



HAND BOOK FOR MBA 1.5/ MBA 3.5 (5th, 6th, 7th Semesters)



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:

BBA (4 Years), BSA& F (4 Years) B.Com (4 Years), Old MBA / MPA, M.Com, ACMA, ACA, or Equivalent with CGPA 2.0/4 OR 45% marks under annual system.

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 original documents on the day of Interview:

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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Course Title: Strategic Management**Course Code:****Credit Hours: 03****Course Instructor:****Textbook**

- Concepts in Strategic Management and Business Policy, 12th Edition by Thomas L. Wheelen and J. David Hunger.

Course Description

The course caters to the explanation of business strategies, strategy formulation, strategy implementation and evaluation and control measures at corporate, business and functional levels of the businesses.

Reference Material

- Strategic Management: Concepts and Cases, 12th Edition by Fred R. David
- Case Studies of National and International Exposure.

Course Objectives:

- To facilitate students in understanding strategic management process
- To assist the concepts of strategic management with updated cases.
- To prepare the students to conduct a strategic audit of any of the manufacturing or service companies and to develop a business plan for implementation.

Course Outcomes:

The course shall contribute in the professional and technical knowledge of students in the academia and the business world.

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.	Introduction to Strategic Management and Business Policy, Benefits of Strategic Management, Impact of Environmental Sustainability, Learning Organization
	2.	Basic Model of Strategic Management
2.	3.	Mintzberg's Modes of Strategic Decision Making, Aid to Better Decisions
	4.	Corporate Governance: Role and Responsibilities of the Board of Directors
3.	5.	Sarbanes-Oxley Act, Trends in Corporate Governance, The Role of Top Management
	6.	Social Responsibilities of Strategic Decision Makers: Friedman's Traditional View and Carroll's Four Responsibilities of Business
4.	7.	Corporate Stakeholders
	8.	Environmental Scanning: External Environmental Analysis
5.	9.	Porter's Industry Analysis; Six Forces
	10.	Categorizing International Industries, Strategic Groups

6.	11.	Forecasting and Forecasting Techniques
	12.	Resource Based Approach to Organizational Analysis: VRIO Framework, Determining the Sustainability of an Advantage
7.	13.	Eleven Business Models
	14.	Industry Value Chain Analysis
MID TERM EXAMS		
MID TERM BREAK		
8		Basic Organizational Structures Strategic Functional Issues: Internal Scanning
		(Contd.) Strategic Functional Issues: Internal Scanning Business Strategies; Porter's Competitive Strategies
9	19.	Competitive Tactics and Market Location Tactics
	20.	Cooperative Strategies: Collusion and Strategic Alliances
10	21.	Corporate Strategy: Directional Growth Strategies
	22.	Stability and Retrenchment Strategies
11	23.	Portfolio Analysis: BCG Growth-Share Matrix, Parenting Strategy
	24.	Functional Strategies: Strategy Formulation
12	25.	(Contd.) Functional Strategies: Strategy Formulation, Strategies to Avoid
	26.	Strategy Implementation, Who Implements Strategy and What must be Done, Advanced Types of Organization Structures
13	27.	Staffing: Staffing Follows Strategy, Leading: Assessing Strategy-Culture Compatibility, Action planning, International Considerations in Leading
	28.	Evaluation and Control: Balanced Scoreboard Approach, ResponsibilityCenters
14	29.	Benchmarking, Problems in Measuring Performance
	30.	Guidelines for Proper Control, Strategic Incentive Management
END TERM EXAMS		

Course Title: Research Methodology

Course Code:

Credit Hours: 3 + 0

Course Instructor:

Prerequisites: Business Research Methods

COURSE DESCRIPTION/OBJECTIVES:

- This course develops an understanding of the importance of research in Management Sciences.
- It provides training and insight in an organized process for conducting inquiry into the issues related to business, economics, management, finance, marketing and leadership.
- This course provides students with the knowledge and skills which they need to solve complex problems and help them in effective decision making, irrespective of the nature of their area of special interest in the field of management sciences.
- The focus of the course at our institution is on ‘doing’ rather than ‘reading’ research methods.
- In every lecture, class participation is required in terms of their progress made in the topics of their interest. The instructor builds critical and analytical skills in the students and enables them to produce publishable research paper or at least sound research proposal of 20-30 pages through motivations, guidance and practical examples of his own research work which is internationally recognized.

INTENDED COURSE LEARNING OUTCOMES

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

- Use digital library and conduct hands on research.
- Understand the importance of literature and use of literature review for collecting relevant and important information to start research.
- Learn how to identify variables and create relationship among variables. The students will be able to understand about research methodology.

RECOMMENDED TEXT BOOK

- a) Sekaran, U. (2010) Research Methods for Business: A Skill Building Approach (4th edition), John Wiley & Sons (Asia).

REFERENCE BOOKS

- a) Donald, K. C, and Pamela, S. S. (2007) Business Research Methods (9th edition) Tata McGraw Hill, India.
- b) Mark, S, and Philip, L. (2006) Research Methods for Business Students Adrian Thornhill, Pearson Education
- c) Jennifer Mason, Quality Researching, 2nd Edition

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS
1	Mid Term Exam	25
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	Assignments(s)	10

	Class Participation		
	Project and Presentation	20	
	Quizzes	5	
	Total	35	35
		GRAND TOTAL	100

COURSE CONTENT

Week	Lecture	TOPICS TO BE COVERED
1		Introduction to Business research: What is business research? Various aspect of definition.
		Types of research, Pure research, Applied research. Management and research. Scope of research, scope of research in business. In house research centre and outsourcing research. Research through digital library, download a research paper from digital library, read it and submit.
2		Scientific Business Research. Scientific investigation, Hallmarks of scientific research, the Building blocks of scientific research, research concepts
		the hypothetico research methods, induction and deduction methods in business research, Other types of research; case study etc.
3		Review of Literature; Importance of literature review. What are the major components of literature review?
		Why literature review is essential for research and research scholars? What do you get out of literature review?
4		The Research Process I: The research process for applied and basic research, Broad problem area, Preliminary data collection, Background of information about organization, Perceptions, Attitudes, and behavioral responses
		Literature survey, Problem definition, and Managerial implications. Search through various broad areas as provided by instructor, Make a tentative list of your topics, discuss these with instructor. Then select the final topic with consultation of instructor. Students will work on those and write a proposa
5		The Research Process II: The need for a theoretical framework, Variables and types of variables, Moderating and intervening variables, The concepts of the theoretical framework.
		Hypothesis development: definition of hypothesis, Statement of hypotheses, and hypothesis testing with qualitative research. Further research will undergo on the selected topics, And then after gaining information students will work on to proceed to write introduction section of the proposal.
6		The Research Process III: The research design, The purpose of the study: Exploratory and descriptive research, Hypothesis testing, case study analysis, exploratory study, descriptive study. section will be further refined as per discussion
		Types of investigation: Causal versus Co-relational, Study setting: Contrived and non-contrived. Time horizon: Cross-sectional versus Longitudinal studies. Introduction section will be discussed with the instructor.
7		Experimental Designs: The laboratory experiment control, Manipulation of the independent variables, Controlling the contaminating exogenous or Nuisance variables, Internal validity, external validity or generalizability of Laboratory experiment, The field experiment, trade off between internal and external validity.
		Factors affecting internal validity, identifying threats to internal validity. Students will continue to work on introduction section; side by side students will start working on literature review through research papers. Proposal introduction will be finalized by the end of this week
MID TERM EXAMS		

MID TERM BREAK

8		Measurement of Variables: Operational definitions and scales. How variables are measured? Operational definition, dimensions and elements, Basic measuring scales: Nominal scales, Ordinal scales, Interval scales, Ratio scales, International dimensions of operational definition and scaling.
		Literature review will be completed by the end of 10 th week. Introduction as well as literature review will be completed in following the American Psychological Association (APA) research format.
9		Measurement continued: Scaling, Reliability and validity. Rating scales, Dichotomous scale, category scale, Likert scale, semantic differential scale, Numerical scale,
		Itemized rating scale, Ranking scales, paired comparison, comparative scale, Goodness of measure, Item analysis, Reliability, stability of measure, Validity, Content validity, Criterion related validity, construct validity. Contribution and significance of the study will be completed.
10		Data Collection Methods: Sources of data, Primary sources of data, Focus groups, Secondary sources, data collection methods, Part I; Interviewing, structured and unstructured interviews, questioning techniques, face to face and telephonic interviews. Part II: Questionnaires; personal administered questionnaires, mail questionnaires, guidelines for questionnaires
		Part III: Other methods of data collection, review of the advantage and disadvantages of different data collection methods and when to use. Issues in data collection, Ethics in data collection. In this week objectives of the study will be laid down in line with the research format. The students will learn to set crystal clear and specific objectives of the study.
11		Sampling: Population Element, Population frame, Sample, and subject. Reasons for sampling, representativeness of sampling, Normality of distribution, Probability and non-probability sampling.
		Probability sampling: unstructured or simple random sampling, restricted or complex probability sampling, review of probability sampling design. Non-probability sampling, convenience sampling, purposive sampling, review of non-probability sampling designs.
12		Data analysis and interpretation: Getting data ready for analysis, coding categorization, entering data. Data analysis: Basic objectives in data analysis, Feel for the data, testing goodness of the data.
		Data analysis and interpretation: Some preliminary steps, checking the reliability of measures, cronbach's alpha, obtaining descriptive statistics, Inferential Statistics: Pearson correlation, hypothesis testing, overall interpretation and recommendations to the CEO or President. Some Useful Software Packages: Use of SPSS software packages, Visual Partial Least Square (VPLS) and Structural Equation Modeling. Dead line for the project: The proposal submission date
13.		The Research Report: The Research Proposal, The Report, The written report, The written report and its purpose
		The written report and its audience, Characteristics of a well-written report, Contents of the research report
14		Components of the research report: The title page, Table of contents, The research proposal and the authorization letter, The executive summary or synopsis, The introductory section, the body of the report, the final part of the report, Acknowledgment. Various sample reports.

		Revision and Problem Discussion
	END TERM EXAMS	

Course Title: Multivariate Data Analysis (MVDA)

Course Code:

Credit Hours: 3+0

Course Instructor:

PREREQUISITES:

Business Math and Statistics (BMS)

Business Research Methods (BRM)

COURSE DESCRIPTION/OBJECTIVES:

- To give students the tools necessary to understand the literature which they find in serious publications about economic systems and to introduce students to easily applicable multivariate statistical methods, as principal component analysis and discriminant analysis on relevant statistical problems. The practical use of multivariate analysis techniques and interpretation of results are discussed based on concrete data analysis Understand the formulation of hypothesis in the area of business and interpret their results.
- This course of statistics combines an overview of hypothesis testing and regression with an opportunity to practice, including the use of SPSS statistical software and the interpretation of results obtained from real data.

COURSE LEARNING OUTCOMES:

- After completing this course, the students will be able to, analyze the real-time data to reach a decision.

Statistical Packages Used:

- **IBM SPSS**
- **AMOS**

RECOMMENDED BOOKS:

- Multivariate Data Analysis, by **Joseph F. Hair, Jr**, William C. Black, Barry J. Babin, and Rolph E. Anderson, 8th Edition.
- IBM SPSS Statistics 26 Step by Step, A Simple Guide, and Reference, By **Darren George** and Paul Marcellery, 16th Edition.
- Applied Structural Equation Modeling Using AMOS: Basic to Advanced Techniques, By **Joel E. Collier**, Published by, Routledge.

REFERENCE BOOKS AND MATERIAL:

- Discovering Statistics Using IBM SPSS Statistic, By **Dr. Andy Field**, 5th Edition.
- Elementary Statistics: A Step By Step Approach, By **Allan Bluman**, 10th Edition.

METHODS OF TEACHING:

Lectures, Tutorials, and Lecture slides.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
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	Assignments(s)	10

	Class Participation		
	Project and Presentation	20	
	Quizzes	5	
	Total	35	35
	GRAND TOTAL		100

COURSE CONTENTS

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Overview of Multivariate Analysis, Three converging trends, Rise of Big Data, Statistical Versus Data Mining Models, Causal Inference, Multivariate Analysis in Statistical terms, Some Basic concepts of Multivariate Analysis, The Variate, Measurement Scales, Measurement Error and Multivariate Measurement,
	2.	Managing the Multivariate Model, Managing the Variate, Managing the Dependence Model, Statistical Significance Versus Statistical Power, A classification of Multivariate techniques, Dependence Techniques, Interdependence Techniques, types of Multivariate techniques.
2.	3.	An Overview of IBM SPSS Statistics, SPSS Environment, Necessary Skills, The Taskbar and Start Menu, Common Buttons, The Data, and Other Commonly Used Windows, The Open Data File Dialog Window, The Output Window, Modifying or Rearranging Tables, Printing or Exporting Output, Changing the Formats of outputs. Typographical and Formatting Conventions, IBM SPSS Statistics Processes for PC.
	4.	Creating and Editing a Data File, Types of data in SPSS. Managing Data, Manipulation of Data, The Compute Procedure, Creating New Variables, Recoding Variables.
3.	5.	Graphs and Charts: Creating and Editing, Types of Graphs in SPSS, Bar graphs, Line graphs, Pie charts, Box plots, Error bar charts, Histograms, Scatter Plots. Using Chart Builder Option in SPSS
	6.	Frequencies, Descriptive Statistics, Statistical Significance, The Normal Distribution, Measures of Central Tendency, Measures of Variability Around the Mean, Measures of Deviation from Normality, The Means Procedure,
4.	7.	Bivariate Correlation, Significance and Effect Size, Partial Correlation,
	8.	Comparing Sample Means The <i>t</i>-Test Procedure, Independent-Samples <i>t</i> -Test, Paired-Samples <i>t</i> -Test, Significance and Effect Size
5.	9.	Examining Your Data, Preliminary examination of the Data, Univariate Profiling: Examining the Shape of the Distribution, Bivariate Profiling: Examining the Relationship Between Variables, Bivariate Profiling: Examining Group Differences, Multivariate Profiles, New Measures of Association.
	10.	Missing Data, The Impact of Missing Data, Recent Developments in Missing Data Analysis, A Simple Example of a Missing Data Analysis, A Four-Step Process for Identifying Missing Data, and Applying Remedies, An Illustration of Missing Data Diagnosis with the Four-Step Process, Outliers

		Two Different Contexts for Defining Outliers, Impacts of Outliers, Classifying Outliers, Detecting and Handling Outliers.
6.	11.	Testing the Assumptions of Multivariate Analysis, Assessing Individual Variables Versus the Variate, Four Important Statistical Assumptions, Linearity, Normality, Homoscedasticity, Linearity, Explore Command in SPSS
	12	Data transformations Transformations Related to Statistical Properties, Transformations Related to Interpretation, Transformations Related to Specific Relationship Types, Transformations Related to Simplification, General Guidelines for Transformations, Concept of Dummy Variables,
7.	13.	Interdependence Techniques Exploratory Factor Analysis (EFA), Seven Stages Factor Analysis Decision Process Stage 1: Objectives of Factor Analysis, Specifying the Unit of Analysis, Achieving Data Summarization Versus Data Reduction, Variable Selection, Using Factor Analysis with Other Multivariate Techniques, Stage 2: Designing an Exploratory Factor Analysis, Variable Selection and Measurement Issues, Sample Size, Correlations among Variables or Respondents, Stage 3: Assumptions in exploratory Factor Analysis, Conceptual Issues, Statistical Issues.
	14.	Stage 4: Deriving Factors and Assessing Overall Fit, Selecting the Factor Extraction Method, Stopping Rules: Criteria for the Number of Factors to Extract, Alternatives to Principal Components and Common Factor Analysis, Stage 5: interpreting the Factors, The Three Processes of Factor Interpretation, Factor Extraction, Rotation of Factors, Judging the Significance of Factor Loadings, Interpreting a Factor Matrix, Stage 6: Validation of Exploratory Factor Analysis, Use of Replication or a Confirmatory Perspective, Assessing Factor Structure Stability, Detecting Influential, Stage 7: Data Reduction—Additional Uses of Exploratory Factor Analysis Results, Selecting Surrogate Variables for Subsequent Analysis, Creating Summated Scales, Computing Factor Scores, Reliability Analysis Coefficient Alpha (α), Split-Half Reliability
8.	15.	Cluster Analysis, Conceptual Development with Cluster Analysis, Necessity of Conceptual Support in Cluster Analysis, How Does cluster Analysis Work?
	16.	Cluster Analysis Decision Process, Stage 1: Objectives of Cluster Analysis, Stage 2: Research Design in Cluster Analysis, Stage 3: Assumptions in Cluster Analysis, Stage 4: Deriving Clusters and Assessing Overall Fit, Stage 5: Interpretation of the Clusters, Stage 6: Validation and Profiling of the Clusters, The implication of Big Data Analytics
MIDTERM		
9.	17.	Dependence Techniques – Metric Outcomes Simple Linear Regression, Conducting Linear Regression in IBM SPSS
	18.	Multiple Regression Analysis Stage 1: Objectives of Multiple Regression,

		Stage 2: Research Design of a Multiple Regression Analysis, Stage 3: Assumptions in Multiple Regression Analysis, Stage 4: Estimating the Regression Model and Assessing Overall Model Fit, Stage 5: Interpreting the Regression Variate, Stage 6: Validating the Results.
10.	19	Moderation, Mediation, and Multicategory Predictors, Moderation: Interactions in The Linear Model, The Conceptual Model, The Statistical Model, Slopes, Conducting and Reporting Moderation Analysis In SPSS, Entering Data for Graphing Simple Mediation: The Conceptual Model, The Statistical Model, Effect sizes of mediation Conducting and Reporting Mediation Analysis In SPSS
	20	The PROCESS Tool, by Andrew F Hayes Conditional Process Analysis by Andrew F Hayes. The PROCESS tool, Installation, and Usage, Conducting Moderation and Mediation in PROCESS Tool.
11.	21	Non-Parametric Tests When to use non-parametric tests? Comparing two independent conditions: The Wilcoxon Rank-Sum Test and Mann–Whitney Test
	22	Comparing two related conditions: the Wilcoxon Signed-Rank Test, Differences between several independent groups: The Kruskal-Wallis Test, Differences between several related groups: Friedman’s ANOVA
12.	23	Logistic Regression: Regression with a Binary Dependent Variable, the Decision Process for Logistic Regression, Stage 1: Objectives of Logistic Regression, Stage 2: Research Design for Logistic Regression,
	24	Stage 3: Assumptions of Logistic Regression, Stage 4: Estimation of the Logistic Regression Model and Assessing Overall Fit, Stage 5: Interpretation of Results, Stage 6: Validation of the Results
13.	25	IBM, SPSS, AMOS Program. Overview of the IBM, AMOS Graphics Window, AMOS Functions,
	26	Structural Equation Modeling (SEM) The Role of theory in Structural equation Modeling, Specifying Relationships, Establishing Causation, Developing a Modeling Strategy,
14.	27	Six Stages in Structural equation Modeling (SEM), Stage 1: Defining Individual Constructs, Stage 2: Developing the Overall Measurement Model, Stage 3: Designing a Study to Produce Empirical Results, Stage 4: Assessing Measurement Model Validity, Stage 5: Specifying the Structural Model, Stage 6: Assessing the Structural Model Validity,
	28	Project Presentations or Viva-voce
		END TERM EXAMS

Course Title: Contemporary Issues and Trends in Business World

Course Code:

Credit Hours: 3+0

Course Instructor: Dr. Sobia Rashid

Prerequisites:

Contemporary Issues in Business and Management is a core course and the students are supposed to know the Basics of Business and International Business.

Textbooks (or Course Materials)

- Contemporary Business 18th Edition By Boone.Kurts &Berston
- Global Trends Facing Up to a Changing World 12th Edition By Adrian Done
- Trends in Business and Economic Ethics 8th Edition By Christopher Cowton & Michaela Haase.

Course Description

The Contemporary Business Issues subject examines contemporary and emerging global issues in order to familiarize students with the business environment where students are likely to be operating in as professional. It uses contemporary **Issues** as a vehicle for advancing the development of professional skills, values, ethics and attitudes. In particular, Contemporary Business Issues & Trends is designed to help you develop a future-focused perspective.

Course Objectives:

Understands the drivers of change affecting business and the business professionals so that they will be able to respond positively to change, and to continually develop and improve technical, business, behavioral and leadership skills.

- To recognize business professionals that adds value by providing strategic business advice and contributing to good decision making.
- To acknowledges the importance of ethics, professional curiosity and enquiry as a means of imprudent decision making
- To welcome divergent opinions and creative approaches to problem solving as a means of gaining insights of complex and dynamic business world.

This subject will highlight the challenges and opportunities for the Business professionals profession in the contemporary business environment.

Course Outcomes:

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

- Be able to encourage an attitude of professional curiosity by challenging assumptions about contemporary and emerging issues and how they should be addressed
- Be able to critically evaluate current research and practice on the origins and effects of contemporary and emerging global issues
- To judge the effects that disclosure requirements will have on financial and non-financial reporting, and consider the overall impact that a shift towards non-financial, sustainability and integrated reporting will have on enterprises and accounting functions.

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS	MARKS
1	Mid Term Exam	25
2	End Term Exam	40
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	GRAND TOTAL	100

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	The changing Face of Business Definition of business, Identification of factors of production. Describe the private enterprise system. Identify the seven eras in the history of business.
	2.	Explain current workforce trends in business. Identify the skills and attributes needed for today's manager. Outline the characteristics that make a company admired
2.	3.	Business Ethics and Social Responsibility. Explain the concern for ethical and societal issues, Describe the contemporary ethical environment. Discuss how organizations shape ethical conduct.
	4.	Describe how businesses can act responsibly to satisfy society. Explain the ethical responsibilities of businesses to investors and the financial community. Case Study Discussion.
3.	5.	Economic Challenges Facing Business Today. Discuss microeconomics and explain the forces of demand and supply. Describe macroeconomics and the issues for the entire economy. Identify how to evaluate economic performance.
	6.	Discuss managing the economy's performance. Describe the global economic challenges encountered by businesses today. Case Study Discussion.
4.	7.	Competing in World Markets Explain why nations trade. Describe how trade is measured between nations. Identify the barriers to international trade. Discuss reducing barriers to international
	8.	Explain the decisions to go global. Discuss developing a strategy for international .Case Study Discussion.
5.	9.	Forms of Business Ownership and Organization Discuss why most businesses are small businesses. Determine the contributions of small businesses to the economy. Discuss why small businesses fail. Describe the features of a successful business plan. Identify the available assistance for small businesses.
	10.	Explain franchising. Outline the forms of private business ownership. Describe public and collective ownership of business. Discuss organizing a corporation. Explain what happens when businesses join forces. Case Study Discussion
6.	11.	Management, Leadership, and the Internal Organization Define management. Explain the role of setting a vision and ethical standards for a company. Summarize the importance of planning. Describe the strategic planning . Discuss managers as decision makers.
	12.	Evaluate managers as leaders. Discuss corporate culture. Identify organizational structures. Case Study Discussion
7.	13.	Revision
	14.	Revision
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Human Resource Management: From Recruitment to Labor Relations. Explain the role of human resources: the people behind the people. Describe recruiting and selection. Discuss orientation, training, and evaluation.
	16.	Describe compensation. Discuss employee separation. Explain the different methods of motivating employees. Discuss labor-management relations. Case Study Discussion
9.	17.	Explain the strategic importance of production. 2. Identify and describe the production processes. 3. Explain the role of technology in the production process. 4. Identify the factors involved in a location decision. 5. Explain the job of production managers. 6. Discuss controlling the production process. 7. Determine the importance of quality.

	18.	Define marketing. 2. Discuss the evolution of the marketing concept. 3. Describe profit marketing and nontraditional marketing. 4. Outline the basic steps in developing marketing strategy. 5. Describe marketing research. 6. Discuss market segmentation. Summarize consumer behavior. 8. Discuss relationship marketing.
10	19.	. Discuss integrated marketing communications (IMC). 2. Summarize the different advertising. 3. Outline sales promotion. 4. Describe pushing and pulling strategies. Discuss the pricing objectives in the marketing mix. 6. Outline pricing strategies. 7. Discuss consumer perceptions of prices
	20.	Top Performance through Empowerment, Teamwork, and Communication. 1. Discuss empowering employees. 2. Distinguish the five types of teams. 3. Identify characteristics. 4. Evaluate team cohesiveness and norms. 5. Describe team conflict. Explain the importance of effective communication. 7. Compare the basic forms of communication. 8. Explain external communication and crisis management.
11	21.	Using Technology to Manage Information 1. Outline the ways technology has forever changed business. 2. Distinguish between data and information, and discuss information systems and the role of big data. 3. List components and types of information systems. 4. Discuss computer hardware and software. 5. Describe computer networks, cloud computing, and the future of the Internet.
	22.	6. Outline the security, ethical, and privacy issues affecting information systems. 7. Explain disaster recovery and backup systems. 8. Discuss information technology trends.
12	23.	Understanding Accounting and Financial Statements Discuss the users of accounting information. 2. Describe accounting professionals. Identify the foundation of the accounting system. 4. Outline the steps in the accounting cycle. 5. Explain financial statements.
	24.	6. Discuss financial ratio analysis. 7. Describe the role of budgeting. 8. Outline international accounting practices.
13	25.	The Financial System 1. Understand the financial system. 2. List the various types of securities. 3. Discuss financial markets. 4. Understand the stock markets. 5. Describe financial institutions. 6. Discuss the growth of financial technology (FinTech).
	26.	. Explain the role of the Federal Reserve System. 7. Describe the regulation of the financial system. 8. Discuss the global perspective of the financial system.
14	27.	Trends in E-Commerce 1. Discuss the function of e-commerce. 2. List the major functions of B2B e-commerce. Explain B2C e-commerce. 4. Describe the challenges associated with e-commerce. Discuss how organizations use the web to communicate. 6. Describe the global environment for e-commerce. 7. Discuss building and managing a website. 8. Identify current trends in e-commerce.
	28.	Project Presentations of Assigned Topics
END TERM EXAMS		

Course Title: Project Appraisal & Management**Course Code:****Credit Hours: 3+0****Course Instructor:****PREREQUISITES**

Financial Management, Marketing Management, Human Resource Management

COURSE INTRODUCTION:

Businesses regularly use project management to accomplish unique outcomes with limited resources under critical time constraints. An uncontrolled project ultimately increases the total cost of the project. Project appraisal management is a process by which certain predetermined goals are achieved. It is simply the means to an end. Project appraisal management can be used to help determine a project's feasibility. This course introduces the learner to various tools and techniques that can be used to conduct a project.

COURSE OBJECTIVES:

This course will introduce participants to the generally accepted knowledge and principles surrounding the field of project feasibility, appraisal, namely cost benefit analysis, cost effectiveness analysis and project budgeting and finance. The course also aims :

- To enable the students to successfully manage a project in the business environment.
- To have the students understand and be able to integrate both the customer and the quality tools into project management.
- To enable the students to evaluate project properly

LEARNING OUTCOMES:

After reading this course the students would be able to know about:

- The generally accepted knowledge and principles surrounding the fields of feasibility.
- How to make the project appraisal report.
- How to analyze and make cost benefit analysis, cost effectiveness analysis and project budgeting and finance.
- To use and analyze various tools and techniques that can be used to conduct a project.

COURSE BOOKS & OTHER REFERENCE BOOKS:

- Project Management: A Managerial Approach by Meridith& Mantel (9th Edition) Published by John Wiley & Sons Inc.
- Maylor H. Project Management (2012) by Pearson Education.
- Case Studies for the book by Maylor (2012)

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

WEEKLY LECTURE PLAN:

Week #	Lecturer #	TOPICS TO BE COVERED
Week #1	1	Introduction to Project Management, Appraisal of Projects, Defining projects, Project Constraints. Characteristics of a project. Project Life Cycle.
	2	Case Study 1: Three Project Managers with Distinctly Different Roles
Week #2	3	Project Selection Criteria. Project Selection Models. Project cost and Benefits, Public and private projects. Information base for project selections. Contents of a Project Proposal.
	4	Case Study 2: The Big Dig. Case Study 3: The University of Rummidge
Week #3	5	ICOM Model. 7 S Mechanism (Issues). Project Complexities.
	6	Case Study 4: The Permanent Way Company
Week #4	7	4 D's Phases of Project Management
	8	Case Study 5: Supply of MIS System to a Hospital
Week #5	9	Investment Analysis, Project Decision Criteria, Discounted and Non-Discounted Techniques for analysis (Numericals) – I
	10	Numerical Calculation-I
Week #6	11	Budgeting & Cost Estimation (Numericals) – II
	12	
Week #7	13	Project Management & the Role of Project Manager. Skills to be possessed by the project manager. Functional Manager and the Project Manager
	14	Case Study 6: Doesn't Time Fly!
Week #8	15	Presentations on Project Proposals
	16	Project Reporting and documentation
Week #9	17	Project Scheduling Gantt Charts, PERT and CPM (Networking – I)
	18	Case Study 7: Problems and Network Paths -I
Week #10	19	Project Scheduling Gantt Charts, PERT and CPM (Networking – II)
	20	Case Study 7 (A): Problems and Network Paths -II
Week #11	21	Project Monitoring for Control – Setting Valuation Benchmarks
	22	Case Study 8: Standardization of Projects- Unnecessary or Necessary
Week #12	23	Project Risk Management and its Methodology
	24	

Week #13	25	The project Team and its Characteristics
	26	
	27	
	28	

Course Title: E-Business

Course Code:

Credit Hours: 3+0

Course Instructor:

TEXTBOOK

- *E-Business & E-Commerce Management: Strategy, Implementation & Practice, 6th Edition, 2, Dave Chaffey, Prentice-Hall*

COURSE DESCRIPTION:

This course will cover the issues that the modern business manager must deal with in making strategic decisions concerning the choice, implementation, and execution of electronic business solutions. Topics will include analysis of the marketplace, environment, and internal aspects; strategy and business planning; marketing and performance measurement; and user experience concerns.

REFERENCE MATERIAL

- **Additional slides/handouts/information will also be shared in-class, as appropriate.**
- **Cases and Reading materials will be shared with the class.**

COURSE OBJECTIVES: The course objectives are:

- To enrich students' understanding and interpretation of the concepts and management issues surrounding electronic business. Through a series of lectures, case analyses, and presentations, students will be exposed to the various opportunities and challenges in the dynamic e-business environment.
- To develop expected attitude and skills by understanding E-business efforts better in the context of developed economy as well as that of Pakistan.

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

- Have a fundamental understanding of the environment and strategy of the networked economy and e-business in both the B2C and B2B sectors.
- Understand the guiding principles behind the design and strategy of successful customer web interfaces
- Understand how to implement e-business strategies effectively and prepare a business plan;
- Assess and critique an online start-up or electronic business expansion initiative; and
- Discuss and apply solutions to typical management issues in electronic business.

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.	Introduction to E-business & E-Commerce (Chapter 1)
	2.	
2.	3.	Marketplace analysis for ecommerce (Chapter 2)
	4.	
3.	5.	E-business Infrastructure (Chapter 3)
	6.	
4.	7.	E-environment (Chapter 4)
	8.	
5.	9.	E-environment (Chapter 4)
	10.	E-business strategy(Chapter 5)
6.	11.	E-business strategy(Chapter 5)
	12.	
7.	13.	Supply chain management(Chapter 6)
	14.	
MID TERM EXAMS		
MID TERM BREAK		
8.	15.	E-marketing(Chapter 8)
	16.	
9.	17.	E-marketing(Chapter 8)
	18.	Customer Relationship Management (Chapter 9)
10.	19.	Customer Relationship Management (Chapter 9)
	20.	Change management (Chapter 10)
11.	21.	Change management (Chapter 10)
	22.	
12.	23.	Implementation and maintenance(Chapter 12)
	24.	
13.	25.	Implementation and maintenance(Chapter 12)
	26.	
14.	27.	Final Project and Class Presentations
	28.	
END TERM EXAMS		

Specialization Courses for 3rd & 4th Semesters

(Finance)

Course Title: International Finance

Course Code: FIN-762

Credit Hours: 3+0

Course Instructor:

Prerequisites: Financial Accounting, Managerial Accounting, Financial Management

Textbooks (or Course Materials) with Edition

1. International Financial Management (11th or later Edition) by Jeff Madura

Course Description

This course introduces students to the environment of international finance and its management. The topics covered include the multinational financial management; international flow of funds; international financial markets; foreign exchange market; foreign exchange risk management; currency futures and options; government influence on exchange rate; international parity conditions; multinational capital budgeting & international investment management; international financing, capital structure & cost of capital; multinational working capital management; and political and country risk analysis.

Reference Material

1. International Financial Management (5th Edition) by Eun & Resnick
2. International Finance by Keith Pilbeam
3. International Financial Management by Addison Wesley Longman
4. International Economics: Theory and Practice by Paul Krugman
5. State Bank of Pakistan External Sector Data & Economic Survey of Pakistan

Course Objectives:

Students will acquire fundamental concepts and techniques of international financial management and learn how to identify, assess and solve problems in the context of Multi-national Corporation.

Course Outcomes:

1. Become familiar with the complexities facing investors and firms when operating in an international context.
2. Understand the various forces that determine exchange rates.
3. Explain the operation and pricing of foreign exchange rate derivative contracts.
4. Identify potential sources of exchange rate risk for a firm, evaluate whether the risk needs to be hedged, and if so articulate the optimal hedging strategy.
5. Articulate the benefits and costs of international diversification and the relative advantages/disadvantages of various vehicles.

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	Introduction to International Financial Management Chapter 1 A brief review of Financial Management Multi-National Corporations (MNCs) How MNCs are different from Domestic Corporations
	2	Financial Management of MNCs The role of finance manager in MNCs
2.	3.	Multinational Financial Management: An Overview Chapter 1 Goal of the MNC Theories of International Business, International Opportunities

	4.	International Business Methods Exposure to International Risk Overview of an MNC's Cash Flows and Value Chapter 1 Case Studies	
3.	5.	International Flow of Funds Balance of Payments Factors Affecting International Trade Flows: Cost of Labor, Inflation, Income Level, Credit Conditions, Government Policies, Exchange Rate	Chapter 2
	6.	Correcting a Balance of Trade Deficit, International Capital Flows How International Trade Affects an MNC's Value Chapter 2 Case Studies	
4.	7.	International Financial Markets Motives for Using International Financial Markets Foreign Exchange Market, International Money Market	Chapter 3
	8.	International Bond Market International Stock Markets Chapter 3 Case Studies	
5.	9.	International Financial Markets Comparison of International Financial Markets, Currency Options, Futures and Forwards	Chapter 3 & 5
	10.	Put and Call Options Graphical Analysis of Options, Buyer and Seller perspective	
6.	11.	Exchange Rate Determination Measuring Exchange Rate Movements Exchange Rate Equilibrium	Chapter 4
	12.	Factors that Influence Exchange Rates Categorizing Factors into trade and capital flow related factors	
7.	13.	Inflation, Interest Rate, Income Level, Government control, Expectations	
	14.	Speculating on Anticipated Exchange Rates Fisher Effect, How to use exchange rate for balance of trade, Chapter 4 Case Studies	
		MID TERM EXAMS	
		MID TERM BREAK	
8.	15.	Midterm Paper Discussion	
	16.	Government Influence on Exchange Rates Exchange Rate Systems Fixed, Free Float, Managed Float and Pegged Exchange Rate System Advantages and Disadvantages of different Exchange Rate Systems	Chapter 6
9.	17.	Government Intervention Direct vs. Indirect Intervention, Sterilized vs. non-sterilized Intervention	
	18.	Intervention as a Policy Tool How Central Bank Intervention Can Affect an MNC's Value, Chapter 6 Case Studies	
10.	19.	International Arbitrage and Interest Rate Parity International Arbitrage Locational Arbitrage Triangular Arbitrage	Chapter 7
	20.	Covered Interest Arbitrage Derivation of Interest Rate Parity Determining the Forward Premium	
11.	21.	International Arbitrage and Interest Rate Parity Graphic Analysis of Interest Rate Parity Chapter 7 Case Studies	Chapter 7
	22.	Relationships Among Inflation, Interest Rates.... Purchasing Power Parity (PPP) Interpretations of PPP, Rationale Behind PPP Theory	Chapter 8

12.	23.	Relationships Among Inflation, Interest Rates.... Derivation of PPP..... International Fisher Effect (IFE) Implications of the IFE for Foreign Investors, Derivation of the IFE.....	Chapter 8
	24.	Comparison of IRP, PPP, and IFE Theories Solving Problems of IRP, PPP and IFE Chapter 8 Case Studies	
13.	25.	Multinational Capital Budgeting Subsidiary versus Parent Perspective Tax differentials, Restricted remittances, Exchange rate movement	Chapter 14
	26.	Input for Multinational Capital Budgeting Initial investment, Salvage (Liquidation) value, Operating cost etc.	
14.	27.	Multinational Capital Budgeting..... NPV analysis Different financing arrangements Break-even salvage value	Chapter 14
	28.	Different Exchange rates With and without restricted funds Factors to Consider in Multinational Capital Budgeting Chapter 14 Case Studies	
15.	29.	Multinational Cost of Capital and Capital Structure Background on Cost of Capital Cost of Capital for MNCs Using the Cost of Capital for Assessing Foreign Projects	Chapter 17
	30.	The MNC's Capital Structure Decision Local Versus Global Target Capital Structure Impact of an MNC's Capital Structure Decisions on Its Value	
END TERM EXAMS			

Course Title: Strategic Finance

Course Code: FIN-764

Course Instructor:

Textbooks

Corporate Finance Theory By: William L. Megginson

Strategic Finance By: Dr. Safdar Ali Butt

Reference Books Fundamentals of Financial Management.

By: Brigham and Houston.

Corporate Finance. By: Mearly and Byears

Corporate Finance. By: Khan and Jain

Introduction to Corporate Finance By : Ross&Westerfield,

Course Description

Strategic decision-making requires managers to devise, select and implement investment strategies which fit their external and internal organizational environments. Financial information and an understanding of finance theory is key to the strategic decision making process. This course caters for all the financial decisions that influence firm value, ultimately translating into shareholder's worth.

Course Objectives

- To provide textual theories of finance to base financial decisions
- To enable students to numerically calculate strategic financial decisions
- To account for the long term and short term effects of financial decisions in achievement of short term and long term objectives
- To enable students to strategically evaluate different decisions for enhancing value of the firm.

Course Outcomes:

After completing this course students will be able to:

- Describe and analyze the global and domestic financial environment faced by firms.
- Understand and apply different investment appraisal techniques.
- Analyze the role of debt and equity within the firm and viability of different corporate capital structures.
- Recommend and justify financial decisions.
- Explain financial theories and critique their relevance in the real world economy.
- Summarize and critique the importance of risk within financial decision making.

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.	Role of Financial Theory and Evidence Building blocks of finance, 12 Theories of Finance, Savings and Investment Theory, Portfolio Theory, Capital Structure Theory, Dividend Policy Theory,
	2.	Asset Pricing Models, Efficient Capital Market Theory, Option Pricing Theory, Agency Theory, Signaling Theory, Modern theory of Corporate Control, Theory of Financial Intermediation and Market microstructure Theory.

2.	3.	The Financial System of Pakistan.
	4.	Review of Time Value of Money and Valuation Interest Rate, Simple interest verses compound interest, Annuities verses Simple compounding and Discounting Future value of ordinary annuity and Future value of annuity due, Present value of ordinary annuity and Present value of annuity due.
3.	5.	Bond and Stock Valuation and Models, Tax Effects in Bond Pricing. Difference between annuity and uneven cash flows present and future values of uneven cash flows, Practice Questions.
	6.	Case Study: Financial Advice for you (FAY)
4.	7.	Sources and Cost of Finance: Financial Decisions of a Company
	8.	Classifications of sources of Finance
5.	9.	Capital Structure: Three Basic Models
	10.	Theories Impacting Capital Structure
6.	11.	The Optimal Capital Structure
	12.	Ownership structure
7.	13.	Dividend Policy, Impact of share repurchases
	14.	Factors Influencing Dividend Policy, Dividend Irrelevance Theory
MID TERM EXAMS		
MID BREAK		
8.	15.	Value-based Management (VBM) — A New Paradigm of the Financial Management, Corporate investment and financing decisions. Sources of financing: Debt and Equity Capital. Financial intermediaries and financial market: opportunities and limitations for the companies. Corporate Finance and its role and function in the company.
	16.	Formal definition of VBM. Genesis of VBM. Transformation of company analytical model: accounting and financial models of the company. Financial and accounting approaches to profitability analysis. Book and market value., Major components of VBM. Corporate value management cycle.
9.	17.	Value in Strategic Financial Management, What is company's value and how it can be measured? Importance of shareholder value creation. Technology of contemporary firm valuation. Major approaches to firm valuation: income, market and cost approaches.
	18.	Main valuation methods within market approach: transaction method, guideline company method. Advantages and limitations of market approach.
10.	19.	Main valuation methods within income approach. Discounted Cash Flow (DCF) model: algorithm of valuation. Dividend Discount model. Financial approach to cash flow analysis. Conventional discounted cash flow models: Free Cash Flow to Firm (FCFF), Free Cash Flow to Equity (FCFE). Discount rate calculation: CAPM, APT, build-up approach. Terminal value calculation. Gordon model. Exit Multiple model. Influence of economic growth drivers on firm's value. Advantages and limitations of income approach.
	20.	The link between corporate strategy and firm's value. Firm's value as a corporate strategy efficiency criterion. Financial assessment of the corporate strategy. What should be managed: intrinsic value or market capitalization?
11.	21.	Corporate investment decisions and their performance analysis, Investment project: main characteristics and types. Free cash flows as a base for project efficiency analysis. The elements of free cash flow at different stages of investment project realization: initial investments, operating cash flows during the life of the project, terminal cash flows.

	22.	Sunk costs and their treatment in investment analysis. Treatment of depreciation and amortization and other non-cash expenses. The role of investment in working capital. Interrelations of projects and cannibalization effect. The role of time factor in investment projects payback analysis.
12.	23.	Corporate financing decisions. Debt and hybrid capital of the firm and its valuation, Type of debt capital: main characteristics. Nominal and real interest rate. Bank loan and credit facility (credit line).
	24.	Effective interest rate. Floating and fixed interest rate. Secured and unsecured debt. Types of collateral.
13.	25.	Classification of bonds: coupon/zero-coupon, floating (inflation-indexed)/fixed rate bonds, Eurobonds, convertible/non-convertible bonds, callable/noncallable bonds. Face value (par value). Coupon and coupon rate. Market valuation of the bonds using discounted cash flow model: zerocoupon bonds, bonds with annual/semiannual coupon payments. Market and fundamental (intrinsic) value of the debt.
	26.	Hybrid capital: preferred shares. Market valuation of preferred shares.
14.	27.	Debts and Assets Restructuring
	28.	
END TERM EXAMS		

Course Title: Mergers, Acquisitions and Corporate Restructurings

Course Code:

Credit Hours: 3+0

Course Instructor:

PREREQUISITES

Mergers, Acquisition and Corporate Restructuring is a specialization course of finance at MBA level and assumes that the student must have understanding of Financial Accounting, Managerial Accounting, Financial Management, particularly Corporate Finance and Corporate Governance

COURSE DESCRIPTION

Mergers and acquisitions is the area of corporate finance, devoted to a judicious use of finances and a careful selection of target firms. This course provides an overview of the mergers and acquisitions concepts; merger waves; introduces methods of mergers and acquisitions as well as the role that merged firms play in the markets today. The role of the corporate managers is examined in expansion and restructuring decisions; discuss the different types of mergers and acquisitions; examine how the mechanism of mergers and acquisitions works; understand rationale or motives of mergers and acquisitions and ultimately the firm/enterprise value derived from such mergers and acquisitions; study the science of takeovers, consolidation and divestitures in our economy; capturing the right target for a sustainable performance of a merged or acquired firm over time; examines the strategies of target firm to avoid acquisition and understand issues before and after the process of mergers and acquisitions.

COURSE OBJECTIVES

The purpose of the mergers and acquisitions is

- To understand the concept of mergers and acquisitions, historical waves and decision making process
- The course introduces the three major decision-making areas in financial management: the mergers and acquisitions, takeovers and corporate restructuring.
- To introduce students to the basics of mergers and acquisitions process, mergers types, consolidation, considerations and survival of merged firms.
- To introduce students mergers and acquisitions and their motives, rationale or importance and their applications in business, their consequences and relationship with the business environment economy.
- To learn about the impact of mergers and acquisitions on value of firm.
- To interpret the impact that mergers and acquisitions will have on value creation for the economy.
- To introduce students to major financial and other benefits and demerits of mergers and acquisitions.

LEARNING OUTCOMES

After completing this course students will be able to

- Understand the responsibilities of corporate managers.
- Be aware of the environment and constraints faced by corporate managers.
- Be able to apply the evaluation techniques while making a merger or acquisition decision. This will enhance the technical abilities of students.
- Understand and be able to analyze the situations suitable for mergers and acquisitions and their future consequences on the firm value.

TEXTBOOK

- **1. Gaughan, Patrick, A., (2007). Mergers, Acquisitions, and Corporate Restructurings (4th Edition) John Wiley & Sons, New York**

PRE-REQUISITE MATERIAL/BOOKS

Students can use following reference books for understanding the concepts

- **Fundamentals of Financial Management (10th Edition)** By: Brigham and Houston.
- **An Introduction To Financial Management (Latest Edition)** By: Gary L Trennepohl and James E.Wert,& Glenn V.Henderson.

- **Fundamentals of Financial Management. (11th or 13th Edition)** By:James. C. Van Horne & John M. Wachowicz, JR.
- **International Financial Management (Latest Edition)** By : Sweeny H.W.Allen & Rachlen Robert Class Handouts
- **Fundamentals of Corporate Finance (5th Edition Chapter # 18 only)** By: Brealey/Myers/Marcus
- **Introduction to corporate finance (Latest Edition)** By : Stephen A. Ross & Randolph W. Westerfield,

REFERENCE BOOK

- **Takeovers, Restructuring, and Corporate Governance(4th Edition)** By J. Fred Weston, Mark L. Mitchell and J. Harold Mulherin, Pearson Educational International

ADDITIONAL TEXT REFERENCE (for Library Studies)

1. "Valuation" by Copeland, Koller, Murrin
2. Mergers and Acquisitions, 1994 by Ernst & Young
3. "Mergers" by Hart, Peter
4. "The Acquisitions Manual," (1989) by Levine, Sumner
5. "Mergers and Acquisitions: Will You Pay Too Much," by Marren, Joseph, Moore, Keith
6. "Risk Arbitrage: An Investor's Guide," 1999 (Wiley)
7. "Anatomy of a Merger" by Post, Alexander
8. "Creating Shareholder Value" by Rappaport
9. "Mergers, Sell-Offs, and Economic Efficiency" By Ravenscraft, David & Scherer
10. "Strategic Acquisitions" by Robinson, Bruce
11. "Mergers and Acquisitions by Rock, Milton, et al. Handbook, McGraw Hill (1994)
12. "Diversification Through Acquisition" by Salter & Weinhold Steinberg
13. "Big Deal" by Wasserstein, Bruce
14. "Mergers, Restructuring, & Corporate Governance," By Weston, Chung, Siu

Web Sites

<http://www.theonlineinvestor.com/mergers.phtml>

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.	Course overview, objectives and learning outcomes An Introduction to Mergers and Acquisitions Basic concept of mergers / Acquisitions /Consolidation/Takeovers/Reverse Mergers. Types of Mergers Recent M&A Trends Types of Mergers Merger Financing & procedure and issues related to the merger process
	2.	Leverage Buyouts Pvt Equity Market Corporate restructuring/ Divestitures/ Holding companies/case study presentation Leveraged Buyouts and the Private Equity Market

		Corporate Restructuring Reverse Mergers Holding Companies
2.	3.	History of Mergers Merger Waves What Causes Merger Waves? First Wave, 1897–1904 Second Wave, 1916–1929
	4.	The 1940s Third Wave, 1965–1969 Trendsetting Mergers of the 1970s Fourth Wave, 1984–1989 Fifth Wave
3.	5.	Legal Framework Laws Governing Mergers, Acquisitions, and Tender Offers International Securities Laws Relating to Takeovers The legal Frame work of M&A in Pakistan Antitakeover Laws Regulation of Insider Trading Antitrust Laws Antitrust Remedies
	6.	Reasons for Merger and Acquisitions & Strategies Growth, Strategy, Operating Synergy, Economies of Scale and Scope Case study presentations Growth Synergy Operating Synergy
4.	7.	Financial Synergies Diversification Other Economic Motives Hubris Hypothesis of Takeovers Other Motives Tax Motives
	8.	Chapter 6. Takeover Tactics Preliminary Takeover Steps Tactics by Legal Perspective <ul style="list-style-type: none"> ✓ Friendly Takeover ✓ Hostile Takeovers • Tender Offers • Changing the State of Incorporation • Open Market Purchases and Street Sweeps • Advantages of Tender Offers over Open Market Purchases • Arbitrage and the Downward Price Pressures Around M&A Announcements • Creeping offer • Proxy Fights
5.	9.	Tactics by Business Perspective <ul style="list-style-type: none"> ✓ Horizontal Takeover ✓ Vertical Takeovers ✓ Conglomerates Reverse Takeover Case study
	10.	Antitakeover Measures/Defensive Techniques Management Entrenchment Hypothesis versus SH's intervention/ Stockholder Interests Hypothesis Active Antitakeover Defenses Information Content of Takeover Resistance Financial Defenses

		Corporate restructuring and reorganization
6.	11.	Green Mail White mail Pack Man Defense Poison Pills (flip in, flip over, Preferred Stock, shadow Pills) Dead-hand provisions Jonestown Defense/Suicide Pill, Shareholder's activism , Poison puts
	12.	White Knight White Squire Gray Knight Staggered Boards Anti-takeover amendments (supermajority and fair price amendments) Anti-takeover amendments and shareholder's return State laws
7.	13.	Golden parachutes Pension parachutes People pill Shark repellents Safe harbor Treasury stock Crown jewel defense
	14.	Macaroni defense Nancy Reagan defense Killer Bees Leveraged recapitalization Lock up provision Lollipop defense Shark repellents
		MID TERM EXAMS
		MID BREAK
8.	15.	Leveraged Buyouts Historical Trends in LBOs Costs of Being a Public Company Management Buyouts Conflicts of Interest in Management Buyouts Financing for Leveraged Buyouts Capital Structure of LBOs Reverse LBOs, Protection for Creditors
	16.	Valuation of Mergers and Acquisitions Valuation Methods: Science or Art? Managing Value as an Antitakeover Defense Desirable Financial Characteristics of Targets Benchmarks of Value Valuation of the Target's Equity
9.	17.	Valuation methods/discount rates calculation Cashflow theory, free cashflow and discounted cashflow Book Value/net worth, liquidation value and Enterprise value Net present value and net terminal value
	18.	Valuation by Constant growth, zero growth and varying growth models comparison, Benefits, limitations and implication of all valuation methods
10.	19.	Exchange rate, EPS pre and post-merger, dilution of EPS and Price earnings ratio paid, optimal offer price and breakeven calculations/discussion/illustration
	20.	Takeovers and Control Premiums Valuation of Stock-for-Stock Exchanges, Exchange Ratio <hr/> International Takeovers and Stock-for-Stock Transactions

11.	21.	How to analyze a comprehensive case study of the subject? Sample: HP Compaq case study detailed analysis with respect to the mergers, acquisitions and takeovers overall and valuation concepts
	22.	Trends in the Financing of Takeovers and Going Private Transactions Including Hedge Funds and Private Equity Funds Trends in Cash versus Stock Percentage of Takeover Financing Shareholder Wealth Effects and Methods of Payment
12.	23.	Private Equity Market Hedge Funds Junk Bonds Financing of Takeovers Stapled Financing Securitization and M&A Financing
	24.	Employee Stock Ownership Plans Historical Growth of ESOPs Types of Plans Characteristics of ESOPs Leveraged versus Unleveraged ESOPs Corporate Finance Uses of ESOPs Voting of ESOP Shares Cash Flow Implications ESOPs as an Antitakeover Defense <hr/> ESOPs and LBOs
13.	25.	Corporate Restructuring Divestitures Divestiture and Spinoff Process <hr/> Wealth Effects of Selloffs
	26.	Equity Carve-outs Voluntary Liquidations, or Bustups Tracking Stocks <hr/> Master Limited Partnerships and Selloffs
14.	27.	Restructuring in Bankruptcy Types of Business Failure Causes of Business Failure Bankruptcy Trends Reorganization versus Liquidation
	28.	Joint Ventures and Strategic Alliances Contractual Agreements Comparing Strategic Alliances and Joint Ventures with Mergers and Acquisitions Governance of Strategic Alliances
END TERM EXAMS		

Course Title: Islamic Banking and Finance

Course Code: FIN-768

Credit Hours: 03

Course Instructor:

PREREQUISITES: Accounting

COURSE OBJECTIVES:

- 1) Contemporary accounting practices of accounting for Islamic Financial Institutions.
- 2) Accounting treatment of products of Islamic Finance under IFRS and AAOIFI frameworks.
- 3) Analyze Islamic Products/Instruments used in Islamic Capital Markets

TEXT BOOKS AND REFERENCE MATERIAL:

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

EVALUATION CRITERIA:

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.	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.	Murabahah: Basic Rules of Sale
	20.	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
14.		Islamic Investment Funds: Equity Fund, Ijarah Fund, Commodity Fund, Murabahah Fund, Mixed Fund
	29	The Principle of Limited Liability
	30.	Project Presentations/Revision

The number of weeks given can vary as the above schedule is tentative. Also, the date of examination may be shifted later or earlier.

Course Title: AAOIFI/SHARIAH AUDIT STANDARDS**Course Code: FIN-770****Credit Hours: 03****Course Instructor: Dr. Fauzia Mubarik****PREREQUISITES:** Financial Accounting, Islamic Banking and Finance**COURSE DESCRIPTION/OBJECTIVES**

This course aims to introduce to students the prevailing Islamic instruments and their functioning in light of the standards set by Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI).

Specifically, the course aims to;

1. Illustrate the contemporary accounting practices of accounting for Islamic Financial Institutions;
2. Explain accounting treatment of products of Islamic Finance under IFRS and AAOIFI frameworks.
3. Analyze Islamic Products/Instruments used in Islamic Capital Markets

INTENDED COURSE LEARNING OUTCOMES:

After studying this course the students would be able to:

- 1) **Acknowledge the difference between Conventional Finance and Islamic Finance.**
- 2) **Clarify the myth that Islamic banking and Finance is a disguised form of conventional finance**
- 3) **Recognize the scope of Islamic Banking and Finance in job market as well as in the field of research**

TEXT BOOKS AND REFERENCE MATERIAL:

- 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.
- Meezan bank's guide to Islamic Banking by Muhammad Imran Ashraf Usmani, Darul Ishaat
- Understanding Islamic Finance by Muhammad Ayub, Latest Edition
- **Guidelines for Shariah Compliance for Islamic Financial Institutions, State Bank of Pakistan, 2008**

EVALUATION CRITERIA:

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

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Introduction to Shariah Audit & Compliance (Purpose, Responsibility)
	2.	Instructions & Guidelines for Shariah Compliance in Islamic Banking Institutions by SBP (State Bank of Pakistan Corporate governance & tax)
2.	3.	Objectives and Conceptual Framework of AAOIFI
	4.	Organizational Structure of AAOIFI
3.	5.	AAOIFI Shariah Standard 1: Trading in currencies,
	6.	AAOIFI Shariah Standard 2: Debit Card, Charge Card and Credit Card

4.	7.	AAOIFI Shariah Standard 3: Procrastinating Debtor
	8.	AAOIFI Shariah Standard 4: Settlement of Debt by Set-off
5.	9.	AAOIFI Shariah Standard 5: Guarantees
	10.	AAOIFI Governance Standard 1: Shariah Supervisory Board: Appointment, Composition and Report
6.	11.	AAOIFI Governance Standard 2: Shariah Review
	12.	AAOIFI Governance Standard 3: Internal Shariah Review
7.	13.	AAOIFI Governance Standard 4 & 5: Audit and Governance Committee for Islamic Financial Institutions, Independence of Shariah Supervisory Board
	14.	Revision
Mid Term Exam		
8.	15.	AAOIFI Shariah Standard 8: Shariah Compliance for Murabaha
	16.	AAOIFI Shariah Standard 9: Shariah Compliance for Ijarah
9.	17.	AAOIFI Shariah Standard 12: Shariah Compliance for Musharakah
	18.	Shariah Compliance for Diminishing Musharakah
10.	19.	AAOIFI Shariah Standard 10: Shariah Compliance for Salam
	20.	AAOIFI Shariah Standard 11: Shariah Compliance for Istisna
11.	21.	AAOIFI Shariah Standard 19: Loan
	22.	AAOIFI Shariah Standard 20: Sale of Commodities in Organized Markets.
12.	23.	AAOIFI Shariah Standard 28: Banking Services in Islamic Banks
	24.	AAOIFI Shariah Standard 35: Zakah
13.	25.	AAOIFI Shariah Standard 1: Objectives and Principles of Auditing
	26.	AAOIFI Shariah Standard 2: The Auditor's Report
14.	27.	AAOIFI Ethics Standard 1: Code of Ethics for Accountants and Auditors of Islamic Financial Institutions.
	28.	Revision
END TERM		

Course Title: Alternative Investments

Course Code: FIN-767

Credit Hours: 03

Course Instructor: Dr. Fauzia Mubarik

PREREQUISITES: Introduction to Business Finance, Financial Management

COURSE DESCRIPTION/OBJECTIVES

This course aims to introduce to students the different alternative investments along with their risk-return characteristics.

Specifically, the course aims to;

1. Illustrate the risk-return features of different alternative investments.
2. Explain the risk treatment of different alternative investments.
3. Apply and analyze the hedging strategies.

INTENDED COURSE LEARNING OUTCOMES:

After studying this course the students would be able to;

- 1) Understand the return-risk features of different alternative investments
- 2) Relate the appropriate theory to measure risk treatment of different alternative investments.
- 3) Analyze and evaluate the hedging strategies.

TEXT BOOKS AND REFERENCE MATERIAL:

Handbook of Alternative Assets", by Mark J. P. Anson, John Wiley & Sons.

EVALUATION CRITERIA:

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.	Overview of Alternative Investments
	2.	
2.	3.	Due diligence, risk management and regulation
	4.	Classify attributes of investment opportunities, Rank deals by their characteristics
3.	5.	Hedge Funds
	6.	Calculate alpha and beta, Arbitrage trading simulation
4.	7.	Commodities and Managed Futures
	8.	
5.	9.	Venture Capital (VC) and raising funds
	10.	
6.	11.	Initial Public Offerings (IPOs), Calculate the value of equity
	12.	Identify and rank private equity segments by their attributes and skills required
7.	13.	Leveraged Buyouts (LBOs)
	14.	Revision
		Mid Term Exam
8.	15.	Financing, Valuation
	16.	
9.	17.	Leverage and Exit strategies
	18.	
10.	19.	Real Estate and Real Estate Investment Trusts (REITs)
	20.	Identify phases of the real estate market, Prepare for a real estate negotiation
11.	21.	Conduct valuation analysis,
	22.	Classify real estate products based on their diversification potential
12.	23.	Securitization and Mortgage Backed Securities (MBSs)
	24.	
13.	25.	Portfolio Construction: Test knowledge of lockup period,
	26.	Liquidity frequency, and notice period
14.	27.	Practice analysis of key metrics, Rank investment risks
	28.	Revision
END TERM		

Course Title: Financial Modelling and Planning

Course Code:

Credit Hours: 3+0

Course Instructor:

PREREQUISITE:

Financial Accounting, Financial Management,

COURSE OBJECTIVES:

This course is built on finance theory, financial strategy, and quantitative analysis taught in pre-requisite courses. The course extensively uses Microsoft EXCEL to tackle a number of questions faced by financial analysts. Students learn how to:

- design and develop financial models for solving complex financial questions.
- to experience hand on practices on numerical analyses, graphical illustrations, and customized formatting that arise out of applications on forecasting financial statement.
- To estimate costs of capital, constructing efficient portfolio, computing covariance matrix, measuring value at risk, pricing financial & real options, and fixed income analytics.

LEARNING OUTCOMES:

After learning this course students would be able to:

- Understand formulas functions and commands of Excel for financial calculations.
- Confidently apply finance theory and concepts to construct spreadsheet models
- Gain hands on experience in designing and implementing their own financial models

BOOKS RECOMMENDED:

- Financial modeling by SIMON BENNINGA. (3rd Edition)

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 #	TOPICS TO BE COVERED
1	<u>Introduction of course and course contents:</u> Excel Basic Features and Functions Calculation and Operation of Arrays and Matrices Data Table Analysis
2.	<u>Basic financial calculations:</u> Present value and Net Present Value, Time Value of Money and Basic Valuation Future values and functions.
3.	<u>Calculating the Cost of Capital:</u> The Gordon Dividend Model Supernormal Growth and Gordon Dividend Model Using the Capital Asset Pricing Model to Determine the Cost of Equity Calculation cost of Debt
4.	<u>Financial Statement Modeling :</u> Using Financial Statement Models for Valuation How Financial Models Works: Theory and Initial Example Measuring Free Cash Flow Notes on the Valuation Procedure
5.	<u>The Financial Analysis of Leasing</u> The Equivalent Loan Method The Lessor's Problem: Calculating the Highest Acceptable Lease Leasing and firm financing Asset residual values and other considerations
6.	<u>Portfolio Models</u> Computing Returns for a Portfolio Investment Calculation Risk for a Portfolio Efficient Portfolio Calculation
7.	<u>Estimating the CAPM model:</u> Estimating Beta and the Security Market Line Testing the Security Market Line
8.	<u>Estimating the CAPM model:</u> The Inefficiency of the "Market Portfolio" Testing of CAPM Model
9	<u>Event Studies Analysis</u> Outline of an event study An initial Event study A Fuller Event study Using a two-factor model for event study
10	<u>Regression Analysis</u> how to calculate regression beta line, coefficient
11	<u>Testing of Regression Assumptions</u>
12	<u>ARCH/GARCH Modeling</u>
13.	<u>An introduction to Monte-Carlo Method:</u> Writing a VBA Method Investment and Retirement Monte-Carlo method
14	<u>Value at Risk Analysis</u> Overview of VAR A really simple example The three asset pricing model Simulating data: boot strapping
15	<u>Revision Class</u>
END TERM EXAMS	

Course Title: Financial Econometrics

Course Code:

Credit Hours: 3+0

Course Instructor:

PREREQUISITES

Research methods, financial management, portfolio management

COURSE INTRODUCTION:

Financial econometrics is the intersection of statistical techniques and finance. It provides a set of empirical tools to analyze historical financial data, model underlying economic mechanisms, and predict future price trends. The unique feature of this course is the focus on applications and implementation issues of financial econometrics to the testing of theories and development of investment strategies in asset management. This course tests basic underlying assumptions of regression model using financial data and also covers panel data analysis techniques. The course prepares students to conduct empirical research in an academic or business setting. Stata will be used for the practical applications. **Exam would be combination of software based applied questions and theoretical questions.**

COURSE OBJECTIVES:

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

- Understand the basic theory of econometric estimation
- Understand simple linear regression model
- Comprehend multiple linear regression model
- Understand and test assumptions of the multiple linear regression model
- Application of simple and multiple linear regression in financial context.
- Conduct basic time series regression analysis
- Conduct basic panel regression analysis

LEARNING OUTCOMES

- Understanding of underlying theory of econometric calculations
- Estimate financial relations with appropriate models & forecast financial data
- Apply statistical and econometric techniques to the problems in financial economics
- Use different tools and techniques in analyzing risk for different fields, evaluating financial markets and determining investment strategies
- Conduct an empirical research from the beginning to the end by following all the steps including gathering data, econometric forecasting and interpreting the results.

COURSE BOOKS & OTHER REFERENCE BOOKS:

Text Books

- Fabozzi, F. J., Focardi, S. M., Rachev, S. T., & Arshanapalli, B. G. (2014). *The basics of financial econometrics: Tools, concepts, and asset management applications*. John Wiley & Sons.
- Asteriou, D., & Hall, S. G. (2015). *Applied econometrics*. Macmillan International Higher Education. 2nd Edition.

Reference Books

- Gujarati, D. N., Porter, D. C., & Gunasekar, S. (2012). *Basic econometrics*. Tata mcgraw-hill education.
- Wooldridge, J. M. (2013). *Introductory Econometrics 5th ed. A Modern Approach*. Cengage Learning.

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 & Présentation	10+5
	Total	35
	Grand Total	100

WEEKLY LECTURE PLAN

WEEKS	Lecture	TOPICS TO BE COVERED
Week 1	1	Introduction of econometrics, Steps in empirical economic and financial analysis, structure of economic and financial data
	2	Causality and the notion of ceteris paribus in econometric analysis, applications of financial econometrics to investment management
Week 2	3	Simple linear regression, role of correlation, Regression Model: Linear functional relationship between two variables
	4	Distributional assumptions of the regression model, estimating the regression model, application to stock returns
Week 3	5	Goodness-of-fit of the model, Relationship between coefficient of determination and correlation coefficient,
	6	Applications in finance (Estimating the characteristic line of a mutual fund)
Week 4	7	Applications in Finance (Controlling the risk of a stock portfolio)
	8	Applications in Finance (Hedge ratio)
Week 5	9	The multiple linear regression model, assumptions of the multiple linear regression model, estimation of the model parameters, designing the model, diagnostic check and model significance,
	10	Testing for the significance of the model, testing for the significance of the independent variables, the <i>f</i> -test for inclusion of additional variables
Week 6	11	Applications to finance (Estimation of empirical duration)
	12	Applications to finance (Predicting the 10-Year Treasury Yield)
Week 7	13	Applications to finance (Testing for Strong-Form Pricing Efficiency)
	14	Applications to finance (Tests of the Capital Asset Pricing Model)
Week 8	15	Building and testing a multiple linear regression model of financial data: Model building techniques, testing the assumptions of the multiple linear regression model
	16	Multicollinearity problem, procedures for mitigating multicollinearity, testing linearity
Week 9	17	Statistical properties of error term, tests for the residuals being normally distributed
	18	Analysis of standardized residuals tests for homoscedasticity in financial data
Week 10	19	weighted least squares estimation technique, detection of autocorrelation
	20	Time series analysis, decomposition of time series and application to KSE 100 index

Week 11	21	Representation of time series with difference equations
	22	Random walk, error correction, autoregressive models
Week 12	23	Partial autocorrelation, information criterion
	24	Moving average model
Week 13	25	Panel data analysis, Random Effect,
	26	Fixed Effect , Hausman Test, GMM
Week 14	27	Course Revision
	28	Project Report Submission, Critical Evaluation and Presentations

(HR)

Course Title: Conflict and Negotiations Management

Course Code:

Credit Hours: 03

Course Instructor:

COURSE PREREQUISITES

Student must have acquired sound and in-depth knowledge of Human Resource Management theories and practices.

COURSE DESCRIPTION

This course focuses on imparting classic and contemporary knowledge on conflict management and negotiating, while developing participants' conflict handling and negotiating skills. By the conclusion of this course, students will have developed enhanced ability to diagnose conflict situations, and strategize and plan the required mediation and negotiation strategies within business environments for effective organisational performance.

Negotiating effective agreements is typically viewed as a blend of art and science. Consequently, to assist students in developing effective negotiation and conflict management skills, this course emphasizes experiential learning through student participation in a variety of assignments, exercises, research articles, and case studies. Alongside, contemporary issues are discussed employing current literature and research papers.

COURSE OBJECTIVES

- Students will be able to explain basic concepts of conflict, negotiations.
- Students will be able to describe various conflict handling styles in the workplace and their impact.
- Students will be able to differentiate distributive and integrative negotiation strategies.
- Students will be able to describe important aspects, such as the role of power, personality, team, and leadership, and the mediation process in conflict management and negotiations management.

INTENDED COURSE LEARNING OUTCOMES

- Understanding the central concepts of negotiation and conflict.
- Providing experience in the negotiation and conflict management process.
- Effectively diagnosing and planning for different types of negotiation situations.
- Developing negotiating skills and confidence in a variety of contexts.

RECOMMENDED TEXT BOOK

- Conflict Management : A practical guide to developing negotiation strategies. Barabara A. Budjac Corvette.
- Leslie P. Lewis (1994). Curing conflict. Pitman publishing UK

REFERENCE BOOKS

- Fisher, R., Ury, W., & Patton, B. (1991). Getting to Yes: Negotiating Agreement Without Giving In, second edition. NY: Penguin.
- Lewicki, R.J., Saunders, D.M., & Barry, B. (4th edition) Essentials of Negotiation NY: McGraw-Hill. Research papers and case 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

DETAILED COURSE OUTLINE

Week	Lecture	TOPICS TO BE COVERED
1.	1.	Conflict What is conflict? First things first. What is it, where is it. Personal approach to conflict and negotiations. Attitude, view, approach, style. Sociological schools of thought.
	2.	Constructive, destructive conflict. Conflict, chaos, complexity theories. A systems approach and conflict diagnosis example. Managing, using, resolving conflict through negotiations.
2.	3.	Defining Negotiation, its Components Human interaction is negotiation. The personal nature of negotiation. Not everything is negotiation. Conscious and unconscious determinants.
	4.	Components of negotiation performance. Effective personal negotiating power A general plan to develop effective personalized negotiation strategies.
3.	5.	Personality Why it is important to know your personality. Definition and facets of personality. Personal profile of negotiating personality attributes.
	6.	Learning theory and assessing yourself. (All facets).
4.	7.	Negotiating Styles Assess your natural and habitual negotiating style. Four major negotiating styles.
	8.	Distribution versus integration, analysing results. Choosing the appropriate style. Learning creativity.
5.	9.	Key Negotiation Temperaments Categorising personalities. Four main preferences. Perceiving others, Behaviour expectations.
	10.	Four key negotiation temperaments. Other indicative and related personality facets, self-assessment.
6.	11.	Communication in Negotiation The process. Rules for effective speaking and listening. Filtering. When conflict arises in negotiation.
	12.	Watching Body language Electronic communication, reflection and practice.
7.	13.	Culture and Gender differences What is culture? Ways to classify country cultures. Relationship of cultural dimensions and personality. Cultural and gender differences in negotiation.
	14.	Scenario Based Activity -1 (To provide practical exposure to the student i.e. how to deal with conflict)

MID TERM EXAMS

MID TERM BREAK

8.	15.	Understanding the Importance of Perception in Negotiation Everyone does not see the same things. The complexity of perception. Personality differences and cultural expectations. Attribution theory and the role of perception in attitude formation.
	16.	Attribution role in attitude formation. Self-serving bias. Me, myself, and I. Perceptual differences in negotiation.
9.	17.	Effects of Power in Negotiations Types of power
	18.	Asserting Yourself Assertion assessment, passivity, aggression, assertion. Passive-aggressive behaviour Hostile-aggressive behaviour Anger dynamics and its tools Fear, self-esteem, assertive behaviour.
10.	19.	Negotiation Process, Preparation Negotiating terminology Stages of negotiation process, preparation stage.
	20.	Case study/ research article discussion.
11.	21.	Alternative Styles, Strategies, Techniques of Negotiation The different stages of negotiation Introductory, initiation, intensification, closing stages and their tactics.
	22.	Team Negotiation Additional complexities Group dynamics, good guy/ bad guy, complementary choices.
12.	23.	Negotiation in Leadership and Public Relations What is leadership? What makes a leader? Skills and behaviours that affect leadership behaviour.
	24.	Third-Party Intervention Conciliation, mediation, arbitration, litigation. Labour-management negotiation, requisites and skills.
13.	25.	Post-negotiation Evaluation Assessment tools. PEP
	26.	Research article/ case study
14.	27.	Final Project Presentations
	28.	Scenario Based Activity -2 (To provide practical exposure to the student i.e. how to deal with the conflict and the way to negotiate in best possible manner)

END TERM EXAMS

Course Title: Learning Organization (HR Specialization)

Course Code: HRM-771

Credit Hours: 3

Course Instructor:

PREREQUISTES:

Human Resource Management

COURSE OBJECTIVES:

- To demonstrate concept of learning organization and its discipline
- To make students understand the importance of generative learning.
- How to bring a positive shift of mind at work place to make sure about positive implication of learning organizations.

COURSE LEARNING OUTCOMES:

- How to apply Learning Organization concept in an ineffective units via a case study exercise
- To examine the role of learning disabilities in ineffective and the unsuccessful organization.
- How to articulate the practice of tolerance, understanding, and the support of everyone in the organization.

RECOMMENDED BOOKS:

- The Fifth discipline : The Art and Practice of the Learning Organization by Peter Senge
- 500 tips for Developing a Learning Organization by Abby day, John Peters and Phil Race

REFERENCE MATERIAL:

Harvard case studies and research papers will be discussed

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 #	TOPICS TO BE COVERED
1.	Orientation, definition of Learning organization, Historical background of Learning organization , link between Human Resource Management and LO
2.	Give me a lever long enough ... and single handed I can move the world
3.	Introduction to Discipline of Learning Organization
4.	Does your organization have a Learning disability? Learning Disability and case study
5.	Prisoners of the system or prisoners of our own thinking?
6.	Laws of the Fifth Discipline
7.	Laws of the Fifth Discipline
	MID TERM EXAMS
	MID TERM BREAK
8.	A shift of mind; Reinforcing and balancing loop, detail and dynamic complexity
9.	Identifying the patterns that control events; shifting of burden and limit to growth
10.	Discipline of personal mastery, resistance and why we want it
11.	Discipline of personal mastery; personal vision, holding creative tension, structural conflict, commitment to truth, using subconsciousness
12.	Discipline of mental model; leaps of abstraction, left hand column, balancing Advocacy and inquiry,
13.	Discipline of Shared Vision; encouraging personal vision, from personal vision to shared Vision, spreading vision, anchoring vision in governing ideas, positive versus negative Vision
14.	Discipline of Team Learning; practice, discussion and dialogue, defensive routine and Conflict
	END TERM EXAMS

Course Title: Personnel Training & Development (HR Specialization)

Course Code: HRM-773

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Human Resource Management

COURSE OBJECTIVES:

This course is designed to achieve the following objectives seeking to enable the learners:

- To understand the basic concepts and process of T&D;
- To comprehend the various organizational aspects influencing firms, systems, cultures, styles & structures & their implications for the success of T&D programs;
- To know the prevailing models, theories & strategies governing T&D;
- To examine the personal, interpersonal and organizational impact of T&D;
- To identify the best methods of planning for and managing T&D programs;
- To design successful T&D programs and avoid common pitfalls.
- To measure the ‘success’ of T&D programs;

COURSE LEARNING OUTCOMES:

- It discusses the different ways of approaching T&D; it also details a process for understanding and implementing T&D.
- Demonstrate T&D skills as managers, leaders and researchers.
- Have a deeper understanding of T&D and the application of its latest concepts in the field.
- Be able to contribute new knowledge addition in T&D through research and development.
- Have gained competence in comprehending the importance and dynamics of T&D and are capable of efficiently initiate, plan, design, implement and evaluate T&D programs in a continuous and cost effective manner.

RECOMMENDED BOOK:

- Employee Training and Development by Raymond Andrew Noe.

REFERENCE MATERIAL:

- Beyond training and development: The groundbreaking classic on human performance enhancement by Rothwell, William J.
- Effective Training: Strategies, systems and practices by P. Nick Blanchard & James W. Thacker

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.	HRM defined; Defining T&D; Learning & Training; Likely scenarios; The prerequisites; The role of training & development manager; Performance concerns; Training types; Individual development; Effective developmental plan; Training needs assessment & analysis
	2.	Job itself as a developmental experience; Training & development-requirement; T&D department; Process - orienting employees; The five step training & development process; Data sources for operational analysis; More data sources for operational analysis; Managerial development & training; Managerial T&D Types; Behavior modeling; Evaluating the T&D effort
2.	3.	Classification of Learning Outcome; Organizational Chart for resource function; Possible Career Path in HRD; General Open Systems Model; Training as a Subsystem within the Organizational System; Training Processes Model; Components of learning organization; Differences between OD practitioners and trainers
	4.	Relationship of training and development with other HR functions; Employee development; Training as a system approach Relationship of training and development with other HR functions; Employee development; Training as a system approach
3.	5.	Training Need Analysis; Types of need analysis; Selecting suitable methods.
	6.	Training Benefits; Benefits of training to individuals
4.	7.	Benefits of training to teams; Benefits of training to organizations
	8.	The trainer and training methodologies; Selection of trainer; Competencies of trainer
5.	9.	In-house and on the job training.
	10.	Experiential exercise
6.	11.	Developing a training plan;
	12.	Training objectives
7.	13.	Business impact objectives;
	14.	Determining training sequence
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Training evaluation system; ROTI: Return on training investment; Measurement of training impact
	16.	Pre- training evaluation; During training evaluation; Post training evaluation
9.	17.	Mentoring & Coaching skills; Mentoring skills for trainer; Coaching skills for trainer; Counseling skills for trainer
	18.	Competencies of a trainer/master trainer;
10.	19.	training of trainer (ToT); transfer of training
	20.	Career management concept; Theories & issues of traditional course versus protean career
11.	21.	Career Development models
	22.	Resources of a trainer; training toolkit
12.	23.	Planning & arranging training sessions
	24.	Challenges in training; Challenges in development; Challenges in career management
13.	25.	The future of training & development
	26.	New horizons: beyond training & development
14.	27.	Human performance enhancement; Selecting,
	28.	implementing & evaluating human performance enhancement (HPE) Strategies
		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

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
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

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 Management – 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, uses, 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, Class 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: Contemporary issues in HRM**Course Code: HRM-777****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*.
- Javadzadeh, 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.
- Lupşa, D., Vîrga, D., Maricuţoiu, 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/>

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.	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 consequences of OCB, Progressive HRM practices and OCB, Leadership and OCB, Organizational policies and practices on OCB, Dark side of OCB on employees.
	22.	
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	29	END-TERM

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
	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: 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
	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 Compensation 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 Analytics (HRA)**Course Code:****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.

Prerequisites:

HRM, Business Math and Statistics,

Course Objectives:

1. A brief introduction to the field of predictive HR analytics.
2. Discuss the nature of HR data and demonstrate how to convert HR data into a workable form to analyze with SPSS.
3. Discusses and introduces a range of different more advanced analytic techniques.
- 4.

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):

- ▶ Martin R Edwards and Kirsten Edwards (2016) Predictive HR Analytics : Mastering the HR Metric
- ▶ Shivinder Nijjer and Sahil Raj (2021) Predictive Analytics in Human Resource Management
- ▶ David A. Decenzo and Stephen P. Robins (HUMAN RESOURCE MANAGEMENT).

Online Resource(s):

For data sets: www.koganpage.com/PHRA

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

Week #	Lecture #	TOPICS TO BE COVERED
1	1	Understanding HR analytics, Understanding the need (and business case) for mastering and utilizing predictive HR analytic techniques. Human capital data storage and 'big (HR) data' manipulation, Predictors, prediction and predictive modelling
	2	Current state of HR analytic professional and academic training, Business applications of modelling, HR analytics and HR people strategy
2	3	HR information systems and data, Information sources, Analysis software options, Using SPSS. Preparing the data, Big data
	4	HR data analysis strategies From descriptive reports to predictive analytics, Statistical significance, Data integrity, Types of data, Using group/team-level or individual-level data
3	5	Introduction of Analysis Software, IBM, SPSS 26, Basic concepts, Interface and toolbars. HR data sheet preparation, Data coding and data entry
	6	Examining the HR data
4	7	Employee attitude surveys, Conceptual explanation of factor analysis, Reliability analysis
	8	Diversity analytics, Equality, diversity and inclusion, Approaches to measuring and managing D&I
5	9	Gender and job grade analysis using frequency tables and chi square, Exploring ethnic diversity across teams using descriptive statistics,
	10	Comparing ethnicity and gender across two functions in an organization using the independent samples t-test,
6	11	Predicting employee turnover, Employee turnover and why it is such an important part of HR management information, Descriptive turnover analysis as a day-to-day activity, Measuring turnover at individual or team level
	12	Exploring differences in both individual and team-level turnover. Using frequency tables to explore regional differences in staff turnover
7	13	Using chi-square analysis to explore regional differences in individual staff turnover. Using one-way ANOVA to analyze team-level turnover by country. Predicting individual turnover. predicting team turnover. Modelling the costs of turnover and the business case for action
	14	Grand quiz
MID TERM EXAMS		
MID TERM BREAK		
8	15	Predicting employee performance, measure to indicate performance, methods of measuring performance,
	16	Ethical considerations in performance data analysis.
9	17	Considering the possible range of performance analytic models
	18	Recruitment and selection analytics, Reliability and validity of selection methods. Human bias in recruitment selection

10	19	Monitoring the impact of interventions, Tracking the impact of interventions, stress before and after intervention by gender, Evidence-based practice and responsible investment
	20	Business applications: scenario modelling and business cases, Predictive modeling scenarios, customer reinvestment, modelling the potential impact of a training program, Obtaining individual values for the outcomes of our predictive modeling
11	21	Making graduate selection decisions with evidence obtained from previous performance data
	22	constructing the business case for investment in an induction day, Using predictive models to help make a selection, decision in graduate recruitment. Further consideration on the use of evidence-based recommendations in selection
12	23	More advanced HR analytic techniques, Mediation processes, Moderation and interaction analysis, Multi-level linear modelling,
	24	Structural equation models,
13	25	Reflection on HR analytics: Usage, ethics and limitations, HR analytics as a scientific discipline, The metric becomes the behavior driver: Institutionalized Metric Oriented Behavior (IMOB), Balanced scorecard of metrics, What is the analytic sample? The missing group, The missing factor
	26	Carving time and space to be rigorous and thorough, Be sceptical and interrogate the results, The importance of quality data and measures, Taking ethical considerations seriously, Ethical standards for the HR analytics team, The metric and the data are linked to human beings
14	27	Presentations of assigned project.

END TERM EXAMS

Marketing

Course Title: Digital Marketing

Class: MBA

Credit Hrs: 03

	Lab Required
Prerequisites For this Course: Principles of Marketing, Marketing Strategy	
Instructor: Muhammad Fahad Muqaddas	
e-mail: mfahidm@gmail.com Cell : +923005241949	Class Timings:
Text Book: ➤ Digital Marketing : Strategy Implementation and Practice <i>Dave Chaffey & Fiona Ellis, 2019</i> (7th Edition). Pearson	
Reference Books: ➤ Digital Marketing: Strategic Planning & Integration. <i>Hanlon, A., 2019</i> (2 nd Edition). SAGE Publications ➤ Digital marketing excellence: planning, optimizing and integrating online marketing <i>Chaffey, Dave, & Smith, P. R, 2019</i> (5 th Edition) Routledge	

Course Description:

Digital marketing is an exciting area of marketing practice. In this course, we will cover the what, why, and how of major current approaches, including search engine optimization, website analytics, search and display ads, email marketing, social media, and social listening/monitoring. Through the study of theory and best practices in digital marketing, students learn to design, assess and implement digital marketing strategies and solutions for businesses working in a global environment. Three key messages are woven into the coverage of those tactics. First, you should establish habits for keeping up to date on emerging digital technologies relevant to business and to marketing. Second, you should tie the use of digital marketing activities to business objectives. Third, you should identify and design data sources that allow you to track performance for your digital marketing activities. The course is designed to get you to think like a digital marketing professional, and to give you experience with industry-relevant hands-on assignments and exercises.

Course Objectives: The main objectives of this course are

1. To prepare students for future roles in digital marketing and as such to familiarise students with the key marketing issues in the developing field of digital marketing studies and practice.
2. To ensure that as marketing managers, students are adept at integrating effective and efficient digital strategies into traditional marketing planning.
3. To improve students' ability to understand, analyse, and apply current research and trends in digital marketing.
4. To apply knowledge for building or improving a marketer's use of digital media.
5. To focus on digital platforms and how they can be used to benefit businesses

Lecture Plan:

Week	Session	Topic
1.	1.	Introducing digital marketing <ul style="list-style-type: none">• Introduction – how have digital technologies transformed marketing?
	2.	Introducing digital marketing <ul style="list-style-type: none">• Definitions – what are digital marketing and multichannel marketing?• Introduction to digital marketing strategy
2.	3.	Introducing digital marketing <ul style="list-style-type: none">• Introduction to digital marketing communications
	4.	Case1: Accor: Strengthening the Brand with Digital Marketing

3.	5.	Digital marketing strategy <ul style="list-style-type: none"> • Introduction • Understanding the impact of digital disruptors • Digital marketing strategy as a channel marketing strategy • The scope of digital marketing strategy • Importance of integrated digital marketing strategy and digital transformation
	6.	Case2: Tech Talk: Creating a Social Media Strategy
4.	7.	Digital marketing strategy <ul style="list-style-type: none"> • How to structure a digital marketing strategy • Situation analysis • Competitor analysis • Setting goals and objectives for digital marketing
	5.	Digital marketing strategy <ul style="list-style-type: none"> • Strategy formulation for digital marketing • Strategy implementation
5.	9.	Case3: Voot: Digital Commerce in the World of Connected Screens
	10.	Digital media and the marketing mix <ul style="list-style-type: none"> • Product • Price • Place
6.	11.	Case4: Zomato- Hyperlocal Battle for Online Food Delivery
	12.	Digital media and the marketing mix <ul style="list-style-type: none"> • Promotion • People • Process • Physical evidence
7.	13.	Work Shop on Free-Lancing
	14.	Lab Work
8.	15.	Relationship marketing using digital platforms <ul style="list-style-type: none"> • Introduction • Using social media to improve customer loyalty and advocacy
	16.	Case 5: Volkswagen India: Das Auto Digitally
9.	17.	Relationship marketing using digital platforms <ul style="list-style-type: none"> • The challenge of customer engagement • Customer lifecycle management strategy
	18.	Case 6: Starbucks' Loyalty Reigns
10.	19.	Campaign planning for digital media <ul style="list-style-type: none"> • Introduction • The characteristics of digital media
	20.	Campaign planning for digital media <ul style="list-style-type: none"> • Step 1. Goal setting and tracking for interactive marketing communications • Step 2. Campaign insight • Step 3. Segmentation and targeting
11.	21.	CASE 7: Wendy's: Capitalizing on Emerging Social Media Trends
	22.	Campaign planning for digital media <ul style="list-style-type: none"> • Step 4. Offer, message development and creative • Step 5. Budgeting and selecting the digital media mix • Step 6. Integration into overall media schedule or plan
12.	23.	Case 8: Ola (India): Building Customer Loyalty to App-Based Services

	24.	Marketing communications using digital media channels <ul style="list-style-type: none"> • Introduction • Search engine marketing
13.	25.	Marketing communications using digital media channels <ul style="list-style-type: none"> • Online public relations and influencer relationship management • Online partnerships including affiliate marketing • Interactive display advertising
	26.	Marketing communications using digital media channels <ul style="list-style-type: none"> • Opt-in email marketing and mobile messaging • Social media and viral marketing • Offline promotion techniques
14.	27.	Lab work
	28.	Final Project Presentations

Learning Outcomes:

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

- Identify and apply digital marketing knowledge to business situations in local and global environment.
- Identify and research digital marketing issues in business situations, analyze the issues, draw appropriate and well-justified solutions, and develop and evaluate an effective digital marketing plan.
- Effectively communicate digital marketing knowledge in oral and written contexts.
- Critically review digital marketing decisions on the basis of social, environmental and cultural considerations.

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%) (10%)
Final Project (Digital Plan)	(10%)

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

Final Project: Students are required to work on a Digital 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 Digital marketing.

Course Title: International 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 will present various concepts and tools for analyzing international marketing strategies, and evaluating the marketplace (competitors, external environment: cultural, economic, technological, political/legal, marketing opportunities, etc.). Specifically, the focus will be on developing, evaluating and implementing international marketing strategy at the international level.

Text Book

Cateora, Philip Gilly, Mary and Graham, John (2013), International Marketing, 16th edition,

Reference Books And Material

Czinkota, Michael R. and Ilkka A. Ronkainen (2013): International Marketing, Southwestern, Cengage Learning
Svend Hollensen (2014) Global Marketing, 6th edition, Prentice Hall/ Pearson Education .

Course Objectives

The main objectives of this course are

- Provide an understanding of the scope and function of international marketing theory and practice.
- Increase knowledge and skills to help in developing international market entry strategies.
- Develop skills related to the analysis of international marketing data, in particular the use of secondary data in assessing the international marketing opportunities.

Course Outcomes

Upon completion of the course students should be able to:

- Identify and analyze opportunities within international marketing environments;
- Utilize cases, readings and international business reports to evaluate corporate problems/opportunities in an international environment;
- Select, research, and enter a new international market;
- Prepare an international marketing plan;
- Develop a comprehensive course of action for a business firm using formal decision making processes;
- Complete a final written project using skills acquired throughout the course;
- Apply personal and interpersonal skills appropriate to being an effective member of an international marketing team.

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 scope & challenges of international marketing
	2.	The international marketer task, International marketing Involvement-stages
2.	3.	The dynamic environment of international marketing/business
	4.	Trade barriers, GATT, WTO etc
3.	5.	History & Geography; the foundation of culture
	6.	Geography& Global markets, economic growth
4.	7.	Dynamics of global population trends, controlling population etc.
	8.	Cultural dynamics in assessing global markets.
5.	9.	Elements of culture, cross cultural exchange and management
	10.	The political environment a critical concern, political risks in global business
6.	11.	Lessening political vulnerability/risks....strategies
	12.	International marketer tasks
7.	13.	Case studies, discussion and other related material
	14.	Revision....Mid-Term paper pattern discussion, Q&A
		MID TERM EXAMS
8.	15.	Mid-Term result discussion, paper solution etc
	16.	Final Project discussion, outline/guidelines etc
9.	17.	Developing a global vision through marketing research
	18.	Marketing research process, estimating market demand.
10	19.	Global Marketing management, planning & Organization
	20.	International marketing planning process
11	23	Developing a international marketing mix
	24	International Product/ services decisions and strategies
12	25	International Pricing decisions and strategies
	26	International placement decisions and strategies
13	27	International Communication decisions (promotion strategies)
	28	Case Study
14	29	Final Project Presentations
	30	Final paper pattern discussion, Revision, Q &A etc
		END TERM EXAMS

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

Final Project: Students are required to work on International marketing based project during the term. The topics will be assigned by the course instructor and students are required to work individually on the assigned project.

Course Title: Customer Relationship Management

Course Code: MKT-781

Credit Hours: 3+0

Course Instructor:

Prerequisites: Principle of Marketing

Textbook:

- 1) Customer Relationship Management: Concept, Strategy and Tools, 3rd Edition by
- 2) V. Kumar Werner Reinartz, Published: 2018
- 3) Reference Material:
- 4) Customer Relationship Management by Francis Buttle (3rd Edition), Elsevier Ltd., 2015.
- 5) "Why Service Stinks," Business Week, October 23, 2000.
- 6) "The Perils of Social Coupon Campaigns," V. Kumar and Bharath Rajan, MIT Sloan Management Review, Vol. 53 (4), 2012.
- 7) "Competing on Analytics," Thomas H. Davenport, Harvard Business Review, Jan 1, 2006
- 8) "Building and sustaining profitable customer loyalty for the 21st century," V. Kumar, and D. Shah, Journal of Retailing, 2004.
- 9) "How Valuable Is Word of Mouth?" V Kumar, J. Andrew Petersen, Robert P. Leone, Harvard Business Review, October 2007.
- 10) "Measuring the Benefits of Employee Engagement," V. Kumar and Anita Pansari, MIT Sloan Management Review, Summer 2015.

Course Description

This course examines customer relationship management (CRM) and its application in marketing, sales, and service. Effective CRM strategies help companies align business process with customer centric strategies using people, technology, and knowledge. Companies strive to use CRM to optimize the identification, acquisition, growth and retention of desired customers to gain competitive advantage and maximize profit. Anyone interested in working with customers and CRM technology and would like to be responsible for the development of any major aspect of CRM will find this course beneficial. Emphasis is given on both conceptual knowledge CRM discussions and assignments will address relationship marketing with both organizational customers (B2B) and consumers/households (B2C). This course will be delivered through a mix of lectures, mini-cases, and hands-on exercises. In each week a conceptual/theoretical lecture will be given. The pitfalls as well as the benefits of CRM strategy and implementation are addressed in the course.

Course Objectives:

- 1) Understand the fundamentals of CRM, which include:
 - a) Customer behavior, relationship marketing, customer satisfaction, loyalty, customer defection;
 - b) Key concepts, such as Sales Management, Closed Loop Marketing, Drip Marketing;
 - c) CRM impact on sales and marketing strategies;
 - d) Data, information and technology;
 - e) Privacy, ethics: consumer and organization privacy concerns;
 - f) Ways unsatisfied customers may use Internet to bring disrepute to company brand and products;
 - g) Ways companies may use Technology including Internet to support corporate CRM strategy;
 - h) The role of CRM in managing customers as critical assets;
 - i) The role of Business Intelligence in CRM;
- 2) Recognize the basic technological infrastructure and organizations involved in current and emerging CRM practices.

Course Outcomes

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

- Understand the major concepts and framework of customer relationship management.
- Analyze the organization’s relational strategies with stakeholder groups that affect how well it meets customer needs
- Evaluate various CRM strategies adopted by organizations and which is more productive and why?
- Apply the strategic, operational and tactical CRM decisions.
- Plan and conduct an investigation on an aspect of CRM, and communicate findings in an appropriate format

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

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Class & Course Introduction, Rules & Regulations, Case Studies before Mids to Distributed among the CR & GR and Final Project Overview Chapter 1: CRM Conceptual Foundations Strategic CRM today Introduction to Strategic CRM Why managing customer is more critical than ever
	2.	Chapter 1: CRM Conceptual Foundations The Benefits of the Customers Evolution and growth of CRM CRM and the IT revolution: the view from the industry
2.	3.	Chapter 2: Concepts of Customer Value Value of the customer Value to the company
	4.	Chapter 2: Concepts of Customer Value From Value for Customers to value from Customers: The Satisfaction – Loyalty Profit Chain Extending the concept of customer value
3.	5.	Chapter 3: Strategic Customer Relationship Management Strategic CRM CRM Perspectives Elements of CRM Strategy
	6.	Elements of CRM Strategy- contd Steps in developing a CRM Strategy
4.	7.	Chapter 4: Implementing the CRM Strategies Types of CRM Implementation CRM Implementation Effectiveness
	8.	Why do CRM Implementation Fails? Case Study Discussion
5.	9.	Chapter 5: Customer Analytics – Part One Traditional Marketing Metrics Customer Acquisition Metrics

	10.	Chapter 5: Customer Analytics – Part One Customer Activity Metrics Popular Customer Based Value Metrics
6.	11.	Chapter 6: Customer Analytics – Part Two Strategic Customer Based Value Popular Customer Selection Strategies
	12	Chapter 6: Customer Analytics – Part Two Techniques to Evaluate Alternative Customer Selection Strategies
7.	13.	Case Study Discussion
	14.	Quiz 2 and Revision
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Chapter 7: Datamining Need for Datamining The Business Value of Datamining
	16.	Chapter 7: Datamining The Datamining Process
	17.	Chapter 8:Using Data Bases Types of Databases
	18.	Chapter 8:Using Data Bases The Benefits of Marketing Databases The Uses of Marketing Databases
10.	19.	Case Studies Discussion
	20.	Quiz 3
	21.	Chapter 9: Operational CRM Software Tools and Dashboards CRM Implementations Options
11	22.	Chapter 9: Operational CRM CRM Software and Applications
	23.	Final Project Submission and Discussion
	24.	Chapter 10: Loyalty Programs Design and Effectiveness Loyalty : Attitudinal and Behavioral
13.	25.	Chapter 10: Loyalty Programs Loyalty Programs Drivers of Loyalty Program Effectiveness
	26.	Group Discussions on how the Marketing Activities are carried along with CRM.
14.	27.	Chapter 11: Campaign Management, Planning and Development Campaign Execution
	28.	Analysis and Control
		END TERM EXAMS

Course Title: Services Marketing (MBA)

Course Code: MKT-785

Credit Hours: 3+0

Course Instructor:

PREREQUISITES: Service Marketing is an elective and assumes that the student has taken the Core Marketing classes. You must have an understanding of marketing principles and strategies.

Textbook

- Lovelock, C. H., Wirtz, J. and Chatterjee, *Services Marketing – People, Technology, Strategy, 8th edition, Pearson Education/Prentice Hall.*

Additional Readings

- Valarie A. Zeithaml_ Dwayne D. Gremler_ Mary Jo Bitner, *Services Marketing_ Integrating Customer Focus Across the Firm, 7th edition, McGraw-Hill Education*

Course Description: The service sector forms an increasingly important part of the world economy. The Services Marketing module seeks to provide an understanding of the differences and similarities between goods and services, as well as analyzing services marketing to enable students to become an expert service marketer. The course focuses on the unique challenges of marketing and managing services and delivering quality service to customers. The attraction, retention, and building of strong customer relationships through quality service and services are at the heart of the course content. The course is equally applicable to organizations whose core product is service (e.g., banks, transportation companies, hotels, hospitals, educational institutions, professional services, telecommunication, etc.) and to organizations that depend on service excellence for competitive advantage (e.g., high technology manufacturers, automotive, industrial products, etc.). The basic concepts covered in the course include: the difference between marketing services versus products; the role of the service encounter; the key drivers of service quality; the customer's role in service creation; service design and innovation; going beyond service to create customer experiences; technology's impact on services; managing customer service expectations; and customer service metrics

Reference Material

- Jochen Wirtz, Christopher H. Lovelock, *Essentials of Services Marketing, 3rd edition Pearson*
- K. Douglas Hoffman, John E.G. Bateson, *Services Marketing Concepts, Strategies, Cases, 4th Edition, SouthWestern College Pub.*
- Additional slides/handouts/information will also be shared in-class, as appropriate.
- Cases and Reading materials will be shared to the class.

Course Objectives: The course objectives are

- To develop an appreciation for the far reaching impact of services in the global economy
- To understand services in the global economy
- To ensure students understand the what is needed to become a successful service marketer, especially in the Pakistani context
- To understand why services are different from goods.
- To foster a 'customer' and 'employee' service orientation among students
- To enable students to implement service marketing principles in their working life, including ethical values
- To help students become the best service marketers

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

- Differentiate between the different types of services while appreciating the grey area between the 'types'.
- Implement and Analyze the 7Ps of services
- Appreciate the role of customers and employees in services marketing – especially with the increasing use of technology in service delivery.
- Discuss and implement various aspects of service positioning, recovery, customer loyalty and retention while keeping in mind cultural and ethical considerations.

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.	Class & Course Introduction Creating Value in the Service Economy <ul style="list-style-type: none"> • Why Study Services? • What Are the Principal Industries of the Service Sector? • Powerful Forces are Transforming the Service Markets • B2B Services as a Core Engine of Economic Development
	2.	<ul style="list-style-type: none"> • Outsourcing and Offshoring • What Are Services • Benefits Without Ownership
2.	3.	Cont... New Perspectives on Marketing in the Service Economy <ul style="list-style-type: none"> • Four Broad Categories of Services – A Process Perspective • Services Pose Distinct Marketing Challenges • The 7Ps of Marketing • The Traditional Marketing Mix Applied to Services • The Extended Services Marketing Mix for Managing the Customer Interface
	4.	<ul style="list-style-type: none"> • Marketing Must be Integrated with Other Management Functions • The Service–Profit Chain • A Framework for Developing Effective Service Marketing Strategies
3.	5.	Understanding Service Consumers <ul style="list-style-type: none"> • The Three-Stage Model of Service Consumption <ul style="list-style-type: none"> ○ Pre-purchase Stage ○ Service Encounter Stage ○ Post-Encounter Stage
	6.	
4.	7.	Positioning Services in Competitive Markets <ul style="list-style-type: none"> • Customer-Driven Services Marketing Strategy • Segmenting Service Markets • Targeting Service Markets
	8.	<ul style="list-style-type: none"> • Principles of Positioning Services Using • Positioning Maps to Plot Competitive Strategy • Developing an Effective Positioning Strategy
5.	9.	Case Study Discussion-I
	10.	
6.	11.	Developing Service Products and Brands <ul style="list-style-type: none"> • Creating Service Products • Branding Service Firms, Products and Experiences • Tiering Service Products with Branding

	12	<ul style="list-style-type: none"> • Building Brand Equity • Delivering Branded Service Experiences • New Service Development • Achieving Success in New Service Development
7.	13.	Discussion on Service Products in Pakistan
	14.	
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Distributing Services Through Physical and Electronic Channels <ul style="list-style-type: none"> • Distribution In a Services Context • What is Being Distributed? • How should a Service Be Distributed? • Where Should a Service Facility be Located? • When Should Service be delivered? • The Role of Intermediaries • Franchising • The Challenge of Distribution in Large Domestic Markets • Distributing Services Internationally
	16.	
9.	17.	Service Pricing and Revenue Management <ul style="list-style-type: none"> • Effective Pricing is Central to Financial Success • Pricing Strategy Stands on Three Foundations • Revenue Management: What It Is and How It Works • Fairness and Ethical Concerns in Service Pricing • Putting Service Pricing Into Practice
	18.	
10.	19.	Case Study Discussion-II
	20.	
11.	21.	Service Marketing Communications <ul style="list-style-type: none"> • Integrated Service Marketing Communications • Defining the Target Audience • Specifying Service Communication Objectives • Tactical Service Communications Objectives • Crafting Effective Service Communication Messages • The Services Marketing Communication Mix • Timing Decisions of Services Marketing Communication • Budget Decisions and Program Evaluation • Ethical and Consumer Privacy Issues in Communications • The Role of Corporate Design • Integrated Marketing Communications
	22.	
12.	23.	Balancing Demand and Capacity <ul style="list-style-type: none"> • Fluctuations in Demand Threaten Profitability • Defining Productive Service Capacity • Managing Capacity • Understanding Patterns of Demand • Managing Demand Managing Relationships and Building Loyalty <ul style="list-style-type: none"> • The Wheel of Loyalty • Building A Foundation For Loyalty • Strategies for Developing Loyalty Bonds with Customers • Strategies for Reducing Customer Defections
	24.	
13.	25.	Complaint Handling and Service Recovery <ul style="list-style-type: none"> • Customer Complaining Behavior • Customer Responses to Effective Service Recovery
	26.	

		<ul style="list-style-type: none"> • Principles of Effective Service Recovery Systems • Service Guarantees • Discouraging Abuse and Opportunistic Customer Behavior
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 Services Marketing. 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 services marketing

Course Title: MARKETING ANALYTICS (MBA)

Course Code:

Credit Hours: 3+0

Course Instructor:

PREREQUISITES: Marketing Analytics is an elective subject and assumes that the student has taken the Core Marketing classes. You must have an understanding of marketing principles and strategies.

Textbook

- Lilien, Gary L., Arvind Rangaswamy, and Arnaud De Bruyn (2017), *Principles of Marketing Engineering and Analytics*, 3rd Edition, DecisionPro, Inc. **Additional Readings**
- Palmatier, Robert W. and Shrihari Sridhar (2017), *Marketing Strategy: Based on First Principles and Data Analytics*, London: Palgrave/Macmillan.

Course Description: As a manager, you must be an effective decision maker. Marketing decision-making resembles design engineering – putting together concepts, data, analyses, and simulations to learn about the marketplace and to design effective marketing plans. Although many people view marketing as an art and others regard it as science, this course views marketing as a combination of art and science to solve specific problems. Students will learn concepts and will work *hands-on with data and software tools* for making decisions regarding segmentation and targeting, positioning, forecasting, new product and service design, and the elements of the marketing mix. Through the course, students will learn to take advantage of the massive amounts of data available in most organizations, using that data to make better-informed decisions, and to create compelling evidence to persuade other executives to support those decisions.

Reference Material

- Additional slides/handouts/information will also be shared in-class, as appropriate.
- Cases and Reading materials will be shared to the class.

Course Objectives: The course objectives are

- To familiarize students with data-driven marketing strategies and to help them understand the process of converting data to marketing decisions. After taking this class, the student will feel comfortable making data-driven marketing decisions independently as well as in a group setting.
- To provide a working knowledge of data handling and modeling techniques using widely-used commercial software. All these techniques are tools of a modern marketer. As a result, the student will gain competency to utilize the commonly-used software tools for his/her marketing-related data analysis needs.
- To present applications of the techniques to new product design, consumer segmentation, targeting customers, pricing, search engine advertising, and sales force allocation. Student will be able to carry out these techniques independently after practicing on several full-length cases.
- To provide students with an opportunity, through the final course project, to work on a marketing analytics project as a team. Student will grasp fundamentals of tackling a marketing analytics related project from scratch to finish.
- To gain a working knowledge of choice-based conjoint models, logit models, RFM analysis, consumer segmentation models, predictive modeling, and an acquaintance with optimization, response models, machine learning, and the use of big data in marketing analytics. All these are integral components of modern marketing analytics. Student will be able to leverage these invaluable skills to enhance his/her marketability as a marketing/business analyst, as well as his/her competency to interact with and manage a marketing/business analytics team.

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

- Students will be able to identify basic statistics, methods, and data sources used in marketing analysis.
- Students will be able to select appropriate marketing analytic tools to solve common marketing problems.
- Students will be able to practice and demonstrate computational and computer- based skills to perform common forms of marketing analysis.

- Students will be able to correctly employ marketing analytic tools to improve strategic and tactical marketing decisions.
- Students will be able to summarize the advantages and limitations of marketing analytic tools for common marketing decisions.
- Students will be able to combine multiple marketing analytic tools to solve more complex marketing problems.

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.	Class & Course Introduction Marketing Engineering Intro
	2.	
2.	3.	Marketing Engineering Intro (continued)
	4.	
3.	5.	Customer Value assessment
	6.	
4.	7.	Customer Lifetime Value
	8.	
5.	9.	Segmentation & Targeting
	10.	
6.	11.	Positioning & Perceptual maps
	12.	
7.	13.	Case Study Discussions
	14.	
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Forecasting
	16.	
9.	17.	New product & service design
	18.	
10.	19.	New product & service design (continued)
	20.	
11.	21.	Case Study Discussion-II
	22.	
12.	23.	The Digital, Online Revolution in Marketing
	24.	
13.	25.	Harvesting Value from Marketing Engineering
	26.	
14.	27.	Final Project and Class Presentations
	28.	
		END TERM EXAMS

(SCM)

Course Title: Strategic Supply Chain Management

Course Code: SCM-791

Credit Hours: 3

Course Instructor:

PREREQUISITES:

Students should be specialized in current stage of supply chain management theory & practice.

COURSE DESCRIPTION/OBJECTIVES:

- To study various industrial application of supply chain management in the form of different strategies
- The course will emphasize on the practical example of various companies
- To establish a common base line definition of the supply chain
- To define a common set of critical supply chain performance matrix
- To adopt the framework for consideration presentation and application of supply chain matrix
- Ability to communicate effectively through presentation, email, and team discussion
- Ability to logically organize thoughts
- Time management
- Ability to present oneself to confidence

COURSE LEARNING OUTCOMES:

- After the completion of this course student should be able to promote sharing of supply chain best practices and approaches
- The course will provide the student of supply chain management a flavor of being a supply chain consultant to not only observe, analyze and decide upon various industrial problems with an overall clarity of the supply chain
- Understand traditional business function and their respective linkage and integration points to customers and suppliers
- Successfully manage today's complex supply chain environment

RECOMMENDED TEXT BOOK:

- Supply Chain Management by Janat Shah
- Strategic supply chain management by Shoshanah, Cohen & Joseph Roussel

REFERENCE BOOKS:

- Supply chain strategy, Planning & operation by Sunil Chopra

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.	What is supply chain management and Evaluation of SCM?
	2.	Key concepts and importance of SCM, Enablers of supply chain performers.
2.	3.	Supply chain integration (Internal and External)
	4.	Supply chain performance measure and case study.
3.	5.	Linking supply chain and business performance.
	6.	Enhancing supply chain performance.
4.	7.	Supply chain mapping and supply chain process restructuring,
	8.	Supply chain process restructuring & case study.
5.	9.	Quiz
	10.	View your supply chain as a strategic asset.
6.	11.	Five key configuration concept.
	12.	Four criteria of a good supply chain strategy.
7.	13.	Quiz
	14.	Review
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Supply chain for high demand uncertainty.
	16.	Illustration of responsive supply chain approach.
9.	17.	Sources of supply chain disruption and its impact on business.
	18.	Case study
10.	19.	Four test of supply chain architecture
	20.	Four test of supply chain architecture
11.	21.	Quiz
	22.	Top three level of score model.
12.	23.	Five process of end to end supply chain management.
	24.	RAC analysis and collaboration is a spectrum.
13.	25.	Use metrics to drive business success
	26.	Use metrics to drive business success
14.	27.	Presentations
	28.	Review
		END TERM EXAMS

Course Title: Supply Chain Risk Management

Course Code: SCM-795

Credit Hours: 3

Course Instructor:

PREREQUISITES:

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

COURSE DESCRIPTION/OBJECTIVES:

- Outline modern supply chain and risk management concepts as a foundation for operational success
- To introduces the learner to the multiple of risk that threaten the operation of supply chain at national & global level
- Analytic methodologies for supply chain risk exposure.
- Ability to communicate effectively through presentation, email, and team discussion
- Ability to logically organize thoughts
- Time management
- Ability to present oneself to confidence

INTENDED COURSE LEARNING OUTCOMES

- Describe the alternatives ways to organize for supply chain risk management
- To analyze risk management of supply chain and cash flows
- Ability to understand the importance and danger of risk
- Gain a framework for continual improvement

RECOMMENDED TEXT BOOK

- Supply chain Risk Management by Gregory L. Schlegel, Robert J. Trent

REFERENCE BOOKS

- Supply chain risk management by Robert B. Handfield
- Risk management of supply and cash flows in supply chain by Jian Li, Jia Chen & Shouyang Wang

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 risk and risk management and Defining supply chain risk management
	2.	Why focus on supply chain risk management and Some important risk concepts
2.	3.	Generic risk management approaches and Supply chain risk management enablers
	4.	Linking supply chain risk management and supply chain strategy and Four pillars of supply chain risk management
3.	5.	What is strategic risk?, Reducing strategic risk through better product and case study
	6.	Protecting intellectual property and When strategic risk becomes strategic reality
4.	7.	The traditional world of the hazard risk and insurance and First party commercial insurance
	8.	Cargo insurance and Cyber insurance
5.	9.	Trade disruption insurance, Global logistics insurance and quiz
	10.	Understanding financial risk and Supplier and customer financial viability
6.	11.	Supply market volatility and A case study of supply market volatility
	12.	Supplier financial health assessment through Ratio analysis, Bankruptcy predictors And Currency risk management approaches
7.	13.	Review
	14.	Quiz and presentation
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Operational risk, Supply risk and Demand risk
	16.	Process risk and Environment / ecosystem risk
9.	17.	Bribery, Counterfeiting and Fraudulent, corrupt, coercive and collusive practices
	18.	C-TPAT, Protection act and case study
10.	19.	Framework supporting the new supply chain risk, ERM framework and Coso ERM framework
	20.	ISO standards, GRC and SCRM
11.	21.	Construct supply chain heat maps, Challenges when mapping a supply chain and DE cluster the clusters
	22.	Create the flexible supply chain and Controlling inventory through perfect record
12.	23.	Risk measurement validity and reliability and Risk measurement validity and reliability
	24.	Supply chain key indicators and quiz
13.	25.	Future directions in supply chain risk management
	26.	Future directions in supply chain risk management
14.	27.	Review
	28.	Quiz & Presentation
		END TERM EXAMS

Course Title: Enterprise Resource Planning (ERP)

Course Code:SCM-793

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
	GRAND TOTAL	100

Week #	Lecture	TOPICS TO BE COVERED
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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		

Course Title: Six Sigma, Lean & Quality Management

Course Code:

Credit Hours: 3

Course Instructor:

PREREQUISITES:

Students should be specialized with the updated know how of latest tools and techniques of quality management

COURSE DESCRIPTION/OBJECTIVES:

- Understand the philosophy and core values of total quality management
- Determine the voice of the customer and the impact of quality on economic performance & long term business success of the organization
- Apply and evaluate best practices for the attainment of total quality
- Total Quality Management (TQM) is a comprehensive and fundamental rule or belief for leading and operating an organization, aimed at continually improving performance over the long term by focusing on customers while addressing the needs of all stakeholders.
- It is both a philosophy and a set of guiding principles that represent the foundation of a continuously improving organization.
- The bottom line of TQM is results: increased productivity, efficiency, customer satisfaction/delight, and world-class performance.

This course will present the various TQM frameworks, concepts, and quality improvement tools necessary for implementing the quality culture that characterizes world-class organizations of the 21st century.

COURSE OBJECTIVES

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

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

INTENDED COURSE LEARNING OUTCOMES

- Select and apply appropriate technique in identifying customer needs as well as the quality impact that will be used as inputs in TQM methodologies.
- To measure the cost of core quality and processes effectiveness and efficiency to track performance quality and to identify areas of improvement

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

Managing for Quality and Performance Excellence

ELEVENTH EDITION

JAMES R. EVANS & WILLIAM M. LINDSAY

REFERENCE BOOKS

- Camp, Robert C., ed. Global Cases in Benchmarking: Best Practices from Organizations Around the World. Milwaukee, Wis.: ASQ Quality Press, 1998. [HD62.15.G558 1998]
- Crosby, Philip B. Completeness: Quality for the 21st Century. New York: Dutton, 1992. [HD62.15.C76 1992]
- Deming, W. Edwards. Out of the Crisis. Cambridge, Mass.: Massachusetts Institute of Technology, Center for Advanced Engineering Study, 1986. [HD70.U5D45 1986]

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%
	Assignments(s)	10%
	Project	15%
	Présentations	5%
	Total	35
	Grand Total	100

LECTURE SCHEDULE

Please note, the following schedule is tentative. Changes can and will be made throughout the semester as necessary, and all changes will be communicated to Class representative well before time.

SESSIONS	TOPIC	CASE STUDY
1	Introduction to Quality Defining Quality <ul style="list-style-type: none"> • Transcendent (Judgmental) Perspective • Product Perspective • User Perspective • Value Perspective • Manufacturing Perspective • Customer Perspective 	
2	Quality in Manufacturing <ul style="list-style-type: none"> • Manufacturing Systems Quality in Service Organizations <ul style="list-style-type: none"> • Contrasts with Manufacturing • Components of Service Quality Quality and Competitive Advantage <ul style="list-style-type: none"> • Quality and Business Results 	
3	Foundations of Quality Management The Deming Philosophy <ul style="list-style-type: none"> • Deming's 14 Points • Profound Knowledge The Juran Philosophy The Crosby Philosophy Comparing Deming, Juran, and Crosby	
4	Other Quality Philosophers <ul style="list-style-type: none"> • A. V. Feigenbaum • Kaoru Ishikawa Principles, Practices, and Techniques of Quality Management <ul style="list-style-type: none"> • Quality Management Principles • Quality Management Practices • Quality Management Techniques 	Quality in Practice: Harley-Davidson [Text,132-134]
5	Customer Focus Customer Satisfaction and Engagement Identifying Customers <ul style="list-style-type: none"> • Customer Segmentation Understanding Customer Needs	QUIZ

	<ul style="list-style-type: none"> • Quality Dimensions of Goods and Services <p>The Kano Model of Customer Requirements</p> <ul style="list-style-type: none"> • Gathering the Voice of the Customer • Analyzing Voice of the Customer Data <p>Linking Customer Needs to Design, Production, and Service Delivery</p>	
6	<p>Workforce Focus</p> <ul style="list-style-type: none"> • The Evolution of Workforce Management <p>High-Performance Work Culture</p> <p>Principles of Workforce Engagement and Motivation</p> <ul style="list-style-type: none"> • Workforce Engagement • Employee Involvement • Motivation 	ASSIGNMENT
7	<p>Designing High-Performance Work Systems</p> <ul style="list-style-type: none"> • Work and Job Design • Empowerment • Teamwork • Workplace Environment 	
8	<ul style="list-style-type: none"> • Workforce Learning and Development • Compensation and Recognition • Performance Management 	Quality in Practice: Training for Improving Service Quality at Honda [Text, 186-189]
9	<p>Process Focus</p> <p>Process Management</p> <p>Identifying Processes and Requirements</p>	
10	<ul style="list-style-type: none"> • Value-Creation Processes • Support Processes • Process Requirements 	QUIZ
11	<p>Process Design Process</p> <ul style="list-style-type: none"> • Mapping Process • Design for Services • Design for Agility • Mistake-Proofing Processes 	ASSIGNMENT
12	<p>Process Control</p> <ul style="list-style-type: none"> • Process Control in Manufacturing • Process Control in Services <p>Process Improvement</p> <p>Continuous Improvement</p>	
13	<p>Design for Quality and Product Excellence</p> <p>Product Development</p> <ul style="list-style-type: none"> • Concurrent Engineering 	
14	<ul style="list-style-type: none"> • Design for Six Sigma • Concept Development and Innovation 	Quality in Practice: An Application of Six Sigma to Reduce Medical Errors. [Text, 497-499]
15	<p>Detailed Design</p> <ul style="list-style-type: none"> • Quality Function Deployment • Target and Tolerance Design 	
16	<p>Measuring and Controlling Quality</p> <ul style="list-style-type: none"> • Measurement for Quality Control • Common Quality Measurements • Cost of Quality Measures 	
17	<p>Measurement System Evaluation</p> <ul style="list-style-type: none"> • Metrology 	

	<ul style="list-style-type: none"> • Calibration 	
18	Process Improvement and Six Sigma <ul style="list-style-type: none"> • Process Improvement Methodologies • The Deming Cycle 	QUIZ
19	<ul style="list-style-type: none"> • Creative Problem Solving • Custom Improvement Methodologies DMAIC 	
20	Six Sigma <ul style="list-style-type: none"> • Evolution of Six Sigma • Principles of Six Sigma The Statistical Basis of 3.4 DPMO 	ASSIGNMENT
21	Implementing Six Sigma <ul style="list-style-type: none"> • Project Management and Organization • Selecting Six Sigma Projects Using the DMAIC Process 	
22	DMAIC Tools and Techniques <ul style="list-style-type: none"> • Define • Measure • Analyze • Improve Control 	QUIZ
23	Lean Tools for Process Improvement <ul style="list-style-type: none"> • Lean Six Sigma 	
24	The Baldrige Framework for Performance Excellence The Baldrige Excellence Framework <ul style="list-style-type: none"> • Criteria Evolution • The Baldrige Award Process 	
25	<ul style="list-style-type: none"> • Using the Baldrige Criteria • Impacts of the Baldrige Program • Baldrige and the Deming Philosophy 	ASSIGNMENT
26	Strategy and Performance Excellence <ul style="list-style-type: none"> • The Scope of Strategic Planning • Strategy Development Processes • The Baldrige Organizational Profile 	
27	<ul style="list-style-type: none"> • Developing Strategies • Strategy Deployment • Hoshin Kanri (Policy Deployment) • Linking Human Resource Plans and Business Strategy 	Quality in Practice: K&N Management, Inc. [Text, 232-234]
28	Leadership for Performance Excellence Leadership Competencies and Practices <ul style="list-style-type: none"> • Strategic Leadership • Leadership Systems 	
29	Building and Sustaining Quality and Performance Excellence <ul style="list-style-type: none"> • Organizational Culture and Change • Culture of Quality • Changing Organizational Culture • Barriers to Culture Change 	
30	Strategies for Quality and Performance Excellence <ul style="list-style-type: none"> • Best Practices Principles for Effective Implementation	

Course Title: Green Supply Chain Management
Course code:
Credit Hours: 3+0
Course instructor: DR. AKHTAR TANWEER

Prerequisites:

- Graduate level courses in operations management, logistics design, and Fundamentals of supply chain management preferred.

Textbooks (course materials) with edition

- **Green Supply Chains :An Action Manifesto**
- Authors: Stuart Emmett and Vivek Sood, Latest Edition

Reference materials

- Case studies
- Green Supply Chain Management Road map

Course Description

- The graduate course in Green Supply Chain Management will focus on the fundamental strategies, tools and techniques required to analyze and design environmentally sustainable supply chain systems. Topics covered include: Closed-loop supply chains, reverse logistics systems, carbon foot printing, life-cycle analysis and supply chain sustainability strategy.

Course objectives

- On completion of the course the students will be able to carrying out the routine but vital responsibilities of Green Supply Chain Management and handling major challenges facing to Supply Chain Management.

Generic Skills

The following generic skills are trained in the course

- Presentation skills
- Information retrieval
- Analytical skills

ASSESSMENT INSTRUMENT WITH WEIGHTS

Sr. No.	ITEMS	MARKS
1.	MidTerm Exam	25 %
2.	End Term Exam	40 %
2.	Internal Evaluation Breakdown	
	Quiz	15
	Assignments	10 %
	Project	20
	Présentation	05 %
	Total	35
Grand Total		100

(Grades will be based on class participation, case study, assignments, quizzes and the team research .project or any other activity on the basis of which evaluation will be done).

COURSE CONTENTS

		INTRODUCTION TO GREEN SUPPLY CHAINS <ul style="list-style-type: none"> • Benefits of Green Supply Chains
1.	1	<ul style="list-style-type: none"> • Traditional and Green Supply Chains
	2	<ul style="list-style-type: none"> • Drivers of Green Supply Chain • Green Supply Chain Framework
2.	3	IMPACT ON BOTTOM LINE THROUGH GREEN SUPPLY CHAINS: <ul style="list-style-type: none"> • Key Contributors to the Profitability of Green Supply Chains • Construction Industry • Logistics Industry,
	4	<ul style="list-style-type: none"> • Automobile Industry, • FMCG Industry, • Chemical Industry, • Electronics Industry
3.	5	GREEN PROCUREMENT: <ul style="list-style-type: none"> • Benefits of Green Procurement • Challenges
	6	<ul style="list-style-type: none"> • Drivers of Green Procurement • Factors Affecting Green Procurement
4.	7	GREEN PRODUCTION <ul style="list-style-type: none"> • Benefits of Green Production • Drivers of Green Production
	8	<ul style="list-style-type: none"> • Challenges of Green Production • Key Components of Green Production
5.	9	<ul style="list-style-type: none"> • Case Study
	10	<ul style="list-style-type: none"> • Quiz /Revision
MID TERM EXAM		
6.	11	GREEN LOGISTICS <ul style="list-style-type: none"> • Drivers of Green Logistics • Benefits of Green Logistics
	12	<ul style="list-style-type: none"> • Challenges in Green Logistics • Moving towards Green Logistics
7.	13	GREEN PACKAGING <ul style="list-style-type: none"> • Benefits of Green Packaging • Drivers of Green Packaging
	14	<ul style="list-style-type: none"> • Getting Started with Green Packaging + QUIZ
8.	15	GREEN MARKETING <ul style="list-style-type: none"> • Importance of Green Marketing • Drivers of Green Marketing
	16	<ul style="list-style-type: none"> • Challenges in Green Marketing • Elements of Green Marketing
9.	17	CARBON FOOTPRINT MINIMIZATION ACROSS THE SUPPLY CHAIN <ul style="list-style-type: none"> • Carbon Measurement • Carbon Minimization
	18	<ul style="list-style-type: none"> • Carbon Monitoring • Carbon Reporting
10.	19	GREEN SUPPLY CHAIN CONTINUOUS IMPROVEMENT <ul style="list-style-type: none"> • Benefits of Continuous Improvement in Green Supply Chains • Prerequisites of Continuous Improvement
	20	<ul style="list-style-type: none"> • Methodology of Continuous Improvement • Green Supply Chain Benchmarking • Example of Green Supply Chain Continuous Improvement
11.	21	GREEN SUPPLY CHAIN PERFORMANCE EVALUATION <ul style="list-style-type: none"> • Benefits of Performance Evaluation • Performance Evaluation Methodology

	22	<ul style="list-style-type: none"> Using Information from Performance Evaluation for Making Decisions Measurement Toolkit
12.	23	<ul style="list-style-type: none"> Case Study
	24	<ul style="list-style-type: none"> Case Study
13.	25	<ul style="list-style-type: none"> Case Study
	26	<ul style="list-style-type: none"> Case Study
14.	27	<ul style="list-style-type: none"> Project Presentation
	28	<ul style="list-style-type: none"> Project Presentation

END TERM EXAM