integration Intensive Strategies <ul style="list-style-type: none"> • Market Penetration • Market Development • Product Development Diversification Strategies <ul style="list-style-type: none"> • Related Diversification • Unrelated Diversification
	12.	Defensive Strategies <ul style="list-style-type: none"> • Retrenchment • Divestiture • Liquidation Michael Porter's Five Generic Strategies <ul style="list-style-type: none"> • Cost Leadership Strategies (Type 1 and Type 2) • Differentiation Strategies (Type 3) • Focus Strategies (Type 4 and Type 5) Strategies for Competing in Turbulent, High-Velocity Markets Means for Achieving Strategies <ul style="list-style-type: none"> • Cooperation Among Competitors • Joint Venture/Partnering • Merger/Acquisition • First Mover Advantages • Outsourcing
7.	13.	Project Discussion
	14.	Course Revision
MID TERM EXAMS		
MID TERM BREAK		
8.	15	Case Study Discussion
	16	Chapter 6 : Strategy Analysis and Choice The Nature of Strategy Analysis and Choice A Comprehensive Strategy-Formulation Framework The Input Stage The Matching Stage <ul style="list-style-type: none"> • The Strengths-Weaknesses-Opportunities-Threats Matrix • The Strategic Position and Action Evaluation Matrix • The Boston Consulting Group Matrix • The Internal-External (IE) Matrix • The Grand Strategy Matrix
9.	17	Chapter 6 : Strategy Analysis and Choice The Decision Stage <ul style="list-style-type: none"> • The Quantitative Strategic Planning Matrix • Positive Features and Limitations of the QSPM Cultural Aspects of Strategy Choice The Politics of Strategy Choice Governance Issues
	18	Case Study Discussion
10.	19	Chapter 7: Implementing Strategies: Management and Operations Issues The Nature of Strategy Implementation Management Perspectives Annual Objectives Policies Resource Allocation Managing Conflict Matching Structure with Strategy <ul style="list-style-type: none"> • The Functional Structure • The Divisional Structure

		<ul style="list-style-type: none"> • The Strategic Business Unit (SBU) Structure • The Matrix Structure • Do's and Don'ts in Developing Organizational Charts
	20	Chapter 7: Implementing Strategies: Management and Operations Issues Restructuring, Reengineering, and E-Engineering Restructuring <ul style="list-style-type: none"> • Reengineering Linking Performance and Pay to Strategies Managing Resistance to Change Creating a Strategy-Supportive Culture Production/Operations Concerns When Implementing Strategies Human Resource Concerns When Implementing Strategies
11	21	Chapter 8: Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues The Nature of Strategy Implementation Current Marketing Issues <ul style="list-style-type: none"> • New Principles of Marketing • Advertising Media • Purpose-Based Marketing Market Segmentation <ul style="list-style-type: none"> • Does the Internet Make Market Segmentation Easier? Product Positioning Finance/Accounting Issues Acquiring Capital to Implement Strategies <ul style="list-style-type: none"> • New Source of Funding • Projected Financial Statements
	22	Chapter 8: Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues <ul style="list-style-type: none"> • Projected Financial Statement for Mattel, Inc. • Financial Budgets • Evaluating the Worth of a Business • Deciding Whether to Go Public Research and Development (R&D) Issues Management Information Systems (MIS) Issues
12	23	Chapter 9: Strategy Review, Evaluation, and Control The Nature of Strategy Evaluation The Process of Evaluating Strategies A Strategy-Evaluation Framework <ul style="list-style-type: none"> • Reviewing Bases of Strategy • Measuring Organizational Performance • Taking Corrective Actions The Balanced Scorecard Published Sources of Strategy-Evaluation Information Characteristics of an Effective Evaluation System Contingency Planning Auditing Twenty-First-Century Challenges in Strategic Management
	24	Chapter 10: Business Ethics/Social Responsibility/Environmental Sustainability Chapter Overview & Class Discussion
13	25	Case Study Discussion
	26	Chapter 11: Global/International Issues Chapter Overview & Class Discussion
14	27	Project Presentations
	28	Project Presentations
END TERM EXAMS		

Course Title: Fundamental of Supply Chain Management

Course Code:

Credit Hours: 3

Course Instructor:

PREREQUISITES:

- Students should be specialized in Strategy Planning & Operations aspects.

COURSE DESCRIPTION/OBJECTIVES:

- To cover high level supply chain strategy & concepts
- Strategic role of the supply chain.
- Key strategic drivers of supply chain performance.
- Analytic methodologies for supply chain analysis.

INTENDED COURSE LEARNING OUTCOMES

- Describe the alternatives ways to organize for supply chain management
- Compare mode of transportation and related policies
- Identify the principle of customer and SRM in supply chain

PROVISION OF SOFT SKILLS

- Ability to communicate effectively through presentation, email, and team discussion
- Ability to logically organize thoughts
- Time management
- Ability to present oneself to confidence

RECOMMENDED TEXT BOOK

Supply Chain Management Strategy, Planning, and Operation

Sixth edition

Sunil Chopra • Peter Meindl

Pearson Education

REFERENCE BOOKS

- Supply Chain Management by Janat Shah

ASSESSMENT INSTRUMENT WITH WEIGHTS

S.NO	Items	Marks
1.	Mid Term Exam	25%
2.	End Term Exam	40%
3.	Internal Evaluation Breakdown	35%
	Quiz(s)	5%
	Assignements(s)	10%
	Project	15%
	Présentations	5%
	Total	35
	Grand Total	100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	What is supply chain, Objective of supply chain
	2.	Importance of supply chain, Decision phases in supply chain
2.	3.	Process view of supply chain and supply chain macro process in a firm
	4.	Competitive & Supply chain strategic, Achieving strategic fit and case study
3.	5.	How strategic fit achieved
	6.	How strategic fit achieved & obstacles to achieving strategic fit
4.	7.	Quiz & Presentation
	8.	Drivers of supply chain performance & Facilities
5.	9.	Inventory, transportation, Information, sourcing and Pricing
	10.	Role of distribution in Supply chain, Factors influencing distribution network
6.	11.	Design option for a distribution network
	12.	E-business and the distribution network & impact of e-business on cost
7.	13.	Review
	14.	Quiz and presentation
MID TERM EXAMS		
MID TERM BREAK		
8.	15.	The role of transportation in supply chain & modes of transportation
	16.	Modes of transportation & Case Study
9.	17.	Design option for a transportation network & trade-off in transportation design
	18.	Tailored transportation and role of IT in Transportation
10.	19.	The role of forecasting in a supply chain, characteristic of forecast
	20.	Components of a forecast and forecasting methods
11.	21.	Basic approach to demand forecasting
	22.	Basic approach to demand forecasting
12.	23.	Planning Supply & Demand in Supply chain, responding to predictable variability in the supply chain
	24.	Managing supply and demand & Case study
13.	25.	The role of sustainability in supply chain
	26.	Key pillars of sustainability
14.	27.	Closed loop supply chains, the pricing sustainability
	28.	Quiz & Presentation
END TERM EXAMS		

Course Title: Money & Banking

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

The prerequisites for this course are Microeconomics, Macroeconomics and Introduction to Finance.

COURSE DESCRIPTION/OBJECTIVES:

This course addresses classical and contemporary issues in the theory of money, banking, and financial institutions.

- Identify functions of money and how money is related to interest rates; how interest rates are determined; behavior of interest rates; risk and term structures of interest rates;
- Understand importance of financial markets and financial institutions in the economy; operations of depository institutions; why they are regulated;
- Explain how a nation's money supply is determined; tools of monetary policy, role of central banks and the conduct of monetary policy

INTENDED COURSE LEARNING OUTCOMES:

Upon successful completion of the course a student will be able to:

- Understand the importance of the financial sector in directing the use of scarce capital
- Understand the nature and functions of money
- Understand the Monetary Standards
- Understand the Financial institutions, structures and financial markets
- Understand the importance and functions of Central Bank
- Understand the monetary policy and its instruments
- Explain the determinants of interest rates
- Understand the term structure of interest rates
- Understand the impact of inflation on interest rates

RECOMMENDED TEXT BOOK:

Modern Money and Banking by Roger LeRoy Miller, David D. VanHoose. McGraw Hills Publications.

REFERENCE BOOKS:

Money, banking and financial markets by Stephen G.Cecchetti

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Introduction to money and the financial system Parts of the financial system The five core principles of money and banking
	2.	Nature & Functions of Money. Meaning of money Barter system and the difficulties of barter Commodity money and Fiat money standards
2.	3.	Exchange & transaction costs Commodity money & commodity standards
	4.	Monopoly model of money Seigniorage
3.	5.	Approaches to defining & approaching money Transaction approach Monetary approach
	6.	The Evolution of Money The future of money
4.	7.	Financial instruments, financial markets & financial institutions. Direct & indirect financing
	8.	Uses of Financial instruments, Underlying versus Derivative instruments
5.	9.	Bank and the different types of bank Functions of a commercial bank
	10.	The thrift industry
6.	11.	Introduction to Interest rates: nominal vs real interest rate. Prime rate
	12.	Interest rate calculation: nominal yield, current yield, yield to maturity, price of bond
7.	13.	Treasury bill and coupon yield calculation for T-bill
	14.	
MID TERM EXAMS		
MID TERM BREAK		
8.	15.	Introduction to Central banking, Importance of central bank, Functions of central bank
	16.	Monetary policy and the Instruments of monetary policy: OMO, Discount window policy, Reserve requirements.
9.	17.	Money in traditional macroeconomic system
	18.	Money demand function, Supply of money
10.	19.	Introduction to Investment-Saving, Derivation of IS schedule
	20.	Introduction to Liquidity-Money, Derivation of LM schedule Derivation of IS-LM schedule
11.	21.	IS-LM Equilibrium and its effects on economy, IS-LM Disequilibrium
	22.	Monetary policy in IS-LM model
12.	23.	Monetary Policy. Objectives & targets of monetary policy
	24.	Intermediate targets of monetary policy
13.	25.	Nominal interest rate as intermediate target
	26.	Money stock as intermediate target
14.	27.	Nominal income as intermediate target
	28.	REVISION
END TERM EXAMS		

Course Title: Business Ethics

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Introduction to Business

COURSE DESCRIPTION/OBJECTIVES:

- In today's changing environment Ethical dilemmas handled properly or mismanaged can play a decisive role in a company future and survival. Better understanding of theory and best practices in business can save companies from huge economic, social and image disasters which are escalated due to contemporary media practices. The in-depth understand and application in corporate decision making is prerequisite for responsible corporate sector. Business ethics is a multi dimensional subject with application in almost every stream of business education and practice. An important theme of corporate governance is to ensure the accountability of certain individuals in an organization through mechanisms that try to extend knowledge of dilemmas and ethical issues in organizations and build capacity to solve these issues with properly employing frameworks developed specifically for ethical issues in organizations and society. The issues addressed by Business ethics can be attributed to classified or state owned large, medium or small organizations.

COURSE LEARNING OUTCOMES:

After completing this course the students will be able to:

1. To be able to understand business Ethics concepts and its vocabulary
2. By using managerial framework, explain how ethics can be integrated into Business practices.
3. Provides an overview of the concepts, process, and best practices associated with Successful business ethics program.
4. To be able to relate theory to practical business and Prepare students for ethical dilemmas they will face in business careers
5. To be able to understand apply corporate decision making with ethical dimensions
6. To enable the students to understand the mechanism of governance and its valuation for organizational profitability.

RECOMMENDED TEXT BOOK:

3. Business Ethics by Joseph W. Weills. 5th Edition.

REFERENCE BOOKS / MATERIAL

- ✓ Handouts
- ✓ Case studies
- ✓ *Business Ethics; Ethical decision making and cases by O.C Ferrell, John Paul Fraedrich, Linda Ferrell.*

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5

	Total	35	35
		GRAND TOTAL	100

COURSE CONTENT

Week No	Lecture No	TOPICS TO BE COVERED
1.	1.	Class & Course Introduction Business Ethics and the changing environment <ul style="list-style-type: none"> • Morals and Ethics • Why Ethics are important for any business? • Relationship between Business and Ethics
	2.	Business Ethics and the changing environment <ul style="list-style-type: none"> • Why Business is being ethical now? • Decision –making levels of ethics • Myths about Business Ethics
2.	3.	Stakeholder and Issue Management approaches <ul style="list-style-type: none"> • Stakeholder Management approach • Importance of stakeholder analysis • How to execute Stakeholder analysis
	4.	Stakeholder and Issue Management approaches <ul style="list-style-type: none"> • Six step issue management process • Seven phase issue development process • Four crises management stages
3.	5.	Ethical principles Quick Tests and Decision making Guidelines <ul style="list-style-type: none"> • Levels and types of ethical issues • Utilitarianism & Universalism • Immoral , A-moral and moral management • Four social responsibility modes and roles
	6.	The Corporation and the External Stakeholders <ul style="list-style-type: none"> • Managing corporate social responsibility in the marketplace • Managing corporate responsibility with external stakeholders
4.	7.	Corporate Ethical Responsibilities and the Environment <ul style="list-style-type: none"> • Corporate Responsibilities and consumer rights • Corporate responsibility in advertising • Controversial issues in advertising
	8.	Corporate Ethical Responsibilities and the Environment <ul style="list-style-type: none"> • Causes of environmental pollution • Rights of future generations
5.	9.	Case Study Discussion-I
	10.	Case Study Discussion-I
6.	11.	Organizational culture and , compliance and stakeholder management <ul style="list-style-type: none"> • Leadership and stakeholder management • Failure of ethical leadership
	12	Organizational culture and , compliance and stakeholder management <ul style="list-style-type: none"> • Organizational culture • High ethics companies • Weak culture
7.	13.	Corporate self regulation and ethics programs <ul style="list-style-type: none"> • Organizations and leaders as moral agents

		<ul style="list-style-type: none"> Codes of conduct
	14.	<ul style="list-style-type: none"> Values based stakeholder approach : A Readiness checklist
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	<p>Employee Stakeholders and The Corporation</p> <ul style="list-style-type: none"> The aging workforce Generational differences in the workplace
	16.	<p>Women in workforce</p> <ul style="list-style-type: none"> Increasing cultural mix Mainstreaming disabled workers
9.	17.	<p>Employee and employer rights and responsibilities</p> <ul style="list-style-type: none"> Moral foundations of employee rights
	18.	<ul style="list-style-type: none"> Employee rights in the workplace Other employee rights and obligations to employers
10.	19.	Case Study Discussion-II
	20.	Case Study Discussion-II
11.	21.	<p>Discrimination, equal employment opportunity and affirmative action</p> <ul style="list-style-type: none"> Discrimination Equal employment opportunity Age and discrimination Equal pay Reverse discrimination
	22.	<ul style="list-style-type: none"> Sexual harassment in workplace Whistle blowing verses organizational loyalty
12.	23.	<p>Business ethics stakeholder management in the global environment</p> <ul style="list-style-type: none"> The connected global economy and globalization Managing and working in a “Flat world” Shared leadership in teams competency Global ethical values and principles
	24.	<p>The principles</p> <ul style="list-style-type: none"> Cross cultural business ethical issues professionals may experience Gifts verses bribery Racial and sexual discrimination Piracy
13.	25.	<p>Social issues and globalization</p> <ul style="list-style-type: none"> Crime and corruption Economic poverty and child slave labor The global digital divide Westernization of cultures loss of nation state Sovereignty
	26.	<p>Cross cultural ethical decision making and negotiation methods</p> <ul style="list-style-type: none"> External corporate monitoring groups Multinational enterprise as stakeholder Individual stakeholder methods for ethical decision making Four typical styles of international ethical decision making
14.	27.	Final Project and Class Presentations
	28.	Final Project and Class Presentations
		END TERM EXAMS

Course Title: Financial Management (BBA 4 yrs)

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Introduction to Business Finance

COURSE DESCRIPTION/OBJECTIVES:

Every decision that a business makes has financial implications, and any decision which affects the finance of a business is a corporate finance decision. The objective of the course is to enable students;

- to illustrate the basic concepts of financial management.
- to understand and illustrate the composition of the businesses established both on debt and equity; the key concept of capital structure
- to develop the decision making skills of the students to interpret the financial concepts of the business problems.

INTENDED COURSE LEARNING OUTCOMES:

After studying this course the students shall be able to:

- understand and strategically analyze the difference between investment decisions and financial decisions.
- analyze the impact of capital structure decisions as well as the capital budgeting techniques on the business problems.
- analyze the financial position of the company through financial ratio analysis

RECOMMENDED TEXTBOOKS:

- Fundamentals of Financial Management by James C Van Horne (13th/ Latest Edition)
- Fundamentals of Financial Management by Eugene F. Brigham (12th/ Latest Edition)
- Fundamentals of Corporate Finance By Ross Westerfield and Jordon (9th/Latest Edition)

REFERENCE BOOKS:

- Theory and problems of Financial Management By M Y Khan & P K Jain (5th Edition/Latest Edition)

ASSESSMENT INSTRUMENT WITH WEIGHTS

S.NO	Items	Marks
1.	Mid Term Exam	25
2.	End Term Exam	40
3.	Internal Evaluation Breakdown	
	Quiz(s)	05
	Assignments(s)	10
	Class Participation	
	Presentations	10
	Case Discussion	
	Lab Work/Practical Project	10
	Any other	
	Total	35
	Grand Total	100

COURSE CONTENT

Week No	Lecture No	TOPICS TO BE COVERED
1	1	Overview of the Course
	2	Introduction of Financial Management, Goals of a Financial Manager, Goals of the Firm.
2	3	Concept of Time Value of Money, Time Line and its importance, Compounding and Discounting
	4	Types of Annuities: Ordinary Annuities and Annuity Due
3	5	Types of Loans, Amortization of Loan and Schedule
	6	Valuation of Long Term Securities: Types of Bonds
4	7	Yield to Maturity and Yield to Call, Components of Required Rate of Return of a Stock
	8	Valuation of Long Term Securities, Valuation of Stocks and Yields
5	9	Special Cases of Common stock: Perpetuity, Gordon Growth Model
	10	Non-Constant Growth Model
6	11	Risk and Return: Single Asset-Variance, Standard Deviation and Coefficient of Variation
	12	Portfolio Risk and Return- Variance, Standard Deviation and Coefficient of Variation, Covariance and Correlation Coefficient
7	13	Difference between total risk, Systematic and non-systematic risk
	14	The Capital-Asset Pricing Model (CAPM)
MID TERM EXAMS		
8	15	Result Display
	16	Financial Statements and Analysis. Users of financial statements, Categories of Financial Ratios
9	17	Ratio analysis- Liquidity ratios, Debt or Leverage ratios, Coverage ratios
	18	Activity ratios, Profitability ratios and Market Value Ratios
10	19	Common-Size and Index Analysis, Horizontal and Vertical Analysis
	20	Capital Budgeting: Types of Projects- Independent versus Mutually Exclusive
11	21	Capital Budgeting Techniques: Payback & Discounted Payback Period,
	22	Net Present Value (NPV) and NPV Profile, Internal Rate of Return (IRR)
12	23	Modified Internal Rate of Return (MIRR), Profitability Index
	24	Mutually Exclusive Projects: Difference of Scale, Difference of Pattern, Difference of Life
13	25	Risk in Capital Budgeting and Capital Rationing
	26	Theories of Capital Structure and Dividend policy- Modigliani and Miller Theory
14	27	(Cont.) Pecking Order Theory, Tax Shield Theory, Market Timing Theory
	28	Theories of Dividend Policy- Bird-in-hand Theory, Clientele Theory and Signaling Theory
END TERM EXAMS		

Semester – VI

CODE	COURSE	CREDITS
SSC-311	Introduction to Social Sciences	3+0
MGT-343	Entrepreneurship	3+0
MGT-344	Production operation Management	3+0
MKT-343	Consumer Behavior	3+0
MGT-342	Business Policy & Strategy	3+0
MGT-345	Leadership & Organizational Behavior	3+0

Course Title: Introduction to Social Sciences

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Principles of Management, Business Ethics

Course Objectives:

The course objectives are:

1. To provide the understanding of the different disciplines within the social sciences, what they are, and how they operate.
2. To develop understanding of the important elements of society for better adjustment.
3. To provide understanding about social problems and its possible solution for developing better society.
4. To develop the ability of student to create ideas and solve problems together to develop an active learning community.

Course Outcomes:

After successful completion of this course, students will be able to

- Understand the basic principles and tools of social sciences.
- Know the concepts and theories and strategies of social sciences.
- Recognize the nature and process of social sciences concepts

Textbooks (or Course Materials) with Edition:

- Hunt, E. F., & Colander, D. C. (2015). *Social science: An introduction to the study of society*. Routledge.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2005). *Cultures and organizations: Software of the mind* (Vol. 2). New York: Mcgraw-hill.
- Hofstede, G. (1984). Cultural dimensions in management and planning. *Asia Pacific journal of management*, 1(2), 81-99.
- <https://corporatefinanceinstitute.com/resources/knowledge/other/hofstedes-cultural-dimensions-theory/>
- <https://www.hofstede-insights.com/product/compare-countries/>
- <https://s4cb73cf9dd9f75ff.jimcontent.com/download/version/1496560257/module/9128641885/name/Hofstede%27s%20Cultural%20Onion.pdf>

Assessment Instrument with Weights:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Social Science and Its Methods Social Science Social Science as a System of Rules The Scientific Method and Its Application Methodology and the Social Sciences.
	2.	Social Science Approaches to Problems Common Sense in the Social Sciences The Use of Statistics The Interdisciplinary Approach
2.	3.	Historical Roots of Social Science The Enlightenment From Philosophy to Social Science
	4.	Human Origins The Origin of the Human Species Darwin and the Theory of Evolution Recent Developments in Genetics Some Implications of Recent Developments
3.	5.	Sociobiology Punctuated Equilibrium versus Gradual Change The Evolution of Human Beings Science, Faith, and Controversy Predecessors of Modern Humans
	6.	Origins of Western Society From the Stone Age to the Agricultural Age Early Civilizations The Cradle of Modern Civilization: Mesopotamia and Egypt Development of the Greek Civilization The Persian Empire Roman Civilization
4.	7.	The Middle Ages (A.D. 476-1455) The Renaissance The Development of Modern Economic and Political Institutions From Serfdom to Mercantilism The Emergence of Nation-States The Industrial and Political Revolutions of the 1750s to the 1850s.
	8.	Introduction to Culture Hofstede's cultural insights Cultural Dimension's Individualism vs. collectivism High vs. Low Uncertainty avoidance High vs. Low Power distance
5.	9.	Hofstede's Cultural Dimension's Masculinity vs. femininity Long-term orientation vs. short-term orientation Indulgence vs. restraint The Culture of Pakistan
	10.	Culture and Personality The Onion Model of Culture Hofstede's Pyramid Model of Culture

6.	11.	Culture and Multiculturalism Multiculturalism The Shared Beliefs in Culture Culture and the Nature of Society Culture and Its Role in Human Societies The Elements of Culture
	12	Cultural integration Culture, Society, and Social Change Popular Theories of Social Change Factors Causing Cultural Change Language and Cultural Change Society, Culture, and Cultural Change Social Change and Social Stability
7.	13.	Geography, Demography, Ecology, and Society Geography Demography Population Estimates Determinants of Population Growth The Growth of Population over Time The Problem of Counting The Malthusian Theory Population and Means of Subsistence The Concept of Optimal Population The Question of Population Quality
	14.	Ecology: The Interaction of Geography, Demography and Environment The Ecological Balance Pollution Dealing with geographical, demographical and ecological problems
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Psychology, Society, and Culture Socialization of the Individual Significance of the Early Years of Childhood Significance of Differences in Individual Environment Effects of Extreme Isolation on Children
	16.	Personality and Its Development The Nature/Nurture Debate Explanations of Behavior The Well-Adjusted Individual
9.	17.	The Family Variations in the Family Pattern Selection of Mates Family Control
	18.	Reckoning of Descent Functions of the Family in Society Matching Family Patterns with Family Functions.
10.	19.	Religion The Nature of Religion The Great Religions of today Islam Hinduism Buddhism Judaism Christianity

	20.	The Role of Religion in Society Religion as a Source of Moral Values and Social Change Impact of Religion on Education, the Arts, and Literature Interfaith Efforts for Peace The Potential Conflict between Religion and Government
11.	21.	The Functions of Government Maintaining Internal Order and External Security Ensuring justice Safeguarding Individual Freedoms Regulating Individuals' Actions Promoting the General Welfare
	22.	Debates about the Nature of Government Political Theory and Government Three Views of the Nature of Government Elements of Truth in Each of the Views
12.	23.	Forms of Government Democracies Autocracy The pros and cons of Democracies and Autocracy
	24.	The Organization of Economic Activities The Nature of an Economy Functions of an Economy Economics and the Social Sciences How Market Economies Are Supposed to Work Supply and Demand
13.	25.	The Political Economies of Developing Countries Problems of Developing Countries The Political Consensus Problem The Corruption Problem
	26.	The Economic Problem The Debt Problem The Population Problem The Brain Drain Problem
14.	27.	Mission Impossible: Advice to a Potential Leader Options of Developing Countries Political Options Economic Options Foreign Policy Options Population Options The Brain Drain Option Who Will Be the Next Leader?
	28.	Revision
- END TERM EXAMS -		

Course Title: Entrepreneurship**Code:****Credit Hours: 3+0****Course Instructor:****Prerequisites:** None

A better understanding all basic courses such as marketing, management, and finance is important as prerequisite for better understanding of entrepreneurship.

Course Description:

This course provides the students with an introduction to the concepts and capabilities necessary to successfully commercialize new ideas.

Entrepreneurship is about more than coming up with an idea or starting a business. It is also about identifying and validating good opportunities and then creating, communicating, and capturing value from those opportunities over time. This includes new firms as well as firms in corporate and non-profit settings.

This course will emphasize new venture formation.

Objectives:

- I. To understand and handle your own business. This course will equip the students with appropriate subject knowledge and practical skills for managing business investments and fundraising for start-ups.
- II. A thorough emphasis on writing the winning business plan and transforming the idea into a proto type
- III. Initiate a start-up – to provide a sound platform for a successful business which will contribute and boost economic activity in Pakistan.
- IV. The course aims at motivating and guiding the students to become successful entrepreneurs

Course Learning Outcomes:

By the end of this course, students are expected to:

- ▶ Recognize the nature of entrepreneurship and entrepreneurial processes
- ▶ Generate business ideas and Evaluate business opportunities
- ▶ Learn how to identify and solve major entrepreneurial issues
- ▶ Gain first-hand experience of starting a new venture via developing a business plan.

Textbooks (or Course Materials) with latest Edition:

- ▶ Entrepreneurship: Successfully Launching New Ventures, 6th Edition. Bruce R. Barringer, Oklahoma State University R. Duane Ireland, Texas A&M University ©2019 | Pearson
- ▶ Entrepreneurship, 10th Edition, Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, McGraw Hill, 2017

Reference Books:

- Innovation and Entrepreneurship by Peter F. Drucker Harper Collins publishers UK
- Pattern of Entrepreneurship, Jack M. Kaplan Naqi, Dr. S. M, Entrepreneurship A Recipe for Economic Development: Lahore, Naqi Hyder & Associates
- Kuratko Donald F and Hodgetts (2001) Richard M, Entrepreneurship- A Contemporary Approach: New York, South-Western, Thomas Learning
- Case Studies from HBS

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Introduction to Entrepreneurship, Nature and Importance of Entrepreneurship, Myths about Entrepreneurship, Types of entrepreneurs, Process of entrepreneurship
	2.	Religious Perspectives on Entrepreneurship (Tafseer of Surah e Quraish, Holy Prophet Hazrat Muhammad s.a.w.w as a model entrepreneur)
2.	3.	Recognizing Opportunities and Generating Ideas, Finding gaps, Sources and Methods of Generating Ideas
	4.	Recognizing Opportunities and Generating Ideas, Finding gaps, Sources and Methods of Generating Ideas
3.	5.	Case - Study 1
	6.	Brainstorming Discussion on Students' Ideas
4.	7.	First - Screen Analysis – The Feasibility Analysis Tool
	8.	Case – Study 2
5.	9.	Application of First Screen Analysis on the students' business idea
	10.	Developing an Effective Business Model
6.	11.	Writing a Business Plan
	12.	Writing a Business Plan
7.	13.	Writing a Business Plan
	14.	Case – Study 3
MID TERM EXAMS		
MID TERM BREAK		
8.	19.	Getting Funding or Financing
	20.	Getting Funding or Financing and Financial Plan
9.	21.	HR/Organizational Plan
	22.	The Importance of Intellectual Property
10.	23.	The Importance of Intellectual Property
	24.	The Process of Business Registration and Legal Documentation in Pakistan
11.	25.	Case – Study 4
	26.	E Business Strategy and Marketing Plan
12.	27.	E Business Strategy and Marketing Plan
	28.	Case – Study 5
13.	29.	Franchising
	30.	Role of SMEDA in SME Development
14	31.	Case – Study 6
	32.	Business Plan Presentations
End term examination		

Course Title: Production Operations Management (POM)

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Before reading this course, students should have taken the courses of Principles of Management and Business Mathematics and Statistics (BMS), Management Information System (MIS).

COURSE DESCRIPTION/OBJECTIVES:

This course gives you an introduction to the functional area of production and operations management as practiced in manufacturing industries and the services sector. It includes **ions** and Operations and Productivity, Operations Strategy in a Global Environment, Project Management, Forecasting, Design of Goods and Services, Managing Quality, Process Strategy, Location Strategies, Layout Strategies, Supply Chain Management, Inventory Management, and Lean Operations.

INTENDED COURSE LEARNING OUTCOMES

- Demonstrate awareness and an appreciation of the importance of the operations and supply management to the sustainability of an enterprise.
- Demonstrate a basic understanding of the ten knowledge areas of production and operation management.
- Explain the locations decisions in operations management.
- Demonstrate an awareness of the importance of layouts.
- Explain the importance of forecasting.
- Demonstrate an understanding of the concepts of operations scheduling.
- Demonstrate a basic understanding of process strategy.

PROVISION OF SOFT SKILL

The students will develop the skill of the decision-making process and apply the principles that make it possible to design facilities, processes, and control systems with a degree of predictability as to their performance.

RECOMMENDED TEXTBOOK

Operations Management by Jay Heizer, Barry Render, Chuck Munson, 13th edition.

REFERENCE BOOKS

Operations and supply chain management. By Roberta S. Russell and Bernard W. Taylor III, 7th Edition.

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week No	Lecture No	TOPICS TO BE COVERED
1.	1.	Introductory class, Introduction Basic Concepts of Production and Operations Management. Organizations for creation of goods and service
	2.	Operations and Productivity, Organizing to Produce Goods and Services, The Supply Chain, The History of Operations Management, Operations for Goods and Services.
2.	3.	The Productivity Challenge, Productivity Measurement, Productivity Variables, Productivity and the Service Sector, Current Challenges in Operations Management Ethics, Social Responsibility
	4.	Operations Strategy in a Global Environment, A Global View of Operations and Supply Chains, Cultural and Ethical Issues, Developing Missions and Strategies, Mission, Strategy, Achieving Competitive Advantage Through Operations, Competing on Differentiation, Competing on Cost, Competing on Response, Issues in Operations Strategy, Strategy
3.	5.	Development and Implementation, Key Success Factors and Core Competencies, Integrating OM with Other Activities, Building and Staffing the Organization, Implementing the 10 Strategic OM Decisions, Strategic Planning, Core Competencies, and Outsourcing, The Theory of Comparative Advantage, Outsourcing
	6.	Project Management, Project Planning, The Project Manager, Work Breakdown Structure, Project Scheduling, Project Controlling, Project Management Techniques: PERT and CPM, The Framework of PERT and CPM, Network Diagrams and Approaches,
4.	7.	Activity-on-Node Example, Activity-on-Arrow Example, Determining the Project Schedule, Forward Pass, Backward Pass, Calculating Slack Time and Identifying the Critical Path(s), Variability in Activity Times, Three Time Estimates in PERT.
	8.	Probability of Project Completion, Cost-Time Trade-Offs and Project Crashing, A Critique of PERT and CPM, Using Microsoft Project to Manage Proje
5.	9.	Design of Goods and Services, Goods and Services Selection, Product Strategy Options Support Competitive Advantage, Product Life Cycles, Life Cycle and Strategy, Product-by-Value Analysis, Generating New Products, Product Development, Product Development System, Quality Function Deployment (QFD), Organizing for Product Development, Manufacturability and Value Engineering.
	10.	Issues for Product Design, Robust Design, Modular Design, Computer-Aided Design (CAD) and Computer-Aided Manufacturing (CAM), Virtual Reality Technology 185 Value Analysis, Sustainability and Life Cycle Assessment, (LCA),
6.	11.	Product Development Continuum, Purchasing Technology by Acquiring a Firm, Joint Ventures, Alliances, Defining a Product, Make-or-Buy Decisions, Group Technology, Documents for Production, Product Life-Cycle Management (PLM), Service Design, Process-Chain-Network (PCN) Analysis.
	12	Managing Quality, Quality and Strategy, Defining Quality, Implications of Quality, Malcolm Baldrige National Quality Award, ISO 9000 International Quality Standards, Cost of Quality (COQ), Ethics and Quality Management, Total Quality Management, Continuous Improvement, Six Sigma, Employee Empowerment, Benchmarking, Just-in-Time (JIT), Taguchi Concepts,
7.	13.	Knowledge of TQM Tools, Tools of TQM, Check Sheets, Scatter Diagrams, Cause-and-Effect Diagrams, Pareto Charts, Flowcharts, Histograms, Statistical Process Control (SPC), The Role of Inspection, When and Where to Inspect, Source Inspection, TQM in Services
	14.	Revision

MID TERM EXAMS		
MID TERM BREAK		
8.	15.	Forecasting, Forecasting Time Horizons, Types of Forecasts, The Strategic Importance of Forecasting, Supply-Chain Management, Human Resources, Capacity, Seven Steps in the Forecasting System, Forecasting Approaches, Overview of Qualitative Method,
	16.	Overview of Quantitative Methods, Time-Series Forecasting, Decomposition of a Time Series, Naive Approach, Moving Averages, Exponential Smoothing, Measuring Forecast Error, Exponential Smoothing with Trend, Adjustment
9.	17.	Trend Projections, Seasonal Variations in Data, Cyclical Variations in Data, Associative Forecasting Methods: Regression and Correlation Analysis,
	18.	Using Regression Analysis for Forecasting, Standard Error of the Estimate, Correlation Coefficients for Regression Lines, Multiple-Regression Analysis, Monitoring and Controlling, Forecasts, Adaptive Smoothing, Focus Forecasting, Forecasting in the Service Sector.
10.	19.	Process Strategy, Four Process Strategies, Process Focus, Repetitive Focus, Product Focus, Mass Customization Focus, Process Comparison, Selection of Equipment, Process Analysis and Design, Flowchart, Time-Function Mapping, Process Charts, Value-Stream Mapping, Service Blueprinting
	20.	Production Technology, Machine Technology, Automatic Identification Systems (AISs) and RFID, Process Control, Vision Systems, Robots, Automated Storage and Retrieval Systems (ASRSs),
11.	21.	Automated Guided Vehicles (AGVs), Flexible Manufacturing Systems (FMSs), Computer-Integrated Manufacturing (CIM), Technology in Services
	22.	Location Strategies, The Strategic Importance of Location, Factors That Affect Location Decisions,
12.	23.	Labor Productivity, Exchange Rates and Currency Risk, Costs Political Risk, Values, and Culture, Proximity to Markets, Proximity to Suppliers, Proximity to Competitors (Clustering).
	24.	Methods of Evaluating Location, Alternatives, The Factor-Rating Method, Locational Cost–Volume Analysis, Center-of-Gravity Method, Transportation Model, Linear Programming, Service Location Strategy, Geographic Information Systems (GIS)
13.	25.	Layout Strategies, The Strategic Importance of Layout Decisions, Types of Layout, Office Layout, Retail Layout, Warehouse and Storage Layouts,
	26.	Fixed-Position Layout, Process-Oriented Layout, Work Cells, Repetitive and Product Oriented Layout
14.	27.	Revision
	28.	Final Project Presentations or viva voce
END TERM EXAMS		

Course Title: Consumer Behavior

Course Code: MKT-474

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Consumer Behavior is a core subject and assumes that the student must have basic understanding of marketing principles and strategies.

Course Objectives:

1. To assimilate knowledge concerning consumer behavior
2. To create skills for observing, analyzing and finding solutions for consumer behavior issues.
3. To accomplish a research concerning the buying process.
4. To communicate as well as speak in public and to work in a team.

Course Learning Outcomes (CLO's):

After successful completion of this course, students will be able to:

CLO1: Understand the fundamentals concepts of Consumer Behavior.

CLO2: Apply the consumer behavior concepts under different scenarios

CLO3: Analyze issues and challenges in dealing with consumer cognitions and behaviours and create solutions.

CLO4: Formulate and implement marketing strategy in line with expected consumer behavior.

Recommended Textbooks (or Course Materials):

- Consumer Behavior, by Leon G Schiffman 12th Edition

Reference Material:

- Case Studies will be provided along with the course pack in advance.
- Additional slides/handouts/information will also be shared in-class, as appropriate.

ASSESSMENT INSTRUMENT WITH WEIGHTS

S.NO	Items	Marks
1.	Mid Term Exam	30
2.	End Term Exam	50
3.	Internal Evaluation Breakdown	
	Quiz(s)	8
	Assignments(s)	4
	Class Participation	2
	Presentations	6
	Case Discussion	
	Lab Work/Practical Project	
	Any other	
	Total	20
	Grand Total	100

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Introduction, Course Overview and Discussion Technology-Driven Consumer Behavior The Marketing Concept Consumer Research Market Segmentation, Targeting, and Positioning The Marketing Mix Socially Responsible Marketing
	2.	Technology-Driven Consumer Behavior (Cont.) Technology Enriches the Exchange Between Consumers and Marketers Consumers Have Embraced Technology Behavioral Information and Targeting Interactive and Novel Communication Channels Customizing Products and Promotional Messages Better Prices and Distribution
2.	3.	Technology-Driven Consumer Behavior (Cont.) Customer Value, Satisfaction, and Retention Customer Retention Technology and Customer Relationships Emotional Bonds versus Transaction-Based Relationships Customer Loyalty and Satisfaction Customer Loyalty and Profitability Measures of Customer Retention Internal Marketing Consumer Behavior Model & CB Is Interdisciplinary
	4.	Market Segmentation and Effective Targeting Criteria Congruent with the Marketer's Objectives and Resources Applying the Criteria Bases for Segmentation Demographics Geo-demographics
3.	5.	Segmentation, Targeting & Positioning (Cont.) Green Consumers Personality Traits Psychographics, Values and Lifestyles Benefit Segmentation Media-Based Segmentation Usage Rate Segmentation Usage Occasion Segmentation Behavioral Targeting
	6.	Segmentation, Targeting & Positioning (Cont.) Positioning and Repositioning Consumer Motivation and Personality The Dynamics of Motivation Characteristics of Need Frustration and Defense Mechanisms

4.	7.	<p>Consumer Motivation and Personality (Cont.) Systems of Needs Murray's List of Psychogenic Needs Maslow's Hierarchy of Needs A Trio of Needs The Measurement of Motives</p>
	8.	<p>Consumer Motivation and Personality (Cont.) Theories of Personality Freudian Theory Neo-Freudian Personality Theory Trait Theory</p>
5.	9.	<p>Consumer Motivation and Personality (Cont.) Personality Traits and Consumer Behavior Personality and Color Product and Brand Personification The Self and Self-Image</p>
	10.	<p>Consumer Perception The Elements of Perception Sensory Input The Absolute Threshold The Differential Threshold Subliminal Perception Perceptual Selection</p>
6.	11.	<p>Consumer Perception (Cont.) Perceptual Organization Perceptual Interpretation: Stereotyping Consumer Imagery</p>
	12	<p>Consumer Perception (Cont.) Perceived Quality Price/Quality Relationship Store Image and Perceived Quality Manufacturer's Image and Perceived Quality Perceived Risk Case Study</p>
7.	13.	Class Presentations
	14.	Quiz and Course Revision
MID TERM EXAMS		
MID TERM BREAK		
8.	15.	Midterm papers shown and discussion.
	16.	<p>Consumer Learning The Elements of Consumer Learning Classical Conditioning</p>

		Stimulus Generalization Family Branding Licensing Stimulus Discrimination and Product Differentiation
9.	17.	Consumer Learning (Cont.) Instrumental Conditioning Observational Learning Information Processing Storing Information
	18.	Consumer Learning (Cont.) Cognitive Learning Consumer Involvement and Hemispheric Lateralization Measurements of Consumer Involvement Strategic Applications of Consumer Involvement Hemispheric Lateralization Passive Learning Outcomes and Measures of Consumer Learning Recognition and Recall Measures Brand Loyalty Brand Equity
10.	19.	Consumer Attitude Formation and Change Attitudes and Their Formation The Tri-Component Attitude Model Altering Consumers' Attitudes
	20.	Consumer Attitude Formation and Change (Cont.) Multi-Attribute Attitude Models Attitude-Toward-Object Model Attitude-Toward-Behavior Model Theory of Reasoned Action Theory of Trying-to-Consume Attitude-Toward-the-Ad Model
11.	21.	Consumer Attitude Formation and Change (Cont.) Changing the Motivational Functions of Attitudes The Elaboration Likelihood Model Cognitive Dissonance and Resolving Conflicting Attitudes Assigning Causality and Attribution Theory Class Activity
	22.	Case Study & Quiz
12.	23.	Persuading Consumers The Communication Process Broadcasting versus Narrowcasting Designing Persuasive Messages Persuasive Advertising Appeals Comparative Advertising Fear Appeals
	24.	Persuading Consumers (Cont.) Humorous Appeals Wordplay

		Sexual Appeals Timeliness Appeal Measures of Message Effectiveness Class Activity
13.	25.	From Print and Broadcast Advertising to Social and Mobile Media
	26.	Culture's Influence on Consumer Behavior Culture's Role and Dynamics Learning Cultural Values Measuring Cultural Values American Core Cultural Values
14.	27.	Final Project Presentations
END TERM EXAMS		

Course Title: Leadership and Organizational Behavior**Course Code:****Credit Hours: 03****Course Instructor: Hina Shahab****Prerequisites:**

Students should be specialized in Principles of Management and Human Resources Management

Textbooks (or Course Materials) with Edition Organizational Development & Change

- Organizational Behavior 15th Edition by Stephen P. Robins
- Organizational Behavior 12th Edition by Fred Luthans
- Leadership 5th Edition by Andrew J. Debrin

Course Description

Organizational Behavior is an important field of study for anyone who plans to work in an organization at some point in his /her life. Organizational behavior is the study of how individuals relate in the workplace and how groups and organizational structures affect individual behavior. Organizational behavior has three levels of focus: individuals, groups (or teams) and organizations. The understanding of some key principles regarding how people behave can help in becoming more effective co-worker, team member, organization citizen and most importantly an effective leader.

Without effective leadership at all levels in organizations, it is difficult to sustain profitability, productivity and good consumer service. Today organizations recognize that leadership transcends senior executives. As a result, organizations require people with appropriate leadership skills to inspire and influence others in teams, units and entire organization. Course is specifically designed to understand meaning, importance and nature of leadership including role, traits and attributes of leadership as well as the behaviors and practices associated with effective leadership.

Course Objectives:

The course first part is understanding about organizational behavior has three primary objectives

1. To examine central theories and concepts in organizational behavior which provide students with in-depth understanding of human behavior issues in organizations
2. To develop students analytical and problem solving skills as they relate to organizational behavior issues
3. To develop students understanding about effectiveness of organizations in relevance to organizational behavior

The second part comprises of effective leadership based on the following objectives

4. To study leadership from individual, interpersonal and organizational perspective
5. To understand traditional versus modern theories and models of leadership
6. To examine traits, attributes as well as behaviors and skills of effective leadership

Course Outcomes:

At the end of course students will be able to:

- Understand and study the applications of human side management and organization
- Understand micro as well as macro perspective about organizational behavior
- Receive theoretical knowledge about how people behave within organizational settings and develop practical skills for leading them effectively
- Understand what is leadership, what are various styles of leadership and how it can be acquired

Assessment Instrument with Weights:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Orientation, outline discussion, Introduction to Organizational behavior
	2.	Definition of OB, Importance of Organizational Behavior – an overview
2.	3.	Historical background of OB
	4.	Challenges and opportunities for OB, Theoretical foundations for OB
3.	5.	Perception, Personality, Emotions and attitudes: Importance and definition of perception, Social perception (Attribution theory, stereotyping and Halo effect)
	6.	Big five model, MBTI, Important personality characteristics
4.	7.	Emotions and emotional intelligence, The nature and dimensions of attitude (Components and functions), Ways of changing attitudes, Job satisfaction, OCB and organizational commitment
	8.	Motivation: Meaning, content theories of motivation
5.	9.	The process theories of motivation
	10.	Contemporary theories of motivation
6.	11.	Learning: Learning theory background, Principles of learning: Reinforcement and Punishment, Cognitivist, Behavioral and Constructivist theory
	12.	Group and teams Nature, dynamics, theories and models of formal and informal groups and teams
7.	13.	Revision
	14.	Revision
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Conflict and Negotiations: conflict and transition in conflict thought and sources
	16.	The conflict process, intra personal and intra group conflict, Negotiations strategies, processes and issues
9.	17.	Frustrations and Stress: causes of frustration and background of stress
	18.	Causes of stress, effects and strategies for coping Stress and Frustration
10.	19.	Power and Politics: The meaning of power, contrasting leadership and power , types and sources of power
	20.	Political strategies used to acquire power, conditions of organizational Politics and individual response
11.	21.	Leadership Definition: Traditional theories of leadership, Trait, Behavioral and Situational leadership
	22.	Modern theories of leadership, Transformational Leadership

		Theory
12	23.	Traits, motives, characteristics of leaders
	24.	Leadership behaviors, roles and activities of leadership
13	25.	Contemporary Leadership styles: Paradoxical Leadership, LMX,
	26.	Authentic, Ethical, Servant, Contingency and situational leadership
14	27.	Influence tactics of leadership
	28.	Revision
END TERM EXAMS		

Course Title: Business Policy and Strategy

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites: Basic General Management

COURSE DESCRIPTION / OBJECTIVES:

1. Understanding of the nature of strategic management and the challenges facing business in the 21st century, including the impact of legal, ethical, political, social, economic, international and technological issues;
2. Ability to critically evaluate alternative approaches to strategic management;
3. Ability to apply the techniques of strategic management to the analysis of businesses and the development and implementation of viable strategies.

INTENDED COURSE LEARNING OUTCOMES:

At the end of the module, for a range of business and management organizations, the student will be able to:

1. Evaluate and choose between different approaches to strategy;
2. Understand and apply recent developments in strategic theory in a business context;
3. Develop an approach to strategy which emphasizes the importance of organizational learning as a tool for understanding the business and its relationship to the complex environment in which it operates;
4. Identify and evaluate potential sources of competitive advantage;
5. Propose and justify viable future business strategies.

Recommended Textbooks (or Course Materials):

- 1) Corporate Strategy, 4th Edition by Richard Lynch
- 2) Exploring Corporate Strategy 9th Edition by Johnson & Scholes
- 3) Strategic Management and Business Policy, 9th Edition by Thomas L. Wheelen and J. David Hunger.

Assessment Instrument with Weights:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

Course Contents

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Introduction to course. What is strategy?
	2.	Corporate strategy. Core areas of corporate strategy. Process, Content and Context

2.	3.	How have current ideas on corporate strategy evolved
	4.	What are the main prescriptive and emergent theories of strategy?
3.	5.	Analyzing the environment? Analyzing the customer and market segmentation.
	6.	Sustainable competitive advantage. Dynamics of competitive advantage.
4.	7.	Analyzing resources- basics Key factors of success in the industry
	8.	Adding competitive value: the value chain and the value system Resource analysis and competitive advantage.
5.	9.	Purpose of the organization Shaping the purpose of the organization. –vision-mission-objectives
	10.	Purpose and role of leadership
6.	11.	Knowledge management. How to innovate the ‘ideas’ process.
	12.	Developing the mission developing the objectives.
7.	13.	Developing the strategy Purpose and SWOT analysis
	14.	Environment based strategic options
		MID TERM EXAMS
		MID TERM BREAK
8	15.	Strategy Evaluation
	16.	Resource Based Options
9	17.	Strategy implementation The implementation process.
	19.	Relationship between implementation and the strategy development process
10.	20.	Objective, task setting and communicating the strategy.
	21.	Resource allocation
11.	22.	Strategic planning
	23.	Information monitoring and control
12.	24.	The dynamics of strategy development and entrepreneurial growth.
	25.	The dynamics of fast moving markets.
13.	26.	Managing strategic change. Basic concept of strategic change
	27.	Analyzing the cause of strategic change
14.	28	Prescriptive and Emergent Approaches to managing change. Building a cohesive corporate strategy.
	29	Combining the elements of corporate strategy: the Seven S Framework.
		END TERM EXAMS

Semester – VII

CODE	COURSE	CREDITS
MGT-446	International Business	3+0
SSC-412	Chinese Language-I	3+0
LAW-421	Business Law	3+0
	Elective-I	3+0
	Elective-II	3+0

Course Title: International Business

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Students should have taken the Introduction to Business Studies course prior taking this course so as to gain maximum from the course contents

Course Objectives:

International Business is concerned with firms that do not limit their operations to a single nation. It asks why these firms exist, how they succeed in the complex and changeable international environment, and what their activities mean for the countries in which they do business.

In order to be prepared for a career in any facet of the business world (accounting, finance, marketing, information technology, law, healthcare, etc.), knowledge and understanding of global issues is critical. Thus, you should study international business to be prepared for diverse business opportunities, knowing in advance that respect for and knowledge of your counterparts can give you a competitive advantage.

Key Learning Outcomes:

The students should be able examine how business organizations operate in an international environment and gain an understanding of the development and implementation of strategy, managerial activities, and organizational issues relating to cross-border activities.

Reference Text:

- ✓ International Business by Simon Collinson, Alan M Rugman & Rajneesh Narula, Pearson, 7th Edition
- ✓ International Business, 4th Edition by Alan M. Rugman, Simon Collinson
- ✓ International Business, 3rd Edition by Alan M. Rugman and Richard M. Hodgetts

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1	1.	Introduction to International Business & assignment of short cases
	2.	Discussion & Analysis of short cases
	3.	Discussion of basic IB concepts and MNCs of the world
	4.	Foreign Direct Investment (FDI) & the Triad
2	5.	Porter's Diamond
	6.	Porter's Diamond (continued)
	7.	Nature & characteristics of MNCs
	8.	The Internationalization Process
3	9.	Case discussion
	10.	Discussion continued
4	11.	Why firms become MNCs?
	12.	Reasons of FDI
5	13.	Case discussion
	14.	Discussion & presentations of the case
6	15.	Presentations continued
	16.	Introduction to Culture & its elements
7	17.	Cultural elements (Religion, Language, material goods, education etc)
	18.	Revision of course
8	MID TERM EXAMS	
9	MID TERM BREAK	
10	19.	Course project assignment & discussion
	20.	Husted's cultural dimensions,
11	21.	Integration and discussion of dimensions
	22.	Discussion of Trade Theories
12	23.	Barriers to Trade
	24.	Strategic Orientations & Value chain Analysis
13	25.	Organizational Structures & processes
	26.	International Marketing & Market Assessment
14	23.	International Human Resource Management & core concepts
	24.	Revision
15	25.	Presentation and evaluation of final project
	26.	Presentation and evaluation of final project
16	END TERM EXAMS	

Course Title: Chinese Language-I

Course Code:

Credit Hours: 3+0

Course Instructor:

PREREQUISITES

✦ Nil

COURSE DESCRIPTIONS/OBJECTIVES

- ✦ Chinese Language Course aims at acquisition of the usual basic language skills of reading, writing and speaking Chinese language at beginner level. Not only has it will nourish students ability to understand basic grammar but will also let students learn Chinese characters in order to be able to communicate effectively in real Chinese situations.

INTENDED COURSE LEARNING OUTCOMES

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

Acquire basic knowledge of Chinese Language Phonetics

- ✦ Read Chinese Pinyin and write very basic Chinese Characters
- ✦ Understand Strokes of Chinese Characters and write Chinese Characters
- ✦ Develop some basic level Chinese Language Expressions and Communication Skills ▪ Understand Chinese Culture

RECOMMENDED TEXTBOOKS

- ✦ Elementary Chinese Textbook by Dr. Aftab Azeem
- ✦ Road to Success Threshold (成功之路入门篇) by Zhanghui

REFERENCE BOOKS

- ✦ Practical Chinese Reader Volume I, Beijing Language and Culture Press, by Liu Xun

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

WEEK#	LECTURE#	TOPICS TO BE COVERED
1	1	Introduction to Chinese Language ○ Course Outline & Assessment Criteria
	2	○ Phonetics & Syllables
2	3	Chapter 1: Nǐ hǎo 你好。 Hello!
	4	○ Notes on Chinese Phonetics, Tone mark labelling ○ Exercise of 1 st Chapter
3	5	Chapter 2: Zǎoshang hǎo 早上好。 Good Morning!
	6	○ Notes on Chinese Phonetics, detailed note on the pronunciation of a,e,i ○ Exercise of 2 nd Chapter
4	7	Revision of first 2 Chapters 复习第一和第二课
	8	○ Syllables, Initials, Finals, Tones ○ Basic sentence structure
5	9	Chapter 3: Nǐ hē shénme? 你喝什么? What do you drink?
	10	○ Articulation of initials b,p,m,f ○ Articulation of initials z,c,s
6	11	Chapter 4 Wǒ yào huàn rénmínbì! 我要换人民币。 I want to change RMB.
	12	○ The articulation of initials d,t,n,l ○ The articulation of initials zh,ch,sh,r
7	13	Assignments 1 and 2 correction and discussion
	14	○ Revision of first 4 Chapters 复习第一到第四课
		MID TERM EXAMS
		MID TERM BREAK
8	15	Chapter 5: Nǐ qù nǎ'r? 你去哪儿? Where are you going?
	16	○ The articulation of initials j,q,x & g,k,h ○ The articulation of nasal finals an,en,in,ang,eng and ing
9	17	Chapter No.6: Nǐ shì nǎ guó rén? 你是哪国人? Where are you from?
	18	○ Differentiate the finals z,c,s ; zh,ch,sh; j,q,x ○ The articulation of finals ie, üe, ian and üan
10	19	Revision of Chapters 5 & 6 复习第五和第六课
	20	Quiz and Assignments Discussion
11	21	Chapter 7: Zhè shì wǒmen jiā de zhàopiàn. 这是我们家的照片。 This is photo of our family.
	22	○ Differentiations between initials and finals r and l ○ The neutral tone
12	23	Chapter 8: Nǐ xǐhuān chī shénme? 你喜欢吃什么? What do you like to eat?
	24	○ Retroflexion
13	25	Revision of Chapters 7 & 8 复习第七和第八课
	26	○ Comprehensive Quiz
14	27	○ Final Quiz
	28	○ Viva
15&16	END TERM EXAMS	

Course Title: Business Law

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites: None

Course Objectives:

The course is designed for studying business from a legal point of view and managing labors under the umbrella of law. Business and labor laws are the standards and limits in which business and employees need to be managed.

Learning Outcomes:

After studying this course, students will be able to carry on their business/ job related issues keeping in view the laws and their relevant penalties.

Textbooks (or Course Materials) with Edition:

- Mercantile Law by M.C.Shukla
- Law of Contracts by Nyazee
- Contract Act 1872 by D.F.Mulla
- Partnership Act 1932 by D.F.Mulla
- Negotiable Instruments Act 1881 by Khargamwala
- Sales Act 1930 by D.F.Mulla
- Company Law 1984 by Muzammil
- Labour laws

Assessment Instrument with Weights:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	CONTRACT ACT 1872 <ul style="list-style-type: none"> • Difference between Contract and Agreement. • Offer, Acceptance, Consideration. • Free Consent. Alteration, Rescission.
	2.	<ul style="list-style-type: none"> • Kinds of Contract. • Remedies for breach of contract.
2.	3.	<ul style="list-style-type: none"> • Discharges of Contract
	4.	<ul style="list-style-type: none"> • Contract of Indemnity & Contract of guarantee. • Contingent Contract with Wagering Contract.
3.	5.	PARTNERSHIP ACT 1932 <ul style="list-style-type: none"> • Nature of partnership. • Partnership by status. • Mode of determining existence of partnership. • General duties of partner.
	6.	<ul style="list-style-type: none"> • Contract Determination of rights and duties of partners. • Agreement in restraint.
4.	7.	NEGOTIABLE INSTRUMENT ACT 1881 <ul style="list-style-type: none"> • Negotiable instrument Act 1881. • Promissory Note. • Bill of exchange, cheque.
	8.	<ul style="list-style-type: none"> • Foreign Instrument • Instrument payable by demand. • Parties to note. • Negotiation.
5.	9.	SALE OF GOODS ACT 1930 <ul style="list-style-type: none"> • Contract of sale. • Transfer of property as between seller and buyer.
	10.	<ul style="list-style-type: none"> • Performance of the contract • Unpaid seller • Seller lien • Termination of lien.
6.	11.	COMPANIES ORDINANCE 1984 <ul style="list-style-type: none"> • Preliminary / Definitions / Incorporation of Companies • Memorandum of Association
	12.	<ul style="list-style-type: none"> • Articles of Association • Management and Administration
7.	13.	<ul style="list-style-type: none"> • Winding up
	14.	<ul style="list-style-type: none"> • Revision
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	FACTORIES ACT 1934

		<ul style="list-style-type: none"> • Preliminary / Definition • Inspecting Staff
	16.	<ul style="list-style-type: none"> • Health & Safety • Restriction on working hours of adults
9.	17.	<ul style="list-style-type: none"> • Holidays with pay and over time • Special provision adolescent and children
	18.	<ul style="list-style-type: none"> • Penalties and procedure
10.	19.	SOCIAL SECURITY ORDINANCE 1965 <ul style="list-style-type: none"> • Definitions • Organization
	20.	<ul style="list-style-type: none"> • Contribution
	21.	<ul style="list-style-type: none"> • Benefits
11.	22.	INDUSTRIAL RELATIONS ORDINANCE, 2010 <ul style="list-style-type: none"> • Definitions • Trade Unions • Application for Registration.
	23.	<ul style="list-style-type: none"> • Cancellation of Registration. • Appeal against Cancellation of Registration. • Corporation of Registered Trade Union.
12.	24.	<ul style="list-style-type: none"> • Worker's Participation and Dispute Resolution. • Labor Court
	25.	<ul style="list-style-type: none"> • Procedure and powers of labor court. • Appeal to High Court.
13.	26.	<ul style="list-style-type: none"> • National Industrial Relations Commission (NIRC). • Penalties and Procedure.
14.	27.	<ul style="list-style-type: none"> • Revision
	28.	<ul style="list-style-type: none"> • Revision
END TERM EXAMS		

Semester – VIII

CODE	COURSE	CREDITS
SSC-414	International Relation & Current Affairs	3+0
SSC-413	Chinese-II	3+0
SSC-415	Psychology	3+0
	Elective-I	3+0
	Elective-II	3+0

Course Title: International Relations & Current affairs

Course Code: SSC-414

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Students should know the basic concept of research especially in business area.

Course Description:

The course intends to provide the students a comprehension of international relations as a field of study. It also focuses on the evolution of international system from old world structures to the complex structure of contemporary international relations & issues. The course shall acquaint students with the knowledge and analytical tools necessary to comprehend, evaluate, and respond to an increasingly complex range of contemporary global issues. The course will also study the variety of divergent international issues which have global implications on world politics in different regions

Course Objectives

1. To inculcate reasoning among students to explore the realism of modern day IR in a global perspective
2. To make the students compatible with the realm of survival in a globalized international structure

Course Outcomes

1. Better conceptual and theoretical understanding of contemporary International Relations
2. Familiarization with the Patterns of states interaction and interdependence in modern IR
3. Clarity of mind and ideas to further explore the logics of the issues happening around the world

Textbooks (or Course Materials) :

- Jackson, Robert & Sorenson Georg, *Introduction to International Relations (6th Edition)*, UK: Oxford University Press. 2016.
- Goldstein, Joshua S., Jon C. Pevehouse, *International Relation (8th Edition)*. India: Pearson. 2011.

Reference Material:

- a. Baylis, John & Steve Smith (eds.), *The Globalization of World Politics*, (Oxford University Press, 2001).
- b. Schottle, Jan Aart, *Globalization: A critical Introduction*, Palgrave, MacMillan: 2000
- c. Hobert , Hindi., Josph Rotblat. *War No More: Eliminating Conflict in the Nuclear Age*, (London: Pluto Press, 2003)
- d. Brown, Chris. *Understanding International Relations (2nd edition)*. New York: Palgrave. 2001.
- e. Fukuyama, Francis. *The End of History and the Last Man*, London: Penguin, 1992.
- f. Huntington, S. P. *The Clash of Civilizations: Remaking of the World Order*. New York: 1993.
- g. Ali, Tariq. *The Clash of Fundamentalism: Crusades, Jihads and Modernity*. New York: Verso. 2002.
- h. Lloyd Armstrong & Redmond, "The New Regionalism", *International Organizations in World Politics*, 3rd ed. (ch. 12)
- i. Oatley, T. *International Political Economy: Interests and Institutions in the Global Economy*. North Carolina: Pearson Education, USA. 2009.

Assessment Instrument with Weights:

S.NO	Items	Marks
1.	Mid Term Exam	25
2.	End Term Exam	40
3.	Internal Evaluation Breakdown	
	Quiz(s)	5
	2X Assignments(s)	10
	Class Participation	
	Presentations	20
	Case Discussion	
	Lab Work/Practical Project	
	Any Other	
	Total	35
	Grand Total	100

Course Contents

Week #	Lecture #	TOPICS TO BE COVERED	
1.	1.	<ul style="list-style-type: none"> • Introduction to International Relations • Contemporary Global Politics 	
	2.		
2.	3.	<ul style="list-style-type: none"> • Theoretical discourse of IR 	
	4.		
3.	5.	<ul style="list-style-type: none"> • Positivist Approaches • Realism • Liberalism 	
	6.		
4.	7.	<ul style="list-style-type: none"> • Post Positivist Approaches • Marxism • Feminism 	
	8.		
5.	9.	Contemporary Theoretical Debates and their Implications on World Politics: <ul style="list-style-type: none"> • New World Order • End of History • The Clash of Civilization 	
	10.		
6.	11.	<ul style="list-style-type: none"> • The Complex Interdependence • The Coming Anarchy • Challenges of Pluralism 	
	12.		
7.	13.	<ul style="list-style-type: none"> • Dynamics of International Security • Power Transition Theory • The Super Power's Rivalry: Rise of China Threat or Opportunity? 	
	14.		
		MID TERM EXAMS	
		MID TERM BREAK	
8.	15.	Presentations	
	16.		
9.	17.		
	18.		
10.	19.		The Globalization debate (Political, Cultural, Ideological & Social aspects of Globalization)
	20.		
11.	21.	The issue of Nuclear Non-Proliferation: Iran's Nuclear Program	
	22.		
12.	23.	Non Traditional security: Water Crisis, Energy Crisis and Environmental Issues	
	24.		
13.	25.		
	26.		

14.	27.	The Clash of Civilizations: The West Vs Islam, the issue of Fundamentalism
	28.	
15.	29.	The politics of North-South: Capitalism & Democracy in the Developing World
	30.	
16.	31.	Post 9/11 Era: the Bush Doctrine & the issue of Terrorism: Its implications on the world politics
	32.	US Drawdown from Afghanistan and Its Implications, The role of International Actors
END TERM EXAM		

Course Title: Chinese Language-II

Course Code:

Credit Hours: 3+0

COURSE DESCRIPTIONS/OBJECTIVES:

- Chinese language course aims at acquisition of the usual basic language skills of reading, writing and speaking Chinese language at beginner level. Not only it will nourish student's ability to understand basic grammar but will also let students learn Chinese characters in order to be able to communicate effectively in real Chinese situations.

INTENDED COURSE LEARNING OUTCOMES:

- Upon successful completion of this course students will be able to:
- Acquire basic language skills of modern Chinese
- Obtain basic Chinese language skills of listening, speaking, reading and writing
- Read short texts
- Master basic sentence patterns and use them to produce sentences
- Conduct simple conversations in Chinese

RECOMMENDED TEXT BOOKS

- Elementary Chinese textbooks by Dr. Aftab Azeem
- Road to success lover elementary (成功之路起步篇) by ZhangHui

REFERENCE BOOKS:

- Practical Chinese Reader volume I, Beijing Language and culture Press by Lu Xun
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ASSESSMENT INSTRUMENT WITH WEIGHT:

S.NO	ITEMS	MARKS
1	Mid Term exam	25
2	End term exam	40
3	Internal evaluation breakdown:	
	Quiz	05
	Assignments	10
	Class participation	10
	Spoken Projects/ viva	10
	Total	35
	Grand Total	100

WEEK WISE COURSE CONTENT:

WEEK	LECTURE	TOPICS TO BE COVER
1	1	Recalling Of Chinese 1 Course
	2	<ul style="list-style-type: none"> ➤ Course II Outline & And Assessment Criteria ➤ Phonetics & Syllable Revision
2	3	Chapter 1: wǒ jiào dà wéi. (我叫大为) My Name Is David
	4	<ul style="list-style-type: none"> ➤ Text, New Words And Translation, Notes On Third Tone Sandhi Of “不”, ➤ The “是” Sentence, Interrogative Sentences With “吗”, Adverb “也”
3	5	Chapter 2: zhè shì ānnī dì dìtú. (这是安妮的地图) This Is Annie's Map
	6	<ul style="list-style-type: none"> ➤ Notes On Chinese Phonetics, Tone Sandhi Of “一” Yi, ➤ The Structural Particle “的” And “有” Sentences
4	7	Revision Of First 2 Chapters, Exercises And Conversational Practice
	8	➤ Quiz And Other Class Activities Like Dialogues Practice
5	9	Chapter 3: nǐ jiā yǒu jǐ kǒu rén. How many people are there in your family?
	10	<ul style="list-style-type: none"> ➤ The Interrogative Sentence with Interrogative Pronouns ➤ Personal Pronouns As Attributives
6	11	Chapter 4: nǐmen bān yǒu duōshǎo gè xuéshēng how many students are...?
	12	<ul style="list-style-type: none"> ➤ New Words, Text Translation and Conversational Practice. ➤ Counting Numbers Up To 1000, Studying The Use Of 几 And 多少
7	13	➤ Revision Of All Previous Chapters
	14	➤ Preparing For Viva
MID TERM EXAMS		
MID TERM BREAK		
8	15	Chapter 5: wǒ de shēngrì shì wǔ yuè jiǔ hào. My Birthday Is May 9th
	16	Ways To Expressing Date In Chinese Sentences With Adjective Predicates
9	17	Chapter 6: wǒmen shàngwǔ bā diǎn bàn shàngkè. We have class at 8:30 am
	18	Ways of Expressing Time in Chinese Time Words As Adverbials In Chinese
10	19	Revision Of Chapters 5 & 6, Discussing About Quiz And Assignments
	20	Class Activity Like Dialogue Practice And Quiz
11	21	Chapter 7: yínháng zài nǎ er? 银行在哪儿? Where is the bank?
	22	Nouns Of Locality And Location/ Ways To Express Location In Chinese
12	23	Chapter 8: Qiáng shàng yǒuyī zhāng zhōngguó dìtú. There is a map of...
	24	The “有” Sentences And Nouns Of Locality(2)
13	25	Comprehensive Quiz
	26	Revision Of Course Content, Touching All The Important Points
14	27	Viva Practice
	28	Viva
15&16	END TERM EXAMS	

Course Title: Business Psychology

Course Code:

Credit Hours: 3+0

Course Instructor:

PREREQUISITES:

Psychological Applications, Business Ethics

COURSE OBJECTIVES:

A basic business psychology education program whereby the students are expected to learn about the following concepts:

- Human behavior, motivations and attitudes at work
- The psychology of leadership, coaching and marketing
- Personnel selection, training and assessment
- Communication, conflict resolution and negotiation
- Research design and methods

LEARNING OUTCOMES:

The concepts and techniques learnt through this course will help students in a number of ways, including:

1. Have developed interpersonal skills required to work collaboratively with other professionals and stakeholders
2. Have a sound working knowledge of people and behaviors in multidisciplinary environments
3. Be capable of applying theoretical and empirical knowledge in a real world context
4. Be skilled in applying research methods and the practical application of human psychology
5. Have ethical awareness, professional practice and ability to arrive at appropriate and ethical solutions to applied psychology applications
6. Be able to analyze needs of organizations to make informed decisions regarding applied psychological issues
7. Have an understanding of theories of leadership and organizational change
8. Be able to contextualize and integrate psychological theory of individuals, groups, and the organization

REFERENCE MATERIAL:

Work and Organizational Psychology by Nik Chmiel

Influence: The Psychology of Persuasion, by Robert B. Cialdini and George Newbern

Mindset: The new Psychology of Success, by Carol Dweck and Marguerite Gavin

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Foundation of Applied Psychology
	2.	Psychological skills in work place
2.	3.	Work Motivation
	4.	Work Attitudes and Job Satisfaction
3.	5.	Emotion at Work
	6.	Personality and Value
4.	7.	Psychology of Coaching
	8.	Psychology of Leadership
5.	9.	Introduction to Human Factors
	10.	Human Behavior
6.	11.	Organizational Diversity
	12.	Change Management
7.	13.	Work Stress Management
	14.	Case study on Stress Management
MID TERM EXAMS		
MID TERM BREAK		
8.	15.	Communication Skill
	16.	Improving Communication
9.	17.	Gender & Social Psychology
	18.	Sensation & Perception
10.	19.	Effects of Social Environment
	20.	Psychology for Marketing
11.	21.	Effects of Social environments
	22.	Measures to improve Social environments
12.	23.	Attitude makes personality
	24.	Ways of Improving Personal Attitude
13.	25.	Negotiation Skills
	26.	Interviewing and Assessment

Specialization Courses (Finance)

Course Title: Financial Reporting and Analysis

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Fundamentals of Accounting, Financial Accounting, Cost Accounting, Introduction to Finance, Financial Management

Course Description:

This course is an introduction to financial statement analysis, aiming to provide you the basic skills and techniques to analyse financial statements for the purpose of valuation. You will learn how to evaluate financial statements and perform prospective, credit, and equity analyses. Students will also learn how to recast and adjust financial statements to obtain a better estimate of earning power.

Course Objectives:

Financial reports are the primary means by which managers communicate company results to investors, creditors and analysts. These parties use the reports to judge company performance, to assess creditworthiness, to predict future financial performance, and to analyse possible acquisitions and take-overs. Users of financial statements must be able to meaningfully interpret financial reports, construct measures of financial performance and analyse the reporting choices made by companies. Also, since company managers choose accounting techniques when making their reports, users must learn to undo the effects of these accounting choices. The purpose of this course is to give the foundation for such analysis.

LEARNING OUTCOMES:

On completion of this course unit, successful students will be able to:

- ✓ Calculate and interpret a range of accounting ratios from the financial statements of large companies;
- ✓ Appreciate the complex nature of real life financial statement ratio calculations;
- ✓ Understand the role of, and draw upon, the strategic (competitive and sustainability) context of a business in interpreting that business's financial statements;
- ✓ Effectively interpret financial statements from the perspective of the forward-looking information needs of different stakeholders;
- ✓ Understand a range of factors that can indicate the quality and reliability of financial statement information;
- ✓ Appreciate the various sources of data that may be useful in analyzing the position, performance and future prospects of a firm

TEXTBOOKS (OR COURSE MATERIALS):

- The Analysis and use of Financial Statements (3rd Edition) By:Gerald I. White, Ashwinpaul C. Sondhi, and Dov Fried.
- Financial Statement Analysis Using Financial Accounting Information (7th Edition) By: Charles H. Gibson

ASSESSMENT INSTRUMENTS WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25

2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	
		100

Week	Lecture	TOPICS TO BE COVERED
1.	1.	Introduction to Analysis of Financial Statements, Utilization and Practicality of the Course
	2.	Framework for Financial Statements Analysis Need for financial statement analysis, Users of financial statements Principal financial statements Qualitative characteristics of accounting data Chapter # 1 (Sondhi) Chapter # 1 (Gibson)
2.	3.	Framework for Financial Statements Analysis.... GAAP Chapter # 1 (Sondhi) Chapter # 1 (Gibson)
	4.	Accounting Policies and their Impact on Financial Analysis.... Overview of Accounting Cycle Auditor's Report and its types Chapter # 2 (Sondhi) Chapter # 2 (Gibson)
3.	5.	Accounting Policies and their Impact on Financial Analysis.... The accrual concept of income Revenue recognition methods Percentage-of-Completion Method Completed contract method Chapter # 2 (Sondhi) Chapter # 2 (Gibson)
	6.	Accounting Policies and their impact on Financial Analysis..... Nonrecurring items Adjustments for Nonrecurring items Management Discretion and Earnings Manipulation Chapter # 2 (Sondhi)
4.	7.	Cash Flow Statement Analysis Need for a Cash Flow Statement Importance of Cash Flow Statement Chapter # 3 (Sondhi) Chapter # 11 (Gibson)
	8.	Cash Flow Statement Analysis.... Basic Elements of Cash Flow statement Cash Flow Classification Issues Chapter # 3 (Sondhi) Chapter # 11 (Gibson)
5.	9.	Cash Flow Statement Analysis.... Direct and Indirect cash flow method Preparation of Cash Flow Statement Chapter # 3 (Sondhi) Chapter # 11 (Gibson)
	10.	Cash Flow Statement Analysis.... Analysis of cash flow information Free Cash Flows and Valuation Chapter # 3 (Sondhi) Chapter # 11 (Gibson)
6.	11.	Foundations of Ratio and Financial Analysis Purpose and use of ratio analysis

		Cautionary Note Chapter # 4 (Sondhi) Chapter # 5 (Gibson)
	12	Foundations of Ratio and Financial Analysis..... Common size statements Vertical and Horizontal Analysis Case Study: Cooper Tire & Rubber Company. Chapter # 4 (Sondhi) Chapter # 5 (Gibson)
7.	13.	Foundations of Ratio and Financial cont... Categories of ratios: Liquidity analysis Chapter # 4 (Sondhi) Chapter # 5 & 7 (Gibson)
	14.	Foundations of Ratio and Financial cont... Activity analysis Profitability analysis Chapter # 4 (Sondhi) Chapter # 5 & 7 (Gibson)
MID TERM EXAMS		
MID TERM BREAK		
8.	15.	Foundations of Ratio and Financial cont... Long-term debt and solvency analysis Ratios: An integrated analysis Chapter # 4 (Sondhi) Chapter # 8 & 9 (Gibson)
	16.	Foundations of Ratio and Financial cont... Earnings per share and other ratios used in valuation Trend Analysis Chapter # 4 (Sondhi) Chapter # 10 (Gibson)
9.	17.	Foundations of Ratio and Financial cont... Operating and financial leverage Leverage and its effect on earnings Chapter # 4 (Sondhi) Chapter # 6 & 10 (Gibson)
	18.	Foundations of Ratio and Financial cont... Operating and financial leverage Leverage and its effect on earnings Case Study: "The Case of the Beleaguered, Burgled Balance Sheet" Chapter # 4 (Sondhi) Chapter # 6 & 10 (Gibson)
10.	19.	Statement Analysis for Special Industries: Banks, Utilities, Oil and Gas, Transportation, Insurance, Real Estate Companies Chapter # 15 (Gibson)
	20.	Statement Analysis for Special Industries: Banks, Utilities, Oil and Gas, Transportation, Insurance, Real Estate Companies Chapter # 15 (Gibson)
11.	21.	Statement Analysis for Special Industries: Banks, Utilities, Oil and Gas, Transportation, Insurance, Real Estate Companies Chapter # 15 (Gibson)
	22.	Statement Analysis for Special Industries: Banks, Utilities, Oil and Gas, Transportation, Insurance, Real Estate Companies Chapter # 15 (Gibson)
12.	23.	Analysis of Inventories Inventory and cost of goods sold: Basic relationships LIFO Versus FIFO: Income, Cash flow, and working capital effect Chapter # 6 (Sondhi) Chapter # 7 (Gibson, p. 265)

	24.	Analysis of Inventories Inventory and cost of goods sold: Basic relationships LIFO Versus FIFO: Income, Cash flow, and working capital effect Chapter # 6 (Sondhi) Chapter # 7 (Gibson, p. 265)
13.	25.	Analysis of Inventories cont... Adjustments from LIFO to FIFO Financial ratio: LIFO Versus FIFO Chapter # 6 (Sondhi) Chapter # 7 (Gibson, p. 265)
	26.	Analysis of Inventories cont... Adjustments from LIFO to FIFO Financial ratio: LIFO Versus FIFO Chapter # 6 (Sondhi) Chapter # 7 (Gibson, p. 265)
14.	27.	Financial Planning and Forecasting Introduction to basic financial planning models A simple financial planning model The Percentage of sales approach Chapter # 4 (Ross/Westerfield/Jordan) Chapter # 18 (Brealey/Myers/Marcus)
	28.	Financial Planning and Forecasting..... Additional/External fund needed Additional/External financing and growth Chapter # 4 (Ross/Westerfield/Jordan) Chapter # 18 (Brealey/Myers/Marcus)
END TERM EXAMS		

Course Title: Corporate Finance

Course Code:

Credit Hours: 3+0

Course Instructor:

PREREQUISITES

Financial Accounting, Financial Management

COURSE DESCRIPTION/OBJECTIVES

Every decision that a business makes has financial implications, and any decision which affects the finances of a business is a corporate finance decision. The objectives of the course is;

- to provide the students basic concepts of corporate finance
- to provide students with an in-depth knowledge of business finance concepts, principles and methods and
- to develop the ability and skills to develop finance concepts to be applied in different organizations.
- to help the students to understand the financial problems faced by the business today, as well as the best way to solve these problems

INTENDED COURSE LEARNING OUTCOMES

After studying this course the students would be able to:

- Understand the importance of a firms cost of capital and be able to estimate it from given capital structure.
- Be able to use basic capital budgeting tools like Net present value, and internal rate of return to determine the desirability of both long term and short term capital investment.
- Understand and be able to analyze the difference between investment decisions and financial decisions and apply them in their businesses.
- Understand the impact of capital structure decisions and be able to perform break-even analysis.
- Be able to understand the concept of Dividend policies and apply them in business decisions.

RECOMMENDED TEXTBOOKS:

- Fundamentals of Corporate Finance by Ross, Westerfield and Jordon, 8th Edition (or latest edition)
- Fundamentals of Corporate Finance by Richard, Myers and Marcus, 7th Edition (or latest edition)
- Corporate Finance Theory by William L Megginson

REFERENCE BOOKS:

- Financial Management & Policy By James C Van Horne, 12th Edition (or latest edition)
- Theory and problems of Financial Management By M Y Khan & P K Jain, 5th Edition (or latest edition)

ASSESSMENT INSTRUMENTS WITH WEIGHTS:

S.NO	Items	Marks
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Quiz(s)	5
	Assignments(s)	10
	Project	10
	Presentations	10
	Total	35
	Grand Total	100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	<p><u>Introduction to Corporate Finance:</u> Objective, corporate finance & the financial manager, financial statements and financial corporate decisions Scope/difference between accounting, finance, financial management and corporate finance</p>
	2.	<p>Hierarchy of a corporation, stakeholders, agency problem and control of the corporation, ways to resolve agency with the concept of Corporate governance and CSR Difference between acquisition, financing and dividend policy decisions. Difference between valuation decisions and capital budgeting decisions</p>
2.	3.	<p>The Cost of Capital verses required rate of return Cost of debt & preference share capital</p>
	4.	<p>Cost of Common stock by using discount model/Gordon Model & CAPM Weighted average cost of capital & Required rate of return</p>
3.	5.	<p style="text-align: center;"><u>FINANCING DECISION</u></p> <p><u>Theory of Capital Structure:</u> Introduction to the theory, Assumptions, definitions and symbols.</p>
	6.	<p>Theory of capital structure. Contd.. Net Income approach to capital structure, Net Operating Income approach. Assumptions and requirements of both approaches. Comparison of both methods.</p>
4.	7.	<p>Theory of capital structure. Contd.. Modigliani Miller approach to capital structure. Assumptions and theories. Arbitrage principles</p>
	8.	<p>Theory of capital structure. Contd.. Arbitrage vs Reverse Arbitrage principles.</p>
5.	9.	<p>Theory of capital structure. Contd.. Traditional Approach to capital structure theory.</p>
	10.	<p>Contd.. Traditional Approach to capital structure theory.</p>
6.	11.	<p><u>Designing capital structure:</u> EBIT-EPS chart. How to incorporate different alternatives in decision making. EBIT-EPS indifference point.</p>
	12.	<p>Designing capital structure: contd.... Graphical analysis of EBIT-EPS point. How to calculate indifference point. Decision making and role of managers in decision making.</p>
7.	13.	<p>Designing capital structure: contd.. EBIT-EPS indifference point</p>
	14.	<p>Decision Making and Indifference Point (EBIT-EPS)</p>
MID TERM EXAMINATION		
8.	15.	<p>Result Display</p>
	16.	<p style="text-align: center;">INVESTING DECISIONS</p> <p>Lease financing: Features of lease, finance lease and operating lease, sale and lease back single investor vs leveraged lease, accounting and tax treatment of lease</p>
9.	17.	<p>Lease financing: contd.. Comparison of Leasing vs debt financing. Lease payments made at the end of time Payments made in arrear, Lease buy or borrower decisions.</p>
	18.	<p><u>Mergers. Amalgamations and acquisitions/takeovers: contd...</u> Definition, classification of acquisitions. reasons for mergers and acquisitions Financial Framework: Evaluating a potential merger, Determining Firm's Value (Book Value, Appraisal Value, and Market Value).</p>
10.	19.	<p>Mergers. Amalgamations and acquisitions/takeovers: contd.. Earnings impact and market value impact. Bootstrapping EPS, Mergers as Capital Budgeting, Net Present Value Approach, Acquisitions and Valuation</p>

		matters (Accounting for mergers)
	20.	Mergers. Amalgamations and acquisitions/takeovers: contd.. Purchase Vs Pooling of Interest method. tax Aspects of mergers, Divestitures, spin offs, sell offs, LBO's
11.	21.	Mergers. Amalgamations and acquisitions/takeovers: contd.. Mergers as a capital budgeting decisions
	22.	Steps for preparing a combined balance sheet,
12.	23.	DIVIDEND POLICY DECISIONS Concept of dividend, stock dividend, dividend splits.
	24.	<u>Dividends and valuations:</u> Introduction, passive Vs active dividend policy, dividend policy theories,
13.	25.	Dividend and valuations: contd... Factors influencing dividend policy, stock dividends and stock splits, stock repurchase
	26.	<u>Determinants of dividend policy:</u> Dividends payout ratio, stability of dividend, owner's contribution, bonus shares and stock splits.
14.	27.	Refunding operations Calling debt before maturity, Why do corporations call debt before maturity
	28.	Cost benefit analysis of refunding operations.
		END TERM EXAMINATION

Course Title: Financial Risk Management

Course Code:

Credit Hours: 03

Course Instructor:

Prerequisites: Financial Management, Financial Accounting

Textbooks (or course materials):

Financial Markets & Institutions: An introduction to Risk Management Approach by Anthony Saunders and Marcia Millon Cornett

Analysis of Derivatives by Don M. Chance.

Course Description:

The course explains the risk management types and techniques and its application in the financial and non-financial institutions. The speculative hedging approaches critically demonstrate the management objective risk.

Reference Material:

Investment Analysis and Portfolio Management, 8th Edition, Frank K. Reilly and Keith C. Brown

Course Objectives:

1. To acquaint the students with the categories of risk
2. To demonstrate the hedging approaches to manage risk
3. Introduction to derivatives markets and tools

Course Outcomes:

Technical knowledge about the management of risk in financial and non-financial institutions

Assessment Instrument with weights:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

Course Content

Week No.	Lecture No.	Topics to be covered
1	1	Overview of the course/ various types of financing
	2	Financial Markets and their role in the global economic system
2	3	Emerging trends in the global Financial Markets
	4	What is Risk, types of risk, categories of risk
3	5	Pre-loss and Post loss objectives of Risk, Risk Management
	6	Process of Risk Management, Matrix of Risk Management
4	7	Financial Risk Management, Types of risks incurred by Financial Institutions
	8	Estimation techniques of Risk Management
5	9	Interest Rate Risk,
	10	Repricing Model, Weakness of Repricing Model
6	11	Duration + Numericals
	12	Credit Risk, 5'Cs of Credit, NPLs/ Provisions, Real Estate Lending
7	13	ROA, Altman Z-score, RAROC
	14	Ratios, Internal Credit Risk Rating System
MID TERM EXAMS		
MID BREAK		
8	15	Liquidity Risk, Causes/ Liquidity Plan
	16	Liquidity Index, Financial Gap/ Requirements
9	17	Numericals – Liquidity Risk
	18	Managing Market Risk\ Value at Risk
10	19	Simulation/ Back Simulation Approach
	20	Operational Risk
11	21	Types of Operational Risk and its practical aspects
	22	Derivatives, Introduction and Pakistan's Perspective
12	23	Importance of Derivatives, How derivatives are Traded, How derivatives are Used
	24	Future Market (Advantages and Disadvantages)
13	25	Forward Market (Advantages and Disadvantages), Difference between forwards and futures
	26	Hedging, Options and its type
14	27	SWAPS, Caps, Floors and Collars
	28	Country Risk and its Importance
END TERM EXAMS		

Course Title: Investment & Portfolio Management
Course Code: BBA (ALL LEVELS), BSAF, MBA (ALL LEVELS)
Credit Hours: 3+0
Course Instructor:

Prerequisites: Financial Accounting, Cost Accounting, Financial Management

Course Description:

This course is intended to introduce the concepts and tools of security analysis and portfolio management. The course content covers market structure and trade execution, client characteristics and their effect on portfolio construction, the asset allocation decisions, the security allocation decisions by considering the risk and return, market efficiency and trading strategies. In addition, selected topics related to portfolio risk management and portfolio performance evaluation will be discussed.

Course Objectives:

The objective of the course is to enable students;

- to study the theory and empirical evidence relevant to portfolio management.
- to understand how an investment professional would allocate funds in a hypothetical portfolio.
- to analyse the functioning of capital markets, estimation of capital market indexes, trade-off between risk and return, optimal portfolio selection, equilibrium asset pricing models, and portfolio performance evaluation.
- to emphasis on the development of techniques that should be part of the tool kit of those interested in becoming professional investors and/or researchers in finance.

Course Learning Outcomes:

At the completion of this course students shall:

1. be able to understand investment, the holding period return and yields
2. be able to differentiate between Arithmetic and Geometric Mean returns and yields
3. be able to differentiate systematic and unsystematic risk
4. be able to analyse the fundamental risk factors and their influence on required rate of return
5. be able to differentiate between nominal and real rate of return
6. be able to describe the investment management process and understand the role of investment policy statement, objectives and strategy in the portfolio construction process
7. be able to understand the importance of assets allocation, the characteristics of financial assets and the global investment alternatives
8. be able to understand the functioning of financial/capital markets within the Pakistani context
9. be familiar with stock market indexes and the methods to calculate difference indexes
10. be familiar with the market efficiency and the different forms of Efficient Market Hypothesis
11. be able to calculate the risk and return of individual securities and portfolio
12. be familiar with the concepts of modern portfolio theory and have an understanding of asset pricing models (CAPM, APT)
13. be able to an understand the influence of micro & macro-economic factors on securities markets and the pricing of financial assets
14. understand the evaluation of portfolio performance and apply various performance evaluation techniques

Textbooks (or Course Materials):

- ▶ *“Analysis of Investment & Management of Portfolios”* by Frank K. Reilly and Keith C. Brown (10th or latter edition)
- ▶ *“Investments Analysis and Management”* by Charles P. Jones
- ▶ *“Investments”* by Bodie Zvi, Kane Alex, and Marcus Alan

Reference Material:

ASSESSMENT INSTRUMENTS WITH WEIGHTS:

S.NO	Items	Marks
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Quiz(s)	5
	Assignments(s)	10
	Final Project & Presentation	20
	Total	<u>35</u>
	Grand Total	<u>100</u>

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1	1.	The Investment Setting <ul style="list-style-type: none"> ▶ Revisions of Finance basics ▶ What is an investment?
	2.	<ul style="list-style-type: none"> ▶ Investments: background and issues ▶ Measuring risk and return ▶ Measures of historical/expected rates of return
2	3.	The Investment Setting.... <ul style="list-style-type: none"> ▶ Risk measures for historical/expected returns ▶ Determinants of required rates of return
	4.	<ul style="list-style-type: none"> ▶ Nominal and real risk free rate ▶ Risk premium ▶ Risk Premium and portfolio theory
3	5.	<ul style="list-style-type: none"> ▶ Relationship between Risk and Return ▶ SML line ▶ Changes in the SML line
	6.	The Asset Allocation Decisions <ul style="list-style-type: none"> ▶ Individual Investor Lifecycle ▶ The Portfolio Management Process ▶ The need for Policy Statement ▶ Input to the Policy Statement
4	7.	<ul style="list-style-type: none"> ▶ The importance of asset allocation ▶ Objectives and Constraints of Institutional Investors
	8.	Setting investment in a Global Market <ul style="list-style-type: none"> ▶ The case for global investments ▶ Global Investment Choices <ul style="list-style-type: none"> ▶ Fixed-Income Investments ▶ Equity Investments
5	9.	<ul style="list-style-type: none"> ▶ Special Equity Instruments <ul style="list-style-type: none"> ▶ Options
	10.	<ul style="list-style-type: none"> ▶ Futures Contracts ▶ Historical Risk and Return on Alternative Investments
6	11.	Organization and Functioning of Securities Markets <ul style="list-style-type: none"> ▶ What is Market? ▶ Types of Markets
	12.	<ul style="list-style-type: none"> ▶ Money Vs Capital Markets ▶ Primary Vs Capital Markets ▶ Debt Vs Equity Markets ▶ Regional exchanges and the over-the-counter market ▶ Detailed Analysis of Exchange Markets

		<ul style="list-style-type: none"> ▶ How Securities are traded ▶ Types of Orders ▶ Changes in the Securities Markets
7	13.	Security Market Indicator Series <ul style="list-style-type: none"> ▶ Uses of Security Market Indexes ▶ Differentiating Factors in Constructing Market Indexes
	14.	<ul style="list-style-type: none"> ▶ Stock Market Indicator Series <ul style="list-style-type: none"> ▶ Value-Weighted Series ▶ Price-Weighted Series ▶ Un-weighted or Equal-Weighted Series
MID TERM EXAMS		
8	15.	<ul style="list-style-type: none"> ▶ Result D ▶ Annual security risk-returns and correlations ▶ Comparison of Indexes Over Time
	16.	Efficient Capital Markets <ul style="list-style-type: none"> ▶ Why should capital markets be efficient? ▶ Alternative efficient market hypotheses ▶ Implications of efficient capital markets
9	17.	<ul style="list-style-type: none"> ▶ Tests and results of efficient market hypotheses ▶ Weak form hypothesis: Tests and results ▶ Semi-strong form hypothesis: Tests and results
	18.	<ul style="list-style-type: none"> ▶ Strong form hypothesis: Tests and results An Introduction to Portfolio Management <ul style="list-style-type: none"> ▶ Background assumptions ▶ Markowitz portfolio theory
10	19.	<ul style="list-style-type: none"> ▶ Risk and return of a portfolio ▶ Measuring risk and return
	20.	<ul style="list-style-type: none"> ▶ Expected return for individual investment ▶ Expected return for a portfolio Variance and standard deviation of return for an individual investment
11	21.	Introduction to Portfolio Management.... <ul style="list-style-type: none"> ▶ Variance and standard deviation of return for a portfolio
	22.	<ul style="list-style-type: none"> ▶ More than two assets portfolio and estimation issues ▶ The efficient frontier ▶ The efficient frontier and investor utility
12	23.	An Introduction to Asset Pricing Model <ul style="list-style-type: none"> ▶ Capital market theory: An overview ▶ Risk-free asset
	24.	<ul style="list-style-type: none"> ▶ Market portfolio ▶ The Capital Asset Pricing Model: Expected return and risk
13	25.	<ul style="list-style-type: none"> ▶ Relaxing the assumptions <ul style="list-style-type: none"> ▶ Differentiating borrowing and lending rates ▶ Transaction costs ▶ Heterogeneous expectations and planning periods Taxes
	26.	Multifactor models of risk & Return <ul style="list-style-type: none"> ▶ The market portfolio: theory versus practice
14	27.	<ul style="list-style-type: none"> ▶ Arbitrage Pricing Theory
	28.	<ul style="list-style-type: none"> ▶ Using the APT
END TERM EXAMS		

Course Title: Islamic Banking and Finance

Course Code: BBA, BCOM, BSAF,MBA

sCredit Hours: 03

Course Instructor:

PREREQUISITES: Accounting

COURSE DESCRIPTION/OBJECTIVES

Islamic banking and finance is one of the emerging fields of Business Administration. The objectives of the course are;

- 1) to orient the students with contemporary accounting practices for Islamic Financial Institutions;
- 2) to enable the students understand the separate accounting treatment of products of Islamic Finance under AAOIFI frameworks.
- 3) to analyze Islamic products/instruments used in Islamic capital markets

INTENDED COURSE LEARNING OUTCOMES

After studying this course the students shall be able to:

- 1) compare and contrast the Islamic finance from conventional finance.
- 2) apply the accounting standards on the Islamic products based on various business problems
- 3) analytically interpret the Islamic products in light of the conventional products.

RECOMMENDED TEXTBOOKS

- Accounting, Auditing and Governance Standards: For Islamic Financial Institutions (1422H - 2001) - by Abdul Malik Yousef Al Hamar Publisher AAOIFI.
- An Introduction to Islamic Finance by Muhammad Taqi Usmani, Latest Edition, Quranic Studies Publishers.

REFERENCE BOOKS

- Meezan bank's guide to Islamic banking by Muhammad Imran Ashraf Usmani, Darul Ishaat
- Understanding Islamic Finance by Muhammad Ayub, Latest Edition

EVALUATION CRITERIA

S.NO	Items	Marks
1.	Mid Term Exam	25
2.	End Term Exam	40
3.	Internal Evaluation Breakdown	
	Quiz(s)	5
	2X Assignments(s)	10
	Class Participation	
	Presentations	10
	Case Discussion	
	Lab Work/Practical Project	10
	Any Other	
	Total	35
	Grand Total	100

Course Content

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Basic Principles of Islamic Economic Set-Up: Belief in Divine Guidance, Capitalist and Islamic Economy
	2.	Asset-Backed Financing, Capital and Entrepreneur
2.	3.	Present Practices and Performance of Islamic Banks
	4.	Introduction of AAOIFI: Alternative Financial Reporting Framework – AAOIFI
3.	5.	Objectives and Conceptual Framework of AAOIFI, Organizational Structure of AAOIFI
	6.	Concepts of Aqaid, Shariah, Ibadat and Muamalat
4.	7.	(Contd.) Concepts of Aqaid, Shariah, Ibadat and Muamalat
	8.	Sources of Shariah, Ijma, Qiyas, Ijtehaad
5.	9.	Riba and its types: Prohibition of Riba in Quran and Hadith
	10.	Musharakah: Basic Rules of financing
6.	11.	Recognition and Measurement of Musharakah Financing
	12.	Mudarabah, Rules of Mudarabah Financing,
7.	13.	Securitization of Musharakah and Mudarabah
	14.	Diminishing Musharakah
MID TERM EXAM		
8	19.	Result Display
	20.	Murabahah: Basic Rules of Sale, Basic Features of Murabahah Financing, Securitization, Rebate on Earlier Payment
9.	21.	Salam and Parallel Salam
	22.	Apply and discuss the recognition and measurement of Salam and Parallel Salam
10.	23.	Istisna'a and Parallel Istisna'a
	24.	Apply and discuss the recognition and measurement of Istisna'a
11.	25.	Ijarah: Basis Rules of Leasing
	26.	Apply and discuss the recognition and measurement of Ijarah
12.	27.	Zakat accounting
	28.	Understand the concept of Zakat Apply and discuss the recognition and measurement of Zakat in businesses
13.	29.	Investment accounts: Sukuk and Takaful: Understand the Treatment of Investment Accounts under AAOIFI Framework
		Islamic Investment Funds: Equity Fund, Ijarah Fund, Commodity Fund, Murabahah Fund, Mixed Fund
14.	29	The Principle of Limited Liability
	30.	Project Presentations

Specialization Courses (HR)

Course Title: Organizational Development

Course Code: HR-573

Credit Hours: 3+0

Course Instructor:

Prerequisites:

- **Students should be specialized in Human Resources Management.**
- **Students should know the basic concept of change and development.**

COURSE DESCRIPTION/OBJECTIVES:

1. Course is specifically designed around change management and organizational development interventions around human and other organizational aspects.
2. The course is about the study of behavioral science techniques to improve organizational health and effectiveness, internal relationships and problem-solving capabilities.
3. Organizational learning, transition processes, changing values, diversity of labor forces and other challenges put forward by globalization are some of the topics discussed.

INTENDED COURSE LEARNING OUTCOMES

- Establishing relationships with key personnel in the organization (often called "entering" and "contracting" with the organization);
- Researching and evaluating systems in the organization to understand dysfunctions and/or goals of the systems in the organization ("diagnosing" the systems in the organization);
- Identifying approaches (or "interventions") to improve effectiveness of the organization and its people;
- Applying approaches to improve effectiveness (methods of "planned change" in the organization),
- Evaluating the ongoing effectiveness of the approaches and their results.

RECOMMENDED TEXT BOOK

Organizational Development & Change

By: Dianne M Waddell, Thomas G Cummings & Christopher G Worley

REFERENCE BOOKS

Harvard business review and case studies

ASSESSMENT INSTRUMENT WITH WEIGHTS

S.NO	Items	Marks
1.	Mid Term Exam	25
2.	End Term Exam	40
3.	Internal Evaluation Breakdown	
	Quiz(s)	
	Assignments(s)	
	Class Participation	
	Presentations	
	Case Discussion	
	Lab Work/Practical Project	
	Any Other	

	Total	35	35
	Grand Total		100

COURSE CONTENT

Week No	Lecture No	TOPICS TO BE COVERED
1.	1.	Introduction of OD
	2.	Organization Development- an overview
2.	3.	Need for OD; genesis of challenges; definition
	4.	characteristics of OD; contributions
3.	5.	Presentation of history of OD
	6.	The planned change
4.	7.	Theories of planned change
	8.	Cont.....
5.	9.	Dimensions of planned change
	10.	Cont.....
6.	11.	Characteristics of OD practitioners
	12.	Cont.....
7.	13.	Internal versus external OD practitioners and Skills of OD practitioners
	14.	Revision
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Evaluating and institutionalizing O D interventions
	16.	Cont.....
9.	17.	Human resource interventions: interpersonal and group process approach;
	18.	Cont.....
10.	19.	Organization process approach of HR interventions
	20.	Cont.....
11.	21.	Techno-structural interventions
	22.	Cont.....
12.	23.	Human resource management interventions
	24.	Cont.....
13.	25.	Strategic interventions
	26.	Evaluating and institutionalizing O D interventions
14.	27.	Cont.....
	28.	Human resource interventions: interpersonal and group process approach;
		END TERM EXAMS

Course Title: Career Management and Planning

Course Code:

Credit Hours: 03

Course Instructor:

Prerequisites:

Career Management and Planning is a specialized subject and assumes that the student must have basic understanding of human resource management and management's concepts and strategies.

COURSE DESCRIPTION:

Career management is conscious planning of one's activities and engagements in the jobs one undertakes in the course of his life for better fulfilment, growth and financial stability. It is a sequential process that starts from an understanding of oneself and encompasses occupational awareness. An individual's career is the sole source of one's natural expression of self. It is an integral component of one's life and therefore the need for its management. Career management is more or less like the organizational management; after all an organization is nothing but an assortment of individuals.

The process of career management begins with the formulation of goals and objectives those that are short term or meant to be achieved in the short run. This is a tedious task compared to a long-term career goal which is more or visionary in nature. Since the objective is short term or immediate, it is more of action oriented. Second it demands achievement every day, every moment. However more specific, measurable and achievable the goals are, greater the chances of the management plan bearing fruit. Achievement of goal requires a well chalked strategy, which implies a plan of action to achieve the goal. This has to be followed by drafting or establishment of procedures / policies / norms or rules that govern action or practice. The final step in the career management process is evaluation of the career management plan for ensuring that progress is being made or if there is a need to introduce some changes in the latter.

COURSE OBJECTIVES:

The course aims at:

1. Providing the students with insight of different aspects of career management and planning.
2. Helping students develop a thorough understanding of theory and research in the area of career management and planning so that they may develop their own career.
3. Creating understanding about one's potential and knowing the possible career paths.
4. Helping the students to develop decision making and analytical skills required in understanding and dealing with career issues.

INTENDED COURSE LEARNING OUTCOMES:

After successful completion of this course, students will be able to:

- a. Initiate and manage their job search process better.
- b. Explain the characteristics and criteria for career management.
- c. Use a framework and a set of guidelines that can serve as a career management "map" throughout their live.
- d. Identify factors influencing employees and their careers;
- e. Identify their career paths that best suits their values, interests, abilities and personalities.
- f. Make their career decisions proficiently.
- g. Write a business research paper preferably on CMP.

RECOMMENDED TEXT BOOK

Career Management, 3rd Edition, by Jeffrey.H.Greenhaus, Gerard.A.Callanan

REFERENCE BOOKS

Career Management Secrets 2010 Edition, by Carolyn Boyes.

Personality Development and Career Management: A Pragmatic Perspective, 3rd Edition, by R M Onkar.

Handbook of Career Management by Saiki Danyi

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Overview of HRM
	2.	Overview of HRM
2.	3.	Learning Objectives, Importance of CMP in HR practices
	4.	Learning Objectives, Importance of CMP in HR practices
3.	5.	Role of Training and Development in Career Management and Planning.
	6.	Five pillars of your personality development & career advancement (chapter no.1 <i>Personality Development and Career Management: A Pragmatic Perspective, 3rd Edition, by R M Onkar</i>)
4.	7.	Identify the reasons why companies should help employees manage their careers.
	8.	Why and how the concept of a career has changed.
5.	9.	The development tasks and activities in the career development process.
	10.	Value of Career Motivation
6.	11.	Comparison of Traditional Career and Protean Career
	12.	Discuss the role of the web in career management. Effectively perform the manager's role in career management.
7.	13.	Career Management Models
	14.	Articles/ Case studies
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Career Management Processes
	16.	Guide to Career Exploration and self-exploration
9.	17.	Guide to Career Exploration and self-exploration Tutorial activity: <i>Journey into self-awareness: Discussion of career autobiography and interview with significant others.</i>
	18.	Design a career management system
10.	19.	Making a self Assessment Report, developing "My Values" Report
	20.	Goals, Strategies and Appraisals linked with CMP
11.	21.	Articles/Case Studies/ Video Lectures
	22.	Introduction of career development
12.	23.	Occupational choice: Preparation of work

	24.	Organizational Entry: Individual actions and Organizational actions
13.	25.	What it contains: 1. Self-awareness, Opportunity Awareness, Presentation skills CV, Application, Interview and Selection Training, Job Stress
	26.	What it contains: 2. Self-awareness, Opportunity Awareness, Presentation skills CV, Application, Interview and Selection Training, Job Stress
14.	27.	Project Presentation
	28.	Project Presentation
END TERM EXAMS		

Course Title: Compensation Structure Development

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

- Human Resources Management.

COURSE DESCRIPTION/OBJECTIVES:

- This course focuses on the development of compensation structure development in the organizations.
- The course emphasis is on the understanding of the concepts like: Job analysis, job design, job description, job evaluation, Pay structures, strategic perspective of the compensation, internal alignment and external competitiveness, individual pay, relational rewards and benefits (long-term and short-term).
- The course will enable the students to know the techniques of compensation structure development of different management levels and blue collar employees.
- The CSD course will enable the students to align the compensation and pay structures of the employees with overall strategic objectives of the organizations.

COURSE LEARNING OUTCOMES:

Students will be able to have the knowledge of

- Different compensation strategies of the organizations
- how business strategies are aligned with the compensation strategies
- Design the tangible and intangible rewards of the employees (White collar and blue collar workers).

RECOMMENDED BOOK:

- Compensation by George T. Milkovich, Jerry M. Newman and Barry Gerhart, 11th edition

REFERENCE MATERIAL:

Case studies, Research articles

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week No	Lecture No	TOPICS TO BE COVERED
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1.	1.	Compensation- Definition; Factors affecting compensation; Pay structure, Internal & external Alignment; Benefits
	2.	Strategic perspective, How to achieve Competitive advantage; Total compensation development
2.	3.	Alignment (internal equity); approaches to job value; characteristics of a good pay structure
	4.	Job based structure; Job-evaluations; Methods of job evaluations
3.	5.	Person based structures; skill based; competency based; comparison between the two
	6.	External Competitiveness(external equity); what shapes external competitiveness; how labor markets work
4.	7.	Compensation differentials; efficiency wage and signaling theories; labor supply;
	8.	Compensation- Definition; Factors affecting compensation; Pay structure, Internal & external Alignment; Benefits
5.	9.	Strategic perspective, How to achieve Competitive advantage; Total compensation development
	10.	Alignment (internal equity); approaches to job value; characteristics of a good pay structure
6.	11.	Job based structure; Job-evaluations; Methods of job evaluations
	12.	Person based structures; skill based; competency based; comparison between the two
7.	13.	External Competitiveness(external equity); what shapes external competitiveness; how labor markets work
	14.	Compensation differentials; efficiency wage and signaling theories; labor supply;
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Wage and salary survey: standard steps
	16.	Building salary structure; mid point; scale; progression; smoothing; overlaps; exercise
9.	17.	Individual pay fixation; seniority based; performance based
	18.	Performance appraisal; training raters
10.	19.	Contributions (individual equity); Managing fairness, Expectations and results, Integrative model of individual equity;
	20.	Benefits and other administration issues, components of successful incentive plans & Project presentation
11.	21.	Organizational culture, openness, communication, International compensation policies
	22.	Building salary structure; mid point; scale; progression; smoothing; overlaps; exercise
12.	23.	Individual pay fixation; seniority based; performance based
	24.	Performance appraisal; training raters
13.	25.	Contributions (individual equity); Managing fairness, Expectations and results, Integrative model of individual equity;
	26.	Benefits and other administration issues, components of successful incentive plans & Project presentation
14.	27.	Revision
	28.	Revision
		END TERM EXAMS

Course Title: Performance Management Systems

Course Code: HRM-474

Credit Hours: 03

Course Instructor:

Course Description:

Performance Management is about aligning individual objectives to organizational objectives, that provides for expectations to be defined and agreed in terms of role responsibilities and accountabilities (expected to do), skills (expected to have) and behaviors (expected to be). The objective of this course is to enable the students to understand the nature, aims, characteristics, concerns and guiding principles of performance management as a full fledge system and continuous process. In addition, they would be able to clearly understand the differences between performance appraisal and performance management, especially with reference to the views of a selection of practitioners on performance management. They would also be able to know and understand the core performance management activities in the light of latest research in the field, which include performance planning, executing, monitoring, evaluating, 360 degree feedback and reviewing.

This course is based on the design and the implementation of successful performance management system. It also focuses on the internal and external organizational and environmental factors and their importance in implementing a successful performance management system. Understanding the strategic importance of performance management systems will be the hallmark of this course. Students will come across research based designs and findings related to performance management. This course is intended to provide an overview of the main issues involved in performance management, including rationales for conducting it, the costs and benefits of performance management, alternatives to it and expected as well as unintended outcomes that may emerge from it. The history of performance management is examined. Different techniques for conducting performance evaluations are critically examined, as are the links between performance evaluation and systems of remuneration and opportunities for training and promotion. Finally the role of performance evaluation in different industries and occupations are examined.

Learning outcomes:

Upon completion of this course students will be able to develop an in-depth understanding of the following:

1. Design performance management processes that reflect the context and nature of the organization;
2. Create supportive delivery mechanisms for performance management; and
3. Evaluate and continuously develop performance management strategies to reflect the changing business environment.
4. Understand the latest core concepts of performance management system and differentiate it from traditional performance appraisal approach.
5. Knowledge on important topics like performance planning, management by objectives, performance executing, monitoring, evaluating, 360 degree feedback and reviewing.
6. The course will adopt research and development (R & D) approach, facilitating the students to start research activities and explore new avenues of development in the field.

Teaching Methodology:

A variety of teaching approaches will be utilized including lectures, class discussions, quizzes, assignments and class activities. Students are expected to come prepared by properly completing the take home assignments. Active participation is essential, and students will be expected to master material assigned in readings, presented in class lectures, discussions, and presentations.

Recommended Textbooks:

- 1 Performance Management by Herman and Aguinis
- 2 Michael Armstrong Handbook of Performance Management
- 3 Managing employee performance: Design and implementation in organizations by Richard S Williams
- 4 Performance Management by Robert Bacal

Attendance:

Minimum 75% attendance at lecture and tutorials/seminars/discussions is required. This is student responsibility to follow up on what they may have missed through absence from a teaching session through interaction with fellow students who attended the class.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
4.	Mid Term Exam	25
5.	End Term Exam	40
6.	Internal Evaluation Breakdown	
	a Quiz(s)	5%
	b Assignments(s) & Presentation	8%
	c Class Participation	2%
	d Lab Work / Practical Project	20%
	e Any Other	
	Total Internal Evaluation	35
	GRAND TOTAL	100

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Outline Discussion Introduction to PMS, Basic Concepts and Research on PM : Performance Management Defined, Payoffs Of Using PM
	2.	Performance Planning, Performance Execution, Performance Assessment, Performance Review, Performance Measurement, Performance Management – Research, PMS and Motivation, Class Activity
2.	3.	The Process of Performance Management: Performance Management as a Process of Management, The Performance Management Cycle, The Performance Management Sequence
	4.	How Performance Management Works, Performance Management Activities, Performance Management in Action, Key Values / Core Values, Ethical Dimensions, Role of HR in PMS Disadvantages of poorly implemented PMS, Class Activity
3.	5.	Characteristics of Ideal PMS, PMS management process
	6.	Strategic plan and PMS, Class Activity, Assignment 3 (Research Paper Review) Group Assignment (Organizational study)
4.	7.	Job Analysis and Design, Defining performance, Performance Planning : Performance Mana Discussion, Role Profiles, Objective Setting, Performance Measures and Assessment,
	8.	Performance Planning, Development Planning, The Performance Agreement, Performance and Development Planning – Checklist, Determinants of Performance Performance Dimensions, Class Activity
5.	9.	Group Presentations (Articles Review)
	10.	Group Presentations (Organizational Study)
6.	11.	Performance execution: Manager’s, Employees’ responsibilities in the performance execution phase, track of employees’ performance, Others’ access to Employee performance log, motivating to deliver good performance and to correct performance problems, recognition – an effective motivational tool, building performance excellence,
	12.	Influences on individual’s development, development efforts, “achievement orientation” competency, Effective development plan, Gap identification and discussion, document Performance improvement discussion, Approaches in measuring performance, Evaluation Systems, Class Activity

7.	13.	Performance Assessment : Manager's, Employees' and reviewer's responsibilities in the performance Assessment phase, self-appraisal, Data collection, Rating errors, Purposes and use of performance appraisal,
	14.	Different approaches and Methods to performance assessment, Rating, approaches, techniques, issues in rating 360 Degree feedback Class Activity Group Assignment (Organizational Study)
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Gathering performance information Appraisal forms, Characteristics of appraisal forms Strategies in obtaining performance information, Performance Review, Manager's, Employees' responsibilities in the performance review phase, Preparation for the meeting, Objectives to performance review,
	16.	Criteria for performance assessment, Conducting performance review meetings and difficulties, handling agreements and disagreements, balancing past performance against future potential, evaluating performance reviews, organizational issues,
9.	17.	Performance Measurement, The Power, Functions and scope of Performance Measurement, problems and prospects of performance measures,
	18.	Performance Measurement Systems, The Design and Implementation
10.	19.	Process Feedback: Definition, nature and uses of feedback, guidelines on providing feedback feedback expert system,
	20.	Rationale, definition, effectiveness, advantages and disadvantages of 360 degree feedback, C Activity
11.	21.	Managing organizational performance : Process and strategic approach to managing org. performance,
	22.	Business performance management system, org. capability, developing high performance culture and measurement, Class Activity
12.	23.	Managing team performance: The performance of teams and individual team members, team competencies
	24.	Team performance management measures and process, Class Activity
13.	25.	Performance Management and Employee Development
	26.	Performance Management and Coaching Skills
14.	27.	Project Present
	28.	Project Presentation
		END TERM EXAMS

Course Title: Training and Development

Course Code:

Credit Hours: 3+0

Course Instructor:

PREREQUISITES:

Principles of Management and Human Resource Management.

COURSE OBJECTIVES:

- Personnel Training & Development is aimed at giving an overview of the training process.
- This course gives the overview of different international well reputed organization T&D activities.
- This course is aimed at in sighting the students with the fundamentals of a training program, training delivery, and training management and how to conduct training need analysis.

COURSE LEARNING OUTCOMES:

- Students shall be better comprehend the training process, improved skills for managing training programs
- It enhances the understanding of the development needs within an organization
- Students are able to demonstrate the role of career management of their prospective organization.

RECOMMENDED BOOK:

Employee Training and Development by Raymond A. Neo.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	The Organization and role of human resource management. Organizational structure Organizational goals and strategies
	2.	Human resource strategies

		Training policy and business policy
2.	3.	Organizational development & training Organizations perception Organizational needs
	4.	Relationship of training and development with other HR functions
3.	5	Training as a system approach
	6	Defining excellence
4.	7	Training Need Analysis Types of need analysis. Selecting suitable methods.
	8	Organizational, teams and individual need analysis.
5.	9	Training Benefits Benefits of training to individuals.
	10	Benefits of training to teams. Benefits of training to organization.
6.	11	The trainer and training methodologies Selection of trainer. Competencies of trainer.
	12	In-house and on the job training. Group Discussion.
7.	13	Case study
	14	Experiential exercise
		MID TERM EXAMS
		MID TERM BREAK
8.	15	Developing a training plan Training objectives
	16	Business impact objectives Determining training sequence
9.	17	Training evaluation system
	18	ROTI: Return on training investment
10.	19	Measurement of training impact Pre- training evaluation.
	20	During training evaluation. Post training evolution.
11.	21	Mentoring & Coaching skills. Mentoring skills for trainer.
	22	Coaching skills for trainer. Counseling skills for trainer
12.	23 & 24	Case study 2
13.	25	Career Management concept
	26	Theories & issues of traditional course VS Protean career
14.	27.	Career Development model
	28.	Challenges in training Challenges in development Challenges in career management
		END TERM EXAMS

Course Title: Recruitment and Selection

Course Code: HR-667

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Human Resource Management

COURSE DESCRIPTION/OBJECTIVES:

1. Learning to describe the basic principles of recruitment and selection, including Reliability, validity and utility, Job analysis, Job marketing, Applicant assessment, Selection decision-making etc.
2. Explain the relationship of recruitment and selection practices to relevant theory.
3. Connect recruitment and selection practices with their organizational, social and legal contexts.
4. Students will learn about Job Analysis and Design, Recruitment Sources, Pre-employment Assessment techniques, Interviewing techniques and Retention Management

COURSE LEARNING OUTCOMES:

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

- Recruitment and selection activities ensure the availability of right people in the right place, at the right time in organizations.
- The process involves most fundamental human resource management functions like assessing organizational and individual's needs as well as abilities and producing an effective match.
- The course is designed to provide the learners with an understanding of the activities involved in advanced recruitment and selection from the viewpoint of a human resource practitioner and/or business manager.
- This course is designed to enable students to understand current theory and practice in the field. In particular, students undertaking this course will come to a detailed appreciation of best practice in recruitment and selection

RECOMMENDED TEXT BOOK:

- Hiring and Keeping the Best People. (1992). Harvard Business School Press – Boston
- 101 Strategies for Recruiting Success: Where, when, and how to find the right people every time. By: Christopher W. Pritchard, SPHR
- Strategic Staffing : A Practical Toolkit for Workforce Planning by: Thomas P. Bechet
- Recruiting, Interviewing, Selecting and Orienting New Employees by Diane Arthur.

REFERENCE MATERIAL:

Harvard case studies and research papers will be discussed

ASSESSMENT INSTRUMENT WITH WEIGHTS

S.NO	Items	Marks
1.	Mid Term Exam	25
2.	End Term Exam	40
3.	Internal Evaluation Breakdown	
	Quiz(s)	

	Assignments(s)		
	Class Participation		
	Presentations		
	Case Discussion		
	LabWork/Practical Project		
	AnyOther		
	Total	35	35
	Grand Total		100

COURSE CONTENT

Week No	Lecture No	TOPICS TO BE COVERED
1.	1.	History: Transition from Agricultural Economy to Industry Economy to Knowledge Economy, What is Human Capital and its importance,
	2.	Significance of recruitment and selection for organization, challenges of recruitment, Overview of recruitment & selection
2.	3.	Strategic Staffing: Developing and Implementing and Supporting Strategic Staffing Process- Placing Strategic Staffing Within the Business Context ,
	4.	Assessing Current Strategic Staffing Process, Involving Managers in the Strategic Staffing Process
3.	5.	Human Resource Planning, Labor Demand and supply, transitional Matrix
	6.	Job Analysis and Design: Requirement gathering, Organizational Structures and Jobs Alignment Job Design, Types of Job Design - Mechanistic Job Design- Biological Job Design – Motivational Job Design.- Perceptual Job Design
4.	7.	Conducting Human Resource Audit – Importance of Human Resource Audit – Periodic and Exit Interviews - Systematic Recruitment and Selection Process – Conducting Job Analysis
	8.	Approaches and sources of recruitment: Advertising, realistic job preview. Labor market analysis & setting rates of pay, Electronic recruiting and sources. Recruitment process and techniques,
5.	9.	Recruitment sources - Traditional Recruitment Sources and Innovative Recruitment Sources Recruiting from within the organization, Outsourcing-When to Use a Professional Recruiter , Colleges, Universities, Professional organizations, Seminars/workshops, Job fairs.
	10.	Selection Process: Pre-employment test, Selection/Recruitment Interview, Types and components of employment interviews, Cognitive Ability in Personnel Selection Decisions, Personality in Personnel Selection. Emotional Factors as Selection Criteria,
6.	11.	Situational Judgment Tests, Psychological and Physical examination, Computer-Based Testing and the Internet. Evaluating selection techniques: Reliability, validity & cost-benefit (utility) analysis. Ability testing: General mental ability; specific -abilities; work samples.
	12.	Documenting the interview, Second Rounds and Offers, Structuring Compete Offers, The Prediction of Typical and Maximum Performance in Employee Selection, Different types of questions for a test or interview, Job Performance:.
7.	13.	Assessment Issues in Personnel Selection, The Prediction of Contextual Performance.

		Decision Making in Selection, Ethnic Bias and Fairness in Personnel Selection and Consequences. Background and reference check
	14.	Personality Assessment: Big 5 Personality Model, Assessment Centers and 360 degree Evaluation
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Selecting for fit and employment laws: Individual fit with jobs, teams, organizations & cultures. The legal & social context for R&S: Employment legislation, equal opportunity (adverse impact etc).
	16.	Employee Orientation: Significance and methods of Orientation Program, Outsourcing Recruitment and Selection Activities, Expatriate Selection: A Process approach Selection for Teams, Multilevel Selection and Prediction,
9.	17.	Beyond the fundamentals of employee orientation
	18.	Recruitment from Employer perspective: Training for recruitment & selection; Outsourcing recruitment & selection.
10.	19.	The organizational context for recruitment & selection
	20.	Diversity recruitment and hiring success
11.	21.	Retention (Keeping the best): Essential retention strategies
	22.	Market wise retention,
12.	23.	Retention Success
	24.	Workplace factors that affect Hiring and Retention: Staff turnover and negative and positive impact on the organization
13.	25.	Keeping employees even after they leave
	26.	Measuring Staffing Effectiveness and Efficiency, Calculating Staffing Costs and Evaluating Staffing Options, Maintaining GEMS (Global Employees Mobile and Skilled).
14.	27.	Recruiting Evaluation and Metrics
	28.	Revision
		END TERM EXAMS

Course Title: Human Resource Information System (HRIS)

Course Code: HR-

Credit Hours: 3+0

Course Instructor:

Course Description:

This course focuses on the Human Resource management and planning. The course emphasis is on the understanding of the concepts of right person for right job with right policies.

Course Objectives:

- ✓ The student will synthesize HRIS applications and organizational strategy.
- ✓ The student will outline the basic steps that an organization must go through to plan for, acquire, and then implement an HRIS.
- ✓ The student will explain the basic uses of job analysis information, how the information should be archived, and what job and workflow variables should be tracked.
- ✓ The student will explain how recruiting is facilitated by the HRIS.
- ✓ The student will outline the relationship between screening and selection and explain their importance to the implementation of strategy.
- ✓ The student will explain the strategic importance of training programs in maintaining and improving employee knowledge, skills, and competencies.
- ✓ It will explain how and what to track in evaluating the outcomes of training programs; the student will, based on learning theory, explain how HRIS training metric tracking facilitates training transfer.
- ✓ The student will integrate the eLearning and SDL technology with HRIS tracking capabilities.
- ✓ This course will explain and illustrate the various performance appraisal data that can be tracked by HRIS and tell how tracking individual performance helps to improve overall organizational effectiveness.
- ✓ This course will explain the basic issues which must be addressed in implementing an HRIS system.

Learning Outcomes:

Equips the students with the concepts, problems and techniques applicable to the human resource functions of business organizations. The emphasis is on decision making in human resource areas.

Textbooks (or Course Materials):

- ▶ Kavanagh, M. J., Thite, M. & Johnson (2015). Human Resources Information Systems: Basics, Applications, & Future Directions (Third Edition)
- ▶ David A. Decenzo and Stephen P. Robins (HUMAN RESOURCE MANAGEMENT).

Online Resource(s):

<http://www.sap.com> (SAP official website) <http://www.ihrim.com> (IHRIM – The International Association of Human Resource Information Management)
<http://www.hrmscanada.com> (Human Resource System Group)

Reference Material:

Case studies, Research articles will be provided by the instructor

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25

2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
GRAND TOTAL		100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1	1	Evolution of HRMS; Information System Concepts, Role of IT Systems strategic and competitive opportunities in HRM.
	2	Database Concepts and application in HRIS, Database Model, MS ACCESS Database, SQL Concepts
2	3	Relational Databases Concepts, Data Warehousing, Business Intelligence and Mining; Developing HRIS using MS Access
	4	HRIS needs Analysis, SDLC, Gap Analysis
3	5	Systems Considerations in the Design of an HRIS; HRIS Architecture, System Implementation Process
	6	System Design and Acquisition, Cost justifying HRIS Implementation
4	7	Employee life cycle, Compensation, Self Service portal, Payroll management
	8	Project Management & Development and HRIS Acceptance
5	9	Talent management, talent acquisition, Change Management and Data Validation , Models of change process
	10	Introduction to the Enterprise Resource Planning (ERP) Systems SAP HR application: The Company Structure and jobs and positions in the company
6	11	Job Analysis & HR Planning; Framework for Strategic HR Planning
	12	Recruitment & Selection in Internet Context or e-Recruitment
7	13	Coaching, Designing effective training system, Training methods, Evaluating training program(Continued)
	14	Grand quiz
MID TERM EXAMS		
MID TERM BREAK		
8	15	Performance management, Purpose of performance management
	16	Appraisal management, International performance appraisal
9	17	Compensation Management
	18	Job Evaluation, Salary Survey, and Job Pricing
10	19	HR Administration
	20	Travel Management
11	21	Learning Management Systems , Decision support system, Popular Software for an HRIS, Vendors and Consultants
	22	International HRM
12	23	Information security and privacy
	24	The Next Decade of HR: Emerging trends in HRM and IT
13	25	Presentations of assigned project.
	26	Presentations of assigned project.
14	27	Revision
END TERM EXAMS		

Course Title: Strategic Human Resource Management

Course Code: HR-

Credit Hours: 3+0

Course Instructor:

Prerequisites:

It's compulsory that student should have clear understanding of concepts and practice of Human Resource Management and Business policy & Strategy courses.

Course Description:

- Strategic HRM is a course for HR specialization students to learn and understand the integrative link of Strategic management with HRM practices.
- To know the Importance of SHRM toward new success trend for organizations.

Learning Outcomes:

- To enhance the knowledge & analytical skills regarding course contents.
- To enable the students for integrating level of different concepts and its applicability through learning.

Textbooks (or Course Materials):

Strategic Human Resource Management: An action guide By Micheal Armstrong, 3rd edition.

Reference Material:

Strategic Human Resource Management by Charles R. Greer, 2nd Edition.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week	Lecture	TOPIC TO BE COVERED
1	1	CH#1:Strategic Human Resource Management: An Introduction
	2	Strategic HRM Concept and Process, Aims of SHRM, Approaches to SHRM, Limitations to SHRM
2	3	CH# 2: HR Environment: Technology and Organizational Structure, Workers Value and Attitudinal Trends, Management Trends,
	4	Demographics Trends, Trends in utilization of HRM, International Developments .
3	5	CH#3 HR Strategies: Defining HR Strategies, Different types of HR Strategies,
	6	Different Criteria for effective HR Strategies
4	7	CH#4 Formulating & Implementing HR Strategy: Fundamental Process Considerations
	8	Characteristics of Fundamental Process, Developing HR Strategies.
5	9	CH#4 Formulating & Implementing HR Strategy:- Setting out the Strategies,
	10	Conducting a Strategic Review, Implementing HR Strategy
6	11	CH#5 Improving Business Performance through SHRM:- How HR Impacts on Organizational Performance,
	12	How HR Strategy makes an Overall Impact, How SHRM concepts impact on Practices
7	13	Presentations
	14	Presentations
MID TERM EXAMS		
MID TERM BREAK		
8	15	Paper Shown up and Discussion
	16	CH#5 Improving Business Performance through SHRM:
9	17	CH # 6 Roles in Strategic HRM:- Strategic Role of Top Management, The Strategic Role of Frontline Management
	18	The Strategic Role of HR Directors, The Strategic Role of Hr Specilist
10	19	CH#7 Strategies For improving organizational Effectiveness:- Strategies for Organizational Development, Strategies for Organizational Transformation
	20	Strategies for Culture and Knowledge Management, Commitment Strategy, Quality Management Strategy & Continuous Improvement and

		Customer Service Strategy.
11	21	CH #8 Resourcing Strategies:=- Objective of Resourcing Strategy, SHRM approaches to Strategy, Integrating business and resourcing strategy
	22	Bundling resourcing strategy and business activities, components of employee resourcing strategy,
12	23	Human Resource Planning, Resourcing Plans, Retention Strategy, Flexibility Strategy, Talent Management Strategy
	24	CH#9 Employee Relational Strategy: Concerns of Employee Relation Strategy, Strategic Directions
13	25	The Background to employee relational strategies, The HR approach to employee relations, policy options
	26	Formulating the employee relation strategy and employee voice strategy.
14	27	Revision
END TERM EXAMS		

Course Title: Contemporary issues in HRM**Course Code:****Credit Hours: 03****Course Instructor:****Prerequisites****Human resource management and all its specialization courses****COURSE DESCRIPTION**

The aim of this course is to build upon students existing knowledge of Human Resource Management (HRM) from previous courses, by focusing on key contemporary issues in the study and practice of managing human resources. The course is not aimed at mapping all debates in HRM: rather, the course is a topics-based approach to HRM research and practice. The course begins with an overview of the HRM debate to date and key controversies in HRM research which provides the basis for the subsequent sessions. Thereafter, prominent debates in HRM are critically assessed, including flexible working, trust in HRM and managing well-being; the changing nature of contemporary workplaces and the management of work-life balance. The course concludes with sessions on the significance of evidence based management and leadership. The overarching themes of the course will be the interplay between the theory and practice of HRM, the challenges of managing human resources and the state of contemporary HRM research. The course will provide knowledge and understanding of both academic and practical relevance to students of management and organization studies and will encourage students to think critically and analytically about some of the more popular solutions offered to the problems of managing people in the workplace.

Students will be expected to have previous general knowledge of human resource management issues and to apply critical analytical skills developed from other courses on organizations and management.

INTENDED COURSE LEARNING OUTCOMES**On successful completion of this course students will be able to:**

1. Describe and discuss key issues and controversies associated with current debates in human resource management;
2. Critically assess the objectives, rationales, uses and limitations of various managerial policies and practices in human resource management;
3. Identify the scale and nature of adoption of specific human resource policies;
4. Identify the perspectives of key stakeholders in the theory and practice of human resource management
5. Understand the nature of contemporary HRM research;
6. Consider the longer term consequences of current trends in HRM

RECOMMENDED READINGS**Recommended Texts**

- Torrington, D., Hall, L., Taylor, S and Atkinson C (2011) Human Resource Management (Eighth Edition). FT Prentice Hall. Pearson Education.
- Roper, I., Prouska, R. and Na Ayudhya, U.C. (eds.) (2010) Critical Issues in Human Resource Management, CIPD books: London.
- van der Linden, D., Pekaar, K. A., Bakker, A. B., Schermer, J. A., Vernon, P. A., Dunkel, C. S., & Petrides, K. V. (2017). Overlap between the general factor of personality and emotional intelligence: A meta-analysis. *Psychological bulletin*, 143(1), 36.
- Miao, C., Humphrey, R. H., Qian, S., & Pollack, J. M. (2019). The relationship between emotional intelligence and the dark triad personality traits: a meta-analytic review. *Journal of Research in Personality*, 78, 189-197.
- Einarsen, K., Salin, D., Einarsen, S. V., Skogstad, A., & Mykletun, R. J. (2019). Antecedents of ethical infrastructures against workplace bullying. *Personnel Review*.

- Javadizadeh, B., & Strevel, H. B. (2018, July). Workplace Bullying: The Role of HR Policies and Training in Promoting a Healthy Environment. In Academy of Management Proceedings (Vol. 2018, No. 1, p. 17940). Briarcliff Manor, NY 10510: Academy of Management.
- Chirilă, T., & Constantin, T. (2013). Understanding workplace bullying phenomenon through its concepts: A literature review. Procedia-Social and Behavioral Sciences, 84, 1175-1179.
- Carpenter, N. C., Whitman, D. S., & Amrhein, R. (2020). Unit-Level Counterproductive Work Behavior (CWB): A Conceptual Review and Quantitative Summary. Journal of Management, 0149206320978812.
- Valeau, P. J., & Paillé, P. (2019). The management of professional employees: linking progressive HRM practices, cognitive orientations and organizational citizenship behaviour. The international journal of human resource management, 30(19), 2705-2731.
- Lușă, D., Virga, D., Maricuțoiu, L. P., & Rusu, A. (2020). Increasing psychological capital: A pre- registered meta- analysis of controlled interventions. Applied Psychology, 69(4), 1506-1556.
- Triatmanto, H. R. B. (2019). Reward System as a Strategic HRM Determining Work Productivity in Hospitality Organizations.
- Culiberg, B., & Mihelič, K. K. (2017). The evolution of whistleblowing studies: A critical review and research agenda. Journal of Business Ethics, 146(4), 787-803.

This course relies heavily on academic journals and students should be familiar with the University Library's electronic journals system. In addition, students will be expected to keep up-to-date with developments in the area through newspaper and business reports.

Relevant Journals

There are a number of relevant journals in this area. Useful material is to be found in the following:

Human Resource Management Journal (available in electronic form) Employee

Relations (available in electronic form)

People Management (available in hard copy in the library) Personnel

Review (available in electronic form)

International Journal of Human Resource Management (available in electronic form) British

Journal of Industrial Relations (available in electronic form)

Industrial Relations Journal (available in electronic form) Work, Employment & Society (available in electronic form)

Relevant Websites

Some relevant websites are listed below:

<http://www.bis.gov.uk/> www.cbi.org.uk www.cipd.co.uk

<http://www.equalityhumanrights.com/> www.theworkfoundation.com www.tuc.org.uk

<http://www.bestcompanies.co.uk/>

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week No.	Lecture No.	Topics to be Covered
1.	1.	Knowledge Management: Definition of Knowledge management (KM), Types, Tools, KM Process, KM Techniques, Theories of knowledge management and knowledge sharing
	2.	
2.	3.	Cultural Diversity: Definition, Meaning, Why cultural diversity is important, Benefits and challenges of cultural diversity
	4.	
3.	5.	Technology in HRM: Using HR technology, Impact of technology on HR practices, HR and digital transformation, Benefits and challenges of the use of technology in HR, E HR, HRIS, Digital talent management, Future trends
	6.	
4.	7.	Green HRM: Green HRM Policies and Practices, Green HR process, Contemporary Developments in Green HRM Research, Motivation and GHRM, Green Intellectual Capital, Employee engagement in managing environmental performance, Enabling green spillover: how firms can benefit from employees' private green activism
	8.	
5.	9.	Occupational Health and Safety: Introduction and Overview, Current issues, Policy instruments on workers' health, How to protect and promote health at the workplace, Improving the performance of and access to occupational health services, incorporating workers' health into other policies
	10.	
6.	11.	High Performance Work Systems: Features, Characteristics, HPWS and corporate performance, HPWS and individual outcomes, Designing a HPWS, Value of High Performance Work System
	12.	
7.	13.	Talent Management: What is Talent Management? Definition, Process and Models, Talent Management as a Business Strategy, Manager's Key Role in Talent Management, Benefits of Talent management for organization and for employees, Talent Management for the Twenty-First Century, How talent management is different from HR
	14.	
8.		MID TERM EXAM
9.		MID TERM BREAK
10.	15.	Emotional Intelligence: Definition, Types; Difference between trait EI and ability EI, EI and Leadership, How to foster EI in employees, Bright and Dark sides of EI, Components of Emotional Intelligence
	16.	
11.	17.	Workplace Bullying: Different dimensions of Workplace Bullying, Cyber Bullying, Effects of bullying on employee's performance, Corporate laws against workplace bullying; establishment of anti-bullying HR policies, ethical infrastructure, anti-bullying training to prevent bullying behavior.
	18.	
12.	19.	Counterproductive Work Behavior: Types of CWB, factors effecting (antecedents) of CWB, Consequences of CWB, HR policies and practices to reduce CWB, leadership and CWB, employees attitudes and justice perceptions.
	20.	
13.	21.	Organizational Citizenship Behavior: Dimensions of OCB, Antecedents and

	22.	consequences of OCB, Progressive HRM practices and OCB, Leadership and OCB, Organizational policies and practices on OCB, Dark side of OCB on employees.
14.	23.	Psychological Capital: Dimensions of PsyCap, Difference between state like and trait like PsyCap, Roles of managers and PsyCap, Organizational policies and practices to enhance employee's PsyCap, Effective training programs on PsyCap.
	24.	
15.	25.	Reward Systems: Different types of Rewards systems, HRM policies and practices for rewards, Consequences of effective reward systems, dealing employees in times of crisis.
	26.	
16.	27.	Whistleblowing and Glass ceiling: Different dimensions of Whistleblowing and Glass ceiling, Moral Whistleblowing and Glass ceiling, Virtual Whistleblowing and Glass ceiling, whistleblowing from initiator's perspective, Effects of whistleblowing and glass ceiling on employee's performance, Corporate laws against Whistleblowing and Glass ceiling; establishment of anti-whistleblowing HR policies, ethical infrastructure, anti-whistleblowing trainings to prevent deviant behavior.
	28.	
17.	END TERM EXAMS	
18.		

Course Title: Occupational Health and Safety Management

Course Code: HRM-479

Credit Hours: 3+0

Course Instructor:

Prerequisites:

A very sound and in-depth knowledge of HR practices and theories

Course Objectives:

This course introduces the student to the study of workplace occupational health and safety. The student will learn safe work practices in offices, industry and construction as well as how to identify and prevent or correct problems associated with occupational safety and health in these locations as well as in the home. The course is designed to assist the student with the implementation of safe healthy practices at work and at home.

Learning Outcomes:

Upon successful completion of this course, the student will have demonstrated the ability to:

1. Identify hazards in the home or workplace that pose a danger or threat to their safety or health, or that of others.
2. Control unsafe or unhealthy hazards and propose methods to eliminate the hazard.
3. Present a coherent analysis of a potential safety or health hazard both verbally and in writing, citing the Ontario Occupational Health and Safety Regulations as well as supported legislation.
4. Discuss the role of health and safety in the workplace pertaining to the responsibilities of workers, managers, supervisors.
5. Indicate a comprehension of the changes created by WHMIS legislation in everyday life.
6. Identify the decisions required to maintain protection of the environment, home and workplace as well as personal health and safety.

Textbooks (or Course Materials) with Edition:

1. Fundamentals of Occupational Safety and Health. Fifth Edition by Mark A. Friend, James P. Kohn.
2. Pakistan Factories Act, 1934.
3. Occupational Health and Safety Management: A Practical Approach By Charles D. Reese

Reading Material:

Occupational Safety and Hygiene VI: Book chapters from the 6th International Symposium on Occupation Safety and Hygiene (SHO 2018), March 26-27, 2018, Guimarães, Portugal

ASSESSMENT INSTRUMENT WITH WEIGHTS:

	Items	Marks
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Quiz(s)	4
	Assignments(s)	3
	Class Participation	3
	Presentations	
	Case Discussion	
	Project	20
		Select one of the following Chapters for group presentation:

			- Computers, Automation and Robots - Safety and the Environment - Product Safety and Liability - Ergonomics and Safety
	Total	35	35
	Grand Total		100

Course Content:

Week #	Lecture #	Session topics
1.	1.	Introduction to Personal Health and Safety, history and background - personal health and safety at home and in the workplace
	2.	Chapter 01 of Pakistan Factories Act 1. Short title, extent and commencement 2. Definitions 3. References to time of day 4. Seasonal factories 5. Power to apply provisions applicable to factories to certain other places 6. Power to declare departments to be separate factories 7. Power to exempt on a change in the factory 7-A. Exemption from certain provisions of the Act 8. Power to exempt during public emergency 9. Notice to Inspector before commencement of work.
2.	3.	Accidents & Their Effect on Industry - costs of accidents - work accident costs and rates - time lost - work injuries, parts of the body injured on the job -chemical burn injuries - Carpal Tunnel Syndrome Injuries - Drugs and Alcohol in the Workplace
	4.	Chapter 02 of Pakistan Factories Act 10. Inspectors. 11. Powers of Inspector 12. Certifying Surgeons.
3.	5.	Accidents & Their Effect on Industry - costs of accidents - work accident costs and rates - time lost - work injuries, parts of the body injured on the job -chemical burn injuries - Carpal Tunnel Syndrome Injuries - Drugs and Alcohol in the Workplace
	6.	Chapter 03: Health and Safety 13. Cleanliness 14. Disposal of wastes and effluents 15. Ventilation and temperature 16. Dust and fume 17. Artificial humidification 18 Overcrowding 19. Lighting 20. Drinking water 21. Latrines and urinals 22. Spittoons 23. Precautions against contagious or infectious disease 23-A. Compulsory vaccination and inoculation 24. Power to make rules for the provision of canteens 24- A. Welfare officer 25. Precautions in case of fire 26. Fencing of machinery 27. Work on or near machinery in motion 28. Employment of young persons on dangerous machines 29. Striking gear and devices for cutting off power 30. Self-acting machines.
4.	7.	31. Casing of new machinery 32. Prohibition of employment of women and children near cotton openers 33. Cranes and other lifting machinery 33-A. Hoists and lifts 33- B. Revolving machinery 33-C. Pressure plant 33-D. Floors, stairs and means of access 33-E. Pits, sumps, opening in floors, etc. 33-F. Excessive weights 33-G. Protection of eyes 33-H. Power to require specifications of defective parts or tests of stability 33-I. Safety of building, machinery and manufacturing process 33-J. Power to make rules to supplement this Chapter 33-K. Precautions against dangerous fumes 33-L. Explosive or inflammable dust, gas, etc. 33.M. Power to exclude children 33-

		N. Notice of certain accidents 33-P. Appeals 33-Q. Additional power to make health and safety rules relating to shelters during rest.
	8.	Same as above
5.	9.	Theories of Accidents-(Essay-Select 1 of the following theories) - Domino Theory of Accident Causation - Human Factors Theory of Accident Causation -Accident/Incident Theory of Accident Causation -Epidemiological Theory of Accident Causation -Systems Theory of Causation - Combination Theory of Accident Causation
	10.	Same as above
6.	11.	Falling, Impact, Acceleration and Lifting Hazards - correct lifting techniques - selecting correct lifting procedures in the workplace - safety equipment - safe storage of materials at home and in the workplace - dealing with manual handling
	12.	Experiential exercise
7.	13.	CHAPTER IV - of Pakistan Factories Act Restrictions on Working Hours of Adults
	14.	Workers Compensation -injuries and workers compensation - workers' compensation legislation - resolution of workers' compensation disputes
8.	15.	CHAPTER IV-A - Holidays with pay
	16.	Roles of Health and Safety Personnel - the modern health and safety team - health and safety manager - engineers and safety
MID TERM EXAMS		
MID TERM BREAK		
9.	17.	Stress and Safety - workplace stress defined - sources of workplace stress - human reaction to workplace stress - measurement of workplace stress - shift work, stress and safety - improving safety by reducing stress - stress in safety managers - stress and workers compensation
	18.	Same as above
10.	19.	Ergonomics and Safety Management
	20.	CHAPTER V - Special Provisions for Adolescents and Children
11.	21.	Mechanical Hazards and Safeguarding - common mechanical injuries - safeguarding defined - lockout/tag out systems - taking corrective action Heat and Temperature Hazards - the body's response to heat - heat stress and its prevention - overview of cold hazards - preventing cold stress
	22.	Same as above

12.	23.	CHAPTER VI - Penalties and Procedure
	24.	Same as above
13.	25.	<p>Fire Hazards</p> <ul style="list-style-type: none"> - sources of fire hazards - fire dangers to humans - detection of fire hazards - reducing fire hazards - development of Fire Safety Standards - fire safety myths - fire hazards defined <p>13. Noise and Vibration Hazards</p> <ul style="list-style-type: none"> - hazards levels and risks - identifying and assessing hazardous noise conditions - noise control strategies - vibration hazard
	26.	Same as above
14.	27.	Workplace violence, Industrial Hygiene
	28.	Preparing for emergencies and promoting safety
MID TERM EXAMS		

Specialization Courses

(MARKETING)

Course Title: Sales Management

Course Code: MKT-564

Credit Hours: 3+0

Course Instructor:

PREREQUISITES

Sales Management is a marketing elective subject and assumes that the student must have basic understanding of marketing concept and strategies as well as adaptive business concepts. Principle of Marketing and Introduction to Business (A South Asian Edition).

TEXTBOOK

\M. Johnston and G. Marshall, Sales Force Management, Leadership, Innovation, Technology, 12th Edition, Routledge, 2016.

COURSE DESCRIPTION

Selling: Building Partnerships was the first text to bring a partnership/relationship approach into the selling course, offering a solid frame work on which to hang plenty of practice and real-world application. The eighth edition of this popular text builds on that foundation with updated content, improved hands on exercises, and powerful technology that's sure to make the material more engaging for professors and students alike. It's going to help students distinguish various phases of the selling process and how to apply different questions to different selling situations. This course will also help to guide the students understand what is involves in the presentation and the demonstration. The role plays with in the class will assist how to deal with buyers objections and understand and apply the art of negotiation. There are ways to handle and close the sale and through this book one can get the grip on the concepts. Personal selling helps to comprehend the customer needs and long term survival within the competitive era. One can get the concept very clear that marketing is not about using deceptive and manipulative tactics and also need to avoid high pressure sales techniques. Not only good communication skills get enhanced but also help ethical standards get developed.

REFERENCE MATERIAL

- Case Studies will be provided along with the course pack in advance after selection.
- Selling; building partnership (8th Edition); by Stephen B. Castleberry and John F. Tanner
- Additional slides/handouts/information will also be shared in-class, as appropriate.

COURSE OBJECTIVES

The course objectives are:-

- a. Gain a solid understanding of Personal Selling concepts and strategies.
- b. Apply concepts and strategies to diverse products, services, and situations within the organization and with the customers for a long term survival.
- c. Develop strong new product or service ideas, strategies and communicate your recommendations and rationale persuasively.
- d. Evaluate and develop the new products or/and services in order to fulfill customers needs and wants.
- e. Establish ethical standards, negotiation skills and handling objections.
- f. How personal selling and CSR can be linked together in this competitive era?

COURSE OUTCOMES

After successful completion of this course, students will be able to:

- a. Explain key communication and negotiation as well as handling objections concepts, and apply them to marketing with in the competitive era.

- b. Analyze factors/characteristics affecting the competitive position of sales people within an organization.
- c. Explain key elements of communication principles and usage of adaptive selling techniques.
- d. Formulate long term business relationship and managing your career by understanding yourself and the company.

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS	
1	MidTerm Exam	30	
2	End Term Exam	50	
3	Internal Evaluation Breakdown		
	Quiz(s)	6	
	Assignments(s)		
	Class Participation		
	Présentations	4	
	Case Discussion	2	
	LabWork/Practical Project	8	
	AnyOther		
	Total	20	20
	GRAND TOTAL		100

1. Case studies will be provided by the instructor. These case studies will be only for class discussion and will not be asked in final paper.
2. Instructors at regional campuses may please give case studies with their own choice.

Week	Lecture	TOPICS TO BE COVERED
1.	1.	<i>Introduction to Sales management</i>
	2.	<ul style="list-style-type: none"> • Changing customer needs • Sales management in the 21st Century • What is involved in sales management? • How environmental factors impact sales success?
2.	3.	The Process of Selling and Buying
	4.	<ul style="list-style-type: none"> • Drivers of change in selling and sales management • Stages in the selling process • Organizational buying decision process
3.	5.	Linking Strategies and the Sales Role in CRM
	6.	<ul style="list-style-type: none"> • What is customer relationship management? • Importance of market orientation • Process of strategy development • Personal selling's role in marketing strategy • Personal selling's role in the communication mix
4.	7.	Organizing the Sales Effort
	8.	<ul style="list-style-type: none"> • Importance of the sales organization decision • Purpose of the sales organization • Horizontal structure of the sales force • Organizing to service key accounts • Vertical structure of the sales organization

5.	9.	The Strategic Role of Information in Sales Management
	10.	<ul style="list-style-type: none"> • Introduction to market opportunity analysis • Methods of Sales Forecasting • Choosing a forecasting method • Developing territory estimates • Purposes and characteristics of sales Quotas • Setting quotas • Determining sales force size • Designing sales territories • Sales analysis
6.	11.	Salesperson Performance
	12.	<ul style="list-style-type: none"> • Understanding salesperson performance • The Model • Rewards and satisfaction • Salesperson's role perceptions • Stages in the salesperson's role
7.	13.	Role play Case Studies
	14.	
		MID TERM EXAMS
8.	15.	Motivating the Salesforce
	16.	<ul style="list-style-type: none"> • Psychological processes • Motivational model • Career stages and motivation • Impact of environment and organization variable on motivation
9.	17.	Personal Characteristics and Sales Aptitude for Selecting Salespeople
	18.	<ul style="list-style-type: none"> • Are good salespeople born or made? • Characteristics of successful salespeople • Job-specific determinants of good sales performance
10	19.	Sales Force Recruitment and Selection
	20.	<ul style="list-style-type: none"> • Recruitment and selection issues • Who is responsible for recruiting? • Job analysis and determination of selection criteria • Recruiting • Selection procedures
11	21	Sales Training, Objectives, Techniques and Evaluation
	22	<ul style="list-style-type: none"> • Objectives of sales training • Development of sales training programs • Training new sales recruits • Training experience salespeople • Sales training methods • Measuring the costs and benefits of sales training
12	23	Salesperson Compensation and Incentives
	24	<ul style="list-style-type: none"> • Straight salary • Straight commission • Combination plans • Sales contests • Non-financial rewards • Expense accounts • Deciding the most appropriate mix and level of compensation
13	25	Evaluating Sales Person Performance
	26	<ul style="list-style-type: none"> • Performance versus effectiveness • Objective measures

		<ul style="list-style-type: none"> • Subjective measures • Feedback in performance evaluation
14	27	Final Project Presentations
	28	
	END TERM EXAMS	

Course Title: Global Marketing

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites: As a marketing elective, this course focuses in more detail on one key aspect of marketing. However, you must have an understanding of marketing strategy and the marketing mix to apply marketing principles to this course. (Principles of Marketing /Marketing Management course)

COURSE DESCRIPTION: This course reflects current issues and events while offering conceptual and analytical tools that will help students apply traditional marketing planning, implementation and evaluation techniques, including the 4Ps, segmenting, targeting and positioning, and market entry strategies, to global marketing. It will also examine the social and cultural environments and the role of social media in the expanding global market place. The growing importance of global marketing is one aspect of a sweeping transformation that has profoundly affected the people and industries of many nations during the past 40 years. An advanced study of the process and problems associated with establishing and maintaining global marketing operations. Cross-cultural, legal, political, ethical and environmental factors are introduced to enhance global marketing decision-making.

COURSE OBJECTIVES: The Course Objectives are

- The primary objective of this course is to give a detailed understanding of the theories and tools that are used for managing the marketing effort of a product and/or organization in global settings
- Introduce students to the key concepts and ideas in global marketing and providing them with a sound understanding of the basics.
- Provide students with an opportunity to analyze a number of real world global marketing situations.
- Provide an understanding of the scope and function of global marketing theory and practice.
- Increase knowledge and skills to help in developing global market entry strategies.
- Develop skills related to the analysis of global marketing data, in particular the use of secondary data in assessing the global marketing opportunities.

COURSE LEARNING OUTCOMES: Upon successful completion of this course, the student will be able to:

- Describe how marketing on a global scale is affected by cultural differences & identify how cultural differences can aid in proper marketing campaigns. Identify how cultural differences affect marketing of products and services
- Understand social, political and technological trends shaping global marketing. Explain the criteria that global marketers use to segment markets and choose specific markets to target.
- Understand global Product, Pricing, Place & advertising, promotions and public relations techniques used in global marketing mix.
- Identify and explain the major changes in the world economy that have occurred during the past few decades. Identify and analyze opportunities within global marketing environments.

RECOMMENDED TEXT BOOK:

- Keegan, WJ & Green, MC, 2020, *Global Marketing*, 10th edition (Global), Pearson Education

REFERENCE BOOKS / MATERIAL:

- International Marketing by Cateora, Philip Gilly, Mary and Graham, 2019 John, 18th edition
- Global Marketing by Svend Hollensen, Pearson Education (2019), 8th Edition
- Global Marketing by Gautam Dutta, Pearson Education (2016)
- Global Marketing: Foreign Entry, Local Marketing and Global Management by Jhonny K. Johansson (2008)

ASSESSMENT INSTRUMENT WITH WEIGHTS:

S.NO	Items	Marks
1.	Mid Term Exam	25
2.	End Term Exam	40

3.	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Presentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any other		
	Total		35
	Grand Total		100

COURSE CONTENT

Week No	Lecture No	TOPICS TO BE COVERED
1.	1.	Introduction to Global Marketing <ul style="list-style-type: none"> • Introduction and Overview • Principles of Marketing: A Review
	2.	Introduction to Global Marketing <ul style="list-style-type: none"> • Global Marketing: What it is and What it isn't • The Importance of Global Marketing
2.	3.	Introduction to Global Marketing <ul style="list-style-type: none"> • Management Orientations • Forces Affecting Global Integration and Global Marketing
	4.	The Global Economic Environment <ul style="list-style-type: none"> • The World Economy—Overview of Major Changes
3.	5.	The Global Economic Environment <ul style="list-style-type: none"> • Economic Systems • Stages of Market Development
	6.	The Global Economic Environment <ul style="list-style-type: none"> • Balance of Payments • Trade in Merchandise and Services
4.	7.	Case 1: LIDL- A German Grocer in the United States
	8.	Social and Cultural Environments <ul style="list-style-type: none"> • Society, Culture, and Global Consumer Culture • High- and Low-Context Cultures
5.	9.	Social and Cultural Environments <ul style="list-style-type: none"> • Hofstede's Cultural Typology • The Self-Reference Criterion and Perception
	10.	Social and Cultural Environments <ul style="list-style-type: none"> • Diffusion Theory • Marketing Implications of Social and Cultural Environments
6.	11.	Case 2: Marks and Spencer Enters China
	12.	Segmentation, Targeting, and Positioning <ul style="list-style-type: none"> • Global Market Segmentation • Assessing Market Potential and Choosing Target Markets or Segments
7.	13.	Segmentation, Targeting, and Positioning <ul style="list-style-type: none"> • Product–Market Decisions • Targeting and Target Market Strategy Options • Positioning
	14.	Case 3: Citibank India Credit Cards- Strategy for Profitable Growth
		MID TERM EXAMS
		MID TERM BREAK

8.	15.	Global Market-Entry Strategies: Licensing, Investment, and Strategic Alliances <ul style="list-style-type: none"> • Licensing • Investment
	16.	Global Market-Entry Strategies: Licensing, Investment, and Strategic Alliances C <ul style="list-style-type: none"> • Strategic Partnerships • International Partnerships in Developing Countries • Cooperative Strategies in Asia • Twenty-First-Century Cooperative Strategies • Market Expansion Strategies
9.	17.	Case 4: Brewing the Perfect Blend- Starbucks Enters India
	18.	Brand and Product Decisions in Global Marketing <ul style="list-style-type: none"> • Basic Product Concepts • Basic Branding Concepts • A Needs-Based Approach to Product Planning
10.	19.	Brand and Product Decisions in Global Marketing <ul style="list-style-type: none"> • Country of Origin” as a Brand Element • Extend, Adapt, Create: Strategic Alternatives in Global Marketing • New Products in Global Marketing
	20.	Case 5: Apple iPad in India- Was There a Way Out?
11.	21.	Global Pricing: Three Policy Alternatives <ul style="list-style-type: none"> • Gray Market Goods • Dumping • Price Fixing • Transfer Pricing • Countertrade
	22.	Global Marketing Channels and Physical Distribution <ul style="list-style-type: none"> • Distribution Channels: Objectives, Terminology, and Structure • Establishing Channels and Working With Channel Intermediaries
12.	23.	Global Marketing Channels and Physical Distribution <ul style="list-style-type: none"> • Global Retailing • Physical Distribution, Supply Chains, and Logistics Management
	24.	Case 6: Metro Cash & Carry- Profitability in the Indian Market
13.	25.	Global Marketing Communications Decisions I <ul style="list-style-type: none"> • Global Advertising • Advertising Agencies: Organizations and Brands
	26.	Global Marketing Communications Decisions I <ul style="list-style-type: none"> • Creating Global Advertising • Global Media Decisions • Public Relations and Publicity
14.	27.	Final Project Presentations
	28.	Final Project Presentations
END TERM EXAMS		

Topic related exercises and assignments: Throughout the term as we cover different topics and exercises related to Global marketing. These exercises might include written assignments, online discussions, or outside activities and case studies

Final Project: Students are required to work on a Global marketing project during the term. The topics will be assigned by the course instructor and students are required to work individually on the assigned project. The project can be any facet of a Global marketing.

Course Title: Retail Management

Course Code:

Credit Hours: 3+0

Course Instructor:

PREREQUISITES: Retail Management is a specialization subject and assumes that the student must have basic understanding of Principles of Marketing course.

TEXT BOOK

- **Retailing Management** (9th/ 10th Edition) by Michael Levy, Barton A. Weitz & Dhruv Grewal, McGraw-Hill.

REFERENCE BOOKS AND MATERIAL:

Retail Management: Barry Berman, Joel Evans, 13th Edition, Pearson

- Harvard Business Review Case studies
- Research Articles
- Articles about latest scenario prevailing in the Retail Industry of Pakistan.

Course Description: This course provides the student with a comprehensive view of retailing, an analysis of the retail environment and exposure to issues and developments in the industry. Retailing is changing today, and the successful business will know how to identify, adapt, and plan with these changes.

This course is divided into four (4) sections, which are Retailing Environment, Retailing Strategy, Merchandise Management and Store Management. . The course focuses on the retail industry including retailers of consumer services, the content of the course is useful for students interested in working for companies that interface with retailers such as manufacturers of consumer products or for students with a general management or entrepreneurial interest.

Course Objectives: The main objectives of this course are

- To understand the impact of retailing on the economy.
- To see how retailing fits within the broader disciplines of business and marketing.
- To understand retailing’s role in society and, conversely, society’s impact on retailing.
- To recognize the operations-oriented policies, methods, and procedures used by successful retailers in today’s global economy.
- To know the responsibilities of retail personnel in the numerous career positions available in the retail field.

Course Outcomes: After successful completion of this course, students will be able to

- Understand consumer motivations for evaluating retail offering and purchasing merchandise and services.
- Comprehend how retailer’s differentiate their offering as an element in their corporate strategy;
- Analyze factors affecting strategic decisions involving investments in locations, supply chain and customer retention programs.
- Evaluate how retailer’s communicate with their customers.
- Analyze comprehensive and in-depth knowledge of tactics (pricing, merchandise assortment, store management, visual merchandising, customer service) for extracting profit from a retail offering

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Class & Course Introduction Introduction to the World of Retailing <ul style="list-style-type: none"> • What Is Retailing • Social and Economic Significance of Retailing • The Growing Importance of Retailing and Retailers • Management and Entrepreneurial Opportunities • The Retail Management Decision Process
	2.	
2.	3.	Types of Retailers <ul style="list-style-type: none"> • Retailer Characteristics • Food Retailers • General Merchandise Retailers • Service Retailing • Types of Ownership
	4.	
3.	5.	Multichannel Retailing <ul style="list-style-type: none"> • Non-store Retail Channels • Relative Benefits of Retail Channels • Challenges Facing Multichannel Retailers • Multichannel Shopping in the Future
	6.	
4.	7.	Retail Market Strategy <ul style="list-style-type: none"> • What Is a Retail Strategy? • Central Concepts in a Retail Market Strategy • Growth Strategies • Global Growth Opportunities • The Strategic Retail Planning Process
	8.	
5.	9.	Case Study Discussion-I
	10.	
6.	11.	Retail Locations <ul style="list-style-type: none"> • Types of Retail Locations • Unplanned Locations • Shopping Centers and Planned Retail Locations • Shopping Centers and Planned Retail Locations • Nontraditional Locations • Location and Retail Strategy • Societal and Legal Considerations
	12.	
7.	13.	Discussion on Retailing in Pakistan
	14.	
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Buying Merchandise <ul style="list-style-type: none"> • Brand Alternatives • Buying National-Brand Merchandise • Developing and Sourcing Store-Brand Merchandise • Negotiating with Vendors • Strategic Relationships • Legal, Ethical, and Social Responsibility Issues for Buying Merchandise
	16.	

9.	17.	Retail Pricing <ul style="list-style-type: none"> • Pricing Strategies • Considerations in Setting Retail Prices • Markdowns • Pricing Techniques for Increasing Sales and Profits • Legal and Ethical Pricing Issues
	18.	
10.	19.	Case Study Discussion-II
	20.	
11.	21.	Retail Communication Mix <ul style="list-style-type: none"> • Traditional Media Elements • New Media Elements • Communications Programs Build Brand Images and Customer Loyalty • Planning the Retail Communication Program
	22.	
12.	23.	Store Layout, Design, And Visual Merchandising <ul style="list-style-type: none"> • Store Design Objectives • Store Design Elements • Space Management • Visual Merchandising • Creating an Appealing Store Atmosphere
	24.	
13.	25.	Customer Service <ul style="list-style-type: none"> • Strategic Advantage through Customer Service • Customer Evaluations of Service Quality • The Gaps Model for Improving Retail Customer Service Quality • Service Recovery
	26.	
14.	27.	Final Project and Class Presentations
	28.	
END TERM EXAMS		

Topic related exercises and assignments– Throughout the term as we cover different topics and exercises related to Retail Management. These exercises might include written assignments, online discussions, or outside activities and case studies. Presentations and regular assignments ensure that the student gets value from this course.

Final Project

Students are required to work on a project during the term. The topics will be assigned by the course instructor and students are required to work individually on the assigned project. The project can be based on any facet of Retail Management.

Course Title: Social Media Marketing**Course Code: MKT-****Credit Hours: 3+0****Course Instructor:****TEXTBOOK***Tracy Tuten, Michael R. Solomon Social Media Marketing (3rd Edition)***COURSE DESCRIPTION**

The course is designed to provide a broad understanding of social media marketing. The course exposes students to the implications of social media as well as opportunities and challenges for marketers, businesses and organizations. Special emphasis will be given to a large array of social media applications and tools used in the marketing of product, services, and corporate image. Topics include (but not limited to) social communities (e.g. social networking websites, message boards, forums, wikis), social publishing (e.g. blogs, media sharing websites: video, photo, audio, etc. and bookmark sharing), entertainment (e.g. social media game-based marketing, virtual reality, and entertainment communities), social commerce (e.g. reviews and ratings, social shopping websites) and social media metrics (i.e. measurements of success and effectiveness).

REFERENCE MATERIAL

- Case Studies will be provided along with the course pack in advance.
- Additional slides/handouts/information will also be shared in-class, as appropriate.

COURSE OBJECTIVES

The course objectives are:-

1. Describe the scope of social media marketing and identify current and emerging trends.
2. Explain how consumers interact socially and how this impacts product/service evaluations and company image
3. Examine the dark side of social media
4. Design social media strategies.
5. Examine the interrelatedness and convergence of social media platforms with traditional marketing channels.
6. Examine the methods used to evaluate the effectiveness of social media presence and campaigns.

COURSE OUTCOMES

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

1. Identify key issues, challenges and opportunities for evolving social media tools
2. Use social media tools to reach marketing and communications objectives.
3. Use effectively social media tools with an awareness of legal and ethical implications.
4. Participate effectively in collaborative learning on social media projects
5. Work on real-world projects and build a business online presence.
6. Evaluate the effectiveness and success of social media use

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

3. In case the instructor wants to change any case study, it will be provided by the instructor. These case studies will be only for class discussion and will not be asked in final paper.
4. Instructors at regional campuses may please give case studies with their own choice

Week No	Lecture No	TOPICS TO BE COVERED
1.	1.	Class Introduction and Course Overview Chapter 1: Foundation of social media marketing <ul style="list-style-type: none"> • Digital Native • The infrastructure of social media • The zones of social media • Monetization and social media • Social media marketing • Career in social media marketing Assignment 1: Assign the case study to students and will discuss it in next class about American Express innovates with social media marketing
	2.	
2.	3.	Chapter 02 : Social Consumer <ul style="list-style-type: none"> • Segmenting and targeting on social media • Social Identity • Motives and attitude influencing social media marketing • Social media segments Assignment 2: Do your own research about yourself, who are you? And what is your personality traits? Write down your hobbies and interest.
	4.	
3.	5.	Chapter 03: Network structure and group influence in social media. <ul style="list-style-type: none"> • Community structure • The characteristics of online communities • The rise of influencer • Flow: How ideas travel online
	6.	
4.	7.	Training session: <ul style="list-style-type: none"> •What are the requirements about to run Facebook and Instagram ADDS?

	8.	<ul style="list-style-type: none"> •What are the strategies you should focus when you are running the Facebook and Instagram adds? • How to run Facebook and Instagram adds
5.	9.	Chapter 04: Social media marketing strategy <ul style="list-style-type: none"> • Strategic planning and social media marketing • Social media campaigns: the strategic planning process • Managing social media marketing in the organization Assignment 4: Arrange some branded videos about strategic planning of social media marketing.
	10.	
6.	11.	Chapter 05: Tactical Planning and Execution <ul style="list-style-type: none"> • Tactical planning for social media marketing • Why: Value-driven social media marketing • Who: Understanding and honoring the target audience • Where: The channel plan • What: designing the experience • How: Producing and scheduling content posting and promotion
	12	
7.	13.	MINI PROJECT The Pizza Hut case “Boosting Pizza Hut Digital Ordering and Digital Public Relations” discusses some challenges related to the use of social media to promote digital ordering and raising funds for donation. In this case study, students are challenged to combine their knowledge and creativity to come with practical and well-sound marketing solutions. Students are asked to create: (a) An integrated marketing campaign using all direct and interactive channels including Pizza Hut’s-owned and earned media channels; social media (e.g. Facebook, Twitter, Youtube, etc.), e-mail, rss feeds, Pizza Hut website, and Product reviews, with a goal of increasing the number of orders driven through a Pizza Hut’s Mobile App. (b) A public relations campaign to recruit donors and raise money for the World Hunger Relief Campaign. In your campaign you need to think about emphasize how digital 4 / 7 ordering blends with digital public relations to support raising money. Your challenge is to recruit 100.000 new donors and to raise nearly 2.5 million.
	14.	
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Mid Term Papers to be Shown Chapter 06: Social Community <ul style="list-style-type: none"> • The social community zone • Marketing application in the social community zone • Brand fans • Brand social communities • Paid media in social network sites Assignment: Why digital marketing is destroys traditional marketing
	16.	
9.	17.	Chapter 07: Social Publishing <ul style="list-style-type: none"> • The social publishing zone • Publishing zone • Developing effective branded content
	18.	

		<ul style="list-style-type: none"> Distributing and promoting content <p>Discussion: how you can run SMS and Email marketing?</p>
10.	19.	Chapter 8: Social Entertainment <ul style="list-style-type: none"> The social entertainment zone Social games Original digital videos and branded videos Social TV Social Media
	20.	
11.	21.	Chapter 9: Social Commerce <ul style="list-style-type: none"> The zone of social commerce The social shopping experience Social commerce strategies Psychology of influence Benefit of social commerce
	22.	
12.	23.	Training session: How to write blogs and how to earn money from blogs How to make effective channel on youtube and how to earn money from youtube
	24.	
13.	25.	Chapter 10: Social media analytics <ul style="list-style-type: none"> The role of social media in research Social media listening: the research process Research error and biases Social intelligence Primary social media research
	26.	
14.	27.	Final Presentations
	28.	
END TERM EXAMS		

Course Title: Tourism Marketing and Hospitality Management

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Principles of Marketing, Principles of Management

Course Description:

This course examines specific approaches to planning, controlling and organizing marketing of tourism industry and also highlights the basic concepts of hospitality management especially in perspective of Pakistan. In tourism marketing context, it presents the major decisions that marketers have to make in tourism ventures and focuses upon two areas: understanding of tourism marketing and marketing planning in the context of tourism organizations working in Pakistan. The part of this course also focuses on hospitality industry and management of hospitality organization. What the functions being performed in the hospitality organizations? This basic discussion of hospitality management will lead the students to learn more about the hospitality industry.

Course Objectives:

The following objectives are intended to achieve:

1. Explain the concept of tourism marketing and its role within the developing economy
2. Describe how the fundamentals of buyer behavior are integral to tourism marketing
3. Plan and execute a relevant tourism marketing strategy by applying the concept of marketing 4.0
4. Appraise the social, ethical and economic aspects of tourism both within Pakistan and globally, including issues around sustainability in tourism
5. Explain the structure, amenities and product types available in the hospitality industry.
6. Prepare the students to cope with the corporate and hospitality industry dilemmas that they will face in their careers.

Course Learning Outcomes (CLOs):

1. Would be able to understand the vocabulary, concepts and theories of hospitality and tourism management.
2. Would be able to apply ethical approaches in making practical decision in hospitality and tourism Industry.
3. Would be able to deal with complex environmental issues by applying ethical practices.
4. To enable the students to understand the managerial, financial impact and operational mechanism of effective best practices in industry and academia.

Textbooks (Course Materials):

Book 1. Marketing in Travel and Tourism, Victor T. C. Middleton, Alan Fyall and Michael Morgan, with contributions from Ashok Ranchhod, 4th Ed.

Book 2. Introduction to Hospitality Management John R. Walker Josielyn T. Walker Fourth Edition

Reference Material:

- ✓ Handouts
- ✓ Case studies
- ✓ **Worldwide Destination Casebook: The Geography of Travel and Tourism** Brian Boniface and Chris Cooper (2005) Elsevier Butterworth-Heinemann Linacre House, Jordan Hill, Oxford OX2 8DP ISBN 0 7506 6440 1
- ✓ Accessed at http://shora.tabriz.ir/Uploads/83/cms/user/File/657/E_Book/Tourism/Worldwide%20Destinations%20Casebook.pdf

ASSESSMENT INSTRUMENT WITH WEIGHTS

S.NO	Items	Marks
1.	Mid Term Exam	25
2.	End Term Exam	40
3.	Internal Evaluation Breakdown	
	Quiz(s)	05
	Assignments(s)	10
	Class Participation	-
	Presentation & Project	05+15
	Case Discussion	
	Lab Work/Practical Project	-
	Any other	-
	Total	35
	Grand Total	100

COURSE CONTENT:

Week #	Lecture #	TOPICS TO BE COVERED	Course Learning Outcomes(CLOs)
1.	1 & 2	Introducing travel and tourism (Chapter 01) Book 01	01
2	3	Introducing marketing: the systematic thought process (Chapter 02) Book 01	01
	4	The special characteristics of travel and tourism marketing (Chapter 03) Book 01	01,02
3.	5&6	The dynamic business environment: factors influencing demand for tourism (Chapter 04) Book 01	03
4.	7	Understanding the consumer: tourism motivations and buyer behavior (Chapter 05) Book 01	03,04
	8	Market segmentation for travel and tourism markets (Chapter 06) Book 01	03,04
5.	09	Product formulation in travel and tourism (Chapter 07) Book 01	01,02
	10	The evolving marketing mix for tourism services (Chapter 08) Book 01	03,04

6.	11 & 12	Marketing planning: the process (Chapter 11) Book 01	03,04
7.	13 & 14	Planning marketing campaigns: budgeting and evaluating marketing performance (Chapter 12) Book 01	03,04
		MID TERM EXAMS	
		MID TERM BREAK	
8.	15.	Introducing Hospitality (Chapter 01) Book 02	01,02
	16.	The Hotel Business (Chapter 02) Book 02	01,02, 03
9.	17.	Rooms Division Operations (Chapter 03) Book 02	03,04
	18.	Rooms Division Operations (Chapter 03) Book 02	03,04
10.	19.	Food and Beverage Operations (Chapter 04) Book 02	03,04
	20.	The Restaurant Business (Chapter 06) Book 02	01,02
11.	21.	Restaurant Operations (Chapter 07) Book 02	03,04
	22.	Managed Services (Chapter 08) Book 02	03,04
12.	23.	Meetings, Conventions, and Expositions (Chapter 12) Book 02	01,02
	24.	Special Events (Chapter 13) Book 02	
13.	25.	Leadership and Management (Chapter 14) Book 02	01,02
	26.	Leadership and Management (Chapter 14) Book 02	01,02
14.	27.	Communication and Decision Making (Chapter 18) Book 02	01,02,03
	28.	Communication and Decision Making (Chapter 18) Book 02	01,02 03
		END TERM EXAMS	

Course Title: Marketing Research

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Principles of Marketing

Course Description:

Marketing Research is concerned, primarily, with the systematic gathering and analysis of primary and secondary information to significantly reduce uncertainty in major marketing problem areas. Exposure to problem definition, sampling, collecting, and interpreting data is experienced through discussion, case analysis, and group projects.

Course Objectives:

The course is designed to help students develop their research, inquiry and communication skills while providing a road map to their future career in Marketing. This course will provide students with an overview of career opportunities in Marketing.

Learning Outcomes:

Upon successful completion of this course, the student will have reliably demonstrated the ability to:

1. Describe, in detail, each of the steps in the marketing research process.
2. Differentiate between the Marketing Problem and the Research Objectives; and then apply this knowledge to a given research problem.
3. Distinguish between Primary and Secondary Data, and when to use each type, within the marketing research process.
4. Differentiate between the three research design alternatives, and when to use each type within the research process.
5. Evaluate the variety of techniques available to collect primary data, and when to use each type.
6. Calculate appropriate sample size for a given research problem.
7. Explain the fundamental design and construction principles for effective survey questionnaires, and apply these to a given research problem.
8. Discriminate between the data analysis techniques that are utilized in marketing research, and then apply these to a given research problem.
9. Prepare a final research report for a given research problem.

Reference Material

- Marketing Research- An Applied Approach by Naresh K. Malhotra, Daniel Nunan, David F. Birks. 5th Edition

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS	
1	Mid Term Exam	25	
2	End Term Exam	40	
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Research Proposal/Research paper		
	Any Other		
	Total	35	35
	GRAND TOTAL		100

Contents

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Introduction to Marketing Research
	2.	Defining the marketing research problem and developing a research approach
2.	3.	Research design
	4.	Secondary data collection and analysis
3.	5.	Internal secondary data and analytics
	6.	Qualitative research: its nature and approaches
4.	7.	Qualitative research: focus group discussions
	8.	Qualitative research: in-depth interviewing and projective techniques
5.	9.	Qualitative research: data analysis
	10.	Survey and quantitative observation techniques
6.	11.	Casual research design: experimentation
	12.	Measurement and scaling
7.	13.	Questionnaire design
	14.	Research proposal
8		MID TERM EXAMS
		MID TERM BREAK
9.	15.	Sampling: Design and procedures
	16.	Sampling: determining sample size
10	17.	Survey fieldwork
	18.	Social media research
11.	19.	Mobile research
	20.	Data integrity
12.	21.	Frequency distribution, cross-tabulation and hypothesis testing
	22.	Analysis of variance and covariance
12.	23.	Correlation and regression
	24.	Factor analysis
13.	25.	Discriminant and cluster analysis
	26.	SEM and path analysis
14.	27.	Research paper
	28.	Research paper Presentations
		END TERM EXAMS

Course Title: New Product Development

Course Code:

Credit Hours: 3+0

Course Instructor:

PREREQUISITES:

As a marketing elective, this course focuses on detail and advanced knowledge regarding the different phases of product development. To be able to comprehend this knowledge, prerequisite subjects are Principles of Marketing, Strategic Marketing and preferably Entrepreneurship.

Course Objectives:

- g. Gain a solid understanding of key new products development concepts and strategies.
- h. Apply concepts and strategies to diverse products, services, and situations within the organization and how to gain competitive advantage.
- i. Develop strong new product or service ideas, strategies and communicate your recommendations and rationale persuasively.
- j. Evaluate and develop the new products or/and services.

INTENDED COURSE LEARNING OUTCOMES:

After successful completion of this course, students will be able to:

- a. **Explain key planning and innovation as well as development concepts, and apply them to marketing.**
 - b. **Analyze factors affecting the competitive position of an organization, including the opportunity identification, concept generation, concept/project evaluation, development and launch.**
 - c. **Explain key elements of PIC (Product Innovation Charter).**
 - d. **Formulate and implement new products development in line with an organization's competitive positioning.**

Textbook

C. Merely Crawford, New Product Development/Management (9th /11th Edition)

Reference Material

- Case Studies will be provided along with the course pack in advance.
- *C. Merely Crawford (10th edition) New product management.*
- Additional slides/handouts/information will also be shared in-class, as appropriate.

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENTS

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	(Chapter 1) The Menu Figure 1.2, 1.3, 1.4, 1.5 <ul style="list-style-type: none"> • What's special about this field? • What is a new product? • What about new service, Business to Business Products and International Products? • Is New Products Management an Art or a Science? • Careers in the field of New Products.
	2.	
2.	3.	(Chapter 2) The New Products Process Figure 2.1, 2.2, 2.3 <ul style="list-style-type: none"> • The basic new products process (5 phases) • The concept life cycle • What about new services? (4 scales of goods and services) • Voice of Customers VOC • Probe and learn and Lickety-stick.
	4.	
3.	5.	(Chapter 3) Opportunity Identification and Selection Figures 3.1, 3.4 <ul style="list-style-type: none"> • Why have strategic planning? • A strategy for a 'Company within a company' • New product strategy inputs • The Product Innovation Charter (goals and objectives, special guidelines) Case Study: Kellogg page 75
	6.	
4.	7.	(Chapter 4) Preparations and Alternatives Figures 4.2, 4.3, 4.4, 4.5 <ul style="list-style-type: none"> • Setting • Preparation • The concept • Important sources of readymade new product ideas Case Study: toy industry (page 107)
	8.	
5.	9.	Presentations on self made ideas for new product/products development with the help of topics studied till date.
	10.	
6.	11.	(Chapter 5) Problem Based Ideation Figure 5.1 <ul style="list-style-type: none"> • The overall system of internal concept generation • Gathering the problems • Scenario analysis • Solving the problems Case: Earning Organizational Respect
	12.	
7.	13.	Mega Quiz and questions and queries
	14.	
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	(Chapter 6) Analytical Attribute Approaches <ul style="list-style-type: none"> • Understanding why customers buy a product? • Gap analysis • Perceptual gap maps based on attribute ratings (AR) • Perceptual gap maps based on overall similarities (OS)
	16.	

9.	17.	(Chapter 8) The Concept Evaluation System Figures 8.1, 8.2, 8.3, 8.6 <ul style="list-style-type: none"> • What's going on in the New Product Process? • The cumulative expenditures curve. • Planning the evaluation system • A-T-A-R Model Case Study: Concept Development Corporation (Page 189)
	18.	
10.	19.	(Chapter 9) Concept Testing <ul style="list-style-type: none"> • Importance of Up-Front Evaluations • PIC • Market Analysis • Initial reaction • Concept testing and development • What is a new product concept? Its purpose Case Study: Nokia (page 215)
	20.	
11.	21.	Final Presentations of the Project
	22.	
12.	23.	(Chapter 12) Product Protocol Figures 12.2, 12.3 <ul style="list-style-type: none"> • Settings and Review • Purpose of protocol • Protocol's Specific Contents • Protocol and voice of customer
	24.	
13.	25.	(Chapter 14) Development Team Management <ul style="list-style-type: none"> • What is a team? • Building a team • Managing a team Case Study: Marko Products (page 341)
	26.	
14.	27.	Mega Quiz and questions and queries
	28.	
END TERM EXAMS		

Course Title: Personal Selling**Course Code:****Credit Hours: 3+0****Course Instructor:****Prerequisites:**

As a marketing elective, this course focuses in more detail on one key aspect of marketing and selling. However, you must have an understanding of marketing mix and marketing principles and strategies.

Course Description:

Personal selling is an interpersonal communication process during which a seller uncovers and satisfies the needs and wants of a buyer to the mutual, long-term benefit of both parties. In spite of the growth of other forms of selling, face-to-face meetings and personal relationships between sellers and buyers are more important than ever before. Research indicates that personal visits and personal contacts are still the most effective approach for building committed relationship between a buyer and a seller. In this course, you will learn about the field of selling, fundamental skills needed to be successful as a salesperson, formal negotiation, and the role of selling in the total marketing process. This course looks at the different aspects of the sales process. It looks at how deals are made, how they are negotiated and what aspects of personal selling go into closing the sale.

Course Objectives:

The objective of this Course is to help the student develop his personal selling skills that will successfully meet customer and employer needs. To provide a route to more satisfied customers, more successful salespeople, and better long term business relationships.

INTENDED COURSE LEARNING OUTCOMES:

After successful completion of this course, students will be able to

- Describe what a salesperson does and the specific value he or she adds to an organization.
- Explain the basic steps in a typical sales process and their application to real business situations.
- Analyze a salesperson's techniques and articulate what he or she is doing well and what needs to be improved.
- Define the role that sales plays in a marketing campaign.
- Understand and discuss the ethical issues faced by sales professionals.
- Explain how to conduct a successful sales call, including the role of verbal and non-verbal communication.
- List the different types of sales presentations and the advantages of each.
- Describe the basic principles of organizing and managing a sales territory.
- Explain the importance of service and support in earning a customer's business.

Textbook:

- “*Selling, Building Partnerships*” by Waitz, Castleberry, Tanner (8th Edition)

Reference Material:

- “Fundamentals of Selling” by Charles Futrell
- Harvard Business Review Cases studies

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENTS

Week	Lecture	TOPICS TO BE COVERED
1.	1.	Introduction to personal selling and Personal Selling in Pakistan
	2.	
2.	3.	Selling and Salespeople <ul style="list-style-type: none"> • Why Learn about Personal Selling • Creating Value: The Role of Salespeople in Business • What Do Salespeople Do? • Types of Salespeople • Characteristics of Successful Salespeople • Rewards in Selling • The Building Partnerships Model
	4.	
3.	5.	Ethical and Legal Issues in Selling <ul style="list-style-type: none"> • Ethics and Personal Selling • Selling Ethics and Relationships • Legal Issues • International Ethical and Legal Issue
	6.	
4.	7.	Using Communication Principles to Build Relationships <ul style="list-style-type: none"> • Building Relationships through Two-Way Communication • Sending Verbal Messages Effectively • Active Listening • Reading Nonverbal Messages from Customer • Sending Messages with Nonverbal Communication • Communicating via Technology
	8.	
5.	9.	Adaptive Selling for Relationship Building <ul style="list-style-type: none"> • Types of Presentations • Adaptive Selling and Sales Success • Knowledge Management • The Social Style Matrix: A Training Program for Building Adaptive Selling Skills • Systems for Developing Adaptive
	10.	
6.	11.	Prospecting <ul style="list-style-type: none"> • The Importance of Prospecting • Characteristics of a Good Prospect
	12	

		<ul style="list-style-type: none"> • How and where to Obtain Prospects • Lead Qualification and Management
7.	13. 14.	Role play Case Studies
		MID TERM EXAMS
8.	15. 16.	Making the Sales Call <ul style="list-style-type: none"> • Making a Good Impression • Identifying the Prospect's Needs: the Power of Asking • Offering Value: The Solution to the Buyer's Needs • Building Credibility during the Call
9.	17. 18.	Responding to Objections <ul style="list-style-type: none"> • The Goal Is to Build Relationships and Sell Value • When Do Buyers Raise Objections? • Common Objections • Behaviors of Successful Salespeople • Effective Response Methods • The Price Objection • Dealing with Tough Customers
10.	19. 20.	Obtaining Commitment <ul style="list-style-type: none"> • Securing Commitment Today • Financial Terms and Conditions • When to Attempt to Obtain Commitment • How to Successfully Obtain Commitment • Effective Methods • If Commitment is Obtained • If Commitment is not Obtained • Bringing the Interview to Close
11.	21 22	Formal Negotiating <ul style="list-style-type: none"> • The Nature of Negotiation • Planning for the Negotiation Session • The Negotiation Meeting
12.	23 24	Building Partnering Relationships <ul style="list-style-type: none"> • The Value of Customers • Relationships and Selling • Managing Relationships and Partnering • Phases of Relationship Development • Characteristics of Successful Relationships
13.	25 26	Role play Case Studies
14.	27 28	Final Project Presentations
		END TERM EXAMS

Topic related exercises and assignments:

Throughout the term as we cover different topics and exercises related to personal selling and Selling process. These exercises might include written assignments, online discussions, or outside activities and case studies. Presentations and regular assignments ensure that the student gets value from this course. Topics include techniques for effective speaking, persuasion, and listening.

Course Title: Integrated Marketing Communications**Class:****Credit Hrs: 03**

		Lab Not Required
Prerequisites For this Course: Principles of Marketing		
Instructor: Muhammad Fahad Muqaddas		
e-mail: mfahidm@gmail.com Cell : +923005241949		Class Timings:
Text Book: <ul style="list-style-type: none"> • Integrated Advertising, Promotion, and Marketing Communications, K. Clow and D. Baack, Prentice Hall/ Pearson Education (9th edition, 2021). • Advertising Excellence, Bovee, Thill, Dovel and Wood, McGraw-Hill (International Edition). Reference Books: <ul style="list-style-type: none"> ➤ Advertising and Promotion: George E. Belch and Michael Belch Global 11th Edition 		

Course Description:

This course focuses on the concepts, processes, and methods in Advertising promotion and marketing communications. This course will open the window for the students to relate the practical world campaigns with the underlying research both qualitative and quantitative perspective based on the marketing objectives. Students will be able to develop Advertising and media campaigns and handle media promotions more properly. This course is divided into main subject areas that include: foundation, society, market orientation, consumer behavior, research, planning, creative, copywriting, design, production, media buying, sales promotion and event management. In each of the areas the course stress upon building the basic knowledge of students in advertising and event management and application through cases.

Course Objectives: The main objectives of this course are

- To develop a thorough understanding of the Advertising and Promotional aspect of marketing.
- To understand how to create and Advertising and Promotional strategy.
- To assemble promotional and communications mixes for specific target markets.
- To understand the different roles involved in the promotional aspect of marketing, e.g. agency, marketing/product manager, media planner, etc. and how to manage them.
- To understand how to use different media to accomplish different goals and to reach different customer segments, e.g. consumer and business.

Lecture Plan:

Week	Session	Topic
1.	1.	The Foundations of Advertising <ul style="list-style-type: none"> • Definition of Advertising • Key concepts of advertising • The relationship among advertisers, agencies, media, and suppliers. • Types of advertising.

	2.	The Foundations of Advertising <ul style="list-style-type: none"> • Functions of advertising. • The importance of the marketing concept for advertising • The elements of the marketing mix. • The communication process and integrated marketing communications • The key challenges and opportunities facing today's advertisers
2.	3.	Case 1: Coke and Pepsi: from Global to Indian Advertising
	4.	The IMC Planning Process <ul style="list-style-type: none"> • Communications Research • Market Segmentation by Consumer Groups • Business-to-Business Market Segmentation
3.	5.	The IMC Planning Process <ul style="list-style-type: none"> • Product Positioning • Marketing Communications Objectives • Types of Budgets
	6.	Case 2: Fair & Lovely vs. Dark is Beautiful
4.	7.	Advertising Campaign Management <ul style="list-style-type: none"> • Advertising Theory • The Impact of Advertising Expenditures • In-House Versus External Advertising Agencies
	8.	Advertising Campaign Management <ul style="list-style-type: none"> • Choosing an Agency • Roles of Advertising Personnel • Advertising Campaign Parameters • The Creative Brief • International Implications
5.	9.	Case 3: Highway Delite: Mobile App Brand Building Using Google AdWords
	10.	Advertising Design <ul style="list-style-type: none"> • Message Strategies • Types of Advertising Appeals
6.	11.	Advertising Design <ul style="list-style-type: none"> • Executional Frameworks • Sources and Spokespersons Measuring Brand Equity
	12.	Traditional Media Channels <ul style="list-style-type: none"> • The Media Strategy • Media Planning • Advertising Terminology • Achieving Advertising Objectives
7.	13.	Traditional Media Channels <ul style="list-style-type: none"> • Media Selection • Media Mix • Media Selection in Business-to-Business Markets • Integrated Campaigns in Action
	14.	Social Media <ul style="list-style-type: none"> • Social Networks • Social Media Marketing • Social Media Marketing Strategies
8.	15.	Case 4: Marketing the Nissan Micra and Tata Nano Using Social Media

	16.	Creative Strategy & Copywriting <ul style="list-style-type: none"> • The meaning of creativity and its contribution to advertising • The creative process and the steps for generating creative ideas The three elements of a creative strategy
9.	17.	Creative Strategy & Copywriting <ul style="list-style-type: none"> • The purpose and content of a copy platform • The hard-sell and soft-sell styles of advertising • Print Copy and broadcast Copy
	18.	Case 5: Amagi: Creating Value in the TV Broadcasting Industry
10.	19.	Art Direction <ul style="list-style-type: none"> • Explain the meaning of art direction and its role in advertising • Describe the elements of design • List the principles of good design
	20.	Art Direction <ul style="list-style-type: none"> • Explain the steps involved in designing print ads • Describe the steps involved in designing ads for television • List the most common formats used for television commercials • Discuss the audio and visual elements that make up television commercials
11.	21.	Sales Promotions <ul style="list-style-type: none"> • Consumer Promotions vs. Trade Promotions • Consumer Promotions • Planning for Consumer Promotions
	22.	Sales Promotions <ul style="list-style-type: none"> • Trade Promotions • Concerns with Trade Promotions International Implications
12.	23.	CASE 6: HBL: Sponsoring Pakistan Super League
	24.	Regulations And Ethical Concerns <ul style="list-style-type: none"> • Marketing Communications Regulations • Deception versus Puffery • Industry Oversight of Marketing Practices
13.	25.	Regulations And Ethical Concerns <ul style="list-style-type: none"> • IMC and Ethics • Marketing and Ethics • Responding to Ethical Challenges
	26.	Event Management <ul style="list-style-type: none"> • Understanding Event Management • Pre-event and Post-event Activities
14.	27.	Final Project (Presentations)
	28.	Final Project (Presentations) & Wrap Up Session

Learning Outcomes:

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

- Understand the fundamental role of marketing and consumer behavior as foundations of successful advertising. Demonstrate an understanding of the overall role advertising plays in the business world.
- Ability to understand complex advertising issues in the real-time scenarios. Understand comprehensive and in-depth knowledge of advertising appeals and the resultant themes for ad

campaigns.

- Identify and understand the various advertising mediums and strategies. The students would be able to select the most appropriate media for advertising campaigns.
- Understand the creative process in advertising and its utilization in this field. Establish an understanding of advertising strategies. The students will be able to develop and test the effectiveness of various types of advertising and promotional strategies and campaigns
- They would be able to develop an integrated marketing communications plan for a real company incorporating sound analysis and key learning from the class

Grading and General Course Policies:

The grading will be done as per the policy of the university, however, the final grade for the course will be determined based on the total points accumulated in the below areas with following weightage:

Final Examination	(40%)
Mid Term Examination	(25%)
Class Participation	(5%)
Quizzes/Assignments/ Presentations.	(10%)
Final Project (Advertising Plan)	(10%)

Specialization Courses

(Supply Chain Management)

Course Title: Inventory Management

Course Code:

Credit Hours: 3 + 0

Course Instructor:

PREREQUISITES:

- Students accepted for the BBA, MBA in Supply Chain Management (SCM) Program are eligible for the course. Students should be familiar with objective and development of inventory planning and control in supply chain management.

COURSE DESCRIPTION/OBJECTIVES:

- Gain knowledge on the basics of inventory management & control
- Acquire know-how about the dynamics of inventory management's principles, concepts, and techniques as they relate to the entire supply chain management.
- Scope of inventory management activity & its evaluation, relevant strategic issues.
- Learn about the basic risk management and mitigation strategies related to inventory management
- Gain knowledge about the storage of stock, controlling the amount of product for sale, and order fulfillment
- Apply critical thinking to inventory management processes & operations.

INTENDED COURSE LEARNING OUTCOMES

- To let students understand how to use basic concepts, strategies and techniques to analyze a variety of inventory systems and make optimal decisions for the improvement of these systems.
- Examine the key processes of inventory management in order to assess their roles in business system.
- Apply the knowledge of inventory management to make appropriate inventory decision in different business situation and to emphasize the practical implementation of the strategies and techniques.
- Recommend inventory management strategies and select inventory control system.
- Understand the both of strategic and tactical horizons of inventory management.
- Use tools and techniques to analyze and to optimize various costs indulged with inventories like purchase cost, carrying cost, & storage cost, etc.
- Appreciation of the processes & operations involved in inventory management and their wider relevance to the supply chain processes & operations of the organization.
- Understand the methods and techniques for reducing the cost of holding goods while providing an efficient and effective service to their customers are covered.
- To explain the dynamics of inventory management's principles, concepts, and techniques as they relate to the entire supply chain, including customer demand, distribution, and product transformation processes.
- Understand how to eliminate duplication in ordering stocks & how to minimize loss through deterioration, pilferage, wastages, and damages.
- Practical approach to keep material cost under control as they contribute to reducing the cost of production.
- Understand the methods used by organizations to obtain the right quantities of stock or inventory, & familiarize themselves with inventory management practices.

PROVISION OF SOFT SKILLS

- Capability to communicate effectively through presentation, email, and team discussion.

- Capability to logically organize thoughts
- Time management & Information retrieval
- Analytical skills & academic writing

RECOMMENDED TEXT BOOK

- “ Inventory Control and Management”
By Donald Waters, Latest Edition

REFERENCE BOOKS

- “Foundations of Inventory Management” By Zipkin, Paul H. The McGraw-Hill Company”
- “Inventory and Production Management in Supply Chains” 4th Edition by Edward A. Silver (Author), David F. Pyke (Author), Douglas J. Thomas (Author)

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS		MARKS
1	Mid Term Exam		25
2	End Term Exam		40
3	Internal Evaluation Breakdown		
	Assignments(s)	10	
	Class Participation		
	Project and Presentation	20	
	Quizzes	5	
	Total	35	35
	GRAND TOTAL		100

COURSE CONTENT

Week No.	Lecture No.	TOPICS TO BE COVERED
1.	1	Introduction to Stocks and Inventories <ul style="list-style-type: none"> • Stocks of materials. • Reason for holding Stock.
	2	<ul style="list-style-type: none"> • Stocks in the Supply Chain, Worked Examples.
2.	3	<ul style="list-style-type: none"> • Trends affecting stocks.
	4	Stocks within an Organization <ul style="list-style-type: none"> • Inventory management and logistics.
3.	5	<ul style="list-style-type: none"> • Setting the aims of inventory management.
	6	<ul style="list-style-type: none"> • Strategic role of stock. • Cost of holding stock.
4.	7	Economic Order Quantity <ul style="list-style-type: none"> • Defining the Economic Order Quantity. • Worked Examples.
	8	<ul style="list-style-type: none"> • Adjusting the EOQ. • Worked Examples.& problems
5.	9	Models for Known Demand <ul style="list-style-type: none"> • Price discounts from Suppliers.
	10	<ul style="list-style-type: none"> • Worked Examples & problems
6.	11	<ul style="list-style-type: none"> • Finite replenishment rate.
	12	<ul style="list-style-type: none"> • Worked Examples & Problems

7.	13	<ul style="list-style-type: none"> • Case Study
	14	<ul style="list-style-type: none"> • Revision
MID TERM EXAMS		
8.	15	Models for Uncertain Demand <ul style="list-style-type: none"> • Uncertainty in stocks. • Worked Examples & Problems
	16	<ul style="list-style-type: none"> • Models for discrete demand. • Newsboy Problem • .Worked Examples.
9.	17	Sources of Information. <ul style="list-style-type: none"> • Inventory Management and Information System
	18	<ul style="list-style-type: none"> • Worked Examples and Problems
10.	19	Forecasting Demand <ul style="list-style-type: none"> • Methods of forecasting. • Judgmental forecast
	20	<ul style="list-style-type: none"> • Causal forecasting • Projective forecasting.
11.	21	Planning and Stocks <ul style="list-style-type: none"> • Levels of planning. • Aggregate planning
	22	<ul style="list-style-type: none"> • Operational schedules • Simulation of stocks
12.	23	Just-in-Time <ul style="list-style-type: none"> • Principles of Just-in-Time
	24	<ul style="list-style-type: none"> • Main feature for stocks
13.	25	<ul style="list-style-type: none"> • Achieving Just-in-Time operations • <i>Kanbans.</i>
	26	<ul style="list-style-type: none"> • Jidoka – quality at source.
14	27	<ul style="list-style-type: none"> • Case Study
	28	<ul style="list-style-type: none"> • Quiz/ Presentation
END TERM EXAMS		

Course Title: SOURCING & PROCUREMENT
Course Code: SCM-582
Credit Hours: 3 + 0
Course Instructor:

PREREQUISITES:

- Students should be specialized in Purchasing objectives & development key procurement issues & applications.

COURSE DESCRIPTION / OBJECTIVES:

- Gain knowledge on the basics of purchasing and procurement
- Scope of purchasing activity & its evaluation, relevant strategic issues.
- Learn about basic risk management and mitigation strategies related to purchases
- Key purchasing variables of quality, inventory, lead time, sourcing, price & negotiation.
- Important purchasing activities.
- Obtain the knowledge to conduct a competitive solicitation, evaluate bid and award a contract
- Contract Management & performance measurement.
- Apply critical thinking to procurement processes
- Gain knowledge about the approach to engaging contract managers and handing off contracts for contract monitoring
- Steps to negotiate with a contractor
- Apply policies for direct-buy, competitive, sole source and emergency procurement

INTENDED COURSE LEARNING OUTCOMES

- Examine the key processes of procurement management in order to assess their roles in business system.
- Apply the knowledge of procurement to make appropriate procurement decision in different business situation.
- Recommend sourcing strategies and select supplier evaluation system.

PROVISION OF SOFT SKILLS

- Ability to communicate effectively through presentation, email, and team discussion
- Ability to logically organize thoughts
- Time management
- Ability to present oneself to confidence

RECOMMENDED TEXT BOOK

- **“The Procurement and Supply Manager’s Desk Reference”**
Second Edition
By Fred B. Sollish, C.P.M, John Semanik, C.P.M.

REFERENCE BOOKS

- **“Handbook of Procurement”** By Nicola Dimitri, Gustavo Piga & Giancarlo Spagnolo

ASSESSMENT INSTRUMENT WITH WEIGHTS

Sr. No.	ITEMS	MARKS
1.	MidTerm Exam	25 %
2.	End Term Exam	40 %
2.	Internal Evaluation Breakdown	
	Quizzes	15
	Assignments	05 %
	Project	10 %
	Présentation	15 %
	Total	05 %
		35
		35 %
Grand Total		100

(Specify assignments, number of quizzes, research project or any other activity on the basis of which evaluation will be done).

COURSE CONTENTS

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	PROCUREMENT AND BEST BUSINESS PRACTICES Understanding Procurement & Conveying Requirements.
	2.	Finding Innovative Methods and Exploring & Creating Strategic Plans and Tactics.
2.	3.	Alternatives & Internal Cost-Related Analysis Tools & Keeping Supplier Information. & Case study.
	4.	SOURCING MANAGEMENT Establishing, Creating and Organizing Requirements.
3.	5.	Locating and Developing Sources of Supply & Types of Competition.
	6.	Managing Sourcing Data, Types of Sourcing, Maintaining Sourcing Lists & Case Study.
4.	7.	SELECTING SUPPLIERS AND MEASURING PERFORMANCE Selecting the Supplier and Awarding the Contract Applying Selection Criteria
	8.	Administering the Contract
5.	9.	Ensuring Quality Performance & Case study.
	10.	CONTRACT ADMINISTRATION Contract Essentials.
6.	11.	Contracts for Legal Requirements Aligning
	12.	Reviewing Contracts and Practices with Policy Maintaining Procurement Documents and Records & Case study.
7.	13.	Review
	14.	Quiz & Presentation
		MID TERM EXAMS
		MID TERM BREAK

8.	15.	NEGOTIATIONS. Assessing the Negotiating Environment
	16.	Gathering Information and Analysis, Preparing for the Negotiation, Conducting the Negotiation& Case study.
9.	17.	FINANCIAL DECISIONS FOR SOURCING Performing make or buy analysis
	18.	Performing lease or buy analysis
10.	19.	Formulating Financial Strategies
	20.	PROCUREMENT INTERNAL RELATIONSHIPS Understanding key departmental roles
11.	21.	Developing good working relationships
	22.	Reengineering supply management
12.	23.	STRATEGIC PLANNING FOR PROCUREMENT Developing Demand- and Forecast-Based
	24.	Procurement Strategies
13.	25.	Planning Procurement Requirements
	26.	Conducting Market Analysis
14.	27.	Review
	28.	Quiz & Presentation
END TERM EXAMS		

Course Title: Logistics Management

Course Code: SCM-493

Credit Hours: 3

Course Instructor:

PREREQUISITES:

- Students should be specialized in Logistics Management & Strategy that support the need to disseminate knowledge and understanding of logistics in an easy to read way.

COURSE DESCRIPTION/OBJECTIVES:

- It describes the way that materials move into organization from suppliers, through the operation with in organization and then out to the customers.
- Brought view of logistics looking at every kind of organization & moving every kind of material.
- Understanding about increasing strategic importance of logistics.

INTENDED COURSE LEARNING OUTCOMES

After successful completion of this course, students will be able to:

- Understand the structure of supply chains and the different ways through which supply chains can become competitive in the market.
- Explain how to use the levers of the logistics strategy to redefine the points necessary to make this harmonization.
- Analyze the importance of the term “value creation” and to propose actions in the field of management of logistics costs towards the creation of value.
- Distinguish the forces shaping international logistics in a global market.
- Assess accurately the risks occurred due to loss of focus on the satisfaction of end-customer demand.
- Produce and combine effectively the options available for managing inventory and orders per case.

PROVISION OF SOFT SKILLS

- *Ability to communicate effectively through presentation, email, and team discussion*
- *Ability to logically organize thoughts*
- *Time management*
- *Ability to present oneself to confidence*

RECOMMENDED TEXT BOOK

- Logistics Management, Donald Waters & Logistics Management.
- Strategy, 3rd edition, Alan Harrison and Remko Van Hoek.

REFERENCE BOOKS

- *Lean Supply Chain & Logistics Management by Paul Myerson*

ASSESSMENT INSTRUMENT WITH WEIGHTS

S.NO	Items	Marks
1.	Mid Term Exam	25%
2.	End Term Exam	40%
3.	Internal Evaluation Breakdown	
	Quiz(s)	5%
	Assignments(s)	10%
	Project	15%
	Présentations	5%
	Total	35
	Grand Total	100

COURSE CONTENT

Week #	Lecture	TOPICS TO BE COVERED
1.	1.	Introduction of logistics, The supply chain, Activities of Logistics
	2.	Aims of Logistics, Importance of Logistics, Case Study
2.	3.	Progress in logistics, Current trends in logistics, Integrating logistics within organization
	4.	Competing Through Logistic
3.	5.	Integration along the supply chain
	6.	Achieving integration, Case Study
4.	7.	logistic strategy, strategic decision
	8.	Designing a logistic strategy,
5.	9.	Implementing the strategy
	10.	Case Study
6.	11.	Material requirement planning, Extending the role of MRP, Principle of JIT
	12.	Extending IT along the supply chain, Case Study
7.	13.	Review
	14.	Quiz & Presentation
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Measuring performance, comparing performance, Analyzing the supply chain
	16.	Improving performance
9.	17.	Purpose of warehouses
	18.	Activities within a warehouse
10.	19.	Ownership
	20.	Layout, Material Handling
11.	21.	Mode of transport
	22.	Intermodal transport
12.	23.	Ownership of transport, Routing vehicles
	24.	International trade
13.	25.	Problems with international logistics
	26.	Organizing international operations
14.	27.	Review
	28.	Quiz & Presentation
		END TERM EXAMS

Course Title: Distribution Network & Design

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

- Students accepted for the BBA, MBA in SCM Program are eligible for the course

COURSE DESCRIPTION/OBJECTIVES:

In today's competitive environment, a company's performance does not depend just upon its own capabilities. Companies must also rely on and develop effective distribution network designs in its supply chain. Distribution network design is an approach to managing the entire supply chain. Therefore, on completion of this course the student will be able to:

- Carrying out the routine but vital responsibilities of Distribution Network Design and handling major challenges facing to Supply Chain Management.
- Mastering the Challenges of fulfilling customer demand is a result of contributions from several fields. This course takes an analytical perspective to the task of organizing distribution networks for optimum performance.
- Identify and analyze important factors in formal models, to uncover important trade-offs and performance drivers in distribution networks.
- Focus on analysis, planning, and organization of these distribution activities. The dynamics of the business context – in terms of globalization and the rapid growth of information and communication technology – make this a challenging task.

COURSE LEARNING OUTCOMES:

After completing this course the students will be able to:

- To introduce and study key concepts in Distribution Network
- To understand the role and function of Distribution Network in business operations
- To analyze, through case study analysis and Internet research – the Distribution Networks of different businesses and how companies create competitive advantages from their Distribution Network designs
- To understand the importance of distribution networks designs in successful business operations
- To learn how companies use distribution network designs to give them competitive advantages

RECOMMENDED TEXT BOOK:

- “The Handbook of Logistics and distribution management”, 5th Edition, By Alan Rushton,
- “Supply Chain Management” 6th Edition

REFERENCE BOOKS / MATERIAL

- Case studies
- “Designing and Managing the supply Chain”.
By Simchi-Levi, David, Philip Kaminsky, & Edith Simchi-Levi.
McGraw Hill/Irwin, 2007. ISBN: 9780073341521

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENT

Week No	Lecture No	Ch	TOPICS TO BE COVERED
1.	1.	01.	Historical Prospective
	2.	01.	Importance of Logistics and Distribution
2.	3.	02.	The total Logistics Concept
	4.	02.	Globalization and Integration
3.	5.	02.	Integrated Systems
	6.	02.	Competitive advantage through logistics
4.	7.	04.	Physical distribution channel types & Structures
	8.	04.	Channel selection
5.	9.	04.	Outsourcing channels
	10.	05.	Logistics & distribution
6.	11.	11	Multichannel fulfillment
	12.	11	Food retailing & Non-food retailing
7.	13.	-	P&G Case Distribution Case Study
	14.	-	Quiz & Presentation
			MID TERM EXAMS
			MID TERM BREAK
8.	15.	16	Floor Area Usage
	16.	16	Typical warehouse functions in a cross dock warehouse
9.	17.	17	Palletized storage and movement
	18.	18	Non-Palletized storage and movement
10.	19.	19	Order Picking
	20.	19	Order Packing
11.	21.	20	Receiving and dispatch
	22.	21	Warehouse Design
12.	23.	22	Warehouse management and information

	24.	-	Application: Revenue Optimization
	25.	-	Robust Optimization
13.	26.	-	Comparison of different distribution models (FMCG, Pharma, Cement)
	27.	-	Review
14.	28.	-	Quiz & Presentation
END TERM EXAMS			

Course Title: Enterprise Resource Planning (ERP)

Course Code: SCM-662

Credit Hours: 3 + 1

Course Instructor:

PREREQUISITES:

- Students should be specialized to understand the role of ERP in business planning activities.

COURSE DESCRIPTION/OBJECTIVES:

This course introduces students to the use of Enterprise Resource Planning (ERP) Systems- the Manufacturing Modules. ERP systems are the first generation of enterprise software is meant to integrate data and support all the major functions of the manufacturing organization. Moreover it would improve service experience. It helps to modernize and integrate business processes and systems and enhance competitiveness.

INTENDED COURSE LEARNING OUTCOMES

Upon successful completion of the course, the student becomes familiar with a modern ERP (Enterprise Resource Planning) information system, its concepts and potential in contemporary business environment and able to utilize ERP systems, basic functionalities and run business processes within the system ; to model and portray business processes and able to understand the interaction between various business areas through business processes

- Working knowledge of the fundamental technology and principles underline the development, Implementation & use of integrated enterprise information system.
- Understanding the basics of ERP software and its role in business strategy.

PROVISION OF SOFT SKILLS

- Ability to communicate effectively through presentation, email, and team discussion.
- Ability to logically organize thoughts.
- Time management.
- Ability to present oneself to confidence.

RECOMMENDED TEXT BOOK

- Enterprise Resource Planning by Bret Wagner by Ellen Monk, Course Technology; 3rd Edition (February 4, 2008). ISBN-10: 1423901797.

REFERENCE BOOKS

- Modern ERP: Select, Implement & Use Today's Advanced Business Systems by Marianne Bradford, lulu.com (October 19, 2009). ISBN-10: 0557012910.
- ERP Systems by Dimpi Srivastava and AartiBatra, I K International Publishing House (February 15, 2010). ISBN-10: 9380578148.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Business Functions and Business Process Introduction Functions Areas and Business Process
	2.	Functions Areas and Business Processes of a very small Business
2.	3.	Functional Area Information System
	4.	The Development of Enterprise Resource Planning Systems The evolution of information system
3.	5.	ERP software emerges: SAP ERP for midsize and smaller companies + Quiz
	6.	The significance and benefits of ERP and systems
4.	7.	Marketing information systems and the sales order process Overview of Fitter Snacker.
	8.	Problems with Fitter Snacker's sales process Sales and distribution in ERP.
5.	9.	A standard order in SAP ERP.
	10.	Production and supply chain management information system Production Overview,
6.	11.	The production planning process, ERP and Suppliers
	12.	Case Study
7.	13.	Review
	14.	Review + Quiz
MID TERM EXAMS		
MID TERM BREAK		
8.	15.	Accounting in ERP Systems Accounting Activities
	16.	Operational Decision making problem : Credit Management Product profitability analysis
9.	17.	Management reporting with ERP systems
	18.	Human Resources Processes with ERP Problem with fitter's Human Resources Processes + Quiz
10.	19.	Human Resources with ERP software Advanced SAP ERP Human Resources Features Additional Human Resources Features of ERP SAP
	20.	Processes Modeling, Processes Improvement, ERP Implementation Processes Modeling Processes Improvement
11.	21.	ERP Workflow Tools Implementing ERP systems Implementation and Change Management
	22.	RFID, Business Intelligence (BI), Mobile Computing, and the Cloud Introduction & Case Study
12.	23.	Radio Frequency Identification (RFID) Technology + Quiz
	24.	Business Intelligence /Business Analytics
13.	25.	In-memory Computing, Mobile Computing.
	26.	From internet -Enabled to Cloud computing, SaaS: (Software as a Service)
14.	27.	Review
	28.	Presentation
END TERM EXAMS		

Specialization Courses

(Entrepreneurship)

Course Title: Entrepreneurial Finance

Course Code: ENTR-482

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Course Objectives:

To understand and handle your own and corporate business this course will equip the students with appropriate subject knowledge and practical skills for managing business investments and Marketing, fundraising for startups.

A thorough emphasize on writing business plan and developing the idea into a proto type project and eventually a startup will provide a sound platform for a successful business which will contribute and boost economic activity in Pakistan

Textbooks (or Course Materials) with latest Edition:

Entrepreneurial Finance by J. Chris Leach, Ronald W. Melicher

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENTS

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	(CH 1) Nature and Importance of Entrepreneurship , Entrepreneurial Mindset and research
	2.	(CH 1) Venture life cycle
2.	3.	(CH 2) Idea to the business plan
	4.	(CH 2) Idea to the business plan
3.	5.	(CH 3) Organizing and Financing a new Business
	6.	(CH 3) Organizing and Financing a new Business
4.	7.	(CH 4) Measuring Financial performance
	8.	(CH 4) Measuring Financial performance
5.	9.	(CH 5) Evaluating financial performance
	10.	(CH 5) Evaluating financial performance
6.	11.	(CH 6) financial planning Short term

	12.	(CH 6) financial planning Long term
7.	13.	(Case Study)
	14.	(Case Study)
.	MID TERM EXAMS	
.	MID TERM BREAK	
8.	19.	(CH 8) Securities for obtaining venture capital
	20.	(CH 8) Law for obtaining venture capital
9.	21.	(CH 9) Valuing early stage venture
	22.	(CH 9) Valuing early stage venture
10.	23.	(CH 10) Venture valuation Methods
	24.	(CH 10) Venture valuation Methods
11.	25.	(CH 11) Other financing alternatives (Case study)
	26.	(CH 11) Other financing alternatives (Case study)
12.	27.	(CH 12) Security strictures and determining Value
	28.	(CH 12) Security strictures and determining Value
13.	29.	(CH 13) Exit and turnaround Strategies
	30.	(CH 13) Exit and turnaround Strategies
14.	Final project presentations	
.	End term examination	

Course Title: Entrepreneurial Marketing

Course Code: ENTR-483

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Course Objectives:

This course will equip the students with appropriate subject knowledge and practical skills for managing business investments and marketing, to analyses different marketing strategies for startups. A thorough emphasize on writing marketing plan and developing the idea into a proto type project and eventually a startup will provide a sound platform for a successful business which will contribute and boost economic activity in Pakistan.

Textbooks (or Course Materials) with latest Edition:

Marketing for Entrepreneurs: Concepts and Applications for New Ventures (2012), Frederick Crane.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
GRAND TOTAL		100

COURSE CONTENTS

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	(CH 1) Introduction to Entrepreneurship, Nature and Importance of Entrepreneurship
	2.	(CH 1) Introduction to Marketing for the Entrepreneur
2.	3.	(CH 2) Finding and Evaluating Entrepreneurial Opportunities
	4.	(CH 2) Finding and Evaluating Entrepreneurial Opportunities
3.	5.	(CH 3) Segmentation/ Positioning/Differential Advantage
	6.	(CH 3) Segmentation/ Positioning/Differential Advantage
4.	7.	Case study
	8.	Case study
5.	9.	(CH 4) Developing Products and Services
	10.	(CH 4) Developing Products and Services
6.	11.	(CH 5) Building and Sustaining a Brand
	12.	(CH 5) Building and Sustaining a Brand
7.	13.	(CH 6) Entrepreneurial Pricing
	14.	(CH 6) Entrepreneurial Pricing
.	MID TERM EXAMS	
.	MID TERM BREAK	
8.	19.	(CH 8) Developing Effective Distribution Strategies
	20.	(CH 8) Developing Effective Distribution Strategies
9.	21.	(CH 9) Developing and Presenting Marketing Plans
	22.	(CH 9) Developing and Presenting Marketing Plans
10.	23.	(CH 10) Personal Selling for the Entrepreneur
	24.	(CH 10) Personal Selling for the Entrepreneur

11.	25.	(CH 11) Media for the Entrepreneur (Case study)
	26.	(CH 12) Media for the Entrepreneur (Case study)
12.	27.	(CH 13) Franchising for the Entrepreneur
	28.	(CH 13) Franchising for the Entrepreneur
13.	29.	(CH 14) Sustainability for the Entrepreneur
	30.	(CH 14) Sustainability for the Entrepreneur
14.	Final project presentations	
End term examination		

Course Title: Social Entrepreneurship

Course Code: ENTR-484

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Course Objectives:

To understand and handle your own and corporate business this course will equip the students with appropriate subject knowledge and skills for identifying social business opportunity, managing business investments and Marketing, fundraising for startups.

A thorough emphasize on writing business plan and developing the idea into a proto type project and eventually a startup will provide a sound platform for a successful business which will contribute and boost economic activity in Pakistan.

Textbooks (or Course Materials) with latest Edition:

Bornstein, D. and Davis, S., Social Entrepreneurship: What Everyone Needs to Know (Oxford, Oxford University Press, 2010)

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
3	Internal Evaluation Breakdown	
	Assignments(s)	10
	Class Participation	
	Project and Presentation	20
	Quizzes	5
	Total	35
	GRAND TOTAL	100

COURSE CONTENTS

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	(CH 1) Introduction to social entrepreneurs
	2.	(CH 1) Introduction to social entrepreneurship: The journey ahead
2.	3.	(CH 2) Creating social change: The social value proposition and identifying a social business opportunity
	4.	(CH 2) Creating social change: The social value proposition and identifying a social business opportunity
3.	5.	(CH 3) Understanding poverty: The Millennium Development Goals
	6.	(CH 3) Understanding poverty: The Millennium Development Goals
4.	7.	(CH 4) Human-Centered Design: Partnering with the targeted community to address social problems

	8.	(CH 4) Human-Centered Design: Partnering with the targeted community to address social problems
5.	9.	(CH 5) Developing a theory of change: Starting with the social impact
	10.	(CH 5) Developing a theory of change: Starting with the social impact
6.	11.	(CH 6) Envisioning an innovative society: The role of social innovation
	12.	(CH 6) Envisioning an innovative society: The role of social innovation
7.	13.	Case Study
	14.	Case Study
.	MID TERM EXAMS	
.	MID TERM BREAK	
8.	19.	(CH 7) The business model: Creating a social business model
	20.	(CH 7) The business model: Creating a social business model
9.	21.	(CH 8) Funding social ventures: Strategies for success
	22.	(CH 8) Funding social ventures: Strategies for success
10	23.	(CH 9) The driving force behind social entrepreneurship: Measurement and scaling social impact
	24.	(CH 9) The driving force behind social entrepreneurship: Measurement and scaling social impact
11	25.	(Case Study)
	26.	(Case Study)
12	27.	(CH 10) The future: Reflection
	28.	(CH 10) The future: Reflection
13	29.	(CH 10) The future: Shared experiences
	30.	(CH 10) The future: Shared experiences
14	Final project presentations	
14	Final project presentations	
.	End term examination	

Research Report

(BBA-FYP)

Standard Operating Procedure (SOP) for BBA Research Project

BBA research project is mandatory for degree requirement at National University of Modern Languages. It worth's 06 Credits hours in total.

Policies for BBA Research Project

1. Registration of Student

a. Eligibility

The pre-requisite includes full completion of sixth semester. Students with one course deficient can avail this opportunity only subject to the formal approval from the HOD. Students with more than one course deficient will not be catered.

b. Allotment of Supervisor

A group of 2-3 students will be displayed by Program Coordinator after formal approval of the HOD and Dean.

c. Research Project Option

By analyzing the industries dynamic, student are supposed to opt any one of the following option for their FYP.

- i. Business plan
- ii. Business Consultancy Report
- iii. Business Research Paper

d. Supervisor Consent and meeting record

Students must submit their supervisor consent form and finalized topic to program - coordinator with in the first two weeks of displaying the final list (Annexure-FYP-1).

After that students are meant to complete their FYP under the guidance of supervisor. Minimum criteria of meeting between supervisor and supervisee is established on five meetings (Annexure-FYP-2) which will be submitted to program coordinator at the completion of project duly signed by supervisor and supervisee.

2. Research Report Contents

Content of Research Report includes Business Plan, Business Consultancy Report and Business Research Report as mentioned in Annexure -FYP-3

3. Time Frame

Students must complete their FYP in 8th semester, before the start of final term examination. In case student is interested to avail an extension in the submission of FYP, only HOD and DEAN can take the final decision, by considering the recommendations of program coordinators.

4. Evaluation

For the evaluation of student's group wise presentation, a list will be displayed on notice board. Within a week of receiving this notice, all groups must submit three spiral copies of FYP and will deliver the presentation in front of academic committee which comprises of

- i. HoD
- ii. Program Coordinator
- iii. Supervisor
- iv. 3 Panel Members

The presence of committee members is mandatory for business project presentation. For this, students FYP is evaluated according to the predetermined criteria and weightage (Annexure FYP-4). Maximum marks are 200 for FYP. Committee members will finalized the Business Research Report grade by a majority vote. The form FYP-5, showing the final result must be signed by all members of the committee. For further proceeding it will be submitted to the BBA Program manager.

5. Submission of Hard Copy

Within the 10 days of provisional result announcement, student has to prepare their binded copies and get it signed by the Head of Department and supervisor. For the final submission, approved version of FYP will be submitted to the student support office.

**BUSINESS PLAN
(ORGANIZATION NAME)**



Ali A. Rehman

Submitted in partial fulfillment of the requirements for the degree
of Master / Bachelor of Business Administration

at

National University of Modern Languages
Islamabad, Pakistan
December 2008



NATIONAL UNIVERSITY OF MODERN LANGUAGES
Faculty of Management Sciences

It is hereby certified that the Business Plan has been thoroughly and carefully read and recommended to the Faculty of Management Sciences for acceptance of Final Report. by Ali A. Rehman (Student Name), Roll No. _____, Session (Jan 2007 to Dec 2008) Mor / Eve, in partial fulfillment of the requirements for the degree of Master / Bachelor of Business Administration of National University of Modern Languages Islamabad.

Dated: Dec 15, 2008

Supervisor Name _____

Supervisor Signature _____

Panel Member Name _____

Panel Member Signature _____

Program Coordinator: _____

Head of Department: _____

Table of Contents

Table of Contents.....

1. Executive Summary

- Be written last, but should be come at first place.

Content of Executive Summary

- Business opportunity and vision
- The market and projection
- The comparative advantage
- Management Team
- The offering

2. Business Introduction

- Mission statement (business purpose)
- Company vision (statement about company growth)
- Business goals and objectives
- Brief history of the business
- List of key company principals
- Stake Holder of your business.

3. The Company (Form of a company)

- Legal status of company

4. The Industry

- Industry Structure
- Industry Trend

5. Market Analysis and Marketing Plan

- Market Size
- Identify your target market
- Provide a general profile of your targeted clients
- Describe what share of the market you currently have and/or anticipate
- Competition
- Describe your channels of distribution
- Explain your sales strategy, specific to pricing, promotion, products and place (4Ps)

6. Operational Plan

7. Description of Products and Services

- Specifically describe all of your products and services
- Explain how your products and services are competitive
- If applicable, reference a picture or brochure of your products, which would be included in the plan's appendix
- Product development stages
- Manufacturing plan
- Maintenance and support

8. Organization & Management

- Organization chart
- Provide a brief bio description of key managers within the company
- Advisory Board, if applicable
- Board of Directors, if applicable

9. Financial Management

New Business (Assumptions)

- Estimate of start-up costs
- Projected balance sheet (1 year forward)
- Projected income statement (1 year forward)
- Projected cash flow statement (12 months forward)

Existing Business

- Balance sheets (last 3 years)
- Income statements (last 3 years)
- Cash flow statement (12 months)

If Applying for a Loan

- Current personal financial statement on each principal
- Federal tax return for prior year

10. Appendices

- Company brochures
- Resumes of key employees
- List of business equipment
- Copies of press articles and advertisements (if available)
- Pictures of your business location and products (optional)
- Information supporting the growth of your industry and/or products (optional)
- Key business agreements, such as lease, contracts, etc. (optional)

Report Format

The report should have the following format.

- One (1) inch margin on all sides of the paper
- Double line spacing
- Typeface in 12 point Times New Roman Style
- Topic Heading 14 points Time New Roman Style
- Page numbers at center bottom of the page

Navy Blue color for BBA and Dark Green Color for MBA Executive & BBS for hard binding with silver monogram and text on outer title.

Report Must Include

- Title Page
- Certificate of Acceptance
- Table of Content
- Text report
- References if any
- Appendices
- Supporting material (Letter of Completion of Internship from the organization)
- Internee Evaluation Performa filled by the organization

Report Must Include

Report and comprehensive viva voice

NOTE: - Student must submit three copy of rough draft to coordinator in spiral bonding for final presentation.

Student must submit final approved Hard Copy, one for department and one for himself/herself.

FORMAT FOR PREPARATION OF BUSINESS RESEARCH REPORT

1. ARRANGEMENT OF CONTENTS:

The sequence in which the project report material should be arranged and bound should be as follows:

1. Cover Page & Title Page
2. Bonafide Certificate
3. Candidate Declaration Form
3. Abstract
4. Table of Contents
5. List of Tables
6. List of Figures
7. List of Symbols, Abbreviations and Nomenclature
8. Chapters
9. Appendices
10. References

The table and figures shall be introduced in the appropriate places.

2. PAGE DIMENSION AND BINDING SPECIFICATIONS:

The dimension of the project report should be in A4 size. The project report should be bound using flexible cover of the thick white art paper. The cover should be **printed in black letters** and the text for printing should be identical.

A typical Specimen of Cover Page & Title Page

TITLE OF BUSINESS RESEARCH REPORT

<1.5 line spacing>

A BUSINESS RESEARCH REPORT

Submitted by
<Italic>

NAME OF THE CANDIDATE(S)

Submitted in partial fulfillment for the award of the degree of
<1.5 line spacing><Italic>

NAME OF THE DEGREE

In MANAGEMENT SCIENCES (14 font, bold)

To

FACULTY OF MANAGEMENT SCIENCES

(Subject or name of the Program in which you are registered)

(Note: Please put the above in parentheses, and do not put Faculty, Department)



**National University of Modern Languages
Islamabad, Pakistan**

<1.5 line spacing>

MONTH & YEAR



**NATIONAL UNIVERSITY OF MODERN LANGUAGES
FACULTY OF MANAGEMENT SCIENCES**

BONAFIDE CERTIFICATE

The undersigned certify that they have read the following research report, examined the defence, are satisfied with the overall exam performance, and recommend the report to the Faculty of Management Sciences

Research Report Title: _____

Submitted By: _____ **Registration #:** _____
Name of Student

Degree Name in Full (e.g. Bachelor of Business Administration)

Name of Discipline

Name of Supervisor

Signature of Supervisor

Name of Head (MS)

Signature of Head (MS)

CANDIDATE DECLARATION FORM

(Declaration Form to be filled in by Candidate at the time of Submission of Thesis to the Supervisor for Internal and External Evaluation. Follow this pattern strictly, and also let the dotted lines appear on the page)

I _____

Daughter/ Son of _____

Registration # _____

Discipline _____

Candidate of _____ at the National University of

Modern Languages do hereby declare that the thesis (Title) _____

submitted by me in partial fulfillment of MPhil/ PhD degree, is my original work, and has not been submitted or published earlier. I also solemnly declare that it shall not, in future, be submitted by me for obtaining any other degree from this or any other university or institution.

I also understand that if evidence of plagiarism is found in my thesis/dissertation at any stage, even after the award of a degree, the work may be cancelled and the degree revoked.

Date

Signature of Candidate

Name of Candidate

Abstract – Abstract should be one page synopsis of the project report typed double line spacing, Font Style Times New Roman and Font Size 14.

Table of Contents – The table of contents should list all material following it as well as any material which precedes it. The title page and Bonafide Certificate will not find a place among the items listed in the Table of Contents but the page numbers of which are in lower case Roman letters. One and a half spacing should be adopted for typing the matter under this head. A specimen copy of the Table of Contents of the project report is given in **Appendix 1**.

List of Tables – The list should use exactly the same captions as they appear above the tables in the text. One and a half spacing should be adopted for typing the matter under this head.

List of Figures – The list should use exactly the same captions as they appear below the figures in the text. One and a half spacing should be adopted for typing the matter under this head.

List of Symbols, Abbreviations and Nomenclature – One and a half spacing should be adopted or typing the matter under this head. Standard symbols, abbreviations etc. should be used.

Chapters – The chapters may be broadly divided into 3 parts (i) Introductory chapter, (ii) Chapters developing the main theme of the project work (iii) and Conclusion.

The main text will be divided into several chapters and each chapter may be further divided into several divisions and sub-divisions.

- Each chapter should be given an appropriate title.
- Tables and figures in a chapter should be placed in the immediate vicinity of the reference where they are cited.
- Footnotes should be used sparingly. They should be typed single space and placed directly underneath in the very same page, which refers to the material they annotate.

Appendices – **Appendices are provided to give supplementary information, which is included** in the main text may serve as a distraction and cloud the central theme.

- ❖ Appendices should be numbered using Arabic numerals, e.g. Appendix 1, Appendix 2, etc.
- ❖ Appendices, Tables and References appearing in appendices should be numbered and referred to at appropriate places just as in the case of chapters.
- ❖ Appendices shall carry the title of the work reported and the same title shall be made in the contents page also.

List of References –The listing of references should be typed 4 spaces below the heading “REFERENCES” in alphabetical order in single spacing left – justified. The reference material should be listed in the alphabetical order of the first author. The name of the author/authors should be immediately followed by the year and other details.

A typical illustrative list given below relates to the citation example quoted above.

REFERENCES

1. Aripnammal, S. and Natarajan, S. (1994) 'Transport Phenomena of Sm Sel – X Asx', Pramana – Journal of Physics Vol.42, No.1, pp.421 -425.
2. Barnard, R.W. and Kellogg, C. (1980) 'Applications of Convolution Operators to Problems in Univalent Function Theory', Michigan Mach, J., Vol.27, pp.8 1–94.
3. Shin, K.G. and Mckay, N.D. (1984) 'Open Loop Minimum Time Control of Mechanical Manipulations and its Applications', Proc.Amer.Contr.Conf., San Diego, CA, pp. 1231-1236.

3.10.1 Table and figures - By the word Table, is meant tabulated numerical data in the body of the project report as well as in the appendices. All other non-verbal materials used in the body of the project work and appendices such as charts, graphs, maps, photographs and diagrams may be designated as figures.

4. TYPING INSTRUCTIONS:

The impression on the typed copies should be black in color.

One and a half spacing should be used for typing the general text. The general text shall be typed in the Font style 'Times New Roman' and Font size 14.

* * * * *

Annexure

NATIONAL UNIVERSITY OF MODERN LANGUAGES
FACULTY OF MANAGEMENT SCIENCES

Dated: - _____

SUPERVISOR CONSENT FORM

BBA (Honors)

1. Name:

Reg. No:

2. Name:

Reg. No:

Research Report Title: _____

E-mail Address (Student):

Contact Number (Student):

Supervisor Name:

Date Received: _____ Program Coordinator: _____

NATIONAL UNIVERSITY OF MODERN LANGUAGES
FACULTY OF MANAGEMENT SCIENCES
EVALUATION PROFORMA
BBA (Honors) Research Report

Name: _____ Name: Mr. _____

Reg. No. _____ Reg. No. _____

Title: Business Plan : _____

Panel Member Name:

Please rate the presentation of the business plan first on each of the eight content areas listed in Part I below, and then rate the presentation itself in Part II. In Part III, please give the presentation an overall rating from 0 to 100. Your written comments are very much appreciated and will be shared with the team.

Part I. Coverage of Key Components (please rate each area below on a 5- point scale where 1 = poor, 5 = excellent)

- a) Is there a real **opportunity**? (forces creating opportunity, prove of a market need, unmet market need) _____
- b) Is there an interesting **business concept**? (an innovative idea that could be implement) _____
- c) Is there a clearly defined **market**? (definition, size, market potential, target audience, purchase decision process) _____
- d) Do **operations** make sense? (how product or service will be produced/delivered/supported, logistics, staffing) _____
- e) Do they know how to **make a sale**? (marketing, advertising, branding, promotion, selling, distribution) _____
- f) Is it clear **how money will be made**? (margins, volumes cost structure, revenue drivers) _____
- g) Are the **financial statements** believable? (projected cash flow, income statement, balance sheet) _____
- h) Do they know **how much money** they really need to start? (amount, From where, how to get it, how financiers will get their return) _____

Part II. Professional Assessment of Oral Presentation (again, please rate each area below on a 5- point scale where 1 = poor, 5 = excellent)

- a) Ability to capture audience attention _____
- b) Power point or other audiovisuals _____
- c) Mastery of facts and material related to venture _____
- d) Professionalism of the presentation _____
- e) Handling of questions _____

Part III. Separate Overall Recommended Score (out of 200 where 200= Outstanding, I want to invest!)

_____ **Written Comments on the Presentation of the Venture (Continue on reverse side if you need more space): Panel Member Signature** _____

NATIONAL UNIVERSITY OF MODERN LANGUAGES
FACULTY OF MANAGEMENT SCIENCES

Dated:

CUMMULATIVE RESULT PROFORMA FOR THE VIVA VOICE
BBA (Honors) Research Report

Name:

Name:

Reg. No.

Reg. No.

Name:

Reg. No.

Program: BBA (Honors)

Title: Business Plan

-
- Approved without changes
 - Approved with changes
 - Not Approved (Give reasons)

Evaluation Marks (200)	%age

Examination committee

1. Malik Mazhar Hussain

Program Coordinator: _____

Dr. Nadeem Talib
Head of Program