

I (a)

“Recommendation for Approval of Elective Courses (Marketing) of BBA 4-Year Program for the Session 2016 and Onwards Sessions”

Course Title: Sales Management

Course Code: BBA- 663

Credit Hours: 03

Course Objective:

This course introduces the students to the issues, strategies, relationships that relate to the jobs developing sustainable revenue through well manage sales and business related activities. The students will become the acquainted managing the sales force and helping them sell. Special emphasis is put on developing a sales program, managing strategic account relationship, team development, diversity in work force, sales force automation, problem solving skills and financial issues.

Course Outlines:

Chapter-1: Introduction

- The nature of personal selling
- Changes in selling
- Selling and Sales Management
- Challenges in the Market, Sales Managers Job

Chapter-2: Marketing and Sales Evolution

- Sales Environment
- Marketing Environment
- Evolution of Sales
- Customer, Competition, Economics, Legal, Demography

Chapter-3: Marketing and Sales Evolution

- Sales Leadership and Management
- Activities of Sales Managers,
- Roles, Responsibilities, Skills, Authority, etc
- Relationship Selling
- Seven Steps of Selling

Chapter-4: Sales Leadership and Management

- Sales Leadership and Management
- Activities of Sales Managers
- Roles, Responsibilities, Skills, Authority, etc
- Qualities of a good sales manager

Chapter-5: Organizational Buying and Purchasing

- Difference b/w Individual and Organizational Buying
- Buying, Buying Process
- Negotiation Skills, etc

Chapter-6: Sales Organization

- Sales Force Types and Structures
- Independent Sales Agents, etc
- Negotiation Skills, etc
- Selling Strategies: Market orientation strategy and its types
- Learning Orientation strategy and its dimensions
- Entrepreneurial orientation and its dimensions
- Competitive advantage
- Which strategy to be adopted and why?

Chapter-7: Recruitment and Selection

- Importance, Planning, Assessing, Recruiting, etc
- Negotiation Skills, etc
- Training, Needs Assessment
- Setting Objectives, Training topics
- Formalized Program, etc

Chapter-8: Compensation

- Compensation, Reward System Management
- Financial Rewards
- Non-Financial Rewards
- Other considerations
- Relationship b/w Motivation and Compensation Negotiation Skills, etc

Chapter-9: Performance Evaluation

- Evaluation, Criteria for Performance Measurement
- Performance Appraisal, Comparing Actual with Standard,
- Evaluating Teams

- Financial Rewards

Chapter-10: Performance Evaluation

- Motivating the Sales Team
- Models of Motivation Process
- Job-Related Factors, Individual Related Factors
- Motivational Theory, etc
- Performance Appraisal, Comparing Actual with Standard,

Suggested Readings:

- Eugene M. Johnson, David L, Kurtz & Eberhard E. Scheuing, McGraw Hill. Sales Management; Concepts Practices and Case, 2 nd edition.

Course Title: Advertising & Promotional Strategies

Course Code: BBA-660

Credit Hours: 03

Course Objective:

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.

Course Outlines:

Chapter-1: Introduction

- Advertising: Definition, The role and functions of advertising
- The key Players
- Types of advertising
- What makes and Ad effective
- The evolution of modern advertising.

Chapter-2: Advertising Role in Marketing

- What is marketing?
- The key players and Markets
- The Marketing process
- How agencies works
- International Marketing

Chapter-3: How Advertising Works As Communication

- How advertising works as Communication
- The effects behind advertising effectiveness
- Perception
- Cognition
- The effect of promotional response
- Association
- Persuasion

Chapter-4: The Consumer Audience

- How does consumer behavior works
- Cultural and social differences on consumer decisions
- Psychological influences that motivate consumers
- Behavioral influences on consumer decision
- The consumer decision process

Chapter-5: Segmenting and Targeting

- How does consumer behavior works
- Cultural and social differences on consumer decisions
- Psychological influences that motivate consumers
- Behavioral influences on consumer decision
- The consumer decision process
- Segmenting and targeting

Chapter-6: The Marketing Mix and Advertising

- Advertising and the product.
- Advertising and the price.
- Advertising and the place.
- Advertising and the promotion.

Chapter-7: Strategic Planning

- Business Plan

- The Marketing Plans
- The Advertising or IMC Plans
- Basic strategic planning decision
- Account Planning

Chapter-8: The Advertising Research Stages

- Advertising strategy determination.
- Concept development and testing.
- Testing and evaluation of advertising.

Chapter-9: Copywriting and Advertising Strategy

- Message strategy: The product marketing facts for copywriters.
- Copy platform.
- Objectives of creative copy.
- The structure of copy.
- How to write effective copy.
- Common pitfalls and copywriting

Chapter- 10: Advertising Media

- Print media: Newspapers and magazines
- Electronic media: Television, radio and limitations of cable.
- Direct mail and the creative mix.
- Out-of-home media.
- Transit advertising

Chapter- 11: Sales Promotion, Events and Sponsorships

- The practice of sales promotion
- Consumer promotions
- Trade promotions
- Promotions that cross the lines
- Promotion strategy

Chapter- 12: Public Relations

- The practice of Public Relations
- Public relations Planning
- Public Relations tools
- Advertising, Publicity, Publications

- Speakers and Photos, Special events and tours

Suggested Readings:

- Bovee, Thill, Dovel, Woo; Advertising Excellence, The McGraw Hill Inc.
- Wright M:G; Advertising, McGraw Hill Inc.
- Wilmhurst & Mackay; *The Fundamentals of Advertising*, Butterworth Heinemann
- Wells, Moriarty & Burnett; Advertising, Principles and Practices (7th Edition)

Course Title: Marketing Research

Course Code: BBA-661

Credit Hours: 03

Course Objectives:

This course is designed to acquaint the students with tools of gathering data and analyzing it for corporate marketing related problems.

Course Contents:

Chapter-1: Introduction to Marketing Research

- The Marketing System
- The marketing management process
- The marketing Research
- Discuss the role of marketing research in Marketing System.

Chapter-2: The Marketing Research process: Concept and Examples

- Need for information
- Research Objectives and Information needs
- Research Design and Data analysis
- Data collection Procedure
- Sample Design
- Data collection
- Data processing
- Data analysis

Chapter-3: Develop the Data Collection Procedures

- Data collection: Exploratory research

- Data collection: Conclusive research

Chapter-4: Determine Research Design and Data Sources

- Research Design
- Data sources
- Primary data
- Secondary data

Chapter-5: Develop the Data Collection Procedures

- The measurement process
- Attitude measurement
- Causal Design
- Data collection

Chapter-6: Sampling Plan

- The basics of sampling
- Simple random sampling
- To determine sample size
- Types of sampling
- Sampling errors

Chapter-7: Data Analysis and Reporting

- Data processing
- Univariate data analysis
- Bivariate data analysis
- Multivariate data analysis
- Reporting Research findings

Chapter-8: Application of Marketing Research

- Forecasting, Advertising Research
- Distribution and pricing research
- Customer analysis

Suggested Readings:

- **David A. Aaker, V. Kumar, Robert P. Leone, George S. Day (2016), Marketing Research, 12th Edition, John Wiley & Sons**

Course Title: Seminars in Marketing

Course Code: BBA-662

Credit Hours: 03

Course Objectives:

The aim of the course is to build the analytical and strategic thinking. It helps student understand how companies compete and achieve competitive advantage. It builds upon the basic concepts of marketing, which the students have learned in their previous semester – and to prepare students to grasp the complex issues of specialized courses like Business policy, Brand Management etc. In this course students are exposed to a dynamic world of marketing activities. Analysis, tools and trick of trade are taught by giving real life examples from both Pakistan's and international corporate world.

Course Contents:

Chapter-1: Marketing Environment

- Introduction to PEST Analysis.
- Identify various trends in the Macro environment.
- Impact of Macro environment changes on any given industry.

Chapter-2: Competitive Strategies

- Strategic planning at corporate level,
- Strategic planning at the business unit level.
- Value-based market opportunities, Porter Analysis: Multi-dimensional nature of competition.
- Competitor analysis. Leader follower and challenger strategies.

Chapter-3:Market Targeting and positioning

- Segmentation, Levels of segmentation
- Sources of segmentation, Targeting, and Positioning
- Developing effective positioning strategies

Chapter-4: Pricing Strategies

- Premium Pricing
- Penetration Pricing
- Economy Pricing
- Price Skimming
- Psychological Pricing

Chapter-5: Promotional Strategies

- Personal selling

- Advertising
- Sales promotion,
- Direct marketing,
- Publicity

Chapter-6: Distribution strategies

- Intensive distribution strategy
- Selective distribution strategy
- Distribution Channels
- Wholesaling
- Retailing

Chapter-7: Customer Relationship Management

- Customer value
- Customer satisfaction
- The economics of brand loyalty

Chapter-8: Service Marketing

- What makes services marketing different
- Impact of technology on service markets

Suggested Readings

- **Hooley, G., Piercy, Nigel F. and Nicoulaud, B. (2012); Marketing strategy and competitive positioning. London: Prentice Hall/Financial Times**

II (b)

Recommendation for Approval of Scheme of Studies, Courses of MBA 3 ½ Year Program”

Scheme of Studies & Courses of MBA (3- ½ -Year Program)

MBA (3 ½ Years Program) will be of 102 credit Hours (including 06 Cr. Hrs course work/ Project)

Basic requirement for admission in this program will be B.A/B.Sc/B.Com with minimum 45% Marks.

Program Objectives

The MBA program aims at developing a student's intellectual ability, executive personality and managerial skills through an appropriate blending of business and general education. The MBA curriculum provides students with a comprehensive management education of globally recognized best practices with flexibility of their adaptation to indigenous entrepreneurial and societal context. Curriculum of the program ascends from general management education to specialization in diverse business fields. General management skills like oral and written communication, decision-making, leadership, and teamwork developed among the students at the initial level of the program provides them with a solid foundation for more advanced studies at the elective level during the subsequent stage. Core courses taught integrate information and theories from various disciplines, including communication, economics, financial accounting, quantitative methods, business strategy, marketing, finance, organizational structure and strategic management and prepare the students to think critically about business issues in order to enable them to develop strategic level understanding and demonstrate comprehension of complex theoretical constructs in the major business disciplines and technologies.

Semester Wise Breakup of Courses for Session 2011 and Onward

Semester-I

<u>Course Code</u>	<u>Course Title</u>	<u>Credit hours</u>
MBA-501	Financial Accounting	03
MBA-531	Principles of Management	03
MBA-551	Principles of Marketing	03
MBA-560	Economics	03
MBA-565	Quantitative Techniques in Management	03
Total		15

Semester-II

<u>Course Code</u>	<u>Course Title</u>	<u>Credit hours</u>
MBA-507	Business Finance	03
MBA-552	Marketing Management	03
MBA-562	Business Statistics	03
MBA-540	Business Communication	03
MBA-512	Management Accounting	03
Total		15

Semester-III

<u>Course Code</u>	<u>Course Title</u>	<u>Credit hours</u>
MBA-621	Financial Management	03
MBA-571	Business Law	03
MBA-662	Business Ethics	03
MBA-572	Management Information system	03
MBA-631	Human Resource Management	03
Total		15

Semester-IV

<u>Course Code</u>	<u>Course Title</u>	<u>Credit hours</u>
MBA-660	Managerial Economics	03
MBA-664	Project planning and management	03
MBA-570	Total Quality Management	03
	Elective-I	03
	Elective-II	03
Total		15

Semester-V

<u>Course Code</u>	<u>Course Title</u>	<u>Credit hours</u>
MBA-632	Strategic Management	03
MBA-620	Organizational Behavior	03
MBA-659	Logic & Critical thinking	03
	Elective-I	03
	Elective-II	03
Total		15

Semester-VI

<u>Course Code</u>	<u>Course Title</u>	<u>Credit hours</u>
MBA-705	Advance Strategic Management	03
MBA-691	Business Research Methods	03
MBA-704	Understanding macro economics	03
MBA-703	Seminar in Emerging Markets	03
	Elective-I	03
Total		15

Semester-VII

<u>Course Code</u>	<u>Course Title</u>	<u>Credit hours</u>
MBA-521	Corporate Governance	03
MBA-601	Entrepreneurship	03
MBA-702	International Business management	03
	Elective-II	03
Total		15
MBA-900	Project	06

ELECTIVE COURSES

(FINANCE)

Course Code	Course Title
MBA-758	Advance Accounting
MBA-757	Financial statement analysis
MBA-752	Islamic Financial System.
MBA-759	Financial Markets and institutions

(Human Resource Management)

MBA-794	Recruitment & Selection
MBA-795	Training & Development
MBA-796	Negotiation & Conflict Management
MBA-797	Leadership & Team management
MBA-798	Performance Management
MBA-799	Compensation Management

Detailed Description of Courses

Course Title: Financial Accounting

Course Code: MBA-501

Credit Hours: 03

Course Outline:

Accounting for Merchandize business, Classified Balance Sheet, Simple and Multiple Income Statement; Design of Accounting System: The Company Information needs, Basic Functions of Accounting System, Special Journals, Controlling Accounts & Subsidiary Ledger Accounts, Data Base Systems, and Internal Control; Accounts Receivable, Notes Receivable, Inventories and Cost of Goods Sold, Ending Inventory Cost Computation Methods; Liabilities: Definite and Estimated Liabilities, Loss Contingencies and Payrolls; Corporation: Stockholder's Equity statement, Measuring Corporation Income, Reporting unusual Items, Earnings Per Share, Cash Dividend, Treasury Stock, Stock Split; Measuring Cash Flows: Statement of Cash Flows and Classification of cash flows, preparation of Cash Flows;

Suggested Readings

- Robert F.Meigs and Walter B.Meigs: Accounting: The Basis for Business Decisions, McGraw Hill, Inc
- Eric G. Flamholtz, Diana Troik Flamholtz, Michael A.Diamond: Principle of Accounting, Macmillan Publishing Co. New York

Course Title: Principles of Management

Course Code: MBA-531

Credit Hours: 03

Course Objectives:

The focus of attention will be given to learning fundamental principles of management and of managing people and organization in a historical as well as contemporary world. Students are expected to develop analytical and conceptual framework of how people are managed in small, medium and large public and private national and international organizations.

Course Outlines

Introduction, overview and scope of discipline, The evolution and emergence of management thought, Management functions, Planning concepts, objectives, strategies and policies

Decision making: Organizing; departmentalization, line/staff authority, commitments and group decision making, Staffing: principles of selection, performance, career planning, Leading: Motivation, leadership, communication, Controlling: the system and process and techniques of controlling, Management and Society: future perspective

Suggested Readings

- Stephen P. Robins, Mary Coulter: Management
- H. Koontz Odonnel and H. Weihrich: Management
- Mc Farland: Management: Foundation and Practice
- Robert M. Fulmer: The New Management

Course Title: Principles of Marketing

Course Code: MBA-551

Credit Hours: 03

Course outlines:

Introduction: Marketing in Changing World: Creating Customer Value and Satisfaction, Strategic Planning and the Marketing Process, Global Marketing Environment; Marketing Research and Information Systems, Consumer Markets and Consumer Buyer Behavior, Business Markets and Business Buyer Behavior; Marketing Segmentation, Targeting, and Positioning for Competitive Advantage Product and Services strategy, New Products Development and Product Life-Cycle Strategies; Pricing Products: Pricing Considerations and Approaches, Pricing Strategies Distribution Channels and Logistics Management, Retailing and Wholesaling; Integrated Marketing Communication Strategy, Advertising, Sales Promotion and Public Relations, Personal Selling and Sales Management, Direct and Online Marketing; Competitive Strategies: Building Lasting Customer Relationships

Suggested Readings

- Philp, Kotler and Gary Armstrong : Principle of Marketing, McGraw Hill, Co.
- William J. Stanton: Fundamental of Marketing, Etzel, and Walker McGraw Hill

Course Title: Economics
Course Code: MBA-560
Credit Hours: 03

Course Objectives

This course aims at imparting knowledge of basic economic principles to the business students. It covers micro-and macroeconomic issues that are essential for managers and professionals. The course starts with basic microeconomic concepts such as demand, supply, elasticity, production and cost. Having established the solid ground of the basics of microeconomics, parts of macroeconomics including national income accounts, aggregate demand, aggregate supply, concepts of inflation and unemployment, major macroeconomic policy operations will be dealt with. After completing the course the students will be able to apply principles of economics to solve economic problems being faced by both public and private sectors of Pakistan.

Course Outlines

What do economists study? Scarcity and Choice, Tradeoffs, Efficiency and Equity ,The opportunity cost , The Production Possibilities Frontier , Micro versus Macro Economics, Positive Versus Normative Analysis, Law of Demand, Demand Curve, Individual Demand and market demand, Price elasticity of demand , Shifts in the demand curve, Supply Schedule, Law of Supply, The Supply schedule and the Supply curve, Individual Supply versus Market supply, Shifts in Supply, Market Equilibrium, Price Ceiling, Price Floor, Effect on market Outcome, The Production Function, Efficient Method of Production, Production Function and Types of Costs, Short run cost analysis, Long run Costs, The Law of Diminishing Returns, Economies and Diseconomies of Scale, Feature of the Market,The short-run equilibrium (profit or Loss), The long-run equilibrium, Monopolistic versus perfect competition, Price Discrimination

Suggested Readings

- Economics: Theory and Practice (7th edition) 2004 by Patrick J. Welch and Gerry F. Welch (W&W)
- “Principle of Microeconomics (2001) by Mankiw N. G
- Olivier Blanchard, Macroeconomics, 2007,
- Rundiger Dornbush & Stantley Fischer: Macroeconomics, McGraw Hill
- Robert S. Pindyck & Danial L. Rubinfeld: Microecono

Course Title: Quantitative Techniques in Management
Course Code: MBA-565
Credit Hours: 03

Course Objectives

This course is designed to provide students with an understanding of the basic mathematical techniques used in business, through application of techniques rather than its theoretical aspect. To equip them with mathematical skills and knowledge that can be applied to solve financial problems.

Course Outlines:

Basic mathematical concepts and their application in various business real numbers, discrete and continuous variables, functions, linear and exponential functions, simultaneous equations, matrix algebra, compounding and discounting techniques, basic algebra and set theory, permutation and combination, and differential calculus. The statistical analysis of managerial problems. The important aspects of statistics, which are applicable to management, are discussed. This includes collection and classification of data, measures of central tendency and dispersion, probability, probability distribution, estimation, regression and correlation analysis, time series analysis and forecasting and index numbers.

Suggested Readings

- Mansfield, E.: Statistics for Business & Economics: Methods and Applications.
- Danier, W.W., Terrell, J.C.: Business Statistics: Basic Concepts and Methodology.
- Downen, E.K., Starr, M.K., Basic Statistics for Business and Economics.
- Iqbal Bhatti: Fundamental of Statistics
- Sher Muhammad: Elements of Statistics

Course Title: Business Finance
Course Code: MBA-507
Credit Hours: 03

Course Objectives

This course is designed to equip the students with the latest knowledge of finance and helping them to make rational financial decisions and thereby to maximize the wealth of the owners. It is aimed to develop understanding of the students in making decisions relating to special situations

such as merger, acquisition etc. Moreover, it is aimed at equipping the students with latest tools and techniques in financial decision-making

Course Outlines

- Introduction: Business Environment, forms of Business Organization
- An overview of financial management
- The financial environment: markets, institutions and interest rates
- Time value of money concepts
- Sources of short term finance
- Sources of long term finance
- Working capital management-an overview
- Cash and marketable securities
- Accounts receivables and inventory
- Modes of Islamic Finance

Suggested Readings

- James C. Vanhorne: Fundamentals of Financial Management, McGraw Hill
- Eugene F. Brigham: Fundamentals of Financial Management, McGraw Hill

Course Title: Marketing Management

Course Code: MBA-552

Credit Hours: 03

Course Objectives

Introduce to students the key marketing ideas and phenomena, especially the core theme of delivering benefits to customers. Developing students' skills in marketing analysis and planning. Familiarize students with the tactics of the marketing.

Course Outlines

Marketing: an overview: The importance and scope of marketing, the marketing concept and social responsibility, The basic functions of marketing. An organization's external environment, an organization's internal environment, Evaluating and Managing SWOT Analysis. Marketing information systems: Concept and components of marketing information systems, MKIS, MRS, MDSS. Buyer behavior analysis: The consumer's decision process, Demographic dimensions of consumer market, Behavioral dimensions of consumer market, Organizational markets, buying objectives & structures. Segmenting, targeting and positioning strategies, Product marketing strategies, Pricing strategies and policies, Marketing channel systems, Promotion mix decisions

Suggested Readings

- Philip Kotler: Marketing Management, Analysis, Planning, Control, Prentice Hall.
- Jegdesh Sheth and Dennis E. Garrett: Marketing Management: A Comprehensive Reader, South Western Publishing.

Course Title: Business Statistics

Course Code: MBA-562

Credit Hours: 03

Course Objectives

This course is designed to provide students with an understanding of the basic statistical techniques for descriptive and inferential data analysis.

Course Outlines

Basic mathematical concepts and their application in various business real numbers, discrete and continuous variables, functions, linear and exponential functions, simultaneous equations, matrix algebra, compounding and discounting techniques, basic algebra and set theory, permutation and combination, and differential calculus. The statistical analysis of managerial problems. The important aspects of statistics, which are applicable to management, are discussed. This includes collection and classification of data, measures of central tendency and dispersion, probability, probability distribution, estimation, regression and correlation analysis, time series analysis and forecasting and index numbers.

Suggested Readings

- Mansfield, E.: Statistics for Business & Economics: Methods and Applications.
- Danier, W.W., Terrell, J.C.: Business Statistics: Basic Concepts and Methodology.
- Downen, E.K., Starr, M.K., Basic Statistics for Business and Economics.
- Sher Muhammad: Elements of Statistics

Course Title: Business Communication
Course Code: MBA-540
Credit Hours: 03

Course Objectives

This course is introduced with the purpose to enable the students to meet their real life communication needs.

Course Outlines

Process of communication: Communication model, Channels of communication, Flow of communication, Barriers to effective communication, How to make communication effective. Communication theories: Interaction-information-Completeness. 7^c of communication: Conciseness-Correctness-Completeness, Clarity-Consideration- Courtesy-Concreteness.

Written communication: Letter-Memorandum-Circular, Agenda and minutes of meeting, Business research report: Types, Format, Language & Style, Market report: Types- Format, Thesis and assignment writing.

Oral communication: Meeting: Types and conduct, Interview: Types and conduct, Presentation or speech: Types-Planning-Delivering the presentation or speech, Workshop and seminar: Planning-Conduct.

Communication strategy: Image building, Minus image and its implications, Developing a positive corporate image, Messages choice: Favorable, unfavorable, negative and persuasive.

Précis writing: Methods of précis writing, Principle points to be kept in mind while writing précis, Specimen of passages and their précis.

Essay writing: Characteristic of a good essay, Classification, Hints on essay writing: general preparation, special preparation.

Suggested Readings

- Murphy and Hildebrandt, Effective Business Communication.
- Coutland L. Bovee, Jhon V. Thill, Business Communication Today.

Course Title: Management Accounting
Course Code: MBA-512
Credit Hours: 03

Course Outlines:

Introduction Organization and overview of the course
Financial Statements
Cost of good sold, cost of good manufactured
The nature, concepts and classification of cost,

Product cost accumulation systems
factory over head, planned, applied, actual and Variance Analysis
Job Order costing system
Process costing
Break-even analysis and cost- volume- profit analysis

Suggested Readings

Ralph S. Polimeni, Frank J. Fabozzi and Arthur H. Adelberg: Cost accounting
Hilton , Horngren: Cost accounting
T. Lucy: Cost Accounting
Matz and Usury: Cost Accounting

Course Title: Business Law

Course code: MBA-571

Credit Hours: 03

Course Objective:

This course is designed to acquaint the students with Business and Labour Laws. The course will provide guidelines to think pragmatically for the solution of Business and Industrial problems

Course Outlines

Law of Contract: Definitions, Communication, Acceptance and Revocation of proposal. Essentials of valid contract, performance of the contract, Discharge of contract. Breach of contract. Damages for breach of contract. Law governing indemnity, guarantee, Bailment and agency.

The Law of Sales of Goods : The formation of this contract, Effects of the contract, Performance of the contract, Rights of unpaid seller against the goods, Sale by auction, Breach of contract

Law Governing Partnership: Definitions, Types of Partnership: Essential elements of partnership, Registration of partnership firms, Partnership becoming illegal, Partnership distinguished from company, Partnership distinguished from private company, Partnership distinguished from co-ownership, Partnership agreement, Rights and liabilities of the members of partnership firm, Personal profit earned by partnership, The property of the firm, Implied authority of a partnership, Principles of holding out, Minor as a partner, Reconstitution of a firm, Dissolution of partnership, Rights and obligations of partners after dissolution of partnership.

The Law of Negotiable Instruments

Definitions, characteristics of a negotiable instrument, Notes, bills and cheques, Parties to instruments, Negotiation. Endorsement liabilities of parties, Payment, discharge from liabilities, Dishonour of instrument liabilities of parties. Payment, discharge from liabilities. Dishonour of instrument. Notice and protesting. Acceptance and payment for honour.

Suggested Readings

- Khawaja Amjad Saeed: Mercantile and Industrial Law in Pakistan
- I.R. Hashmi: Mercantile Law-Relevant Acts and Ordinances

Course Title: Business Ethics

Course Code: MBA-662

Credit Hours: 03

Course Objectives:

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.

Course Outline:

An Overview of Business Ethics: Business Ethics Defined, Social Responsibility , and Business Ethics, The Development of Business Ethics, Why study Business Ethics?, Framework for Studying Business Ethics

Ethical issues in Business: Foundation of Ethical Conflict, Classifications of Ethical , Issues, Ethical Issues Related to Participants and Functional Areas of Business, Recognizing an Ethical Issue

Applying Moral Philosophies to Business Ethics: Moral Philosophy Defined, Moral Philosophy Perspectives

Social Responsibility: The Economic Dimension, The legal Dimension, The Ethical Dimension, The Philanthropic Dimension

An Ethical Decision-Making Framework: Ethical Issue Intensity, Individual Factors: Stages of Cognitive Moral Development, Corporate Culture, Significant others, Opportunity, Business Ethics Evaluations and Intentions, Using the Ethical Decision-Making Framework to Improve Ethical Decisions

How the Organization Influences Ethical Decision Making: Organizational Structure and Business Ethics, The role of Corporate Culture in Ethical Decision-Making, Group Dimensions of Organizational Structure and Culture, Implications of Organizational Relationships for Ethical Decisions

The Influence of Significant Others in the Organization: Interpersonal Relationships in organizations, Organizational Pressures and Significant Others, Leadership, Significant others and Ethical Behavior in Business

The Role of Opportunity and Conflict: Opportunity, Conflict

Development of an Effective Ethics Program: An Effective Ethical Compliance , Program, Codes of Ethics and Compliance Standards, High-Level Manager's Responsibility for Ethical Compliance Programs and the Delegation of Authority, Effective Communication of Ethical Standards, Establishing Systems to Monitor, Audit, and Enforce Ethical Standards, Continuous Improvement of the Ethical Compliance Program, The Influence of Personal Values in Business Ethics Programs, The Ethical Compliance Audit International Business Ethics: Ethical Perceptions and International Business, Culture As a Factor in Business, Adapting Ethical Systems to a Global Framework: Cultural Relativism, The Multinational Corporation, A universal Set of Ethics, Ethical Issues Around the Globe

Suggested Readings

- Ferrell, O.C., and Fraedrich, John, Ethical Decision Making and Cases, New York: Houghton Mifflin

Course Title: Human Resource Management

Course Code: MBA-631

Credit Hours: 03

Course Objectives:

Organizations succeed through efficient and effective use of resources; central to the resources is human resources. It is therefore imperative to know how organization maintain & retain its human resources. The course is designed to give students insight of theoretical perspective, concepts, issues and practices in human resource management.

Course Outlines

Introduction to HRM, Human Resource Planning, Job Design and Analysis, Recruitment & Selection, Motivation & Reward System, Career Planning & Development, Training & Development, Performance Appraisal, Compensation Management & Employee Relation, Employee Health and Safety.

Suggested Readings

- Garry Dessler, Human Resource Management
- Dale S. Beach, Personnel The Management of people at work
- Holdin, Human Resource Management
- William B. Werther & Keith Davis Human Resource & Personnel, McGraw Hill.

Course Title: Financial Management

Course Code: MBA-621

Credit Hours: 03

Course Objectives

It is aimed to develop understanding of the students in making decisions relating to special situations such as merger, acquisition etc. It is also to equip the students with latest tools and techniques in financial decision-making.

Course Outlines:

Introduction: Nature, scope and functions, financial decisions areas, Objectives of financial management

Working Capital Management: Concepts and components, Determinants of working capital requirements, Working capital conversion cycle and identification of business risk.

The Valuation Concepts: the valuation process, the fundamental valuation model, Valuation of securities: Bond, preferred stock.

Analysis of Financial Statements: Ratio Analysis, Trend Analysis, Common Size Analysis, Index Analysis

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.

Cost of Capital: Cost of Debt, Cost of Equity, Weighted Average Cost of Capital, Weighted Marginal Cost of Capital, Budget Constrained and IOS, Risk and Return: Risk Behavior, Return , Risk Measurement, Capital Budgeting Techniques

Suggested Readings

- James C. Van Horne: Financial Management & Policy, Prentice Hall.
- Weston & Brigham: Financial Management, The Dryden Press.
- Gitman: Managerial Finance.
- Block & Heart: Foundation of Financial Management

Course Title: Management Information System
Course Code: MBA-572
Credit Hours: 03

Course Objective:

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

Course Outlines

Introduction, history of information systems, importance, application software and basic components. Using information technology for electronic commerce, Current focus on information use, problems in implementing global information systems, GIS implementation strategies, Ethical implications of information technology, Moral, ethics and the law, Ethics and information services, codes of ethics, System theory and methodologies, system model of the firm, use of system in firm, The systems approach, problem solving, preparation, definition, and solution efforts, System life cycle methodologies, Planning, analysis, designing and implementation phase, Computer as problem solving tool, The role of hardware and software in problem solving, Multimedia and its importance in problem solving, The database and database management system, Data communication, networks and Computer based information systems

Suggested Readings

Kenneth C. Laudon, Jane P. Laudon: Management Information Systems-Managing the Digital Firm

James O'Brien: Management Information Systems

Larry Long & Nancy Long: Introduction to Computer Information System

Course Title: Total Quality Management
Course Code: MBA-570
Credit Hours: 03

Course Objectives

This course is designed to equip the students with basic concepts concerning relating to TQM and the implementation of TQM concepts in true sense.

Course Outlines:

Introduction, Definitions of TQM, Basic concepts, Gurus of TQM, Awareness and quality, Obstacles, Benefits of TQM
Definitions, Characteristics of quality leaders, The 7 habits of highly effective people
Root causes of unethical behavior, Ethics management program, Deming philosophy
Implementation, Role of TQM leaders, Quality council
Core values, concepts and framework, Quality statements
Strategic planning, Communications
Customer perception of quality, Feedback , Using customer complaints, Service quality , Customer retention , Employee involvement
Motivation, Empowerment and Teams, Recognition and reward, Performance appraisal, Benefits of employee involvement
Six-sigma
Supplier partnership
Introduction, Principles of customers/supplier relations, Partnering , Sourcing, Supplier selection , Supplier certification
Benchmarking
Definition, Reasons to benchmark, Process of benchmarking
Quality management system
Introduction, Benefits of ISO registration, ISO 9000 series standards, Implementation, Documentation, Registration, Closing
Quality function deployment
Introduction, QFD team, Benefits of QFD, Voice of customer, Organization of information, Conclusion
Continuous process improvement
Introduction, Process, Juran trilogy, Improvement strategies, Types of problems PDSA cycle, Kaizen , Reengineering.

Suggested Readings

- Total Quality Management, 3rd edition by Dale H. Besterfield
- Total Quality Management by Joel Ross.

Course Title: Project Planning and Management
Course Code: MBA-664
Credit Hours: 03

Course Objective:

Businesses regularly use project management to accomplish unique outcomes with limited resources under critical time constraints. In the service sector of the economy, the use of project management to achieve an organization's goals is even more common. Advertising campaigns, voter registration drives, political campaigns, a family's annual summer vacation, and even seminars on the subject of project management are organized as projects. A relatively new growth area in the use of project management is the use of project as a way of accomplishing organizational reorganization and change. Indeed, there is a rapid increase in the number of firms that use projects as the preferred way of accomplishing almost everything they undertake. Not even the most optimistic prognosticators foresaw the explosive growth that has occurred in the field.

Course Outlines

Introduction to Project Management: Definition of a Project, Importance of Project Management, Project Life Cycle, Types of Projects, Project Management and related Industries, Project Initiation and Selection, Project Manager, Project Organization, Project Planning, Conflicts and Negotiation, Project

Implementation, Budgeting and Cost Estimation, Scheduling, Resource Allocation, Monitoring and Information Systems, Project Control, Project Termination, Project Auditing

Project Feasibility Study: How to prepare Project Feasibility Study, Format of Feasibility Study, Contents of Feasibility Study, Making Accurate Estimates, Students' presentations of feasibility studies.

Suggested Readings

- Jack R. Meredith & Samuel J. Mantel, Jr.: Project Management – A Managerial Approach
- Harold Kerzner Project Management – A Systems Approach to Planning, Scheduling and Controlling

Course Title: Managerial Economics
Course Code: MBA 660
Credit Hours: 03

Course Objective

For effective resource management a manager has to develop clear policies. Good decision-making originates from complete understanding of organizational objectives and to achieve these objectives management has to effectively use its resources. A course in Managerial Economics helps the manager understand theories and methods in economics as they are applied to business and administrative decision-making. Managerial Economics identifies ways to efficiently achieve any of the organizational goals. The course below is designed to educate students of

business administration about using their knowledge of rules of economics to practical management decision-making.

Course Outlines

Nature and Scope of Managerial Economics

Economics Optimization

Demand Estimation and Analysis

Forecasting

Cost Analysis and Estimation

Linear Programming

Market Structure and Pricing Policies

Role of Government in Market Economy

Decision Making under Uncertainty

Suggested Readings

- Petersen H. Craig, Lewis W. Cris (2003) — Managerial Economics|| 4 th edition Pearson
- Colander C. David (2006)|| Economics|| 6th edition Mc Graw Hill International Edition.

Course Title: Logic & Critical Thinking.
Course Code: MBA 659
Credit Hours: 03

Course Objectives:

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

Course Outlines

Logic: What logic is?, Scope of logic, Propositions and Sentences
Arguments, Premises and Conclusions, Conclusions-indicators and premises-indicators,
Deduction and Induction, The Uses of Language, Three basic functions of language,
Discourse serving multiple functions, The form of discourse, Emotive words, Kind of
agreement and Disagreement, Emotively neutral language, What is a fallacy?, Fallacies of
Relevance (R1, R2, R3, R4, R5, R6 and R7), Fallacies of Presumptions (P1, P2, P3, P4 and
P5), Fallacies of Ambiguity (Accent, Composition and Division), The Theory of Deduction
, Quality, Quantity and Distribution , The Traditional Square of Opposition , Symbolic
Logic, The Symbolic language of modern logic, The symbols for Conjunction, Negation,
Disjunction and Punctuation, Truth Table , Rules of Inferences (Exercise No: 11.I, 11.II,
11.III, 11.IV and 11.V), Science and Hypothesis , What is Science and Hypothesis?, The
Scientific method , The Hall marks of scientific research, The stages of scientific
investigation, Cause and Effects, The meaning of “Cause”, The Mills Method, Method of
Agreement , Method of Difference, Joint Method of Agreement and Difference, Method of
Residues, Method of Concomitant variation, Definition, The purpose of definition, The
types of definition, Various kinds of meaning, Techniques for defining

Suggested Readings

- Irving M. Copi: Introduction to logic
- Karamat Hussain: A textbook of Deductive Logic
- Karamat Hussain: A textbook of Inductive Logic

Course Title: Organizational Behavior
Course Code: MBA-620
Credit hours: 03

Course Objectives:

In general terms, the goal of this course is to facilitate improvements in managerial and organizational effectiveness through an understanding and appreciation of the field of organizational behavior. Our efforts will focus on important variables and dynamics at three

levels: individual, group and interpersonal, and organizational. At the individual level we will examine individual behavior and differences, learning, perception, personality, motivation and stress. At the second level we will study group and inter groups/ behavior creativity and team decision making. Power, conflict, leadership and communication.

Course Outlines

Introduction and background to organizational behavior, Organization: structure and design, Organizational culture, Organizational change and development, Foundations of individual behavior, Behavior modification, Socialization and mentoring, Work group behaviour, Organizational conflicts management

Suggested Readings

- Casicio: Organizational Behaviour
- Fred Luthans: Organizational Behaviour
- Robins: Organization Behaviour
- Mullins: Organizational Behaviour

Course Title: Strategic Management

Course Code: MBA-632

Credit Hours: 03

Course Outlines

Introduction: Strategic management, Definition and process, nature of strategic decisions, The strategy managers: the role and tasks.

Strategy Formulation: Information Inputs: Operating environment scanning, Structural analysis of competitive forces, The Structure and performance of the industry as a whole. Strategy Formulation: Mission and Objective: Concepts: Mission, goals, objectives and targets, Mission development and statement, Relationship. The strategy-making hierarchy, corporate strategy, Functional strategies, operating strategy, factors shaping strategy.

Action Plan Choice: The generic competitive strategies, the offensive strategic postures, the defensive strategic postures, corporate diversification strategies.

Strategies Evaluation and Selection: Evaluation models, Growth share matrix (GSM), General electric's stop light grid, Life cycle analysis, Gap analysis, Directional policy matrix (DPM), Selection models and contexts.

Function Strategy Formulation: Selection of functional areas, Formulation of functional objectives, Formulation of functional action plans.

Strategy Implementation: Analyzing strategy-change, Analyzing organizational structure, and Analyzing organizing culture, selecting an implementation approach.

Strategic Control: The strategic control process.

A Case Analysis Framework: Diagnosis and record of the current situation, Identification

and record of the strategic issues and key problems.

Suggested Readings

- G. Johnson & K. Scholes: Exploring Corporate Strategy, Prentice Hall.
- Wheelen: Strategic Management

Course Title: Advanced Strategic Management

Course Code: MBA-705

Credit Hours: 03

Course Outlines

This course gives a student the knowledge about the changing environment, it build up the skill to solve many business problems, it also changes the attitude to become the generalist rather than to become specialist. Its basic objective is to know about the opportunity and threats in the environment as well as to detect the strength and weakness within themselves.

Course Outline:

Industry analysis: How competitive forces shape strategy, Contending forces: Threat of entry, Powerful suppliers and buyers, Substitute products. Jockeying for position, multifaceted rivalry. Assessment of the external environment, Remote environment: Economic consideration, Social consideration, Political consideration, Technological consideration. Operating Environment. Formulating long term objectives and strategies: Qualities of long term objectives, Grand strategies: Concentration, Market development, Product development, Innovation, horizontal integration, Vertical integration, Joint venture, Concentric Diversification, Conglomerate diversification, Retrenchment, Liquidation, Selection of long term objectives and grand strategies sets, Sequence of objectives and strategy selection. Strategies Evaluation and Selection: Evaluation models, Growth share matrix (GSM), General electric's stop light grid, Life cycle analysis, Gap analysis, Directional policy matrix (DPM), Selection models and contexts.

Function Strategy Formulation: Selection of functional areas, Formulation of functional objectives, Formulation of functional action plans.

Strategy Implementation: Analyzing strategy-change, Analyzing organizational structure, and

A Case Analysis Framework: Diagnosis and record of the current situation, Identification and record of the strategic issues and key problems. Analyzing the organizing culture, selecting an implementation approach. Strategic Control: The strategic control process.

Suggested Readings

G. Johnson & K. Scholes: Exploring Corporate Strategy, Prentice Hall.

Wheelen: Strategic Management

Fried. R. David: Strategic Management, Prentice Hall.

Thomous, Stricklend: Strategic Management, BPI, IRWIN.

Course Title: Business Research Methods

Course Code: MBA-691

Credit Hours: 03

Course Objective:

The quality of business decisions depends to a great extent on the information available to the decision maker. It is the function of business research to provide information for this decision-making. The main purpose of this course is the prospective business decision makers with an understanding of research methods

Course Outlines

The role of Business Research: Definition of research, business research, structure of decision making, level of decision making, decision making process, manager researcher relationship

Scientific Inquiry: Overview, definitions and terminologies used in research, methods of theory construction, model based theory, deductive theory, functional theory, inductive theory, relevance of science in business research, science versus in non – science, scientific method

Beginning the Research Process: Business research processes, Problem identification and formulation, the research problem development process,

The Hall Marks of Scientific Investigation Purposiveness, rigor, testability, replicability, precision and confidence, objectivity, generalizability, parsimony

Research Proposal Development and Evaluation: Overview, types of research proposal, research proposal importance for manager and researcher, letter of request, letter of transmittal, title, background, problem statement, objectives, research strategy and method, nature of the final report, budget and schedule, research proposal evaluation

Fundamentals of Research Design

The nature of research design, error reduction through research design, potential sources of error in the research design process, managerial strategies for dealing with error, major types of design, ex-post facto design, experimental design, validity concerns, managerial considerations

Foundations of Measurement: The nature of measurement, components of measurements, the measurement process, levels of measurement, nominal, ordinal, interval, ratios, evaluation of measurement scales, validity reliability

Primary Data Collection: Primary data collection, Interview Method personal interviewing, telephone interviewing, mail interviewing, Observation Method, Questionnaire Method.

Secondary Data Collection: Secondary data in business research, use of secondary data, types of secondary data, Advantages and Disadvantages of secondary data

Scaling and Instrument Design: The nature of instrument design, scale development, question phrasing, response formats, fraudulently used scaling techniques, scale sequencing and layout, pre-testing and correcting.

Sampling design: Terminologies and definitions, steps in sampling process, sample designs,

probability designs, unknown probability designs, sample size calculations, types of sampling. The focus of this course is the marketing research and major emphases will be on workshop session, fieldwork and case studies you will also a proper research and develop a report

Suggested Readings

- Donald. R. Cooper, Pamela S. Schindler: Business Research Methods
- Davis, Cobenra: Business Research for Decision Making
- Davis: Business Research Methods
- Emory: Business Research Methods

Course Title: Understanding Macro Economics

Course Code: MBA-704

Credit Hours: 03

Course Objectives

To educate the students in basic principles of Macroeconomics To make students understand the working of the policy initiatives in the market economy To enable students understand the aggregate concepts of national Income, Employment, Inflation, Money and foreign Sector Issues

Course Outlines

Key macroeconomic indicators
Role of government in an economy
Measurement of gross domestic product (GDP)
Components of aggregate demand
Consumption function and Keynesian multiplier
Investment function
Government intervention through monetary and fiscal policies
Impact of government intervention on economic activity
Inflation and unemployment
Aggregate supply and its determinants
Balance of payments (BOP) and trade
Public finance
Growth and development

Suggested Readings

Samuelson and Nordhaus: Economics
McConnel and Brue: Economics

Saeed, Amjad Khawaja: Economy of Pakistan
Malik, Sohail: Economy of Pakistan
Survey of Pakistan (various issues)

Course Title: Seminars in Emerging Markets
Course Code: MBA-703
Credit Hours: 03

Course objectives:

To explore emerging economies. To know indepth about fast growing economies specially the BRIC Countries.

Course Outlines

Introduction to emergin markets. Investegating the factors behind rapid economic growth. Exploring the various social, political and economic aspects of BRIC as well as South Africa, Saudi Arabia and Iran.

Suggested Readings

- The industries of the future by J. Ross
- The emerging markets century by Antoine Van
- The Bright continent by Dayo olopade

Course Title: Global / International Business Management
Course Code: MBA-702
Credit Hours: 03

Course Objectives

This course is designed for understanding the historical, social, cultural and political influences shaping national and international systems and on understanding the effects of such influences on international political and commercial events.

Course Outlines

Introduction & History, Globalization Forces: Trade Volume & Direction of Trade, FDI & Flow of PDI, Reasons to enter in International Business, Ways to enter to International Business

Economic Theories of International Business: Merchalism, Theory of Absolute Advance, Theory of Comparative Advance, International PLC, International Investment Theories
Trade Restrictions: Reasons for Trade Restrictions, Tariff & Non-Tariff Business
Economic Development: Measurement of Economic Development Level
International Organizations: UNO, IBRD, IMF, OPEL, EU, Regional Grouping
International Monetary System: Gold Standard History, BOP, Equilibrium & Dis-Equilibrium
Financial Forces Influencing International Business: Forex Valuation, Currency Exchange Control, Tariff or Duties, Taxation. Inflation
Physical & Environmental Forces: Location, Topography, Climate , Natural Resources
Socio-cultural forces: Cultural, Components of Culture, Understanding national Culture
Political Forces: Ideological Forces (Communication, Capitalism, Socialism), Government Ownership of Business, Privatization, Government Stability, Country --- Asset.
Assessing & Analyzing Markets: Marketing Screening, International Management Information System
International Marketing: Marketing Strategies, The Marketing Mix
Export & Import Practices: Export Locating Foreign Markets, Payments & Financing Procedures, Export Procedures, Export Shipments

Suggested Readings

- Don Ball: International Business Management Wendell Mcculloerh

Course Title: Entrepreneurship

Course Code: MBA-601

Credit Hours: 03

Course Objective:

Entrepreneurship is an important component in the process of economic development. The purpose of this course is to analyse the theories of entrepreneurship and to go for case studies of successful entrepreneurs.

Course Outlines

Introduction: The concept of entrepreneurship, The economist view of entrepreneurship, The sociologist view, Behavioural approach, Entrepreneurship and Management
The Practice of Entrepreneurship: The process of entrepreneurship, Entrepreneurial Management, The entrepreneurial business, Entrepreneurship in service institutions, The new venture
Entrepreneurship and Innovation: The innovation concepts, Importance of innovation for entrepreneurship, Sources of innovative opportunities, The innovation process, Risks involved in innovation
Developing Entrepreneur: Entrepreneurial profile, Trait approach to

understanding entrepreneurship, Factors influencing entrepreneurship, The environment, Socio cultural factors, Support systems
Entrepreneurship Organization: Team work, Networking organization, Motivation and compensation, Value system
Entrepreneurship and SMES: Defining SMEs, Scope of SMEs, Entrepreneurial managers of SME, Financial and marketing problems of SMEs
Entrepreneurial Marketing: Framework for developing entrepreneurial marketing, Devising entrepreneurial marketing plan, Entrepreneurial marketing strategies, Product quality and design
Entrepreneurship and Economic Development: Role of entrepreneur in the economic development generation of services, Employment creation and training, Ideas, knowledge and skill development, The Japanese experience
Case Studies of Successful Entrepreneurs

Suggested Readings

Paul Burns and Jim Dew Hurst: Small Business and Entrepreneurship
P.N. Singh: Entrepreneurship for Economic Growth
Peter F. Drucker: Innovation and Entrepreneurship Peter F. Drucker
John B. Miner: Entrepreneurial Success

Course Title: Corporate Governance
Course code: MBA 521
Credit Hours: 03

Course Objectives

This course is designed to apply theory to application, demonstrating an understanding of the theoretical knowledge base of organizational behavior and analyze how individual and group behaviors act as building blocks to organizational behavior Research and analyze aspects of organizational behavior.

Course Outline

An introduction to corporate governance, definitions, types of companies, hierarchy of the company, classifications of stakeholder.

History of corporate governance, corporate wrongs over time, major corporate scandals all around the world. Cadbury report 1992, Greenbury report 1995, Sarbanes-Oxley act 2002, Corporate governance codes of Pakistan. Corporate governance models, America, German and Japanese models.

The Board of Directors. Functions of board of directors, Types of ineffective board, Types of efficient board.

The Director. Importance of Directors, Importance of directors. Role of Independent non-executive directors in corporate governance.

Agency problem, conflict between shareholders and managers, resolving agency problems.

Situation of Corporate Governance in Pakistan. Family Business and ownership. Corporate wrongs in Pakistan.

Suggested Readings

- Corporate Governance 2nd edition, Christine A. Mallin, oxford University Press
- Corporate Governance for Pakistan, Fourth edition, by Safdar A. Butt

Elective Courses (Finance)

Course title: Advanced Accounting

Course code: MBA 758

Credit hours: 03

Course Objective:

This course is designed to serve the needs of modern accounting principles, procedures and methods that are applied in preparations of financial statements and the proper uses that can be made of financial data.

Course Outlines:

Classification of Balance sheet, Additional Information Reported and Techniques of Disclosure.

Cash Flow statement, Content and formation of statement of Cash Flow and preparation and usefulness of statement of Cash flow.

Partnerships.

Significant features of partnership. Types of Partnership. The partnership contract. Partnership accounting. Opening of accounts of partnerships. Additional investments of partners. Distribution of income among partners. Partnership income statement, Balance sheet and statement of partners capital. Admission of a new partner, withdrawal of partner. Liquidation of partnership.

Corporation

Advantages and disadvantages of corporation. Formation of corporation. Rights of stockholders. Stockholders equity, Balance sheet of corporation, Cash Dividend, Capital Stocks, Authorization and issuance of capital stock, common stocks and preferred stocks, cumulative preferred stocks, callable preferred stock, convertible preferred stock. Issuing capital stock, stockholder subsidiary ledger, book value and market price of share.

Suggested Readings

- Javed H. Zuberi , —*Advanced Accounting*”, 2009, Petiwala Book Depot.
- Accounting, the basis for business decision, by Meigs and Meigs

Course title: Financial Statement Analysis

Course code: MBA-757

Credit Hours: 03

Course objective:

This course is basically designed to understand financial statements and analyze the financial statement through various tools for understanding.

Chapter 1. Understanding the financial statements, Generally accepted accounting principles (GAAP), Financial accounting standard board (FASB), American institute of certified public accountants, Rules versus principles based accounting standards, Harmonization of International Accounting standards.

Chapter 2. Introduction to financial statements, Balance Sheet, Statement of Owners Equity, Income statement and Statement of Cash flows

Chapter 3. Basic Elements of Balance sheet, Assets, Liabilities, Stock holders equity, and other important elements of Balance Sheet.

Chapter 4. Basic elements of income statement like Net sales, cost of goods sold statement, other operating revenue and operating expenses.

Chapter 5. Basics of Analysis. Ratio Analysis, Common size vertical and horizontal analyses. Year to year change analysis, Comparisons of industries.

Chapter 6. Liquidity and short term asset related debt paying ability. Current assets, current liabilities, and operating cycle.

Chapter 7. Long term debt paying ability. Long term debt ratios, debt to equity ratios, time interest earned ratios and other long term debt paying ratios.

Chapter 8. Profitability Measures. Profitability ratios like net profit margin, gross profit margin, return on assets, returns on equity, return on investment and other important profitability ratios.

Chapter 9. Ratios for investors. Earnings per common share, price/earning ratio, dividend yield, dividend payout ratio, book value per share etc.

Chapter 10. Statement of cash flows. Operating cash flows/ total debt, operating cash flow per share, operating cash flow to cash dividend ratio.

Suggested Readings

- Financial Reporting and Analysis (using Financial Accounting Information) 10th edition by Charles H. Gibson.

Course Title: Islamic Financial System.

Course Code: MBA-752

Credit Hours: 03

Course Objectives:

To gain knowledge about the different modes of Islamic finance and to explore the possibilities in Islamic banking and other aspects of financial world.

Course Contents:

Introduction to Islamic finance. The concept of Mudaraba, musharika, murabaha, ijara. Comparison with conventional financial system. Modes of Islamic financing. Current status of Islamic banking and its future. Islamic perspective of capital markets.

Suggested Readings:

Islamic Finance by Mufti Taqi Usmani.

Course title: Financial Markets & Institutions

Course Code: MBA-759

Credit hours: 03

Course objectives:

The course intends to develop understanding of the existing financial markets and institutions.

Course Outlines

Financial system, Types of financial institutions, Financial Markets, Central bank, Non-banking intermediaries, International financial institutions.

Suggested Readings

- Financial Markets & Institutions by Frederic S Mishken

Elective Courses (HRM)

Course Title: Recruitment & Selection

Course Code: MBA-794

Credit Hours: 03

Course Objectives

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.

Course Outlines

Introduction to Recruitment and Selection

Measurement, Reliability and Validity

Legal Issues

Job Analysis and Competency Models

Recruitment & Selection and Job Performance

Recruitment

Applicant Screening

Ability Tests and Personality Assessment

Performance Tests, Assessment Centers,

Integrity Testing, Drug Testing, Graphology

The Selection Interview

Strategies for Selection Decision Making

Suggested Readings

Diane Arthur *Recruiting, Interviewing, selecting and orienting new employees*

Latest Edition

Course Title: Training and Development

Course Code: MBA-795

Credit Hours: 03

Course Objectives

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

Course Outlines

The Training & Development Process
Organizational Learning
Learning & Motivation
The Needs Analysis Process
Training Design
Training Implementation and Delivery
Transfer of Training
Training Methods I
Training Methods II
Training Evaluation Ch. 11
Costs and Benefits
Training Programs Ch. 13
Training Trends & Best Practices
Final Project (Report Submission & Presentations)

Suggested Readings

Creative Training Techniques Handbook by Robert W. Pike, CSP

Course Title: Conflict Management

Course Code: MBA-796

Credit Hours: 03

Course objectives:

Gain understanding of conflict and its various forms. Be introduced with various sources of conflict and the useful approaches to solve them. It is aimed with building the negotiation skills and mediation abilities and to focus on effective interpersonal communication.

Course Outlines

Introduction to conflict, Various forms and causes of conflict, The concept of alternate dispute resolution, Negotiation styles and process. Forms of mediation, Conflict diagnosis, Arbitration, Adjudication and its different perspectives.

Suggested Readings

- Negotiation by Bruce Barry, Essentials of Negotiation by Roy Lewicki

Course Title: Leadership & Team Management.

Course Code: MBA-797

Credit Hrs: 03

Course Objectives:

To realize the importance of leadership and team work. To know about the characteristics of effective leaders and to understand how a winning team is raised.

Course Outlines

Difference between leader and manager. Personality and task oriented characteristics of leader. Charismatic and transformational leadership. How to become an empowering leader. Leadership styles. Creating a team. Team management.

Suggested Readings

- Leadership by Dubrin (7th Edition)

Course Title: Compensation Management

Course Code: MBA-799

Credit Hours: 03

Course Objective:

The modern business and non-profit organizations demand high caliber of human resource providers and planners equipped with sound knowledge of personnel policies and procedures to motivate the workforce for higher efficiency and maximum productivity. In considering the demand, this course is designed to give an overview of current ideas and issues in Human Resource Development. The core objective of the course is to provide students with clear thinking and understanding of how to appraise and compensate human resource.

Course Outlines

Concept of compensation? Components of compensation. Types of compensation.

Factors Considered in Deciding the Compensation: external and internal

3 P's Approach to Compensation Management, Paying for position, paying for person, paying for performance.

Essentials of a Sound Compensation Design, Challenges Faced by Compensation Design

Development of Base Pay System

Fringe Benefits, Objectives of Fringe Benefits, Features of Fringe Benefits, Types of Fringe Benefits.

Wage concepts and theories, Methods of wage payments, Wage differentials, Wage-fixation machinery, Wage structure, Wage policy (With reference to Pakistan, Wage legislation

Compensation and Security, Managing Employee Compensation, Incentive Compensation

Employee Benefits, Safety & Health

Suggested Readings

- Dr. Panday And Rostogi, Public 1997, Wage & Salary Administration
- Managing Human Resources, Chrudden/Sherman, Seventh Ed: 1987
- Hamid book of Wage & Salary Administration, Second Ed: Editor-Milton L. Rock.

II (c)

“Recommendation for Approval of Specialized Courses of MPhil/PhD for the Session 2016 and Onwards”

Course Title: Contemporary Issues of Corporate Finance

Course Code: PhD/MPhil-804

Credit Hours: 03

Course Outlines:

Chapter-1: Over view of Corporate Finance

- Creating value with financing decisions
- Pattern of corporate finance,
- Do firms rely too heavily on internal funds?
- Are firms issuing too much debt?
- Ownership of the corporation, voting procedures, classes of stocks, preferred stock-floating-rate preferred,
- Debt comes in many forms (sinking fund, callable bond, subordinate debt, secured debt, Eurodollars, euro bond, private placement etc), convertible securities

Chapter-2: How Corporation Raise Venture Capital and Issue Securities

- How corporation raise venture capital?
- Venture capital companies,
- The initial public offering,
- Arranging a public issue, other new issue procedures, the underwriters
- General cash offers and shelf registration
- Market reaction to stock issues
- Case Study

Chapter-3: Debt Policy

- Overview
- How borrowing affects value in a tax-free economy
- How borrowing affect risk and return,
- Capital structure and corporate taxes
- Cost of the equity, capital structure and corporate taxes, cost of financial distress, the trade off theory, a pecking order theory.

- Critical analysis of the Latest research articles on trade off theory and on pecking order theory.

Chapter-4: Payout Policy

- How corporation pay out cash to shareholders
- Stock repurchases
- Why repurchases are like dividends, repurchases and share valuation
- How do corporation decide how much to pay out?
- The payout controversy
- Why dividends may increase value?
- Why dividend may reduce value?
- Latest research articles on dividend

Chapter-5: Merger, Acquisitions and Corporate Control

- Sensible motive for mergers
- Economies of scale
- Economies of vertical integration
- Combining complementary resources
- Mergers as a use for surplus funds
- Eliminating inefficiencies
- Dubious reasons for mergers
- Diversification
- the bootstrap game
- The mechanics of a mergers
- Evaluating mergers
- The market for corporate control
- The benefit and costs of mergers

Chapter-6 Options

- Call and put option
- selling call and put option
- payoff diagrams are not profit diagram
- financial alchemy with options
- some more option magic
- What determine option values
- Upper and Lower limits on option values
- The determinants of option value
- Option valuation models
- spotting the option
- Option on real assets
- Options on financial assets

Chapter-7 Risk Management

- Risk Management
- Why hedge?
- Reducing risk with option,
- future contract
- Swap
- Innovation in the derivatives market
- Is derivative a four-letter word

Chapter-8 International Financial Management

- Foreign Exchange Market
- Spot exchange rate
- Forward exchange rate
- Some basic Relationships
- Exchange rate and inflation
- Real and nominal exchange rate
- Inflation and interest rate
- The forward exchange rate and the expected spot rate
- Interest rate and exchange rate
- Case study

Chapter-9 Convertibles

- Convertible securities
- Value of convertible securities
- Case studies

Chapter-10 Exchangeable and Warrants

- Exchangeable bonds
- Option pricing
- Problems
- Warrants
- Features of warrants
- Valuation of warrants
- Premium over theoretical value
- Relationship between values

Suggested Readings:

1. Corporate Finance by Brealey, Myers and Marcus
2. Financial Management by Horne and Wachowicz Jr, Latest Research Articles

Course Title: Contemporary Issues in Islamic Banking and Finance
Course Code: PhD/MPhil-805
Credit Hours: 03

Course Outlines:

Chapter-1: The Features of a Conventional Bank

- Overview
- Deposit Creation
- Financing
- Agency services
- Issuing LGs
- Advisory Services
- Other related services
- Critical analysis of latest research articles on Islamic banking and finance

Chapter-2: Musharakah in bank deposits

- Distribution of profit under musharakah agreement
- Running Musharakah account on the basis of daily products
- Case study

Chapter-3: Project Financing

- Overview
- Critical analysis of latest research articles on project financing.
- Case study on BOK

Chapter-4: Working Capital Financing

- The capital of the running business may be evaluated with mutual consent
- Sharing in the gross profit only

Chapter-5: Import Financing

- Import financing under Musharakah
- Import financing under Mudarabah
- Discussion on latest issues on Islamic banking and finance

Chapter-6 Export Financing

- Pre Shipment Financing (Musharakah/ Mudarabah)
- Post Shipment Financing
- Current Issues and problems in Export financing

Chapter-7 Securitization

- Securitization of Musharakah
- Securitization of Murabaha
- Securitization of Ijarah
- Case study: Meezan Bank

Chapter-8 Islamic Investment Funds

- Equity Fund
- Management of the fund
- Ijarah Fund
- Commodity fund
- Murabaha Fund
- Bai-Al-Dain
- Mixed Fund
- Case study

Chapter-9 The Principal of Limited Liability

- Waqf
- Baitul-Mal
- Joined Stock
- Inheritance under debt
- The limited liability of the master of a slave
- Case study

Chapter-10 The Performance of the Islamic Banks

- The performance of the Islamic banks- A realistic evaluation

Suggested Readings:

- Islamic Finance by Muhammad Taqi Usmani
- Islamic Banking by Dr Muhammad Imran Ashraf Usmani
- Latest Research Articles

Course Title: Marketing Strategies: Concepts & Practices
Course Code: MPhil/PhD- 890
Credit Hours: 03

Course Objective:

This course is intended to introduce students with organizational wide marketing orientation and its importance. Moreover, it is aimed at developing an in-depth understanding of market driven strategies in a wide array of market and competitive situations and to build a strong analytical capability of solving real-time business issues through comprehensive case studies and other applicative material. To make them formally present marketing articles/papers in order to enhance their academic writing and presentation skills.

Course Outlines:

Chapter-1: Introduction

- Introduction to the Course
- Guidelines, Student Groups Formation and Topic Assignment discussion
- Article presentation Formats
- Written Marketing Plan Guidelines (IVEY and HBS)
- Understanding Strategy

Chapter-2: Market and Corporate Level Strategies

- Market Driven Strategy
- Market Driven Strategy
- Corporate Business and Marketing Strategy
- Markets and Competitive Space

- Markets and Strategies
- Matching Needs with Product Benefits
- Defining and Analyzing Product-Markets
- Business and Marketing Strategy
- Market Strategy Process

Chapter-3: Market Analysis and Strategies

- Value Migration
- Mapping Product Markets
- Competitor Analysis

- Demand Estimation (Presentation article)
- Porter's Five Forces. HBR

Chapter-4: Understanding Consumer Buying Behavior

- Individual Consumer Decision Making Process
- Role of Intervening Factors
- Segmenting
- Targeting Attractive Market Segments
- Differentiation and Positioning
- Preparing the Foundation for Marketing
- Strategies: The Positioning Process

Chapter-5: Strategic Brand Management

- Understanding Difference Between Product and a Brand
- Importance of Branding
- Building Strong Brands (CBBE Model)
- Brand Extensions

Chapter-6: Services Marketing

- Service GAPS
- SERVQUAL and its new Dimensions
- Service in Hotels
- Service Failure
- Recovery and The Justice Theory

Chapter-7: Strategic Pricing

- Strategic Role of Price
- Value Chain Strategy
- Strategic Role of Value Chain
- Channel Strategy
- Managing the Channel
- International Channels
- Push-Pull Strategies

Chapter-8: Sales Force and Direct Marketing Strategies

- Developing and Implementing Sales Force Strategy
- Direct Marketing Strategies

Chapter-9: Designing Market-Driven Organizations

- Trends in Organization Design
- Organizing for Market-Driven Strategy
- Marketing Departments
- Structuring Marketing Resources

Chapter-10: Strategic Orientations

- Market orientation strategy and its types
- Learning Orientation strategy and its dimensions
- Entrepreneurial orientation and its dimensions
- Competitive advantage
- Which strategy to be adopted and why?

Chapter-11: Strategic Marketing applications

- Importance of orientations for an organization
- Market orientation for small and Medium Sized firms
- Threats to adopting orientations
- Need assessment of an organization

Suggested Readings:

- Keller, K. L., (2008). *Strategic Brand Management*, Pearson (Ed. 3)
- Cravens, D., W. (2008). *Strategic Marketing*, McGraw Hill

Course Title: Seminar in Marketing

Course Code: PhD/MPhil-892

Credit Hours: 03

Course Objectives:

Seminar in Marketing is offered to MS level students. As, the students at this level know about the various basic subjects of marketing. This course is designed especially to more deepen their understanding about the various strategies and its relationship.

Course Outlines

Chapter-1: Branding and differentiation issues

- Brand name, Brand equity
- Product line, Product line length, product line width

- Differentiation of product and services

Chapter- 2: Bringing dying brands back to life

- The case of Globetrotter, PIA and Pakistan Railways

Chapter-3: Pricing Strategies

- Factors affecting pricing strategies
- Responding to price wars
- How to avoid them

Chapter- 4: The case study of Ritz-Carlton Malaysia

Chapter-5: Emotional Intelligence

- Different Subject of Advertising based on Human Emotion

Chapter- 6: Advertising and sales promotions

- How to develop an effective advertising
- Different methods of sales promotions
- Personal relations

Chapter- 7: Emerging Media; CPM of different emerging medias

- Emerging Media; CPM of different emerging medias

Chapter- 8: CPC for social media; GRP for electronic media

Chapter-9: Marketing Entry Strategies

- The importance of key operation plants for Pakistan
- New trends in franchising and licensing

Chapter-10: Securing positive publicity; the case of Bahria Town Pakistan

Chapter- 11: Country of Origin Effect

- Case Study – I
- Case Study – II
- Case Study – III

Suggested Readings:

- International marketing—Cateora & Utkin (1999) 11th edition Irwin McGraw-Hill

- International marketing by Vernterpstra and Ravisarathy; (2000) 8th edition south-western
- International global marketing-- Graham; Meloan (1998), publishers Irwinmcgraw hill;
- International marketing by Michael r; Czinkota and Ilkka Aronkainen (2002 update); south western

Course Title: Brand Management

Course Code: PhD/ MPhil- 901

Credit Hours: 03

Course Objective:

This course aims at developing a solid understanding of the terminology, concepts, tools, and frameworks of Branding & Brand Management. The emphasis will be on the practical application & implication of the Brand concepts in today's business environment.

Course Outlines:

Chapter-1: Introduction

- Product Vs. Brand
- National Vs International Brands
- Brand Designing

Chapter-2: Brand Positioning:

- Brand positioning
- Creating brand image.
- Brand wars
- Positioning Errors

Chapter-3: Value Addition in Branding

- The Totality of Brand
- How Does Branding Work
- Sources of Added value in Branding

Chapter-4: Brand Functions

- The Brand Functions
- The Brand System
- Brand Valuation

Chapter-5: Band Identity

- Facets of Brand Identity (Brand Physical Identity, Brand Culture, Brand personality, Brand Reflection & Self-Image)

- Brand Identity Vs. Image
- Identity Vs. Positioning

Chapter-6: New Product Development Vs. New Brand Development

- From Product to Brand
- New Brand Development
- Characteristics of Established Brands

Chapter-7: Brand Communication Strategy

- Brand Communication Decisions, Tools, Resources
- Communication in branding

Chapter-8: Branding Decisions

- To Brand or not to Brand
- Types of Branding
- Brand Success & Failures

Chapter-9: Laws of Branding

- Various Branding Concepts like Brand Stretching,
- Brand Extensions
- Brand Line Decisions etc.

Chapter-10: Project Presentation

- Project preparation
- Project presentation
- Project implementation

Suggested Readings:

- Keller, K., L. (2004). Brand Management, Ed.
- Selven, L., A. (2009). Branding Decision, Ed. 7th
- Sayen, J., M. (2012). Branding Strategies and Practices, Ed. 9th

Course Title: Advanced Marketing Research
Course Code: PhD/ MPhil- 894
Credit Hours: 03

Course Objectives:

This course is designed for the students of MS in marketing research. The course contents are designed specifically to conceptualize the marketing strategies. This will broaden the understanding of the students with research design and its implications in marketing.

Course Contents:

Chapter-1: Introduction to Marketing Research

- Why Marketing Research
- The role of marketing research in Marketing System.

Chapter-2: The Marketing Research process: Concept and Examples

- Research and information
- Research Objectives
- Research Design
- Data analysis

Chapter-3: Develop the Data Collection Procedures

- Data collection: Exploratory research
- Data collection: Conclusive research

Chapter-4: Determine Research Design and Data Sources

- Research Design
- Data sources
- Primary data
- Secondary data

Chapter-5: Develop the Data Collection Procedures

- The measurement process
- Attitude measurement
- Causal Design
- Data collection

Chapter-6: Sampling Plan

- The basics of sampling

- Simple random sampling
- Sample size
- Types of sampling
- Sampling errors

Chapter-7: Data Analysis and Reporting

- Univariate data analysis
- Bivariate data analysis
- Multivariate data analysis
- Reporting Research findings

Chapter-8: Application of Marketing Research

- Forecasting, Advertising Research
- Distribution and pricing research
- Estimation of current demand
- Customer analysis
- Idea generation

Suggested Readings:

David A. Aaker, V. Kumar, Robert P. Leone, George S. Day (2016), Marketing Research, 12th Edition, John Wiley & Sons.

Course Title: International Marketing

Course Code: PhD/ MPhil- 893

Credit Hours: 03

Course Objectives

This subject will help students to understand all aspects of marketing from a global perspective. After study this subject students will learn how to develop better response to international opportunities and competitive situations.

Course Contents

Chapter-1: Contemporary strategies in international Marketing perspectives

Chapter-2: Economic Environment and International Trade

- Influence of the Canadian National Identity on the Marketing of Products
- International Marketing: Why It Matters

Chapter-3: The International Marketing Environment

- Social and Cultural Considerations in International Marketing
- Assessing the Political Environment
- Multinational Market Regions and Market Groups.

Chapter-4: The International Legal Environment

Chapter-5: Assessing International Market-Entry Opportunities

- Assessing International Opportunities through Marketing Research
- Emerging Markets

Chapter-6: Multinational Market Regions and Market Groups

Chapter-7: Planning and Managing Market Entry Strategies and Products

- International Marketing Management

Chapter-8: Marketing Consumer Products and Services Globally

- International Business-to-Business Marketing

Chapter-9: Global Distribution and Pricing

- Channels of International Distribution

Chapter-10: Marketing Logistics and Exporting

- International Pricing Strategies

Chapter-11: International Promotion, Sales, and Negotiation

- Global Marketing Communication and Advertising

Chapter-12: International Selling and Sales Management

- Negotiation with International Customers, Partners, and Regulators

Chapter-13: International Marketing Plan

- International Marketing Planning Process
- Outline of an International Marketing Plan

Chapter-14: Barriers to international business

Suggested Readings:

- International Marketing by Philip R. Cateora and John L. Graham

- Claude M. Jonnard, *International Business and Trade: Theory, Practice, and Policy*, International Business Series