

**CURRICULUM**  
**FOR 2-YEAR ASSOCIATE DEGREE**  
**/ BACHELOR OF BUSINESS ADMINISTRATION**  
**(4-YEAR)**



**Fall 2023 and onward**

**Department of Commerce & Management Sciences**  
**University of Malakand**

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## Department of Commerce & Management Sciences

University of Malakand  
0092-945-9250545 Inter Com 3071

### **Bachelor of Business Administration (4-Year) 2023 and onward**

The BBA program is designed to provide students with the knowledge and skills required for a successful business career. The program encompasses an extensive selection of topics, such as ethical decision-making, key business concepts, effective communication, problem-solving, teamwork, managerial expertise, and entrepreneurial skills. The curriculum was designed to satisfy the Higher Education Commission's (HEC) requirements, ensuring that students receive a comprehensive and high-quality education.

Revisions are made to the scheme of studies with consideration of the suggestions and guidelines provided in the Higher Education Commission's Undergraduate Policy for the 2023 academic year. A BBA student at the University of Malakand will thus complete a minimum of 120 to 144 credit hours in accordance with the HEC undergraduate policy 2023. In addition to course work, they are required to complete an internship with an organization of national or international renown and also submit a project report.

#### **Eligibility for Admission:**

Candidates with F.A / F.Sc or equivalent qualifications and having at least second division securing 45% marks in aggregate are eligible to apply.

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Commerce & Mgt Sciences  
University of Malakand

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**Scheme of Studies for two-year Associate Degree/ Bachelor of Business Administration (4-Year)**

<b>Semester I</b>			
<b>Codes</b>	<b>Title of the Courses</b>	<b>Cr. Hrs.</b>	<b>Remarks</b>
ENG 101	Functional English	3	Gen Edu
ISL 112/ ETH 118	Islamic Studies / Ethics*	2	Gen Edu
CS 110	Introduction Information & Communication Technologies	2+1	Gen Edu
PSC 111	Ideology and Constitution of Pakistan	2	Gen Edu
MGT 111	Principles of Management	3	Major
MGT 112	Introduction to Business	3	Major
	Teaching of Holy Quran with Translation	0	Non-Credit
		16	

\*for non-Muslims students

<b>Semester II</b>			
<b>Codes</b>	<b>Title of the Courses</b>	<b>Cr Hrs</b>	<b>Remarks</b>
ENG 102	Introduction to Expository Writing	3	Gen Edu
ISL 113	سیرت رسول ﷺ اور اس کی عصری معنویت Seerah and its Contemporary Application*	2	Gen Edu
GS 117/CHEM 110	General Science/Chemistry in Everyday life	3	Gen Edu
PSC 112/ SOC 116	Introduction to Political Science/Introduction to Sociology	2	Gen Edu
MGT 113	Principles of Marketing	3	Major
MGT 114	Financial Accounting I	3	Major
	Teaching of Holy Quran with Translation	0	Non-Credit
		16	

\*any course from Arts and Humanities in the general category for non-Muslim Students

<b>Semester III</b>			
	<b>Title</b>	<b>Cr Hrs</b>	<b>Remarks</b>
ECON 113	Principles of Microeconomics	3	Allied
SW 213/SOC 231	Community Social Work/Human Rights	2	Gen Edu
MGT 211	Business Finance	3	Major
MGT 212	Financial Accounting II	3	Major
MGT 213	Marketing Management	3	Major
QR 101	Quantitative Reasoning-I (Mathematics)	3	Gen Edu
	Teaching of Holy Quran with Translation	0	Non-Credit
		17	

<b>Semester IV</b>			
<b>Codes</b>	<b>Title of the Courses</b>	<b>Cr Hrs</b>	<b>Remarks</b>
MGT 214	Financial Management	3	Major
MGT 215	Entrepreneurship	2	Gen Edu
MGT 216	Human Resource Management	3	Major
MGT 217	Money Banking and Finance	3	Major
QR 102	Quantitative Reasoning-II (Statistics)	3	Gen Edu
ECON 121	Principles of Macroeconomics	3	Allied
	Teaching of Holy Quran with Translation	0	Non-Credit
		17	

Semester V			
Codes	Title of the Courses	Cr Hrs	Remarks
MGT 311	Cost Accounting	3	Major
STAT 213	Inferential Statistics	3	Allied
LLB 319	Business Law	3	Allied
	Specialization I	3	Major
	Specialization II	3	Major
	Teaching of Holy Quran with Translation	0	Non-Credit
		15	

Semester VI			
Codes	Title of the Courses	Cr Hrs	Remarks
MGT 312	Organizational Behavior	3	Major
ECON 363	Econometrics	3	Allied
	Specialization III	3	Major
	Specialization IV	3	Major
MGT 399	Internship	3	Major
	Teaching of Holy Quran with Translation	0	Non-Credit
	Total	15	

Semester VII			
Codes	Title of the Courses	Cr Hrs	Remarks
MGT 411	Strategic Management	3	Major
MGT 412	Business Research Methods	3	Major
MGT 413	International Business	3	Major
ECON 474	Managerial Economics	3	Allied
	Specialization V	3	Major
	Specialization VI	3	Major
	Teaching of Holy Quran with Translation	0	Non-Credit
	Total	18	

Semester VIII			
Codes	Title of the Courses	Cr Hrs	Remarks
ECON 484	Economics of Financial Markets	3	Allied
MGT 414	Project management	3	Major
MGT 415	Business Ethics & CSR	3	Major
MGT 500	Capstone Project	3	Major
	Specialization VII	3	Major
	Specialization VIII	3	Major
	Teaching of Holy Quran with Translation	0	Non-Credit
	Total	18	

**Note:** Courses included in the General Education Category are designed by the respective departments including their course codes, credit hours and titles (reflected in the scheme of studies). All such courses approved by the Syndicate are available on the university website. For any query the office of the Registrar Academics may be approached for clarification/guidance.

	1st	2 <sup>nd</sup>	3rd	4th	5th	6th	7th	8th	Total	Minimum Requirements
General Edu:	10	10	5	5	0	0	0	0	30	30
Major Course:	6	6	9	9	9	9	15	12	75	72
Allied Courses :	0	0	3	3	6	3	3	3	21	12
Internship						3			3	6
project								3	3	
	16	16	17	17	15	15	18	18	132	120

Notes:

1. The minimum number of students opting for the specialization in BS degree programs would be twelve (15) students. Different Specializations will only be offered keeping in view the resources at the department.

### **BBA (HONS) ELECTIVE COURSES**

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

#### **Finance**

S/No.	Course codes	Course Title	Credit Hours
1	MGT 321	Corporate Finance	3
2	MGT 322	Islamic Banking and Finance	3
3	MGT 323	Advanced Auditing	3
4	MGT 324	Accounting for Specialized Business	3
5	MGT 326	Auditing	3
6	MGT 327	Budgeting and Financial Reporting	3
7	MGT 328	Financial Markets and Institutions	3
8	MGT 329	Investment and Portfolio Management	3
9	MGT 330	Taxation	3
10	MGT 421	Financial Risk Management	3
11	MGT 425	Financial Statement Analysis	3
12	MGT 422	Advanced Cost Accounting	3
13	MGT 423	Behavioural Finance	3
14	MGT 424	FINTECH and Digital Finance	3
15	MGT 426	International Financial Management	3
16	MGT 427	Corporate Governance	3

### Human Resource Management

S/No.	COURSE CODE	Course Title	Credit Hours
1	MGT 341	Recruitment and Selection	3
2	MGT 342	Training and Development	3
3	MGT 343	Leadership & Team Management	3
4	MGT 344	Conflicts Management	3
5	MGT 441	Compensation Management	3
6	MGT 442	Change Management	3
7	MGT 443	Strategic Human Resource Management	3
8	MGT 444	Performance Management	3
9	MGT 445	Industrial Relation	3

### Marketing

S/No.	COURSE CODE	Course Title	Credit
1	MGT 361	Sales Management	
2	MGT 362	International Marketing	3
3	MGT 363	Marketing Research	3
4	MGT 364	Brand Management	3
6	MGT 365	Services Marketing	3
7	MGT 461	Advertising and Promotion Strategy	3
8	MGT 462	Retailing Management	3
9	MGT 463	Consumer Marketing	3
10	MGT 464	Marketing Strategies: Concepts & Practices	3



## Principles of Management

Course Code: MGT 111

Credit Hours: 03

Objectives:

- This course is intended to:
- Expose students to the theories of management, organizational theory, and the practice of management in contemporary organizations from a conceptual, analytical, and pragmatic perspective.
- Allow students to develop their own framework for analyzing and understanding management as well as exploring and developing their own personal philosophy of management.
- Communicate effectively, develop people, solve problems and making decisions, organize themselves and also would be able to work in team.

WEEK	COURSE OUTLINE
1, 2 & 3	Introduction to management: concepts and theories / evolution Basic Concepts and Definitions: Efficiency, Effectiveness, Skills, Roles etc.; Foundation of Management Thinking and Evolution: Various Schools of Thought
4 & 5	Environmental scanning and considerations Environment, National Culture and Management Practices
6, 7 & 8	Management functions: planning, and organizing Planning and Planning Tools/Techniques; Strategic Management Process; The Escalation of Commitment: Step Toward an Organizational theory; Decision Making; Organizational Structure, and Culture; Human Resource Management; Change Management
9	Mid Term
10, 11, 12 & 13	Management functions: leading and controlling Motivation: Concept, Use and associated Theories; Leadership & Leader's styles: Concept, Use and associated Theories; Team and Teamwork Management; Management Skills and Competencies; Managing Organizational Conflict, Politics and Negotiation; Controlling – Meaning, Components/Process and Classification.
14, 15, 16	Contemporary management functions/ issues/ challenges Communicating effectively; Technology, The market, Competition and the External environment; Internationalization and Globalization; Entrepreneurship; Stress Management; Professional Ethics and Social Responsibility including CSR; Corporate Governance and Due Diligence; New Management Paradigms Role of Accountants in Management Process especially in Decision- making;
17	Presentations
18	Final Term Exam

### Recommended Books:

- Stephen P. Robbins, Mary Coulter, Nancy Langton, (2006) “*Management*” 8<sup>th</sup> Edition, Pearson Education Canada
- John R. Schermerhorn and John (2020) Introduction to Management (2015Wiley & Sons, Inc., UK.

## Introduction to Business

Course Code: MGT 112

Credit Hours: 3

### Course Description

This course aims at broadening the perspectives of the students to understand the environment, structure and system in which a modern business enterprise operates

### Course Objectives

- To acquaint students with full range of functions of business organizations
- To apprehend about Businessman and Entrepreneurial Activities
- To make students well aware of various Legal Forms of a Business, and about their respective Pros and Cons
- To know about the various Resources desired for a successful business, and the Sources of Finance
- To familiarize students with Pattern, Practices, Operational Factors etc. for operating domestically and/or internationally

Week	Contents
1,2	Nature and Scope of Business, Nature of business; importance of business; objective of business , Qualities of successful businessman; scope of business; components of business; function of a modern business; Distinctions between trade; commerce and industry
3	Legal Form of Business Ownership Sole proprietorship characteristics Advantages and disadvantages of the sole proprietorship
,4,5	Partnership Partnership and characteristics; salient features or characteristics of partnership; merits and demerits of partnership form of organization Partnership agreement; partnership deed, kinds of partners Mutual duties; rights and liabilities of partners; admission or withdrawal of partners in a firm, Registration of a partnership firm
06	Company Form of Organization Joint Stock Company –Types / Classification, Formation,
7,8	Memorandum of Association, Articles of Association, Prospectus, Capital Management, Meetings and Winding up Features, Merits and Demerits, Management of the Companies.
9	Mid-term Examination
10,	Organs of Company Management, Shareholders; rights of shareholders Directors of a Co., Secretary of a company
11	Cooperative Ownership and Business Combinations Meanings, Types of Cooperatives, Advantages And Disadvantages.
12	Business Combination: Meaning, Types and Forms,
13	Stock Exchange, Functions, Advantages
14	Advantages and Disadvantages, Causes and Purposes of Stock Exchange.
15	Chamber of Commerce, Functions and Advantages
16	Insurance, Definition, types
17	Principles of Insurance
18	Final-term Examination

### Recommended Textbooks

- Rober C. Appleby, Modern Business Administration
- Theodore J. Sielaff & Belmont, Introduction to Business, California
- David L. Kurtz and Louis E. Boone, Contemporary Business, 14<sup>th</sup> Edition



## PRINCIPLES OF MARKETING

Course Code: MGT 113

Credit Hours: 03

### Course Description/Objective

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

Week	Contents
01	Introduction To Marketing , Marketing and the Society Importance and scope of marketing, Definition of marketing Nature and concept of marketing
02	Marketing Environments , The Marketing environment Macro environment Micro environment Environmental scanning and monitoring
03	Marketing & Strategy Strategic planning Strategic marketing planning Forecasting marketing demand
04	Marketing Decisions Information required for marketing decisions Reasons for obtaining information Marketing research
05	Consumer Behaviour Information for purchase decisions Consumer decision process Influence of social and psychological factors Market implications
06	Market Segmentation And Targeting Factors for Segmentation Selecting the target market Developing the positioning and target market strategies
07	Products And Services Definition of product and services Classification of consumer goods Classification of business goods
08	Product Development And Life Cycle Product development process and commercialization Product life cycle stages and its implications
09	Mid Term Exams
10	Pricing Overview of pricing Importance of pricing Break even analysis Factor effecting pricing decisions
11	Setting The Price And Relating Strategies Pricing objectives Sale based objectives Profit based objectives Status quo Pricing Price strategy
12	Pricing Techniques And Their Applications Cost based pricing Cost plus pricing Target pricing Floor pricing
13	Distribution Importance of distribution channels Selecting a channel of distribution Retail functions in distribution Recent trends in wholesaling and retailing
14	Promotion Importance and types of promotion Channels of communication Objectives, budgeting and promotional mix Legal environments of promotion
15 -16	Advertisement And Publicity Scope of advertisement and publicity Characteristic of advertisement and publicity Development, planning and implementation of advertising plan Evaluating the success and failure of promotional plan
17	Introduction To E-Business Introduction Different trends Rules of doing e-business E-business application in the market
18	Final Exam

## RECOMMENDED BOOKS

- Philip Kotler, Principles of Marketing (Latest Edition)
- David Jobber, Principles of Marketing (Latest Edition)
- Jerome McCarthy & William, D. Pareanath, Basics Marketing, (Latest Edition)

Fundamentals of marketing by william j Stanton.

## FINANCIAL ACCOUNTING I

Course Code: MGT 114

Credit Hours: 3

### Objectives

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

### Learning Outcomes

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

- The language of accounting and financial reporting.
- Complete Accounting Cycle.
- Preparation and the role of Journal, Ledger and subsidiary books.
- Preparation of balance sheet, profit and loss account and cash flow statement.
- Accounting for merchandising businesses.

Week	Contents
01	Accounting and its role , Development of accounting Accounting Theory and Conceptual framework Accounting, Why study Accounting , Financial statements Major fields of Accounting , Accounting as a Career
02 & 03	Basic Accounting Concepts , The Entity Concept , The Reliability (or Objectivity) principle , The cost Principle , The Going-Concern Assumptions , The Stable Currency Assumptions Ethics-the-Most Fundamental Principle of Accounting Qualitative characteristics of Financial statements
04 & 05	The recording process, The Recognition Issue , The Valuation Issue The Classification Issue , The Recording Process , Analysis of Transaction , The Journal ,The Ledger , Balancing the Accounts
06 -08	Preparation of Financial Statements Preparing Trial Balance , Locating and correcting errors in recording process , Preparing Profit and Loss Account and Balance Sheet
09 &10 &11	The adjusting and closing entries , Need for Adjusting Entries Recording adjusting entries , Preparing adjusted trial balance Recording closing entries , Preparing post-closing trial balance Preparing work-sheet , Preparation of Financial Statements
12 & 13 & 14	Accounting for Merchandising Businesses The Purchase Function , Accounting for Purchases and Sales Return and allowances , Periodic System , Perpetual System , Worksheet , Preparation of financial Statements , Departmental Accounts,
15 & 16	Accounting Systems ,Developing a System Subsidiary Journals Subsidiary ledgers Cash Book Petty cash book ,Control Accounts
17 & 18	Presentations

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#### Text/reference Books

- Williams, Haka, Bettner:(xxx ) Financial & Managerial Accounting, 17<sup>th</sup> Edition, Prentice Hall
- Professor Muhammad Ammanullah Khan: (xxx ) Financial Accounting, Latest Edition
- Frank Wood's: Business Accounting 1, Eleventh Edition
- Meigs and Meigs, Accounting for Business Decision, 9th Edition/Latest Edition

#### Principles of Microeconomics

Course Code: ECON 113

Credit Hours 3

#### Course Introduction:

Microeconomics studies the behavior of specific economic units that make up the economic aggregates. Microeconomics is the subject matter of this course explaining the behavior of specific economic units. The main focus will be on theories of consumption, production, distribution and role of the government. The course will rely heavily on graphical analysis and simple numerical calculations.

#### Course Objectives:

To introduce students with the basic tools of microeconomics.

Students will be able to understand demand, supply, household behavior, consumer choice, the cost structure of the firms, market structures, market failures and externalities, economic regulations and Good governance.

Week 1	Fundamentals of Economics Microeconomics and Macroeconomics, Diversity of Economics
Week 2	The Three Problems of Economic Organization : Market, Command and Mixed Economies
Week 3-4	Demand Supply and Market
Week 5,6	Demand Function, Law of Demand, Shift in Demand, Change in Demand Factors Affecting Demand,.
Week 7,8	Supply Function, Law of Supply, Changes in Supply Price Equilibrium, Market Equilibrium
Week 9	Mid-term Examination
Week 10,11	Price Elasticity of Demand & Supply, Point Elasticity of Demand & Supply Arc Elasticity of demand & Supply, Income Elasticity of Demand & Supply, Cross Elasticity of demand & Supply, Conclusion.
Week 12-13	Market Equilibrium and Efficiency, Economic Surplus, the Cost of Preventing Price Adjustments, Taxes and Efficiency, Conclusion.
Week 14	The Production Function , Total, average and marginal product, Laws of Returns to Scale , Short run Theory of Cost , Seven family cost curves, Relationship between Production and Cost Curves
Week 15	Graphical Representation of Long Run Cost Economies, Diseconomies and Constant Returns to Scale.
Week 16	Perfect Competition vs. Pure Competition, Different Possibilities of SR firm Equilibrium, Profit Maximization in the Short-run and long-run
Week 17	Short run and Long run Equilibrium under Monopoly. Conclusion (Comparison of both) Imperfect Competition: Monopolistic Competition, Price and output determination in monopolistic competition, Comparison perfect competition with monopolistic competition Oligopoly: Definition, Strategic behavior and game Theory, Price Rigidity and the kinked demand curve, Conclusion (Comparison of both). Labor Markets: The Market Demand for Labor, Supply of labor, Shifts in the market demand for and supply of labor, Inefficiency wages, monopsony
Week 18	Final-term Examination

Recommended Readings/Books:

1. Mankiw, G, *Principles of Economics*, Southwest Publishers, Latest Edition.
2. Miller, R. L, *Economics Today*, Addison Wesley, Latest Edition.
3. Samuelson Nordons –*Economics*, McGraw-Hill, Inc, Latest Edition.
4. McConnell and Bruce-*Principles of Economics*, McGraw-Hill, Latest Edition.

**Business Finance**

**Course Code: MGT 211**

**Credit Hours: 03**

**Objectives**

On completion of the course, students will be able to understand: Functions of business finance and finance manager, the basics of finance theory and its applications to corporate financial decisions, analysis of financial statements. tools and techniques of time value of money for investing decisions., concepts of risk and return for portfolio management, the principles of capital structure & the concept of cost of capital.

Week	Course Contents
Week 01	An Overview of Business Finance: Finance a quick look. Business finance and financial manager. Forms of business organization. Goals of business finance. Agency problem.
02 & 03	Time Value of Money, Meaning and role of time value of money, Future values Present values Annuities and its types Present and future value of annuities Future and present values of cash flows under high compounding frequency
04 & 05	Distinctions Among Valuation Concepts, Bond and Their Valuation, Definition and its types Key features of bonds Valuation of bonds (the basic process) Common stock Valuation Shares and their basic features , Benefits from a share investment Rates of Return (or Yields)
06 & 07	Risk and Return; Investment Returns; Stand-Alone Risk; Risk in Portfolio Context The Relationship between Risk and Rates of Return; Physical Assets versus Securities; Some Concerns about Beta and the CPM; Volatility versus Risk; Portfolio Theory and Asset Pricing Models; Measuring Portfolio Risk; Efficient Portfolios; Choosing the Optimal Portfolio; The Capital Asset Pricing Model; The Capital Market Line and Security Market Line; Calculating Beta Coefficient; Empirical Tests of the CAPM
07 & 08	Understanding financial statements and cash flows: The balance sheet. The income statement. Analyzing the financial statements Ratio analysis: Liquidity ratios asset management ratios debt management ratios profitability ratios Market value ratios
09	Mid Semester Examination
10	Cash and Marketable Securities Management, Motives for Holding Cash, Speeding Up Cash Receipts S-l-o-w-i-n-g D-o-w-n Cash Payouts
11 & 12	Short-Term Financing, Spontaneous Financing, Negotiated Financing, Factoring Accounts Receivable Composition of Short-Term Financing
13 & 14	Required Returns and the Cost of Capital Creation of Value, Overall Cost of Capital of the Firm, Project-Specific Required Rates, Group-Specific Required Rates, Total Risk Evaluation
15 & 16	Long-Term Debt, Preferred Stock, and Common Stock, Bonds and Their Features, Preferred Stock and Its Features Common Stock and Its Features
17	Presentations
18	Final Term Examination

**Recommended Books:**

- Brigham, E. F., & Houston, J. F. (2021). Fundamentals of financial management. Cengage Learning.
- Van Horne, J. C., & Wachowicz, J. M. (2013). Fundamentals of financial management 13th Edition. Pearson Education.
- Block, S. B., Hirt, G. A., & Danielsen, B. R. (2018). Foundations of Financial Management. McGraw-Hill Education.
- Graham Peirson; Rob Brown; Stephen Andrew Easton; Sean Pinder; Peter Howard (2015) Business Finance 12th edition McGraw-Hill Education

**FINANCIAL ACCOUNTING II****Course Code: MGT 212****Credit Hours: 03****Course Description/Objective**

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

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

- The Meaning of Partnership, How to distribute profit among partners, how to admit a new partner.
- The meaning of Joint Stock Company, how to issue shares at par, at premium and at discount.
- The meaning of debentures and how to issue debentures.
- The liquidity ratios and profitability ratios.
- The meaning of consignment and the accounting treatment for goods consigned at cost and invoice price.

Week	Contents
1-2	Adjusting Entries Review of the accounting cycle. Adjusting entries for accrued and deferred revenue and expense, Adjusting entries for prepaid and unearned revenue and expense Adjusting entries for depreciation and amortization Adjusting entries for inventories, Exercises
2-3	Accounting for merchandizing Activities, Perpetual inventory system, Periodic inventory system, Exercises
4-5	Modifying an accounting system, transaction related to purchases sales, performance evaluation of merchandizing companies
6 -7	Plant assets and depreciation, acquisition of plant assets
8	Depreciations, Methods, Disposal of plant and equipment. Intangible assets.
9	Mid Term
9-10	Liabilities, nature, current and long term liabilities
11 - 12	special types of liabilities
13	Share and share capital Shares issued at par, Issue of shares at premium, Issue of shares at discount
14-15	Debentures, Classification of debentures
16	Income and changes in retained earnings Reporting the results of operations, Other transactions affecting retained earnings
17-	Revisions/ Presentations
18	Final Term

**TEXT/REFERENCE BOOKS:**

- Frank wood & Alan Sangster (latest Edition) : Business Accounting I, prentice Hall, London

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- Meigs and Meigs (Latest Edition) Accounting, the basis for business decisions, prentice Hall, London

## MARKETING MANAGEMENT

Course Code: MGT 213

Credit Hours: 03

### Course Contents

week	Contents
01	Introduction to Marketing Management Importance a scope of marketing management The marketing scope & corporate social responsibility Basic functions of marketing
02	Marketing Research Qualitative V/S quantitative research The marketing research process Survey & observational research
03	The Organization ECO System Internal & external environment SWOT analysis
04	Consumer Behavior Influence factors on consumer behavior The consumer decision making process
05	Marketing Segmentation The need for segmentation Geographic, demographic and psychographic segmentation 3M'S of markets segmentation
06	Product Strategies Definition and classification of product The product life cycle Product audit
07	New Product Development Invention V/S innovation Product line and product mix New product development process New product failure reasons
08	Promotion Strategies. II Personal selling Direct marketing Self-promotion Promotion Strategies. I Integrated marketing communication Objectives of promotion Advertisement Media mix
09	Mid-term Examination
10	Pricing Strategies Objectives of pricing strategies The pricing model
11	Distribution Decisions Factor that decision effect distribution Decide distribute channels
12	Marketing Management of Services Oriented Businesses Marketing mix for services oriented businesses
13 -14	Marketing Management Information System MKIS MRS MDSS
15-16	International Businesses and Marketing Explaining the 4p's of marketing in the global businesses context Challenges due to globalization
17	Presentations
18	Final term examination

Text Book :

Kotler, Philip. (latest edition) Marketing Management. Upper Saddle River, N.J. Prentice Hall.

## Financial Management

Course Code: MGT 214

Credit Hours:

### Objective

The objective of this course is to establish foundation of financial management. It provides theoretical and conceptual knowledge of finance to the students. The course covers wide areas of finance. We will show managers how to interface with accounting and finance departments, help them to understand how firms meet their financial objectives utilizing financial decision-making. This course will also explain financial tools and techniques, which can be used to help firms maximize value by improving decisions relating to capital budgeting, capital structure, and working capital management.

After successful completion of this course students will be able to

- Understand the different basic concept of financial management
- Describe how different financial markets function.
- Estimate the value of different financial instruments (including stocks and bonds)
- Make capital budgeting decisions under different evaluation techniques like NPV, IRR, PI and Payback Period

Week	Contents
1	An Overview of Financial Management; Careers in Finance; How are Companies Organized; Finance in the Organizational Structure of the Firm; The Goals of the Corporation; Social Responsibility; Agency Relationships
2-3	Financial Markets: An Overview: Money market: Institutional framework with reference to Pakistan, Capital Markets, Primary vs secondary markets, Organized vs over the counter market, Investment banking & public securities issue, Private placement, Role of financial markets in Pakistan.
4-5	The Valuation Concepts: the valuation process, the fundamental valuation model, Valuation of securities: Bond, preferred stock. Yield over bonds and stocks.
6-8	Working Capital Management: Concepts and components, Determinants of working capital requirements, Working capital conversion cycle and identification of business risk. Optimal level of working capital, Strategies of financing working capital.
9	Mid term
10	Credit and Collection Policies, Credit , Standards, Credit Terms Analyzing the Credit, Applicant, Default Risk, Collection Policy and Procedures Inventory Management and Control, Economic Order Quantity, Just-in Time, Inventory and the Financial Manager.
11-12	Capital Budgeting Techniques, Payback Period, Internal rate of return, net present values, Profitability index. Capital rationing.
13-14	Dividend Policy, Passive versus Active Dividend Policies, Factors Influencing Dividend Policy, Dividend Stability, Stock Dividends and Stock Splits, Stock Repurchase, Administrative Considerations
15-16	Operating and Financial Leverage, leverage, business risk, sales risk, operating risk, and financial risk, and classify a risk; Calculate and interpret the degree of operating leverage, the degree of financial leverage, and the degree of total leverage; the effect of financial leverage on a company's net income and return on equity; breakeven quantity, operating breakeven quantity of sales. Calculation and explanation of total leverage
17	Presentations
18	Final Term

### Recommended Texts:

- Van Horne, J. M., & Wachouicz J. M. (2008). *Fundamentals of Financial Management* (illustrated). Financial Times/ Prentice-Hall.
- Reference Texts:

- Brigham, F. E., & Houston, F. J. (2014). *Fundamentals of Financial Management*. Cengage Learning.
- Gallagher, Timothy J. & Joseph, D Andrew. 2003. *Financial Management, Principles and Practice*, Third Edition, Prentice Hall: New Jersey.

## HUMAN RESOURCE MANAGEMENT

**Course Code: MGT 216**

**Credit Hours: 03**

### Course Description

This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Since human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of the basic concepts of managing human resource and their applications in today's organizations.

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

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

Week	Contents
01	Introduction What is HRM, Why HRM is important
02	Emerging Human resource management challenges. Trends in HRM Global vs local HRM practices
03	HRM from Islamic and indigenous perspective , Basic Islamic philosophy of managing human resource
04	Conducting Job analysis. HR Planning Job Description Job Specification
05	Staffing Recruiting and selecting employees Recruitment techniques Sources of recruitment Selection tests and Interviewing techniques
06	Employee development Performance appraisals Performance management
07	Training and development Training the employees Types of training Technique of training
08	Developing careers Career growth
09	MID-TERM EXAMINATION



10	Project Description and discussion
11 -12	Compensations Managing compensation Types of compensation
13 - 14	Rewarding performance Pay for Performance
15-16	Designing and administering benefits Types of benefits Employee relations
17	Presentations
18	Final Term Exam

**RECOMMENDED/REFERENCE BOOKS**

- Luis R. Gomez Mejia, David B. Balkin, Robert L. Cardy **Managing Human Resources.** (Fourth ed.).
- Human Resource Management by Gary Dessler 12th edition



## ENTREPRENEURSHIP

Course Code: MGT 215

Credit Hours: 2

This course is designed to promote entrepreneurial spirit and outlook among students, encouraging them to think critically, identify opportunities, and transform their ideas into successful ventures. It aims at imparting them with the requisite knowledge, skills, abilities, enabling them to seize the identified opportunities for initiating ventures and successfully navigating the challenges that come with starting a business and managing it. The course covers topics relevant to entrepreneurship including setting up and initiation of business, market research, opportunity identification, business planning, financial literacy for managing finances and securing funding, marketing and sales, team building and innovation.

- Knowledge of fundamental entrepreneurial concepts, skills and process.
- Understanding on different personal, social and financial aspects associated with entrepreneurial activities.
- Basic understanding of regulatory requirements to set up an enterprise in Pakistan, with special emphasis on export businesses.
- Ability to apply knowledge, skills and competencies acquired in the course to develop a feasible business plan.

Week	Contents
1-2	Introduction to Entrepreneurship: Definition and concept of entrepreneurship. Why to become an entrepreneur? Entrepreneurial process. Role of entrepreneurship in economic development.
3-4	Entrepreneurial Skills: Characteristics and qualities of successful entrepreneurs (including stories of successes and failures). Areas of essential entrepreneurial skill and ability such as creative and critical thinking, innovation and risk taking abilities etc
5-6	Opportunity Recognition and Idea Generation: Opportunity identification, evaluation and exploitation. Innovative idea generation techniques for entrepreneurial ventures.
7-8	Marketing and Sales Target market identification and segmentation. Four P's of Marketing. Developing a marketing strategy. Branding.
9	Mid-term Examination
10-11-12	Financial Literacy: Basic concepts of income, savings, and investments. Basic concepts of assets, liabilities and equity. Basic concepts of revenue and expenses. Overview of cash-flows. Overview of banking products including Islamic modes of financing. Sources of funding for startups (angel financing, debt financing, equity financing etc.).
13	Team Building for Startups: Characteristics and features of effective teams. Team building and effective leadership for startups.
14-15	Regulatory Requirements to Establish Enterprises in Pakistan: Types of enterprises (e.g., sole proprietorship; partnership; private limited companies etc.). Intellectual property rights and protection. Regulatory requirements to register an enterprise in Pakistan, with special emphasis on export firms. Taxation and financial reporting obligation.
16	Presentation
18	Final-term Examination

### Suggested : Practical Activities (Optional)S (OPTIONAL)

As part of the overall learning requirements, students shall be tasked with creating and presenting a comprehensive business plan at the end of the course for a hypothetical or real business idea. This practical

exercise shall allow them to apply the knowledge, skills and competencies acquires in the course to develop a feasible business plan.

### Suggested Readings

- Barringer, B. R., & Ireland, R. D. (2020). *Entrepreneurship: Successfully launching new ventures* (6th ed.). Pearson Education
- Kuratko, D. F. (2023). *Entrepreneurship: Theory, process, and practice* (9th ed.). Cengage Learning.
- Spinelli, S., & Adams, R. J. (2016). *New venture creation: Entrepreneurship for the 21st century*. McGraw-Hill Education.
- Ries, E. (2017). *The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses* McGraw-Hill Education.
- Read, S., Sarasvathy, S. D., Dew, N., & Wiltbank, R. (2017). *Effectual entrepreneurship*. Edward Elgar Publishing

## MONEY BANKING AND FINANCE

Course Code: MGT 217

Credit Hours: 03

The course discusses financial processes emphasizing the role of the financial intermediaries. Particular emphasis is on banking sector, implications for economic growth and stability, monetary policy in Pakistan, and the role of the State Bank of Pakistan. Other financial intermediaries such as insurance companies, brokerage houses, mutual trusts, and Modarabas will also be discussed.

Week 01	Introduction and Development of Monetary Mechanism
02. 03	Evolution of Money and Payment System, Definition of Money, Function of Money & Measurement of Money, Demand for Money & Supply of Money.
04-05	Role of Money in the Economy Demand for Money
6	Banking, Origin Evolution Types and Functions Sources of Funds in Relation to Legal, Economic and Social Factors Involved in Pakistan
7	Banker Customer Relationship, Primary and Others
8	Payment of Cheques and Other Instruments by Banks Collection of Instruments by Banks, Crossing and Endorsements Principles of Bank Lending Control of Credit in Pakistan Security of Bank Advances
9	Mid term
10-11	Negotiable and Other Instruments Promissory Notes Bill of Exchange Cheque, Drafts Receipt Bonds Coupons Dividend Warrants Letter of Credit, Credit and Debit Cards, online Banking
12	Micro Finance Institutions, SME Banks
13	Basics of Finance, Financial Institutions and Current issues
14	Financial Instruments , Certificate of Deposits Treasury Bills Purchase Agreements Banker's Acceptances, Federal Funds, Corporate Stocks, Corporate Bonds Mortgages Government Securities Consumer and Commercial Loans Municipal Bonds
15-16	Functioning of Money Market (Primary and Secondary Dealers Capital Market (Stock exchanges and Various Components of capital markets – Securities, equities, bonds, debentures) Foreign Exchange Market and its evolution, dollarization of the economy.
17	Presentations
18	Final term Exam

### Recommended Books

- Mishkin (2003), *The Economics of Money, Banking, and Financial Markets*. 7th edition.
- Ritter, L. S. and Peterson, R.L. *Financial Institutions and Financial Markets*. 9th edition. New York.

Basic Books.

- Arby, Muhammad Farooq (2004), "Functions, Evolution and Organization of State Bank of Pakistan" [www.sbp.org.pk](http://www.sbp.org.pk)
- History of State Bank of Pakistan (Volume – 3, chapters 2 to7, 13).
- Zaidi, Akber (2005), "Issues in Pakistan Economy," Karachi. Chapters12, 13

### Principles of Macroeconomics

Course Code: ECON 121

Cr. Hrs-3

#### Course Introduction:

The course is designed for the beginners with no formal background or little acquaintance with economics. The course includes topics on national income, components and aggregate demand. The teacher is expected to draw examples from the surrounding world to clarify the concepts.

#### Course Objectives:

The objective is to give the students with a clear understanding of the basic concepts, tools of analysis and terminologies used in macroeconomics

Week 1-2	Introduction: The economy in aggregate, Complexities of the world of business, Scope of macroeconomics, Brief account of classical and the development of macro-economic after the World War-II, Concept of business cycles: Boom and Depression, three concerns of macroeconomics, Inflation,
Week 3-4	GDP growth and unemployment, Macroeconomic variables and their mutual relationship, Macro-models as abstraction from the real economy.
5-6	National Income: Definition and concept of national income, Measures of national income: Gross Domestic Product (GDP) and Gross National Product (GNP),
7-8	GDP at factor cost and at market prices
9	Mid term
10-11	Computation of national income: Product, Income and Expenditure approaches, Circular flow of income, Nominal versus Real income, Per capita income and the standard of living.
12-13	Components of Aggregate Demand: The Concept of Open and closed economy models, Concept of aggregate markets: Product,
14-15	Money, Labor and Capital markets Components of aggregate demand:
16-	Consumption, Investment and Government spending, , Income and expenditure identities. Money and Monetary policy, Fiscal Policy.
17	Presentations
18	Final Term

#### Recommended Readings/Books:

- Mankiw,G–*Principles of Economics*.Latest Edition.
- Samulson and Nordrons – *Economics*. Latest Edition.
- Parkin, Michael –*Macroeconomics*. Latest Edition.
- Miller, R.L.– *Economics Today*. Latest Edition.

## COST ACCOUNTING

Course Code: MGT 311

Credit Hours: 03

### Course Description/Objective

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

After studying this course student will be able to understand:

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

### Course Content

Week	Contents
1	Concept and Scope of Cost Accounting: Definition and Scope of Cost accounting, Objectives of cost accounting, Cost accounting vs financial accounting, uses of cost accounting;
2	Cost Concepts, Classification and Flows Definition, concept and elements of Costs, Product and Periodic Cost, Direct and Indirect Costs, Opportunity and Sunk cost, Fixed, semi-variable and Variable costs, Uses of cost data. Exercises
3 -4	Cost of Goods Manufactured & Sold Statements
5-6	Job Order Costing: Job Order cost accumulation Procedure, Job order cost sheet components Exercises
7-8	Process Costing: Characteristics and procedure of process costing, Costing by departments, Process Cost Accumulation Procedures The Cost of Production Report Other Factors in Accounting for Lost Units, Exercises
9	Mid-Term Examination
10-11	Process Costing: Average and FIFO Costing Beginning Work in Process Inventories, Difficulties Encountered in Process Cost Accounting Procedures Exercises
12-13	Factory Overhead: Planned, Actual, and Applied; Variance Analysis The Nature of Factory Overhead The Use of a Predetermined Factory Overhead Rate Factors to be Considered in the Selection of Overhead Rates
14-15	The Calculation of a Factory Overhead Rate Actual Factory Overhead Over or Under applied and Variance Analysis Changing Overhead Rates Summary of Factory Overhead
16-17	Revisions and Exercises
18	Final Term

### RECOMMENDED BOOKS

- Matz Usry latest Edition, Cost Accounting: Planning and Control

### Reference Books:

- Matz, Hammer Usry (1985) 9th edition Cost Accounting *South-western Publishing Co*

**Business Law**

Course Code: LLB 319

Credit Hours: 03

**Objectives**

This course is intended to:

Acquaint students with Legal System of Pakistan

Familiarize the students with the different Mercantile Laws affecting the economic and business environment in Pakistan.

Make students understand the important elements and aspects of business and industrial laws.

Enable the students to assess the nature and Impact of certain types of rules and regulations by analyzing the cases referred to in the recommended books/sources.

Equip the students with the necessary skills and aptitude to deal tactfully with the legal situations arising out of business routine matters.

Week	COURSE OUTLINE
1	Legal SYSTEM OF PAKISTAN Meaning of Legal System; Major Components / Divisions of Legal System of Pakistan; Comprehensive Analysis of Legal System of Pakistan; Factors of Economic Development w.r.t to Pakistan; Various Measures / Strategies to enhance Economic Growth
2-3	BUSINESS LAW Nature of Business Law; Major Sources of Business Law; Application / Use of Business Law; CONTRACT ACT, 1872 Proposal and Acceptance including Legal Definition, and Meaning, Communication of Offer and Acceptance, Revocation of Offer and Acceptance; Agreement and Contract including Legal Definition, Meaning, and Difference, Legal Capacity to make a Contract, Major Classification and Kinds of Contracts, Essential Elements / Ingredients of a Valid Contract, Trinity of a Contract.
4-5	Legal Rules pertaining to Consideration, and Exceptions thereof, Major Types of Void Agreements. Flaws in Contracts, Free Consent, and its Flaws (Coercion, Undue Influence etc.), Doctrine of Frustration of Contract. Quasi Contract, and its Types, Contingent Contract, and its Types, Performance of Contracts including Reciprocal Promises Breach and Discharge of Contracts, Remedies for Breach of Contract Contracts of Indemnity and Guarantee covering Legal Definition, Meaning, and Difference, Rights and Liabilities of Indemnity-holder, Consideration for Guarantee, Nature and Extent of Surety's Liability, Continuing Guarantee, and its Revocation, Rights of Surety, Discharge of Surety from Liability
6-7	Law of Agency covering Legal Definition, and Meaning, General Rules of Agency, Eligibility to employ an Agent, and Eligibility to become an Agent, Necessity of Consideration for Agency, Classification of Agents, Modes of Creation of Agency, Extent of Agent's Authority, and Delegation of Authority, Distinction between Sub-agent and Substituted Agent, Duties and Rights of Agent, Personal Liability of Agent to Third Parties, Rights and Duties of Principal, Liability of Un-named, and Un-disclosed Principal, Modes of Termination of Agency
Week 8	Bailment and Pledge including Essential features, and parties; Rights and duties of parties; Termination of pledge and Bailment
	<b>Mid-Term</b>

10-11	<p>SALE OF GOODS ACT, 1930</p> <p>Contract of Sale of Goods covering Legal Definition, and Meaning of a Contract of Sale, Essential Elements of a Contract of Sale, Distinction between Sale and Agreement to Sell, Classification (Kinds) of Goods, The Provisions pertaining to 'Price' Conditions and Warranties covering, Legal Definition of Condition and Warranty, The Distinction between them thereof, Conditions and Warranties (Express and Implied) in a Contract of Sale</p> <p>Provisions pertaining to 'Transfer of Property'</p> <p>Performance of a Contract of Sale including Legal Definition, and Meaning of 'Performance' in a Contract of Sale, Modes of Delivery, Acceptance of Delivery by Buyer, Sale by non-owner</p> <p>Remedial Measure in a Contract of Sale, Legal Definition, and Meaning of 'Unpaid Seller' in a Contract of Sale, Rights of an 'Unpaid Seller', Rights of a Buyer against Seller, Auction Sale, and Legal Provisions regarding it</p>
12-13	<p>NEGOTIABLE INSTRUMENTS, 1881</p> <p>Nature and Meaning of Negotiable Instruments including Legal Definition, and Meaning of a Negotiable Instruments, Characteristics of Negotiable Instruments, Presumptions as to Negotiable Instruments</p>
14-15	<p>Classification (Kinds) of Negotiable Instruments; Promissory Notes Definition, and Essential Elements, Bill of Exchange Definition, and Essential Elements, Cheque Definition, and Essential Elements, Hundi Definition, and Meanings</p> <p>Parties to Negotiable Instruments: Holder Meanings, and Features; Holder-in- due-course Meanings, and Features; Capacity of Parties</p>
16-17	<p>Presentment of Negotiable Instruments: Presentment for Acceptance; Presentment for Sight; Presentment for Payment</p> <p>Negotiation of Negotiable Instruments: Definition, Eligibility for Negotiation, and Duration of Negotiability; Distinction between Negotiation and Assignment; Modes of Negotiation; Endorsement, and its Kind</p> <p>Dishonor and Discharge of Negotiable Instruments: Definition, and Meaning of Dishonor and Discharge; Modes of Dishonor (Non-acceptance and Non- payment); Discharge of the Instruments and the Parties; Modes of Negotiation</p> <p>Banker and Customer Relation (Legal): Definition, and Meaning of Banker and Customer</p> <p>Crossing of Cheques, and its Types; Bouncing of Cheques (Provisions from Banking Law / Circulars)</p>
18	Final Term Exam

#### RECOMMENDED BOOKS:

- Mercantile Law (2013) Bare Acts
- Mercantile Law (2013) by M. C. Kuchhal
- Mercantile Law by M. C. Shukla
- Saeed, Khawaja Amjad, Mercantile and Industrial Laws in Pakistan, Institute of Business Management, Lahore Latest Edition

#### REFERENCE BOOKS:

- Mercantile Law (2010) by Luqman Baig Latest Edition
- Business Law by Khalid Mehmood Cheema, Sayed Mobin Mahmud & Co. Lahore Latest Edition
- Business Law By Nazir A. Sheikh Latest Edition Internet source: [www.Paksearch.com](http://www.Paksearch.com)

## Econometrics

Course Code: ECON 363

Cr. Hrs-3

### Course Description:

This course basically focuses on techniques for estimating linear regression models, problems commonly encountered in estimating these models, and on interpreting the estimates of models.

### Course Objectives:

This course is designed to develop basic understanding in students about econometrics and provide working knowledge of its basic tools.

### Learning Outcomes:

After completion of this course, students

- Can apply econometric tools for modeling, estimation, inference, and forecasting in the context of real-world economic problems.
- Be capable to apply appropriate estimation techniques under different types of data/model problems
- Can evaluate critically the results and conclusions of other researchers.

Week 1	An Introduction to Econometrics Why Study Econometrics? Methodology of Econometrics, Types of Econometrics
Week 1	Data types and its sources
Week 2-3	The Classical Linear Regression Model (CLRM) Simple Regression function, Population regression function
Week 4,5,6	Linear regression function, Linearity in variables and linearity in parameters, Simple Regression Analysis
Week 7,8	Statistical properties of OLS estimators (BLUE), Classical Linear Regression Model (CLRM) and its assumptions, Estimation of the coefficient of determination
Week 9	Mid-term Examination
Week 10,11	The Multiple Linear Regression Model (MLRM) Multiple Regression Analysis
Week 12-13	Difference between simple and multiple regression analysis,
Week 14	Properties of OLS estimators
Week 15	Coefficient of determination ( $R^2$ ) and Adjusted $R^2$ ,
Week 16	Testing the significance of Regression coefficients (t-test)
Week 17	Testing the overall significance (F-test) of the model
Week 18	Final-term Examination

### Readings/Recommended Books:

1. Gujarati, D. Basic Econometrics, McGraw Hill Latest Edition.
2. Koutsoyiannis, A. Theory of Econometrics, McMillan Latest Edition.
3. R. Carter Hill, William E. Griffiths, George G. Judge Undergraduate Econometrics-Wiley, Latest Edition  
Dougherty, Christopher Introduction to Econometrics Oxford University Press, Latest Edition



## Inferential Statistics

Course Code: STAT 213

Credit Hours: 03

### Objectives:

- Understand the terminology related to Inferential Statistics, and to understand the role of sampling theory in estimation of population parameters and testing of hypotheses concerning parameters.
- Provide with the background in different Estimation Methods of population Parameters on the basis of a sample.
- Develop an understanding about the set of rules that lead to a decision culminating in the acceptance or rejection of some statement or hypothesis about the population.
- Provide with the necessary skills and competencies in using computer statistical package to assist in performing different inferential procedures required in a statistical analysis through practical application.

WEEK	COURSE OUTLINE
1 -3	Probability and Probability Distributions: Probability: Random experiments, sample space and events. Counting techniques. Definitions and axioms of probability. Basic laws of probability. Independence of events. Bayes Theorem (proof not required) and its application. Discrete and continuous distributions: Binomial, Poisson Geometric and Normal Distribution. Exercises
3 & 4	Sampling and Sampling Distributions: Introduction, sample design and sampling frame, bias, sampling and non-sampling errors,
5 & 6	sampling with and without replacement, probability and non-probability sampling, Sampling distributions for single mean and proportion, Difference of means and proportions. Exercises.
7-8	Hypothesis Testing: Introduction, Statistical problem, null and alternative hypothesis, Type-I and Type-II errors, level of significance, Test statistics, acceptance and rejection regions, general procedure for testing of hypothesis.
9	Mid Term
10 & 11	Exercises. Testing of Hypothesis- Single Population: Introduction, testing of hypothesis and confidence interval about the population mean and proportion for small and large samples, Exercises. Testing of Hypotheses-Two or more
12 & 13	Populations: Introduction, Testing of hypothesis and confidence intervals about the difference of population means and proportions for small and large samples, Analysis of Variance and ANOVA Table. Exercises Testing of Hypothesis-Independence of Attributes: Introduction, Contingency Tables, Testing of hypothesis about the Independence of attributes. Chi-square test of Independence, Chi square test of goodness of fit, Chi- square test of homogeneity, Introduction and application of F-distribution: Test of hypothesis for equality of two variance. Exercises.
14, 15	Hypothesis Testing: Introduction, Statistical problem, null and alternative hypothesis, Type-I and Type-II errors, level of significance, Test statistics, acceptance and rejection regions, general procedure for testing of hypothesis. Exercises. Testing of Hypothesis- Single Population: Introduction, testing of hypothesis and confidence interval about the population mean and proportion for small and large samples, Exercises. Testing of Hypotheses-Two or more
16, 17	Populations: Introduction, Testing of hypothesis and confidence intervals about the difference of population means and proportions for small and large samples, Analysis of Variance and ANOVA Table. Exercises Testing of Hypothesis-Independence of Attributes: Introduction, Contingency Tables, Testing of hypothesis about the Independence of attributes. Chi-square test of Independence, Chi square test of goodness of fit, Chi- square test of homogeneity, Introduction and application of F-distribution: Test of hypothesis for equality of two variance. Exercises.
18	Final

### Recommended Books:

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- Johnson, R and Kubly, P. (2004) “Elementary Statistics” 9<sup>th</sup> Edition Brooks/Cole, a division of Thomson Learning, Inc. USA
- Walpole, R.E., Myers, R.H and Myers, S.L. (1998), “Probability and Statistics for Engineers and Scientist” 6<sup>th</sup> edition, Prentice Hall, NY.
- Chaudhry, S.M.and Kamal, S. (1996), “Introduction to Statistical Theory” Parts I & II, 6<sup>th</sup> ed, Ilmi Kitab Khana, Lahore
- Spiegel, M.R., Schiller, J.L. and Sirinivasan, R.L. (2000) “Probability and Statistics”, 2<sup>nd</sup> ed. Schaums outlines Series. McGraw Hill. NY.  
Chaudhry, S.M. and Kamal, S. , “Introduction to Statistical Theory” Part I, II, Latest Edition, Ilmi Kitab Khana, Lahore, Pakistan.

## Organizational Behaviour

Course Code: MGT 312

Credit Hours: 03

### Course Description/Objective

Organizational behavior (OB) is an interdisciplinary field drawing from numerous disciplines including psychology, sociology, anthropology, economics, organization theory, statistics, and many others. Effective management of human resources within organizations requires an understanding of various behavior and processes. Managers need to know why people behave as they do in relation to their jobs, their work groups and their organizations. This knowledge of individuals' perceptions, motivational attitudes and behavior will enable managers to not only understand themselves better, but also to adopt appropriate managerial policies and leadership styles to increase their effectiveness.

The focus of instruction will move progressively through the individual, group and organizational levels of behavior and will examine the interrelationships of behavioral phenomena among these levels

### Indented Learning Outcomes

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

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

Week	Contents
01	What is Organizational Behaviour Importance of organizational behavior
02 & 03	Foundations of Individual Behaviour: Biographical Characteristics, Ability, Learning
04	Attitudes and Job Satisfaction Types of attitudes Types of behaviors
05 & 06	Perception and Individual Decision Making Why perception is important Types of decision making Biases and errors in decision making
07 & 08	Motivation concept Content theories of Motivational



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	Process theories of motivation
09	MID-TERM EXAMINATION
10	Foundations of Group Behavior Groups in organization
12 -13	Power and politics Types and sources of power Politics in organizations
14	Conflict and negotiation Types of conflicts
15-16	Functions of organization structure Types of organizational structure Organizational structure and its impact on individuals and groups
17	Organizational culture Organizational culture and individual behavior Presentations
18	Final Term Examination

### RECOMMENDED BOOK

Smith, P., Farmer, M., & Yellowley, W. (2013). *Organizational behaviour*. Routledge.  
 Buchanan, D. A., & Huczynski, A. (2019). *Organizational behaviour*. Pearson UK.  
 Robbins, P. S., & Judge, T. A. (2009). *Organizational Behaviour*. 13th ed.

### STRATEGIC MANAGEMENT

**Course Code: MGT 411**

**Credit Hours: 03**

Week	Contents
1, 2	Introducing strategy: What is strategy: The characteristics of strategy Levels of strategy The vocabulary of strategy Strategic management: The Strategic position The strategic choices Strategy into action Strategy development processes
3	The Environment: The macro environment: The PESTLE framework Key drivers of change porter`s diamond Building scenarios
4	Opportunities and threats: Strategic gap SWOT The TOWS matrix
5- 6	STRATEGY FORMULATION: Vision and Mission The business vision & mission Importance of vision and mission Components of mission statement Environmental scanning/audit/analysis: External environment, its factor and analysis
7- 8	Strategic capability: Introduction Foundations of strategic capability: Resources and competences Threshold capabilities Unique resources and core competences Capabilities for sustainable competitive advantage: Value of strategic capabilities Rarity of strategic capabilities Robustness of strategic capabilities Non-substitutability Dynamic capabilities Diagnosing strategic capability:
9	Mid-term Examination
10,	Business level strategy: Introduction Identifying strategic business units Bases of competitive advantage: the strategy clock Price based strategies Differentiation strategies The hybrid strategy Focused differentiation Failure strategies Sustaining competitive advantage:
12 - 13	Competition and collaboration : Game theory: Simultaneous games Sequential games Repeated games Changing the rules of the game

14-15	Corporate level and international strategy Introduction Product/ market diversity: Related diversification Unrelated diversification and performance
16	Methods of strategy development: Internal development Mergers and acquisitions Strategic alliances Success criteria: Suitability Acceptability Feasibility
17	Assignments, Case Studies, presentations
18	Final Term

#### RECOMMENDED BOOKS

- Rothaermel, F. T. (2021). Strategic management. McGraw Hill London
- Gamble, J., Thompson, A., & Peteraf, M. (2020). *Essentials of Strategic Management 4e*. McGraw Hill.
- Exploring corporate strategy by Gerry Johnson, Kevan Scholes and Richard Whittington

#### Business Research Methods

**Course Code: MGT 412**

**Credit Hours: 03**

#### Course Description

This course is designed to give an overview of the principles and methods of business research: identification of research question, development of theoretical framework and model, securing the respondents, making a test investigation, sampling, collecting data, types and errors of collected data, tabulating and analyzing the information, interpreting the findings and stating the conclusion through a series of class projects. Practical experience is offered to the students on how research techniques and procedures are applied to solve the business problems. The course will also help the students in understanding the importance of the business research as a management decision tool and in dealing with various business-related theoretical and applied problems.

#### Indented Learning Outcomes

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

1. Recognize the importance of research as a first step in Business Studies.
2. Translate basic/applied business issues into appropriate academic research questions.
3. Understand the links between the issues being investigated and the method of investigation.
4. Understand the governing principles in the qualitative and the survey research traditions, the merits and limitations of each, and of their independent and supporting roles in business contexts.
5. Using software for statistical analysis and interpretation (SPSS).
6. Understand and apply the skills required to design and conduct research studies using qualitative and/or survey methods.
7. Acquire the ability to interpret research results and establish the substantive meaning and implications of the findings for managerial practice.

01	The Role of Business Research, Definitions, Structure of Decision-Making Level of Decision Making Decision Making Process Manager Researcher Relationship
02	Scientific Inquiry ,Overview Definitions and Terminologies Used in Research Methods of Theory Construction Model Based Theory Deductive Theory, Functional Theory, Induction Theory, Relevance of Science in Business Research Scientific Methods
3	Research & Types of Research, The Role of Business Research What is business research Why it is important
4-5	The research process: An overview Types of research Problem Identification and Formulation

6-7	Research Proposal Contents of research proposal
8	Writing effective research proposals
9	Mid Term
10-11	The Nature of Research Design, Error Reduction Through Research Design Experimental Design Validity Concerns Managerial Considerations
12	Primary Data Collection, nature, and methods
13	Secondary Data Collection, nature, and methods
14	Sampling Design, Steps in Sampling Process, Questionnaire Design
15	Questionnaire Design Close ended questions Sample Designs and Sampling Procedures Types of Sampling
16	Attitude Measurement Attitude as a Hypothetical Construct Techniques for Measuring Attitudes
17	Data analysis
18	Final Term Examination

#### RECOMMENDED BOOKS

- William G. Zikmund, *Business Research Methods, Latest Edition, Thomson Learning*
- Research Methodology: A Step-by-Step Guide for Beginners Third Edition
- research Design, Quantitative, Qualitative and Mix methods, by John W Cresswell

#### International Business

Course Code: MGT 413

Credit Hours: 03

#### COURSE DESCRIPTION:

Course description.

This course provides an overview of the environment, concepts, and basic differences involved in international business. Topics include forms of foreign involvement, international trade theory, governmental influences on trade and strategies, international organizations, multinational corporations, personnel management, and international marketing. Upon completion, students should be able to describe the foundation on international business.

Upon completing requirements for this course, the student will be able to:

Describe the foundation of international business.

Describe international organizations and multinational corporations.

week	
1	The Nature of Global Business What Is Global Business? Global Linkages Today – Local perspective
2	The Challenge of International Business Culture and Global Business, The Elements of Culture, The Training Challenge
3	The Strategy of International Business, The Multinational corporations, Globalization Forces
4	Economic Theories of International Business Global Trade and Investment Theory The development and demise of mercantilism Classical Trade Theory, Factor Proportion Theory International Investment and Product Cycle Theory
5	The New Trade Theory., The Theory of International Investment

	Global Financial Markets, Foreign Exchange and the International Monetary System, The Purpose of Exchange Rates The Foreign Exchange Market Fixed and Floating Foreign Exchange Rates Significant Monetary Events, Exchange Rates, Interest Rates and Economic Policy
6	Economic Integration and Emerging Markets The levels of economic integration Arguments about economic integration The European Union, The North American Free Trade Agreement Other Alliances
7-8	Government Trade Policies Rationale and Goals of Trade and Investment Policies Global Developments since WWII, Three Major Changes in Global Environmental Policy , Policy Responses to Changing Conditions
9	Mid term
10 -11	Legal and Political Environment, Private International Law, Public International Law, Risk to Global Business, Doctrine of Sovereign Immunity, Doctrine of Eminent Domain, Accounting and tax differences Labor law differences
12	Organization, Management and Control Basic organizational approaches, Factors affecting organizational structure The multinational corporation (MNC) Foreign Direct Investment (FDI) Human Resource policies, Control of the organization
13-14	Global Business Entry The Role of Management Methods of entering Global Markets International Intermediaries and Facilitators
15-16	International Finance Financing Exports and Imports International Capital and Cash Management Capital Structure: International Dimensions International Capital Market International Banking and Security Markets
17	Presentations
18	Final Term

Reference Book :

Wild, J. J. (2020). REVEL INTERNATIONAL BUSINESS: The Challenge of Globalization. Pearson.

### **Managerial Economics**

**Course Code: ECON 474**

**Cr. Hrs-3**

Course Introduction:

This course of managerial economics will help to understand the concept of this economic efficiency and will explain the procedure, how to measure it.

Course Objectives:

The course will sharpen analytical skills of students through integrating their knowledge of the economic theory with decision making techniques.

Learning Outcomes:

Through this course, student will enable to discuss the effects of policy intervention on efficiency of resources as well as effects of government intervention on it. Students who successfully complete the course will have a good understanding of economic concepts and tools that have direct managerial applications.

Week 1	What Is Managerial Economics? The Nature and Scope of Managerial Economics, Firms and Managerial Objectives, The Managerial decision making process, Economic Optimization, Firms and Profits, Tools of Economic Analysis, Marginal Analysis, Theory of the firm.
Week 2	Profit maximization, Cost Minimization. Economic optimization. Economic relations of variables. The Incremental concept in Economic Analysis. Demand, Supply and Equilibrium
Week 3-4	Demand, Supply, Demand Analysis, Elasticity, Price elasticity of demand and supply and use of derivative in finding elasticity of demand & supply, Point elasticity & Arc elasticity, income elasticity of demand, cross elasticity of demand, Promotional elasticity of demand, Concept of partial elasticity, Measuring Economic Relationships, Statistical Relations and Regression
Week 5,6	Analysis, Forecasting, Methods of demand forecasting. Trend projections, smoothing techniques, Exponential smoothing. Econometric models, Simple linear regression model, estimation etc, Multiple linear regression model estimation. Business Cycle, Time Series Trends
Week 7,8	Consumer Behavior, Constraints, Consumer Equilibrium, Indifference Curve Analysis & Demand Curves, Theory of Production, Production functions. Total, Marginal and Average Product. Revenue and Cost in Production. Production function estimation. Productivity Measurement. Homogenous and Homothetic Production Function. Short run and long run cost curves. Cost estimation, Learning curves and application. Cost and Profit Analysis, Empirical Analysis of Production and Cost, Cost-value-profit analysis.
Week 9	Mid-term Examination
Week 10,11	Perfect Competition, Monopolies, Monopolistic Competition. Oligopoly. Selected Pricing Models. Marginalist Pricing. Mark up pricing. New Product Pricing. Oligopoly Model. Contestable Markets. Pricing Strategies for Firms and Market Power.
Week 12-13	Monopolistic Competition. Price Discrimination, Monopsony and Price Product. Measuring Firms' Performance, Making Decisions under Noncompetitive Conditions, Oligopolies, Game Theory: Inside Oligopoly, Pricing Methods, Pricing Strategies for Firm with Market Power.
Week 14	Baumol's Theory of Sales Revenue Maximization. Marris's Model of Managerial Enterprise. Williamson's Model of Managerial Discretion Topics, Behavioral Model by Cyert and March.
Week 15	Economies of Scale, Taxes and Subsidies, Costs of Regulation
Week 16	Public and Private Goods and their pricing mechanism. Decreasing cost Industry and pricing. Externalities and Market Pricing issues. Rent seeking and control. Government Policy and International Trade, tariff and pricing. Import Competitiveness and tax, International pricing Techniques /Strategies.
Week 17	Pre- requisites of Capital Budgeting. Investment Criteria and Decisions. Cash flow estimation, Internal Rate of Return, Profitability-Index Criterion and another criterion. Optimal Capital Budget. Decision Making under Uncertainty: Risk Analysis, Advanced Topics in Business Strategy.
Week 18	Final-term Examination

- Recommended Readings/Books:
- Baye, Michael, Managerial Economics and Business Strategy. Sixth Edition. Boston: McGraw-

Hill Irwin, latest edition  
 Mark, Hirschey, Managerial Economics, latest edition, Thomson/South-Western College Publishing.  
 Peterson, Craig, H., Lewis, W. Cris and Jain, Sudhir, K., Managerial Economics, latest Edition Pearson Education:

**Economics of Financial Markets**

**Course Code: ECON 484**

**Cr. Hrs-3**

**Course Introduction:**

This course includes topics on financial markets, theory of the role and functioning of financial system, growth and stability of financial system, and current issues in financial institutions and markets.

**Course Objectives:**

The aim of this course is to provide a solid foundation on financial markets and institutions.

**Learning Outcomes:**

Students will learn about financial markets, theory of the role and functioning of financial system, growth and stability of financial system, and current issues in financial institutions and markets. The course is expected to create an additional interest in financial markets, as well as enhance learning among students.

Week 1	Theory of the Role and Functioning of Financial System: Information asymmetric and the need for the role of financial sector.
Week 2	Some Basic concepts like adverse selection, moral hazard, free rider and principal-agent problems in financial sector to understand puzzles of financial markets.
Week 3-4	Financial system and its relationship with the rest of the economy. Functions of financial sector: mobilization and allocation of resources; pooling, diversification and trading of risk; advisory role; financing technological innovation and development. Financial Repression vs Financial Liberalization.
Week 5,6	Growth and stability of financial system: Why there is need to regulate the financial sector? Why financial sector is most regulated one in an economy? State Bank of Pakistan and its main functions: conduct of monetary policy; promotion, establishment, regulation and supervision of depository institutions; exchange rate policy and management of foreign exchange reserves
Week 7,8	Payment System (NIFT and its functions. Relating to payments system). Securities and Exchange Commission of Pakistan and its functions: promotion, establishment, regulation and supervision of various components of capital market.
Week 9	Mid-term Examination
Week 10,11	Financial Institutions and Current issues: Scheduled Banks and their role in economic development of Pakistan: Introduction to commercial banking; structure of commercial bank in Pakistan; Assets and Liabilities of a commercial bank; performance indicators for commercial banks; recent issues in commercial banking.
Week 12-13	Non-bank Financial Institutions: Development Financial Institutions, Investment Banks, Modarbas, Leasing companies, Mutual Funds, Housing Finance Corporations, Discount Houses, Venture Capital Companies. Micro Finance Institutions, SME Banks Insurance Companies – the rationale and role.
Week 14	Functioning of Money Market (Primary and Secondary Dealers Capital Market (Stock exchanges and Various Components of capital markets – Securities, equities, bonds, debentures)
Week 15	Foreign Exchange Market and its evolution, dollarization of the economy.

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Week 16	Legal Framework (SBP Act 1956, BCO, 1984, SBP Prudential Regulations), Accounting Standard, Auditing,
Week 17	Corporate governance of banks and other financial institutions. Human Resource Development(Skill and Training) – Importance for functioning of financial sector. Electronic Banking and its prospects
Week 18	Final-term Examination

Recommended Readings/Books:

- Fabozzi, F. and Modigliani, F. Capital Markets. Prentice- Hall London. Latest Edition.
- Mishkin, The Economics of Money, Banking, and Financial Markets. Latest Edition.
- Zaidi, Akber. “Issues in Pakistan Economy,” Karachi. Latest Edition.
- SBP Annual and Quarterly Reports (Latest)
- SBP Financial Sector Assessment: (Latest)

**Project Management**

Course code: MGT 414

Credit Hour

Course Description:

This course provides students with a comprehensive understanding of project management principles and practices, including project initiation, planning, execution, monitoring, and closure.

Week	Contents
1 & 2	Introduction to Project Management, The role of project management in organizations, Project life cycle and phases, Ethical considerations in project management, Overview of project management processes
3 & 4	Project Initiation and Selection, Project selection criteria, Project charters and stakeholders, Project feasibility analysis Case studies in project initiation
5 & 6	Project Planning: Scope and Schedule Defining project scope and objectives Work breakdown structure (WBS) Developing project schedules Analysis of project scope and schedules
7 & 8	Project Planning -: Cost and Resource Management Estimating project costs Resource allocation and leveling Cost and resource budgets Case studies in cost and resource management
9 & 10	Risk Management in Projects Identifying project risks Qualitative and quantitative risk analysis Risk response planning Ethical considerations in risk management
11 & 12	Project Execution and Monitoring Managing project teams Quality assurance and control Monitoring and reporting project progress Analysis of project execution and monitoring
13 & 14	Project Communications and Stakeholder Management Effective project communication Stakeholder identification and analysis Managing stakeholder expectations Case studies in project communications
15	Project Closure and Lessons Learned Closing project phases and deliverables Lessons learned and post-project evaluation Handover and documentation Ethical considerations in project closure
16 & 17	Emerging Trends in Project Management Agile and Scrum methodologies Project management software and tools Sustainable project management Future challenges and opportunities in project management
18	<b>Final Term Exam</b>

**Reference Materials:**

- A Guide to the Project Management Body of Knowledge (PMBOK Guide)" by Project Management Institute (2021).
- Project Management: A Systems Approach to Planning, Scheduling, and Controlling" by Harold Kerzner (2021).
- Agile Project Management: Creating Innovative Products" by Jim Highsmith (2009).

**Business Ethics & CSR****Course Code: MGT 415****Credit Hours: 03****Course Description**

This course introduces contemporary and controversial ethical issues facing the business community. Topics include moral reasoning, moral dilemmas, law and morality, equity, justice and fairness, ethical standards, and moral development. Upon completion, students should be able to demonstrate an understanding of their moral responsibilities and obligations as members of the workforce and society.

Week	Ethics in Business
1-2	What is business ethics? Morality Business Decision Making — Levels of decision making, Three point of views for decision making in business Ethics, Economics and Law — Relationship of ethics and economics, Relationship of ethics and law Ethics and Management — Ethical management and management of ethics, Ethics and the role of the mangers
3 -4	Ethical Principles in Business Utilitarianism Rights, Virtue and Duties Justice and Fairness
5-6	Ethical Issues in Business Whistle Blowing, Whistle blowing policy of a company Privacy — Concept, Employee privacy, consumer privacy, privacy on Internet Discrimination — Forms, Ethical arguments against discrimination, Ways to avoid discrimination
7-8	Ethics in Marketing Ethical issues in Marketing Ethical issues in Advertising Ethical issues in Product Safety
9	Mid-term Examination
10-11	Ethics in Finance Financial services Financial markets Insider trading Hostile takeovers
12-13	Ethics and Corporations Corporate Social Responsibility — The debate over social responsibility; definition of the concept; the classical view; arguments for and against social responsibility
14-15	Corporate governance — The property rights and social institution theories; the contractual theory and its criticism, the stakeholders theory and its criticism Corporate Ethics Program — Components of the ethics program; benefits of the ethics program; code of conduct
16	International Business Ethics Guidelines for Multinationals — Human rights; welfare ; justice Wages and Working condition — Determination of justified wage Cultural Differences — Ethics east and west;
17	Presentations
18	Final Term Examination

**Recommended Textbook**

- Manual G. Velasquez, "Business Ethics" Concepts & Cases International Edition. Pearson Education, Inc

- John R. Boatright, 4th edition “Ethics and the conduct of Business” International Edition. Pearson Education, Inc
- **John R. Boatright, 4th edition “Ethics and the conduct of Business”**)

## CONSUMER BEHAVIOR

Course Code: MGT 465

Credit Hours: 03

### Course Objectives:

Studying consumer Behaviour introduces the students to the discipline of consumer behavior by defining and describing its scope and importance, discussing the marketing function and providing numerous examples of consumer behavior relevance in managerial decision making. The course will help the students to learn the environmental influences on consumer behavior, examines socio-cultural influences on consumers and present them in hierarchical order ranging from the broadest to the most immediate. Consumer decision making processes, individual determinants of consumer behavior and exploring new additional dimensions in the field.

Week	Contents
1	Introduction to the Course and Consumer Behaviour, Introduction to Decision Making Model
2-3	Market Segmentation, What is Market Segmentation? Bases for Segmentation Targeting of Market Segments Text Reading: Chapter 3
4-5	Consumer Research Qualitative Research Quantitative Research Consumer research process
6	Consumer Motivation, Motivation and its dynamics The measurements of Motives
7	Personality and Consumer Behaviour Personality and Theories of Personality and Consumer Diversity Brand Personality Self Image
8	Consumer Perception Elements of perception and Dynamics of Perception Consumer Imagery Perceived Risks
9	MID SEMESTER EXAM
10	Consumer Learning Elements of Consumer Learning Behavioural and Cognitive Learning Theories and Recall Measures
11	Consumer Attitude Formation and Change Attitudes and their models Attitude formation and Strategies of Attitude Change
12	Communication and Consumer Behaviour Communication Process Designing Persuasive Communication
13	Reference Groups and Family Influence, Group and Power of Reference Groups Consumer Related and Celebrity Groups, Socialization and Other Functions of Family Family Decision Making and Family Life Cycle
14	Social Class and Consumer Behaviour Social Class and its measurements Social Class Mobility and Geo-demographic Clustering Selected Applications to Social Class
15	The Influence of Culture on Consumer Behaviour Culture and its Dynamics American Core Values
16	Cross Cultural Consumer Behaviour: An International Perspective The Imperative to be Multinational Cross Cultural Consumer Analysis and Alternative Multinational Strategies Cross Cultural Psychographic Segmentation
17	Presentations
18	Final

#### Recommended Textbook

- Sethna, Z., & Blythe, J. (2019). *Consumer behaviour*. Sage.
- Consumer Behaviour by Schiffman & Kanuk 10<sup>th</sup> edition

#### Corporate Governance

Course Code: MGT 427

Credit Hours: 03

#### Objective

Upon the successful completion of the course the student will be able to apply theory to application, demonstrating an understanding of the theoretical knowledge base of organizational behavior, will be able to analyze how individual and group behaviors act as building blocks to organizational behavior.

#### Course Contents

Week	Contents
1	An Overview of Corporate Governance
2 -3	A Brief History of Corporate Governance
4-5	Shareholders and Stakeholders
6-7	Models and Mechanisms Board of Directors
8	An analysis of corporate governance in Islamic and western perspective
9	Mid Term
10-11	Audit Committee
12-13	Banking Corporate Governance
14-15	Corporate Scandals and Best Practices
16-17	Internal Control, Business Ethics and Corporate Social Responsibility
18	Final Term

#### Recommended Text Books:

- Companies Ordinance 1984 issued by SECP
- Code of Corporate Governance, 2013 or Latest, issued by SECP
- Corporate Governance, Latest Edition, Christine A. Mallin, Oxford University Press
- Corporate Governance and Chairmanship a personal view by Adrian Cadbury by Oxford University Press
- Safdar A. Butt (2016) Corporate governance for Pakistan, Lahore

## International Financial Management

Course Code : MGT 426

Credit Hours: 03

Week1	Multinational Financial Management, Goal of the MNC, Theories of International Business.
Week2	International Business Methods, MNC valuation, the domestic and international model, valuing the international Cash Flows
Week3	International Flow of Funds, balance of payments, current account, capital account, International trade flows, US distribution of trade flows, trade agreements and trade disagreements
Week4	Factors affecting international trade flows, impact of inflation, impact of national income, impact of government restrictions, impact of exchange rates, interaction of factors, correction the balance of trade deficit,
Week5	International capital flows, Distribution of DFI by US firms, Distribution of , DFI in the United States, factors affecting DFI, Factors affecting international portfolio investment, agencies that facilitate international trade, how international trade affects an MNCs value
Week6	International Financial Markets, Motives for using international financial markets, the foreign exchange market, History of foreign exchange market, foreign exchange transactions, interpreting foreign exchange quotations,
Week7	International money market, origins and development, standardizing global bank regulations, International credit market, syndicated loans
Week8	International bond market, Eurobond market, development of other bond markets, comparing interest rates among currencies, International stock market, issuance of stock in the US and issuance of stock in foreign markets, comparison of international financial markets, how international financial markets affect an MNC value,
9	Mid Term Examination
Week10	Exchange rate determination, measuring exchange rate movement, exchange rate equilibrium, factors affecting exchange rate equilibrium, relative inflation rate, relative interest rates, relative income level, governmental restrictions, expectations, interaction of these factors,
Week11	Government Influence on Exchange Rates, Exchange rate systems, currency boards, dollarization, classification of exchange rate arrangements,
Week12	Government intervention, reasons for government intervention, types of government interventions, direct vs indirect intervention, intervention as policy tool, influence of weak home currency on economy, influence of strong home currency on economy
Week13-14	International Arbitrage and Interest Rate Parity, International arbitrage, types of arbitrage, interest rate parity, derivation of interest rate parity,
Week 15-16	Relationship among Inflation, Interest Rates and Exchange Rates, purchasing power parity, Interpretation of purchasing power parity, rationale behind purchasing power parity theory, derivation of purchasing power parity, why purchasing power parity does not occur,
17	International Fisher Effect, Rationale with purchasing power parity, Graphic analysis of international fisher effect, why international fisher effect does not occur, comparison of IRP, PPP, IFE
18	Final Term

Suggested Reading:

- Madura, J., (2020), *International Financial Management*, 14<sup>th</sup> Ed. Cengage Learning.

## Financial Statement Analysis

Course Code: MGT 425

Credit Hours : 03

Course Outline

WEEK	TOPICS
WEEK 1	Financial Statements: An Overview, understanding financial statements, Rules versus Principles Based Accounting Standards, Harmonization of International Accounting standards. Financial Statements- Map or Maze
WEEK 2-3	Accounting data available for financial statement analysis. Annual Reports - Financial Statements with associated Information. Why use financial Statements? Financial Statements: who needs them, Equity-oriented stakeholders, Debt capital-oriented stakeholders, Compensation-oriented stakeholders
WEEK 4-5	Understating the Financial Statements - Notes to the Financial Statements, Other supplementary information; Auditor's report, unqualified reports, qualified reports Adverse opinion, Disclaimer of opinion, unqualified opinion with explanatory language; Proxy Statement, Missing and Hard-to-Find Information, Complexities. Accounting Choices financial statement limitations;
WEEK 6-7	Elements of Balance Sheet, Assets, Other Assets Liabilities, stakeholders Equity, Other Equity Accounts, Other Balance Sheet Items, Distinguishing Features of Balance Sheet; consolidation Common-Size Balance Sheet.
WEEK 8	What income statement Covers, what it shows, Elements of Balance Sheet, Common-Size Income Statement, The Statement of Stockholders' Equity, Earnings Quality and Cash Flow, Statement of Cash Flows, Why Cash Flow is Important Preparing a Statement of Cash Flows, Calculating Cash Flow from Operating Activities, Indirect Method, Analysis of Cash Inflows, Analysis of Cash Outflows
9	Mid Term
WEEK 9-10	Financial Analysis- (Ratio analysis) How to measure and analyse a firm's profitability, growth and risk - Profitability analysis, Growth analysis, Liquidity analysis Objectives of Analysis. Perspective of the financial statement users (Creditors, Debtors, Management) Sources of Information, Management Discussion and Analysis Supplementary Schedules, Other Sources
WEEK 11-12	Sources of Information, Tools and Techniques, Common-Size Financial Statements, Key Financial Ratios, Liquidity, Leverage and Turnover ratios; Relating the Ratios-The Du Pont System, Projections and Pro Forma Statements.
WEEK 13-14	Fundamental analysis of financial statement: Background of the firm, industry, economy, and outlook, Short-term liquidity, Operating efficiency, Capital structure and long-term solvency, Profitability
WEEK 15-16	Summary of Analysis and Case Studies
17	Presentations / revisions
18	Final Term

### Recommended Books

George T. Friedlob, Lydia L.F. Schleifer (2009). *Essentials of Financial Analysis*: Pearson College Div  
Light, J. O. (2009). *Financial statement analysis* (Vol. 45). Wiley Online Library, 27. - Lyn M. Fraser  
and Aileen Ormiston (2021). *Understanding Financial Statements*: Wiley

## Investment and Portfolio Management :

Course Code : MGT 329

Credit Hours : 03

Course Outline

WEEK	TOPICS
1-2	The universality and importance of finance Financial decisions , Forecasting, Finance Decision Investment Decision, Liquidity Decision and Dividend Decision Investment Settings Understanding Investment measure the rate of return on an investment Determinants of required rates of return Measures and sources of risk arising from an investment, relationship between risk and return
2-3-4	The asset allocation decision Individual investor life cycle The portfolio management process Investment, constraints - liquidity needs, an investment, time horizon, tax factors, legal and regulatory constraints The importance of asset allocation
5-6	Securities Markets, purpose and function of a market, primary and secondary capital market stock exchanges and over-the-counter (OTC) markets, major types of orders, Financial Markets...Money market securities and Capital Market Securities
7-8	Security market index uses of security market indicator indexes differentiating factors in constructing market indexes stock market indexes, Bond market indexes, composite stock market indexes
9	MID Term
10	Efficient capital markets, efficient market hypothesis (EMH), sub hypothesis, alternative efficient market hypotheses, behavioral finance, implications of efficient capital markets,
11	Efficient Markets and Portfolio Management Portfolio Management, an overview, MARKOWITZ PORTFOLIO THEORY, risk, alternative measures of risk used in investments?
12-13	expected rate of return for an individual risky asset or a portfolio of assets? standard deviation of rates of return for an individual risky asset, relationship between covariance and correlation, standard deviation for a portfolio of risky assets, risk-return-efficient frontier of risky assets Assumptions of the capital asset pricing model, risk-free asset,
14-15	risk-return characteristics Relationship between systematic risk and return, The market portfolio: theory versus practice covariance and correlation between the risk-free asset and a risky asset, or portfolio of risky assets expected return - risk-free asset and a portfolio of risky assets,
16-17	the market portfolio, capital market line (CML) diversification, systematic and unsystematic risk? relevant risk measure for an individual risky asset, security market line (SML), beta deficiencies of the capital asset pricing model CAPM), arbitrage pricing theory (APT) similarities and differences relative to the CAPM, strengths and weaknesses of the APT,
18	Final Term

### Recommended Books

- Bodie, Z., & Kane, A. (2020). Essentials of investments.
- Frank K. Reilly, Keith C. Brown (2011). *Investment Analysis and Portfolio Management(Hardcover)*: Cengage Learning
- Mayo, H. B. (2020). *Investments: an introduction*. Cengage Learning.

- Zvi Bodie, Alex Kane, Alan J. Marcus (2006). *Essentials of investments*: The mcgraw-Hill

## CORPORATE FINANCE

Course Code : MGT 321

Credit Hours : 03

### Objectives:

This important module aims at building and enhancing the competence of the students in corporate finance. This is done by extending the business finance course to an in-depth understanding of some of the important functions of the finance subject such as the capital structure, dividend policy and financial markets and institutions. This course helps managers in emphasizing on strategic decision-making techniques that best serve the interests of shareholders in order to maximize the value of the firm.

Weeks	Topics
01	Introduction to corporate finance, What is corporate finance? The role of the financial manager The financial environment,
02	Creating value with financing decisions, Patterns of corporate financing, Common stock, Ownership of the corporation, Voting procedures, Classes of stock, Preferred stock, Corporate debt, Convertible securities
03 & 04	How corporations raise venture capital and issue securities, Venture capital, The initial public offering, Arranging a public issue, Other new issue procedures, The underwriters, General cash offer by public companies, General cash offers and shelf registration, Cost of the general cash offer, Market reaction to stock issues, The private placement
05-06	Financial markets and institutions, The importance of financial markets and institutions, The flow of savings to corporations, The stock market Other financial markets, Financial intermediaries, Financial institutions, Functions of financial markets and intermediaries, Transferring cash across time, Risk transfer and diversification, Liquidity, The payment mechanism, Information provided by financial markets
7	Working capital management The cash cycle, Inventory management Accounts receivable management, Accounts payable management
8	Long-term financing Debt financing, Equity financing,
9	Mid Term Exam
10-11	Capital structure, Raising capital — Issuing securities — Venture capital and IPO Rights issues, Theories of capital structure,
12	Agency costs — optimal capital structure, Interactions between Investments and Financing
13-14	Mergers and Acquisitions Types and motives, Payment methods, Target company valuation Bid evaluation, Do mergers benefit the shareholders?
15-16	Dividend payout policy, How corporations payout cash to shareholders Paying dividends, Limitations of dividends, Stock dividends and stock splits, Stock repurchases, Why repurchases are like dividends, Repurchases and share valuation, How do corporate decide how much to payout? The information content of dividends and repurchases, The payout controversy, Why dividends are irrelevant in perfect and efficient capital markets, The assumptions behind dividend irrelevance Why dividends may increase value, Why dividends may decrease value
17	Presentations / Revisions
18	Final term exam



## Suggested Reading:

- Brealey, R. A., Myers, S. C., & Allen, F. (2020). *Principles of corporate finance*. McGraw-hill.
- Graham, J., Adam, C., & Gunasingham, B. (2020). *Corporate finance*. Cengage AU.
- Chandra, P. (2012). *Fundamentals Of Financial Management*, Tata McGraw-Hill Publishing Company Limited, New Delhi
- James C. venhorne,. (2005). *Fundamentals of Financial Management*. Pearson Education.

## Islamic Banking and Finance

Course Code : MGT 322

Credit Hours : 03

The course has been designed to enable the students to understand and explain the philosophy, principles and operations of Islamic finance including Islamic banking, Islamic financial instruments, and Takaful. Students will learn about the role of Shari'ah in Islamic finance, the differences between Islamic and conventional finance, and how to apply Islamic principles to business transactions.

Week	Contents
1	Introduction to Islamic Banking & Finance, Some arguments regarding contemporary Islamic banking
2	Money & Commodity, Different Economic Systems
3	History of Islamic banking
4	Appeals & its reply, Detailed Account of Riba Al Jahilliyya, Riba Al Fadl
5 -6	Hikmat & Illat, Debt & Dain, Socioeconomic Impact of Conventional Banking Model.
7-8	Four sets of verses regarding Riba, What makes Income Haram, Abridged version of Deposit and financing side of both the Islamic and conventional banks
9	Mid Terms
10	Financial penalty, Time value of money and Time value of Asset, Transactional objectives of IB transactions
11	Murabaha Financing
12	Ijarah Financing
13	Shirkat
14	Diminishing Musharakah
15	Mudaraba Financing
16	Salam and Istisna Financing
17	Presentations
18	Final Term

## Recommended Books

- Islam & Contemporary Business & Economics, By Justice (Rtd) Mufti Muhammad Taqi Usmani.
- The Historic Judgment on Interest, By Justice (Rtd) Mufti Muhammad Taqi Usmani.
- Introduction to Islamic Finance, By Justice (Rtd) Mufti Muhammad Taqi Usmani

## Accounting for Specialized Businesses

Course Code : MGT 324

Credit Hours : 03

### Objective of the course

This course outline is tailored to address the specific accounting and financial challenges faced by specialized businesses, ensuring that students learn how to apply accounting principles to unique products, services, and markets relevant to their specialized field of study.

Week	Contents to be Covered
1 - 2	Introduction to Accounting for Specialized Businesses
3	Accounting for Niche Markets
4-5	Accounting Principles for Specialized Businesses
6	Financial Transactions and Niche Business Focus
7-8	Double-Entry Accounting for Specialized Products/Services
9	Mid term
10-11	Customized Chart of Accounts for Specialized Businesses Unique Aspects of the Accounting Cycle
12-13	Journal Entries and T-Accounts for Specialized Transactions Tailored Trial Balance and Adjusting Entries
14-15	Niche Business Financial Statements, Crafting Specialized Income Statements
16	Balance Sheets for Specialized Products/Services
17	Presentations
18	Final Term

- Accounting for Niche Markets: Strategies and Best Practices by George S. Moschovitis (2020)
- Specialized Business Accounting: Concepts and Applications" by Warren Ruppel (2015)
- Managing Finances for Niche Ventures" by Maryanne Mowen and Don Hansen (2018)
- Accounting for Specialized Products and Services" by Edward J. McMillan (2016)
- Ethical Challenges in Specialized Business Accounting" by Steven M. Mintz (2019)

## Financial Markets and Institutions

Course Code : MGT 328

Credit Hours : 03

### OBJECTIVES

- The course is offered to orient the students with the understandings of the financial institutions and their working in international capital markets.
- It introduces the students to the structure and functions of the financial systems and offers a practical perspective on the workings of these financial institutions. The module first provides an overview of the financial system, focusing on its main components, functions and operations; determination of interest rates and valuation of cash flows.
- Secondly, it covers financial markets including money markets, bond markets, mortgage markets, stock markets and derivatives markets.
- Thirdly, it introduces the basic elements financial institutions and their role in corporate finance and in the economy. The module therefore, is intended to enable students to understand the general functions and main features of important financial markets and institutions, and to be familiar with the structure and dynamics of the financial system in Pakistan and at international level.

WEEKS	Course Contents
1	Role of Financial Markets and Institution, Types of Financial Markets, How Financial Markets facilitate Corporate Finance, Valuation of Securities in Financial Markets, Market efficiency, Financial Market Regulation, Role of Financial Institution
2&3	Determination of Interest Rate, Loanable, Fund Theory, Factors the affect Interest rate, Forecasting Interest rate
4,5&6	Debt Securities Markets, Money Markets Securities, Institutional use of Money Markets, Valuation of Money Markets Securities, Bond Market, Background on Bonds, Treasury and Federal agency bonds, Municipal Bonds, Corporate Bonds, Others types of long term bonds, Bond Investment Strategies
7&8	Equity Market, Private equity, Public equity, Initial Public Offering, Secondary Stock Offering, Stock Repurchases, Stock Exchanges, Monitory Publicly Traded Companies
9	MID TERM
10	Markets Microstructure and Strategies, Stock Markets Transactions, How stock Transactions are executed, Regulation of Stock Trading, Trading of International Stocks
11&12	Commercial Bank Operations, Background on commercial banks, Bank sources of funds, Uses of Funds by Banks, Off balance sheet activities, International Banking,
13&14	Mutual Fund Operations, Background on Mutual fund , Types of Mutual fund, Mutual Fund categories, Performance of Mutual Funds, Money Market Funds, Other types of funds
15&16	Securities Operations, Services provided by securities firms, Regulation of securities firms, Risk of securities firms, Valuation of Securities firms,
Final Examination	

### Recommended Books:

- Madura, J. (2020). *Financial markets & institutions*. Cengage learning.

- Mishkin, F. S., & Eakins, S. G. (2019). *Financial markets*. Pearson New York

**Advanced Cost Accounting**

Course Code : MGT 422

Credit Hours : 03

**Course Description:**

This course delves into advanced concepts and techniques in cost accounting, providing students with the skills and knowledge needed to analyse costs, make informed decisions, and optimize organizational performance.

**Course Outline:**

Week 1-2	Cost Accounting Fundamentals Introduction to cost accounting Cost terms, concepts, and classifications Cost behavior and analysis Cost accounting standards
Week 3-4:	Cost Allocation and Apportionment Cost allocation methods - Joint and by-product costing Activity-based costing (ABC) Overhead allocation and absorption
Week 5-6:	Cost-Volume-Profit (CVP) Analysis - Contribution margin analysis - Break-even analysis - Sensitivity analysis - Profit planning and decision making
Week 7-8:	Job and Process Costing - Job costing vs. process costing- Job order costing system - Process costing system- Hybrid costing systems
9	Mid Term
Week 10:	Standard Costing and Variance Analysis Standard costing system Direct material and labor variances Overhead variances Variance analysis for decision-making
Week 11-12:	Activity-Based Costing (ABC) and Management - ABC in service and manufacturing industries- Cost hierarchy and drivers - Strategic cost management - Value chain analysis
Week 13-14	: Cost Accounting for Decision-Making - Relevant costs and decision making - Special order decisions - Make or buy decisions - Capital budgeting and investment analysis
Week 15-16:	Performance Measurement and Management - Balanced scorecard and key performance indicators (KPIs) - Responsibility accounting - Transfer pricing - Performance evaluation and compensation
17	Revisions & Exercises
18	Final Term

**Recommended Books:**

- Banerjee, B. (2021). *Cost accounting: Theory and practice*. PHI Learning Pvt. Ltd..
- Brewer, P. C., Garrison, R. H., & Noreen, E. W. (2019). *Introduction to managerial accounting*. McGraw-Hill.
- Drury, C. M. (2013). *Management and cost accounting*. Springer.
- Stenzel, J. (Ed.). (2008). *Lean accounting: best practices for sustainable integration*. John Wiley & Sons.



Chairman  
Commerce & Management  
University of Malakand



Assistant Registrar  
(Accounting)  
University of Malakand  
05-DEC-2023

## Auditing

Course Code : MGT 326

Credit Hours : 03

Credit Hours: 03

Course Description:

After completing this course students will be able to: (i) explain the current issues in auditing, (ii) describe the auditing procedures and practices in general, (iii) discuss the development of audit programs, (iv) discuss the audit procedures used to obtain audit evidence, (v) explain the auditor responsibilities under securities and exchange requirements, and (vi) discuss the ethical and other issues encountered by practicing auditors.

Weeks	Contents
1&2	Principles of Auditing; Definition of Audit; Auditing differentiated from Accounting; Qualities required of an Auditor; Objects of an Audit; Responsibility of an Auditor in connection with detection of error & fraud
3 & 4	Auditing Procedure; The operation of Audit/ Techniques of Audit; Procedures affecting Audit; Scope of Audit; Types/Conduct of Audit; Audit engagement letters; Audit planning; Audit evidence; Commencement of a new audit; Audit program; Test checking; Audit notebook; Working papers; Records of progress of audit
5 & 6	Internal Control; Definition; Difference among internal check, internal audit and internal control; Internal Audit; Difference between internal audit and external audit; Principles of Internal Control; Review and reliance of Internal Control by the Auditor; Systems of Internal Control; Use of Statistical Records; Methods of evaluating Internal Control; Management Letter
7 & 8	Vouching; Definition of Voucher; Routine Checking; Definition of Vouching; Extent of Vouching; Procedure of Vouching; Technique of Vouching; Cut-off Procedure; Audit Sampling; Selection of Sample; Evaluation of Sample Results
09	Mid Semester Examination
10-12	Verification – General; Need for Verification; Six-point technique for verification; Verification of Assets not in possession of clients; Events occurring after the date of Balance Sheet; Representation Letter; Analytical Procedures; Quality of Audit Work; Verification – Liabilities; Capital; Reserves; Deferred Taxation; Debentures; Loans; Unclaimed Dividends; Liabilities; Un-expired Discounts; Contingent Liabilities; Liability Certificate; Depreciation – Auditor's duties in regard thereto
13 -14	Investigation; Definition; Distinction from Audit; Procedure of Investigation.
15-16	Auditor's Report; Certification of Statutory Report; Report for insertion in Prospectus; Annual Audit; Submission of Auditor's Report to Shareholders; Auditor's report to the Members; Auditor's report: Forms of Qualification; Audit conclusion and reporting;
17	Presentations / revisions
18	Final

### Recommended Books:

Andrey, A.G., Karla, M. J. & Larry, E.R. (2012). *Auditing*, (8<sup>th</sup> Edition). Cengage Learning.

Gupta, K. (2004). *Contemporary Auditing*. Tata McGraw-Hill Education.

Millichamp, A. H. (2002). *Auditing*. Cengage Learning EMEA.

Saeed, K. A. (Latest Edition). *Auditing*. Institute of Business Management.

Millichamp, A. H. (1990). *Auditing: An Instructional Manual for Accounting Students*. ELBS with DP Publications.

Chairman  
Committee & Unit Bologna  
University of Malakand

Assistant Registrar  
(Academic)  
University of Malakand  
05-DEC-2023

## Financial Risk Management

Course Code: MGT 421

Credit Hours: 03

### Course Description

This course will focus on variety of risks faced by financial managers and the tools available for managing these risks. Particularly, we shall focus on credit risk, interest rate and liquidity risks, market risk, foreign exchange risk, and country risk. We shall learn about the tools and techniques available for managing these risks such as future contracts, option contracts, swaps, value-at-risk (VaR) and other standard risk-hedging techniques, and methods of measuring volatility. Students attending this course are expected to have studied basic courses of investment and portfolio management and have good understanding of asset pricing models.

Course will cover theory and application related to

- Understanding risk and return (revisiting related statistics)
- Identifying & Measuring different kinds of risk
- Monitoring & reporting of Risk
- Mitigation & control of different types of Risk
- Different risk related regulations and guidelines in Pakistan and globally

Using Risk management software and making of Risk scoring and grading sheets

Week	Topics
1	Overview of Risk management
2	Process, framework, key concepts
3	Market Risk
4	Description & Types
5	Measurement methods and calculations
6	Risk management techniques and strategies used RoR risk analysis and calculations
7-8	VaR analysis and calculations
9	Mid Term
	Liquidity risk Sources of liquidity Liquidity issues
10	Measurement and calculations
11	Liquidity risk management and consequences Future developments
12-13	Credit Risk
14	Credit application process Credit analysis
15	Credit risk measures Credit risk management
16	Operational Risk Categories & Events Models & Management
17	General Framework for Risks in IFIs Regulatory guidelines and framework Product-related risk sharing
18	Final term

### Recommended Books

There is no single book that will cover all the topics included in this course. Selected chapters from the following books will be covered in the course. Also, additional reading materials will be made available at the website of the course: <http://sites.google.com/site/impspeshawar> (remember do not include the prefix www to the website address)

- Hull, J. (2012). *Risk management and financial institutions*, + *Web Site* (Vol. 733). John Wiley & Sons.
- Hull, John C.,(2006), *Options, Futures, and Other Derivatives [OFOD]*, Prentice-Hall (sixth edition).
- Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2022). *Fundamentals of corporate finance*. McGraw-Hill.

### Advanced Auditing

Course Code : MGT 323

Credit Hours: 03

### Course Description:

This course explores advanced topics in auditing, providing students with a deep understanding of audit methodology, ethics, and emerging trends in the field. It emphasizes critical thinking and practical application of audit concepts.

Week	Contents
1-2	Auditing Fundamentals, Introduction to auditing, Auditing standards and ethics, The audit process, Professional responsibilities
3-4	Risk Assessment and Materiality Risk assessment in auditing Materiality and audit planning Internal control assessment Sampling techniques
5-6	Audit Evidence and Documentation Audit evidence and documentation Sampling methods Audit procedures and techniques Advanced documentation practices
7-8	Advanced Audit Procedures Advanced audit procedures Substantive testing Analytical procedures Audit of specific accounts
9	Mid Term Examination
10	Specialized Auditing, Auditing in specific industries (e.g., financial institutions, healthcare) Auditing in a digital environment Forensic auditing Auditing of compliance and government programs
11-12	Audit Reporting and Communication Types of audit reports Communication with clients Audit opinions Going concern assessment
13-14	Emerging Trends in Auditing Big data and analytics in auditing Cybersecurity and IT auditing Environmental, social, and governance (ESG) auditing Sustainability reporting
15-16	Audit Quality and Assurance Audit quality control Peer review and inspection Continuous auditing and monitoring Auditing profession and future outlook
17	Case Studies and Practical Application Various case studies and practice materials provided by the instructor
18	Final Term Examination

### Recommended Books:

- *Auditing and Assurance Services*" by Timothy J. Louwers, Robert Ramsay, David Sinason, Jerry R. Strawser, and Jay C. Thibodeau (2020).
- *Auditing: A Risk-Based Approach to Conducting a Quality Audit*" by Karla M. Johnstone, Audrey A. Gramling, and Larry E. Rittenberg (2018).
- *Auditing: The Art and Science of Assurance Engagements*" by Alvin A. Arens, Randal J. Elder, and Mark S. Beasley (2020).
- *Advanced Auditing and Assurance*" by Tim J. Louwers (2020).
- *Auditing in the Public Sector: Efficiency, Effectiveness, and Assurance*" by K. S. Lin (2013).
- *Auditing and GRC Automation in SAP*" by Maxim Chuprunov (2015).

- "Auditing: An Integrated Approach" by Alvin A. Arens, Randal J. Elder, and Mark S. Beasley (2018).

## FINTECH and Digital Finance

Course Code : MGT 424

Credit Hours: 03

### Course Description:

This course introduces Financial Technology (FINTECH) and digital finance, covering the fundamental concepts and emerging trends in the field. Students will gain insights into the digital transformation of the financial industry.

Week	Contents
1-2	Introduction to FINTECH Understanding FINTECH and its impact, Key players in the FINTECH ecosystem, Regulatory frameworks in FINTECH The future of financial services
3-4	Digital Payments and Cryptocurrency Digital payment methods Bitcoin and cryptocurrencies Blockchain technology Central bank digital currencies (CBDCs)
5-6	Peer-to-Peer Lending and Crowdfunding Peer-to-peer lending platforms Crowdfunding models Regulatory considerations Risks and benefits
7-8	Mobile Banking and Digital Wallets Mobile banking applications Digital wallet technology Contactless payments Security in mobile finance
9	Mid Term Examination
10	Robo-Advisors and Investment Platforms Robo-advisory services Online investment platforms Algorithmic trading Ethical considerations
11-12	Insurtech and Regtech Innovations in insurance technology Regulatory technology solutions Data analytics in risk management Compliance and governance
13-14	Financial Inclusion and Emerging Markets Financial inclusion initiatives Mobile banking in emerging markets Cross-border transactions Economic impact of FINTECH
15-16	Cybersecurity in Financial Technology Cyber threats and vulnerabilities Security measures in FINTECH Data protection and privacy Case studies in cybersecurity
17	Future Trends and Challenges AI and machine learning in finance Quantum computing and finance Green finance and sustainability Preparing for the future of digital finance
18	Final Term Examination

### Recommended Books:

- "FINTECH: Financial Technology Handbook for Investors, Entrepreneurs, and Visionaries" by David M. Scott (2021).
- "Blockchain Basics: A Non-Technical Introduction in 25 Steps" by Daniel Drescher (2017).
- "Cryptoassets: The Innovative Investor's Guide to Bitcoin and Beyond" by Chris Burniske and Jack Tatar (2017).
- "The Crowdfunding Handbook: Raise Money for Your Small Business or Start-Up with Equity Funding Portals" by Cliff Ennico (2016).



- "The Mobile Banking and Payment Revolution" by Sankar Krishnan (2014).
- "The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries" edited by Susanne Chishti and Janos Barberis (2016).
- "Cybersecurity in Finance: Getting Started" by José Manuel Menezes (2021).
- "FINTECH Innovation: From Robo-Advisors to Goal Based Investing and Gamification" by Paolo Sironi (2016).

## Budgeting and Financial Reporting

Course Code : MGT 327

Credit Hours: 03

### Course Description:

This course introduces students to the fundamental concepts of budgeting and financial reporting, emphasizing the importance of these skills in managing financial resources and making informed decisions.

Week	Contents
1-2	Introduction to Budgeting Understanding budgeting Types of budgets Budgeting process Role of budgeting in organizations
3-4	Budget Preparation Budgeting principles Forecasting techniques Budget components Zero-based budgeting
5-6	Budget Monitoring and Control Budget variance analysis Performance evaluation Budget revisions and adjustments Beyond financial budgets
7-8	Financial Statements The purpose of financial statements Income statement (Profit and Loss statement) Balance sheet Cash flow statement
9	Mid Term Examination
10	Financial Reporting Standards International Financial Reporting Standards (IFRS) Generally Accepted Accounting Principles (GAAP) Interpretation and application The importance of standardized reporting
11-12	Analysis of Financial Statements Ratio analysis Liquidity, profitability, and solvency ratios DuPont analysis Common size and trend analysis
13-14	Financial Reporting for Decision-Making Strategic decisions and financial data Investment decisions Credit and lending decisions Regulatory compliance
15-16	Ethics in Financial Reporting Ethical considerations in financial reporting Financial fraud and manipulation Corporate governance and transparency Case studies in ethics
17	Advanced Topics in Budgeting and Reporting Rolling budgets and forecasting Performance-based budgeting Integrated financial reporting Future trends in budgeting and reporting
18	Final Term Examination

### Recommended Books:

- "Budgeting Basics and Beyond" by Jae K. Shim and Joel G. Siegel (2019).
- "Financial Statements: A Step-by-Step Guide to Understanding and Creating Financial Reports" by Thomas R. Ittelson (2019).

- "International Financial Reporting Standards (IFRS): An AICPA Accounting and Auditing Guide" by AICPA (2020).
- "Financial Statement Analysis and Security Valuation" by Stephen H. Penman (2019).
- "Financial Reporting, Financial Statement Analysis, and Valuation" by James M. Wahlen, Stephen P. Baginski, and Mark Bradshaw (2018).
- "Ethics in Accounting: A Decision-Making Approach" by Gordon Klein (2016).
- "Budgets and Financial Management in Higher Education" by Margaret J. Barr and George S. McClellan (2020).
- "Strategic Financial Management: Applications of Corporate Finance" by Samuel C. Weaver (2018).

### Behavioral Finance

Course Code : MGT 335

Credit Hours: 03

### Course Description

This course looks at the behavioral aspects of financial and investment decisions. The course begins with a discussion of market efficiency, the "Winner's Curse," and speculative bubbles, followed by discussion on limits to arbitrage, the relative mispricing of common stocks, and the tendency of individual investors to trade in a highly correlated fashion. The other main topics include heuristic and biases identified by behavioral decision theorists and how these affect investor behavior. The other topics include overconfidence, attribution theory, the representative heuristic, the availability heuristic, anchoring and adjustment, fairness, hindsight bias, and prospect theory. The course also looks at several market anomalies and at explanations, behavioral and otherwise, for anomalies. Finally, the course examines the applications of behavioral decision theory to corporate finance.

Week	Content
1	Introduction and History of Behavioural Finance
2	Overconfidence
3	Representativeness
4	Anchoring
5	Cognitive Dissonance
6	Availability
7	Illusion of Control
8	Conservatism
9	Mid Term Examination
11	Regret
12	Endowment
13	Framing, Loss Aversion (Disposition Effect)
14	Mental Accounting
15	Confirmation,
16	Hindsight
17	Presentations, Assignments & Quizzes
18	Final Term Examination

### Recommended Books:

Behavioral Finance and Wealth Management by Micheal M. Pompian

## Leadership and Team Management

Course code: MGT 343

Credit Hours: 03

Course Description

Week	Contents
1	The Nature and Importance of Leadership The meaning of Leadership
2	The impact of Leadership on Organizational Performance, Leadership Roles The satisfactions and frustrations of being a leader
3- 4	A framework for understanding leadership, Traits, Motives, and Characteristics of Leaders
5 -6	Personality traits of effective leaders Leadership Motives, Cognitive factors and leadership The strengths and limitations of the trait approach
7-8	Charismatic and Transformational Leadership The meanings of charisma Types of charismatic leaders Characteristics of charismatic leaders, Transformational leadership
9	Mid term
10 & 11	Effective Leadership Behaviors and Attitudes Pioneering research on leadership behavior and attitudes Task related attitudes and behaviors , Relationship oriented attitudes and behaviors Super leadership: leading others to lead themselves Limitations to studying leadership through behaviors and attitudes
12	Leadership Styles The leadership continuum: classical leadership styles The leadership grid styles, Selecting the best leadership style
13	Contingency and Situational Leadership Situational influences on effective leadership behaviour Fiedler's contingency theory of leadership effectiveness The path goal theory of leadership effectiveness The normative decision model of Vroom, Yetton, and Jago
14-15	7. Developing Teamwork Team leadership versus solo leadership Advantages and disadvantages of group work and teamwork The leader's role in the team based organization Leader behaviour and attitudes that foster teamwork
16	8. Motivation and Coaching Skills Expectancy theory and motivational skills Goal setting theory, Behavior modification and motivational skills
17	Presentations
18	Final Term

### Recommended Books:

- DuBrin, A. J. (2022). *Tolerating ambiguity for leadership and professional effectiveness*. Page Publishing Inc.
- Belbin, R. M. (2010). *Management teams*. Routledge.
- DuBrin, LEADERSHIP research findings practice and skills by. Houghton Mifflin (Latest Edition)

## Training and Development

Course code: MGT 342

Credit Hours: 03

### Course Description

Training and development in organizations is usually defined as planned activities directed at enhancing the learning of job-relevant knowledge, skills and attitudes by members or employees of the organization. Almost invariably, the goal is to improve on-the-job performance so as to enhance the overall effectiveness of the organization and/or to increase the likelihood that organizational goals will be reached. This course will familiarize students with the training and development function.

Week	Contents
1 & 2	TRAINING & ORGANIZATIONAL ENVIRONMENT The distinction between training and education, Training, education & experience, Benefits of training, Training design Process, Training cycle, Pre & Post training evaluation
3 & 4	A SYSTEMATIC APPROACH TO TRAINING Stages in a systematic approach to training
5 & 6	ANALYSIS FOR TRAINING Training need assessment process (TNA), Job analysis, Functional analysis, Knowledge analysis, Manual & Social skills analysis, TNA source and report, Training Policy, Training objectives
7 & 8	TRAINING METHODS: Advantages of on the job training, Stages of on the job training, Off the job training approaches Employee development methods, International issues associated with training
9	<b>Mid Term Exam</b>
10 & 11	TRAINING DESIGN, SELECTION & DELIVERY Constraints Target Population Strategies and tactics Reinforcement & transfer tactics
12, 13	ASSESSING THE EFFECTIVENESS OF TRAINING Reaction level Learning level Transfer Results
14 & 15	AUDITING TRAINING Stages of Auditing the training Training budget Training time and cost
16	METHODS FOR OBTAINING INFORMATION ABOUT PERFORMANCE PROBLEMS Structured interview Questionnaire Participation Work diary Film-video-photography Technical conference Group discussion
17	Presentations
18	Final Term Examination

### Reference Materials:

- Buckley, R. & Caple, J. (2004). The theory & practice of training (5th Ed).
- Saks, A.M. & Haccoun, R.R. (2007). Managing Performance through Training and Development (4th Ed.). Scarborough, ON: Nelson Canada.

## Compensation Management

Course code: MGT 441

Credit Hours: 03

Course Description

Compensation management refers to all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship. Designing and administering system that rewards employees fairly, stimulates their motivation and enables them to provide goods and service that satisfy customer demands, thus helping the organization to operate profitably. The aim of this course is to facilitate the students in thorough understanding of contemporary practices in compensation management, using theoretical and practical framework within the spectrum of human resource management.

Week	Contents
1	Concept of compensation. Types of compensation. Components of compensation Compensation Philosophies
2	Factors considered in deciding compensation. External factors and internal factors. 3p's approach to compensation management.
3	Essentials of sound compensation design. Challenges faced by compensation design. Compensation responsibilities.
4	Development of base pay system. Fringe benefits. Strategic compensation planning.
5	Objectives of fringe benefits. Features of fringe.
6	Types of fringe benefits. Wage concepts. Wage theories. Compensation as a retention strategy
7	Methods of wage payments, Wage differentials, Wage boards
8	Wage fixation, Wage structure, Wage policy.
9	Mid Term Exam
10	Wage legislation. Compensation and security.
11 & 12	Managing employee compensation. Incentive compensation. Executive compensation.
13	Employee benefits, Safety and health, Security benefits.
14	Profit sharing and co-partnership. Employee stock ownership. Sales force compensation
15 & 16	Compensation management in multi-national corporations. Creating work life setting.
17	Presentations and discussions.
18	Final-term Examination.

### Reference Materials:

- Henderson, R.I (2006) Compensation Management in Knowledge- Based World. Prentice Hall. India.
- Milkovich, G.T and Newman, J.M (2006) Compensation. McGraw-Hill. Asia.

## Performance Management

Course code: MGT 444

Credit Hours: 03

### Course Description

This course is based on the design and the implementation of successful performance management system. It also focuses on the external and internal organizational as well as the 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 be expected to 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.

Week	Contents
1 & 2	PERFORMANCE MANAGEMENT MYTH OR REALITY What is performance management Is performance management is a new methodology? Clarifying what performance management is not What has caused interest in performance management? Advantages of performance management
3 & 4	WHAT WILL BE THE NEXT NEW MANAGEMENT BREAKTHROUGH? History of management breakthroughs Will predictive analytics be the next breakthrough?
5 & 6	EVALUATING EMPLOYEE PERFORMANCE Performance management system Appraisal process Appraisal methods
7 & 8	Factors that can distort appraisal Creating more effective performance management system Conducting the performance evaluation Designing performance appraisal form 180, 360, 540 degree feedback mechanism its advantages and disadvantages
9	<b>Mid Term Exam</b>
10	WHY THE HIGH INTEREST IN PERFORMANCE MANAGEMENT NOW? Debut of performance management at the enterprise level Deep and even deeper root-cause forces as to why performance management now
11-12	HUMAN CAPITAL AND WORKFORCE MANAGEMENT: ART OR SCIENCE? What prevents the hr department from being more strategic? Advancing from hr to strategic human capital management
13 & 14	Reducing employee turnover and improving employee retention TIPPING POINT FOR PERFORMANCE MANAGEMENT Multiple tipping points of performance management components Synergy from the links among performance management components
15	KPI & PBC
16 & 17	Presentations
18	Final term Examination

### Reference Materials:

- Gary Cokins (2009). Performance Management: Integrating strategy execution, methodologies, risk and analytics.
- Decenzo, D. & Robins, S. (2002). Human Resource Management (7<sup>th</sup> Ed).

## Recruitment and Selection

Course code: MGT 341

Credit Hours: 03

### Course Description:

This course will provide a conceptual and operational understanding of the key aspects of human resources staffing functions, including job analysis, recruitment, assessment, selection, and performance evaluation. At the completion of this class, students should be able to design and implement an effective and legally defensible staffing system tailored to organizational requirements. They should also be able to evaluate existing staffing programs for efficaciousness and legal compliance.

Week	Contents
1 & 2	RECRUITMENT Recruitment Challenges, how to make recruitment efforts succeed How to attract and compete for qualified applicants, Workers' expectations, Offshore outsourcing jobs
3 & 4	Recruitment Sources, Pre-recruitment considerations, Proactive and reactive recruitment, Targeting special interest groups, Traditional recruitment sources , Innovative recruitment sources
5 & 6	Electronic Recruiting: Definition of an applicant, electronic resumes Career websites, International electronic recruiting, Internet job boards, electronic recruiting risks
7 & 8	PART-II SELECTION Documenting the Interview, The role of documentation in the selection process, Avoiding subjective language, Avoiding recording unsubstantiated opinions, Referring to job-related facts , Being descriptive Notes versus forms, Documenting applicants with limited experience
09	<b>Mid-term Examination</b>
10 & 11	Pre-employment Testing: How pre-employment tests are used Testing advantages and disadvantages, Test validation Test administration, Pre-employment testing policies, Testing categories, Computer-based testing
Week 12, 13	Background and Reference Checks Legal guidelines Background checks policy Reference checks Guidelines for releasing and obtaining information Reference and background checklists
14 & 15	The Selection Process Preparation for the final meeting The final meeting Notifying selected applicants Notifying rejected applicants What could go wrong?
16 & 17	Presentations
18	Final Term Exam

### Reference Materials:

- Recruiting, Interviewing, selecting and orienting new employees (Diane Arthur, 4<sup>th</sup> Ed)
- A Hand book for HRM (Michal Armstrong, Latest Edition)
- Decenzo, D. & Robins, S. (2002). Human Resource Management (7<sup>th</sup> Ed).

## Industrial Relations

Course code: MGT 445

Credit Hours: 03

### Course Description

The objective of this course is to give the insight about the industrial issues prevailing the labor market including the unions, process and purpose of collective bargaining and the laws made by the government related to industries in Pakistan.

### Course Contents

Week	Contents
1	introduction What is Industrial/ Labor Relations Why workers Forms/Joins Unions
2	Management Attitude Towards Trade Unions
3-4	Theories of Labor Movement
5-6	Union Structure, Government, and Politics The Negotiation process
7-8	The subject matter of CB The nature of CB , Contract Administration & Grievance Procedures Strikes and CB
9	Mid-term Examination
10-11	Contemporary Issues related to IR
12-13	Labor Policies & Labor Laws in Pakistan Company Act 1934
14-15	Industrial Relations Ordinance Workmen's Compensation Act.
16	International Labor Organization (ILO) Globalization Phenomenon Child Labor, Equal Employment Opportunity Future of Union & Movement Relationship
17	Presentations
18	Final term Examinations

### Recommended Books

1. Allen, Robert E., Keaveny, Timothy. 1983, Labor Relations: , London, Addison Wesley Publishing Company.
2. Chamberlain, Neil W., Kuhn, James W. 1965, Collective Bargaining: , London McGraw Hill Book Co.
3. Nagaraju, S. 1981, Industrial Relations System in India:, New Delhi. Chugh Publications.
4. Towers, Braian. Ed, 1987, A Handbook of Industrial Relations Practice; Practice and Law in the employer Relationship, Great Britain. Kogan Page.



## Change Management

Course code: 442

Credit Hours: 03

Week	Contents
1	Introduction to Change Management What is change management? The importance of change management The different types of change The change management process, Case study: The Kodak Story
2	Understanding the Human Side of Change The psychology of change The impact of change on individuals and organizations Overcoming resistance to change Communication strategies for change
4 & 5	Change Management Models and Theories Lewin's change model Kotter's eight-stage change model Bridges' transition model, Kübler-Ross's five stages of grief
6	Developing a Change Management Plan Identifying the change goal Assessing the current situation Developing a change strategy Creating a communication plan Case study: The GE Transformation
7	Implementing Change Launching the change initiative Managing stakeholder expectations Monitoring and evaluating change Adapting to change
	Building a Supportive Change Culture The role of leadership in change Creating a culture of openness and trust Empowering employees to participate in change
8	Sustaining Change Anchoring change, Embedding change into the organization Preventing backsliding
9	<b>Mid Term Exam</b>
10	Change Management in Different Contexts Change management in organizations Change management in projects, Change management in teams Case study: The Apple Transformation
11	Change Management and Innovation The relationship between change and innovation Managing the creative process Fostering a culture of innovation
12	: Change Management and Globalization The challenges of managing change in a global environment Cultural considerations in change management Change management for cross-cultural teams Case study: The Tata Global Transformation
13- 14	Change Management and Ethics Ethical considerations in change management Protecting the rights of employees Ensuring stakeholder fairness, Case study: The Enron Scandal The Future of Change Management, Emerging trends in change management, The impact of artificial intelligence on change Change management in the digital age Case study: The Uber Transformation

15 -16	Change Management and Social Responsibility The role of change management in corporate social responsibility Managing change for sustainability, Change management for social impact Change Management and Leadership, The role of the change leader, Developing change leadership skills Leading change in a complex environment Case study: The Nelson Mandela Story
17	Presentation
18	Final Term Exam

### Reference Materials:

- Attwood, M. (2003). *Leading change: A guide to whole systems working*. Policy Press.
- Bridges, W. (2009). *Managing transitions: Making the most of change*. Da Capo Press.
- Organization Development & Change. 9e. Thomas G. Cummings. University of Southern California. Christopher G. Worley. University of Southern California.

### Strategic Human Resource Management

Course code: MGT 443

Credit Hours: 03

### Course Objectives

The objectives of this course are to:

1. Become familiar with the human resource management process and its key elements.
2. Understand the legal environment of managing people resources.
3. Comprehend the strategic fit of HR and the organization.
4. Recognize the applicability of HR practices to organization success.
5. Become acquainted with managerial decision-making through the study of HR problem situations.
6. Develop greater skill in decision-making, particularly in human resource problem situations.
7. Develop a personal philosophy of human resource management that will enable one to perform effectively as a manager.

WEEK	
1 & 2	Introduction to Strategic Human Resource Management (SHRM) What is SHRM? The importance of SHRM in today's business environment The role of HR in achieving organizational goals Aligning HR strategies with business strategies
3 & 4	The Strategic Role of HR in Talent Management Talent acquisition and recruitment strategies Talent development and training programs Performance management and employee motivation Employee retention and succession planning
5 -6	Strategic Workforce Planning and Forecasting Identifying and analyzing workforce needs Developing workforce plans to meet organizational goals Addressing workforce challenges, such as skills gaps and aging demographics Using workforce analytics to inform HR decisions
7	Strategic Compensation and Benefits Management Designing compensation systems that align with business strategies

	Analyzing and benchmarking compensation levels Administering employee benefits programs Addressing pay equity and diversity in compensation
8	Strategic HR in a Global Context Managing HR in a multinational organization Addressing cultural diversity in the workplace Developing global talent management strategies Complying with international labor laws and regulations
9	Mid term Exams
10-11	Strategic HR in a Changing Business Environment Adapting HR strategies to technological advancements Managing HR in a dynamic and competitive business landscape, Addressing the impact of globalization and economic changes, Embracing innovation and HR transformation
12	Strategic HR in Performance Management
13-14	Setting performance expectations and goals Conducting performance appraisals and feedback sessions Rewarding and recognizing employee achievements Addressing performance issues and misconduct
15-16	Identifying employee training and development needs Designing and implementing training programs Evaluating the effectiveness of training initiatives Fostering a culture of learning and development
17	Presentations
18	Final Term Exams

**Reference Materials:**

- Bailey, C., Mankin, D., Kelliher, C., & Garavan, T. N. (2018). *Strategic human resource management*. Oxford university press.
- Gary, D. (2011). *Human resource management*. Pearson Education India.

## Sales Management

Course code: MGT 361

Credit Hours : 03

### Course Description

The aim of his course is to develop skills in managing the sales function effectively. Key topics include linkages between sales management and marketing strategy, selling process and strategies, sales force organization, leadership, morale and motivation, recruitment, compensation, sales forecasting, sales forces quantification and performance evaluation.

WEEK	Contents
1 & 2	Introduction to Sales Management: Sales Management: Its Nature, Rewards, and Responsibilities. Social, Ethical, and Legal Responsibilities of Sales Personnel.
3 & 4	Planning the Sales Team Efforts: Building Relationships through Strategic Planning. The Market-Driven Sal Organization.
5	Forecasting Market Demand and Sales Budgets. Design and Size of Sales Territories. Sales Objectives and Quotas
6, 7 & 8	Staffing the Sales Team Planning for and Recruiting Successful Salespeople.
8	Selection, Placement and Socialization of Successful Salespeople.
09	<b>Midterm Examination</b>
10 & 11	Training the Sales Team The Management of Sales Training and Development.
12-13	Contents of the Sales Training Program: Sales Knowledge and the Selling process
14-15	Directing the Sales Team Motivating salespeople toward High Performances. Compensation for High Performance. Leading the Sales Team
16	Controlling The Sales Team Analysis of Sales and Marketing Costs. Evaluation of Salespeople's Performance.
17	Presentation
18	Final term Examination

### Recommended Book:

- Ingram, T. N., LaForge, R. W., Avila, R. A., Schwegler, Jr., C. H., & Williams, M. R. (2019). Sales management: Analysis and decision making. Routledge.
- Lutz, M. S. (2016). Strategic sales management. Oxford University Press.

## International Marketing

Course code: MGT 362

Credit Hours : 03

### Course Description:

This course provides a practical overview of the key elements of international marketing and issues businesses face when entering and operating in foreign markets. The course is designed to provide the research students with an opportunity to synthesize and apply existing marketing knowledge. Specific course objectives include: (i) to gain an understanding of the external issues affecting international marketing activities including the economic, social/cultural and political/legal environments; (ii) to be able to identify and assess global marketing opportunities in the international marketplace; (iii) to gain experience in developing international marketing strategies; and (iv) to understand the process of implementing global marketing strategies and adapting marketing activities to specific market needs.

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WEEK	Contents
1	Nature of International marketing, Importance of International trade, Opportunities and Challenges of International Marketing
2&3	International Trade and Pakistan, Emergence of Global Division, Institutions affecting International Trade, (WTO, IMF, World Bank, SAARC, Other Regional Institutions). The Current Pakistan International Trade Position, Impact of International Trade on Pak Economy, The effect of international trade, and the effect of International Investment.
4	International Economic Environment, Market Characteristics like population, infrastructure, Geography and foreign involvement in the Economy. Impact of the Economic Environment on Social Development.
5	International legal and political environment, Home Country Political & legal environment, embargoes and sanction, export and import control.
6	Host Country political & Legal environment, political action and risk, legal differences and restraints influence politics and laws. International environment, International politics and international law.
7&8	International cultural environment, Definition and elements of culture lounge non-verbal language, religion, values, attitude, manner, costumes, material elements, estates, education and social institutions, Sources of cultural knowledge, cultural anises and the training challenge.
9	<b>Mid Term Exam</b>
10	Export process, Motivations to internationalize, Proactive and reactive. Change agent, internal and external, stages of internationalization.
11& 12	Secondary international marketing research, Definition and linking decision and linking research to decision making process. Differentiating between international and domestic research.
13-14	International communications, The marketing communication forces, International negotiation, Marketing communication strategic, Communication tools.
15	International channels of distribution. Channels structure, Channels design, Selection of intermediaries, Channels management
16	Licensing, Franchising, and export intermediates, Licensing, Regulation of licensing, Principal issues in negotiating, Franchising, Facilitating intermediaries
17	Presentation and Final term Examination
18	Final Term

### Reference Materials:



Chairman  
Commerce & Mgt Sciences  
University of Malakand

Assistant Registrar  
(Academics)  
University of Malakand  
05-Dec-2023

- Czinkota M. R., & Ronkainen, A. R. (2020). *International Marketing*, (12<sup>th</sup> Edition). South-Western College Publishers.
- Michael R. C. & Ilkka A. R. (2018). *International Marketing*, (8<sup>th</sup> Edition). McGraw-Hill.
- Catero, P., & Graham, J. (2015). *International Marketing*, (16<sup>th</sup> Edition). McGraw-Hill/Irwin.
- Clarke, G., & Wilson, I. (2009). *International Marketing*, (1<sup>st</sup> Edition). McGraw-Hill.

**Marketing Research**

Course code: MGT 363

Credit Hours : 03

**Course Description:**

- To present an overview of the marketing research process.
- To familiarize students with methods of collecting and analyzing data pertinent to solving marketing problems.
- To illustrate how information derived from marketing research can be applied to problem-solving and decision-making processes.

Week	Contents
1	Role of Marketing Research
2	Gathering marketing Intelligence
3	Process of marketing research
4	Problem Formulation
5	Types of research design and exploratory research
6	Descriptive and causal research design
7	Secondary data collection
8	Collecting primary data
9	<b>MID SEMESTER EXAM</b>
10	Collecting information
11	Observation and Questionnaire
12	Measurement Basics
13	Sampling
14 & 15	Data Analysis
16	Written research report
17	Final Presentation
18	Presentation and Final term Examination

**Reference Materials:**

- Basic Marketing Research, Gilbert A. Churchill, Jr., Chicago: The Dryden Press, 2001, fourth edition.

## Brand Management

Course code: MGT 364

Credit Hours : 03

### Course Description:

This course aims to introduce the students with the major concepts and practices of cross-cultural design applied to the development of brand identities for a global market. After successfully completing this course, they would be able to: (i) articulate the concepts of global brand identity, cross-cultural values and aesthetics, and design strategy; (ii) appropriately select methodologies to evaluate the values, aesthetics, and semiotics of cultures and brands; (iii) adapt the elements of brand identity to a global context; and (iv) develop a brand identity strategy appropriate to a cross-cultural context.

Week	Contents
1&2	Introduction, Background and history of branding, Difference between product and brand, Aims of a brand, Culture and society, Characteristics of culture, Consumer culture.
3&4	Building relationships through brands, Brand identity and its associations, Types of relationships, What makes brands great globally.
5&7	Brand aesthetics/ elements, Brand name, Brand logo and symbol, Brand slogan, jingles, rhymes, Brand packaging, Brand color and design, Research paper regarding logo redesign, Brand equity.
8	Why brand matters to customers and to firms.
9	<b>Mid Term Exam</b>
10 & 11	Cultural differences impacting brands, Global companies and their strategies, International branding, Standardization, Adaptation, Research paper regarding cultural differences.
12 & 13	Brand equity, First perspective, Second perspective.
14&15	The biggest branding mistakes, Why brands fail, Culture failures, Biggest loopholes by companies.
16 & 17	Case Studies
18	Final Term Exam

### Suggested Readings:

Hatch, M. J., & Schultz, M. (2008). *Taking Brand Initiative: How Companies Can Align Strategy, Culture, and Identity Through Corporate Branding*, (1<sup>st</sup> Edition). Jossey-Bass.

Gelder, S. V. (2019). *Global Brand Strategy: Unlocking Brand Potential Across Countries, Cultures and Markets*. Kogan Page Business Books.

## Service Marketing

Course code: MGT 365

Credit Hours : 03

### Course Description:

This course will enable the students to understand the market-driven strategy aspects. It also aims to develop the theme of market-driven strategy and its pivotal role in designing and implementing effective business and marketing strategies. The course will provide the students with the understanding to review the characteristics of market-oriented organizations, the development of distinctive capabilities, and the creation of value for customers. They will be able to look into the links between business and marketing strategy and corporate strategy to clarify the scope of strategy and the marketing strategy process. It also emphasizes the turbulent context in which executives make strategic choices and to explore some of the most important challenges in the modern marketplace, escalating globalization, technological change and the imperatives of ethical behavior and corporate social responsibility.

Week	Contents
1	Introducing Services, What is service?, Characteristics of services, The '7 Ps' of services, Customer involvement and uncertainty, Expectations and perceptions of a service, Core and augmented service, The 'McDonalidization' of services, The downside of McDonalidization, The trouble with service.
2	Organization for service, 'Organization realities', Structure of organizations, Culture of organizations, Types of organization culture, Organizational climate, Defensive behavior, Explanation for defensive behavior, Organizing for service, Empowerment, Criticism of the new service management school of thought, The virtual organization &
3	Design of the service, The concept of design, Service classification: a design issue, Objects of the service processes
4	Design of the service, Customer contact, Service blueprint, The 3 logics & (Case Study)
5	The service setting, The service setting framework, Types of service setting, The role of the service setting.
6	The service setting, The service setting and consumer behavior, Environmental dimensions of the service setting, Three service settings
7	Service quality, The quality challenge, Definitions of quality (and implications for service quality), Standards, Hard and soft standards, The Gaps Model of Service Quality
8	Service quality, SERVQUAL (what to measure), The SERVQUAL Scale, Tools of quality, Quality programs, Cost of quality
9	Mid Term Exam
10	Service communications, Integrated marketing communications, The role for communications, Services communication, Key communication variables.
11	Service communications, Corporate identity, Branding services, Advertising the service
12	Relationship marketing, A twenty-first century approach to marketing, What is relationship marketing?
13	Relationship marketing, Why follow a relationship marketing approach, Benefits to the customer (Case Study)
14 & 15	Monitoring and evaluating the service, Customer satisfaction evaluation, Customer complaints, Service recovery
16	Monitoring and evaluating the service, Effective complaint-handling procedures, Guarantees, Customer defections
17	Articles reading, writing concept note, case study
18	Final Term Exam



**Reference Materials:**

- Schultz, M., & Doerr, J. E. (2019). *Professional Services Marketing: How the Best Firms Build Premier Brands, Thriving Lead Generation Engines, and Cultures of Business Development Success*, (2<sup>nd</sup> Edition). Wiley.
- Mudie, P., & Pirrie, A. (2020). *Services Marketing Management*, (3<sup>13th</sup> Edition). Cengage Learning.

**Advertising & Promotional Strategies**

Course code: MGT 461

Credit Hours : 03

**Course Description:**

Advertising and Promotion management is designed as an introduction to the field of integrated marketing communications (IMC). The emphasis is on the use of communication to meet marketing objectives, including but not limited to advertising. This course will provide a broad overview of many areas that pertain to marketing communication. Special attention will be placed on understanding the consumer in order to communicate better. Although creative issues will be examined, this is primarily a management, not a creative, course. This course is intended to train you in the ways of advertising and other components of IMC.

Week	Contents
1	Introduction, Advertising definition, The role and functions of advertising, The key Players in advertising, Types of advertising, What makes advertising effective? The evolution of modern advertising.
2 & 3	The Consumer Audience, What is consumer behaviour?, The influence of culture and society on consumer decision making, Psychological influences that motivate consumers buying decision, The consumer decision process
4 & 5	The Marketing Mix and Advertising: Role of advertising in product related decision, Role of advertising and the price related decision, Role of advertising and the place related decision, Role of advertising and the promotion related decision
6 & 7	Strategic Planning, Business Plan (definition, steps), The Marketing Plans (Definition, steps etc), The integrated marketing communication (IMC) Plans, Basic strategic planning decision Account Planning
8	Copywriting and Advertising Strategy : What is copywriting?. Copy platform, Objectives of creative copy, The structure of copy. How to write effective copy. Common pitfalls and copywriting
9	<b>Mid Term Exam</b>
10	Advertising Media: Print media: Newspapers and magazines. The role of Print media in advertising.
11	Electronic media: Television, radio and limitations of cable. Direct mail and the creative mix. Out-of-home media. Transit advertising The role of electronic media in advertng. Deciding on the better channel/ medium
12 & 13	Sales Promotion, Events and Sponsorships The practice of sales promotion Consumer promotions Trade promotions Promotions that cross the lines Some practical examples of International and domestic brands using sales promotional tools
14 & 15	Public Relations The practice of Public Relations Public relations Planning Public Relations tools Advertising, Publicity, Publications
16 & 17	Digital Marketing and Online Promotion, Importance of online presence, Social media marketing, Content marketing and Search Engine Optimization (SEO), Online advertising platforms, E-commerce strategies
18	Final Term Exam

**Reference Materials:**

- Bovee, Thill, Dovel, Woo; Advertising Excellence, The McGraw Hill Inc.
- Wright M:G; Advertising, McGraw Hill Inc.
- Wilmshurst & Mackay; The Fundamentals of Advertising, Butterworth Heinemann

**Retailing Management****Course code: MGT 462****Credit Hours : 03****Course Description:**

The purpose of this course is to introduce the students with the strategic perspective of retail marketing management and to study the dynamic and competitive nature of the retail industry. Upon completion of this course, students should be able to: (i) Apply the principles, practices, and concepts used in retail marketing management, (ii) Describe the complex nature and environment of retail marketing management together with the buying and selling of goods, services, and ideas to the final consumer, (iii) Understand the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry, (iv) Understand the key elements in planning, managing, and executing the retail marketing mix as they relate to the product, price, distribution, and promotion, and (v) Identify the approaches to and guidelines used to analyze and solve retailers' problems and make decisions in retail organizations.

Week	Contents
1	Retailing; Definition, importance, process of retailing
2&3	Retail strategy: Creating the competitive Advantages;
4	The Environment of retailing and Decision -Making Issues;
5	Understanding and identifying the customers;
6	Store location and site Evaluation;
7	Store design and layout;
8	Planning Merchandise Needs and Merchandise Budgets;
9	<b>Mid Term Exam</b>
10 & 11	Assortment Planning, Buying and Vendor Relations;
12	Pricing Merchandise;
13	Retail Advertising;
14 & 15	Retail selling, sales Promotion, and Publicity;
16 & 17	The Virtual Store and retail data Based Marketing
18	Presentation and Final Term Exam

**Reference Materials:**

- Sorensen, H. (2020). *Inside the Mind of the Shopper: The Science of Retailing*, (4<sup>th</sup> Edition). FT Press.
- Levy, M., & Weitz, B. (2011). *Retailing Management*, (8<sup>th</sup> Edition). McGraw-Hill/Irwin.
- Schroeder, C. L. (2007). *Specialty Shop Retailing: Everything You Need to Know to Run Your Own Store*, (3<sup>rd</sup> Edition). Wiley.
- Fisher, M., & Raman, A. (2010). *The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance*, Harvard Business Review Press.

## Consumer Marketing

Course code: MGT 463

Credit Hours : 03

### Course Description:

This course is aimed to familiarize the students with the tactics of the marketing to influence and persuade consumers in making their buying decisions. At the end of this course students should be able to: (i) compare and contrast different perspectives to persuade consumer behavior to make ultimate buying decision; (ii) apply theories of consumer behavior to identify future needs of consumers and recognize trends based on current research related to consumer behavior; and (iii) analyze the challenges that might be posed by the consumers of future.

Week	Contents
1	Marketing in evaluation
2 & 3	The 21 <sup>st</sup> century consumer ... the new realities
4 & 5	Targeting consumer in the era of information technology
6	Word-of-mouth influence
7	Word-of-mouth marketing techniques
8 & 9	Role of social media
10 & 11	Viral & live buzz marketing techniques
12 & 13	Caring and listening to the potential consumers
14 & 15	Cultural, ethnic, and religious influence on marketing
16	Consumer of the future
17	Presentations by students
18	Revision and Final Exam

### Reference Materials:

- Kimmel, J. A. (2021). *Connecting With Consumers: Marketing For New Marketplace Realitie* (5<sup>th</sup> ed). Oxford University Press.
- Willcox, M. (2015). *The Business of Choice: Marketing to Consumers' Instincts*, (1<sup>st</sup> Edition). Pearson FT Press.
- Revella, A. (2018). *Buyer Personas: How to Gain Insight into your Customer's Expectations, Align your Marketing Strategies, and Win More Business*, (1<sup>st</sup> Edition). Wiley.
- Britton, M. (2015). *Youth Nation: Building Remarkable Brands in a Youth-Driven Culture*, (1<sup>st</sup> Edition). Wiley.

## Marketing Strategies: Concepts & Practices

Course code: MGT 464

Credit Hours : 03

### Course Description:

The objective of the course is to enhance skills in strategic thinking in marketing and developing and presenting marketing plans; This will specifically require forming objectives, market research, target market selection, market mix strategy formation, marketing tactic development, and control procedure formulation for creating competitive advantage, as well as developing professional, logical, creative, and effective communications.

Week	Contents
1	Introduction: Marketing Strategy: different perspectives; Marketing strategy nature and definitions; purpose, advantages, marketing strategy development, Marketing strategy orientation, competitive marketing strategy, planning framework for the strategy-making process
2	Competitive marketing strategy approaches: Thinking first, Seeking first, Doing first, simple rules, Marketing Strategy funnel
3	Defining corporate mission, Hierarchy of strategy, organizational stake holders, Webster's Marketing principles Establishing & creation of corporate growth strategies
4	The changing Market Environment: A framework for macro-environmental analysis, the economic and political environment, social and cultural environment, technological environment, the five forces model of industry competition, competitiveness drivers, strategic groups SPACE analysis
5	Customer Analysis: Introduction, understanding customers, marketing research, process, organizing customer information
6	Competitor analysis: Introduction, competitive benchmarking, dimensions of competitor analysis, choosing good competitors, obtaining and disseminative competitive
7	Understanding the organizational resource base, Marketing resources as the foundation for differentiation
8	Value -creating disciplines, resource based view of firm, developing marketing capabilities dynamic marketing capabilities value -creating disciplines, resource based view of firm, developing marketing capabilities dynamic marketing capabilities
9	Segmenting; Targeting and positioning strategies: Introduction, foundation for effective segmentation, segmentation tools, principles of marketing segmentation, choosing alternative market segmentations; Targeting: different targeting strategies, suit different opportunities the position process
10	Creating sustainable competitive advantage: Introduction, Using organizational resources to create sustainable competitive advantage, generic routes to competitive advantage, sustaining competitive advantage;
k 11	Competing through the new marketing mix: Introduction, pricing strategies, communication strategies, distribution strategies, the extended marketing mix-people, processes and physical evidence;
12	Competing through innovation: Introduction, new product success and failure, the new product development process, organizing for new product development;
13	Competing through superior service and customer relationships, the good and services spectrum, relational marketing, three Ss of customer service, providing superior service;



Week	Contents
14 & 15	E-marketing strategy: E-marketing concepts, e-markets, e-marketing and sustainable competitive advantage, navigation, loyalty, customization, communities, global issues;
16	Strategy Implementation and control: Introduction, the nature of marketing control, implementation of marketing strategy, managing competitive advantage as a process: implications for the control and implementation of marketing strategy;
17	Corporate social Responsibility (CSR): Introduction, definition, shareholders vs stakeholders, corporate ethicality; Environmental/Green marketing
18	Final Term Exam

**Reference Materials:**

- Simkin, L., Pride, L., Ferrell, D., Dibb, S. (2019). *Marketing Concepts & Strategies*: Cengage Learning EMEA
- West., D., Johnford & Essamibrahim. (2006). *Strategic Marketing* 5<sup>th</sup> Ed: Oxford University Press
- Graham Hooley & Nigel F Piercy. (2008). *Marketing Strategy* 4<sup>th</sup> Ed: Pearson Education

## Taxation

Course code: 330

Credit Hours:

Course Description:

This course provides students with a comprehensive understanding of taxation principles, concepts, and regulations, covering individual and business taxation.

Week	Contents
1 & 2	Introduction to Taxation The role of taxation in government revenue Principles of taxation Ethical considerations in taxation Taxation systems and structures
3 & 4	Individual Income Taxation Taxable income and deductions Filing status and tax credits Tax planning and compliance Case studies in individual taxation
5 & 6	Business Taxation - Sole Proprietorships and Partnerships Taxation of business income Business deductions and credits Self-employment tax Tax strategies for sole proprietorships and partnerships
7 & 8	Business Taxation - Corporations and S Corporations Corporate tax structures and rates Dividends and capital gains taxation Business losses and carryovers Tax strategies for corporations and S corporations
9	<b>Mid Term Exam</b>
10 & 11	International Taxation Taxation of international transactions Transfer pricing and the arm's length principle Tax treaties and double taxation Ethical considerations in international taxation
12 & 13	Tax Planning and Strategies Tax-efficient investment strategies Estate and gift taxation Tax-advantaged retirement planning Ethical tax planning and its limitations
14 & 15	Taxation of Investments and Property Taxation of capital gains and dividends Real estate and property taxation Taxation of financial assets Case studies in investment and property taxation
16	Tax Compliance and Reporting Tax return preparation Tax software and electronic filing IRS audits and appeals Tax ethics for professionals and taxpayers
17	Emerging Trends in Taxation Digital taxation and e-commerce Taxation of cryptocurrencies Green taxation and environmental incentives Future challenges and opportunities in taxation
18	Final Term Exam

### Reference Materials:

- Federal Income Taxation" by Rupert S. Bain, George K. Yin, and Daniel L. Simmons (2021).
- Principles of Taxation for Business and Investment Planning" by Sally M. Jones and Shelley C. Rhoades-Catanach (2021).
- International Taxation in a Nutshell" by Richard L. Doernberg (2019).
- Taxation of Corporate Reorganizations" by David A. Lifson and David G. Noren (2018).
- Estate and Gift Taxation" by William P. Streng (2019).

## Conflict Management

Course code : MGT 344

Credit hours : 03

Week	Contents
1-2	Introduction to Conflict Management What is conflict? , The different types of conflict The sources of conflict, The impact of conflict on individuals and organizations
3-4	The Conflict Process The stages of conflict, The dynamics of conflict escalation and de-escalation Factors that influence the conflict process, Conflict Management Styles The different conflict management styles The effectiveness of different conflict management styles in different situations Choosing the appropriate conflict management style
5-6	Communication and Conflict Management The importance of effective communication in conflict management Active listening techniques, Dealing with difficult conversations Negotiating to resolve conflict
7-8	Third-Party Conflict Resolution The role of third-party conflict resolution in conflict management Mediation and arbitration, Facilitation and conflict coaching
9	
10	Conflict Management in Teams Sources of conflict in teams, Team conflict management strategies Building a cohesive and collaborative team environment, Conflict Management in Organizations
11-12	Conflict Management in Negotiations The principles of effective negotiation, Negotiation strategies and tactics, Overcoming negotiation impasses
13-14	Conflict Management in Workplace Diversity The sources of conflict in diverse workplaces, Strategies for managing conflict in diverse teams, Creating an inclusive and respectful workplace culture
15-16	The role of leaders in conflict management Conflict management skills for leaders, Building a conflict-free work environment
17	Presentations
18	Final Term Exams

### Reference Books:

Condcliffe, P. (2012). Conflict Management: a practical guide. LexisNexis Butterworths.  
Jeong, H. W. (2009). Conflict management and resolution: An introduction. Routledge.  
Roche, W. K., Teague, P., & Colvin, A. J. (Eds.). (2014). The Oxford handbook of conflict management in organizations. Oxford Handbooks.

### Note:

**Courses included in the General Education Category are designed by the respective departments including their course codes, credit hours and titles (reflected in the scheme of studies). All such courses approved by the Syndicate are available on the university website. For any query the office of the Registrar Academics may be approached for clarification/guidance.**