



University of Chitral یونیورسٹی آف چھترار
BECOME WHAT YOU WANT TO BE

**Scheme of Studies Bachelor of Business Administration (Hons)
Fall 2023**

*Additional Director Academics
University of Chitral*

DEPARTMENT OF MANAGEMENT SCIENCES

UNIVERSITY OF CHITRAL



General Requirements of the Program

Nomenclature: Bachelor of Business Administration (Hons)

Eligibility Criteria: Intermediate or equivalent with at least 45% marks.

Duration: The minimum duration for completion of BS degree is four years. The HEC allows maximum period of seven years to complete BS degree requirements.

Pathway for the Associate Degree Holders in Bachelor of Business Administration (Hons)

- The candidates with AD in Business Administration are eligible for admission in 5th Semester of BBA (Hons) Programs. Such students shall complete the deficiency courses of General Education (if any) during 5th to 8th Semester.
- The candidates who acquired AD in Business Administration prior to the admission criteria (as stated above) are also eligible for admission in 5th Semester of BBA (Hons) Programs. Such students shall also complete the deficiency courses of General Education (if any) during 5th to 8th Semester.
- The minimum eligibility for admission in the fifth semester in this case is 2.0 CGPA out of 4 in the prior qualification i.e., conventional two-year BA/BSc degree programs.
- Admission in 5th Semester is subject to the availability of seats.

Pathway for Conventional Two-Year BA Degree Holders

- Students having completed conventional two-year BA/BSc are allowed to be admitted in the fifth semester of the BS program, in which case students shall be required to complete deficiency courses through a bridging semester before commencement of the fifth semester as determined by the department.
- The minimum eligibility for admission in the fifth semester in this case is 45% cumulative score in the prior qualification i.e., conventional two-year BA/BSc degree programs.
- Admission in 5th Semester is subject to the availability of seats.

Exit with Associate Degree

The students after successful completion of 04 semesters in BBA (Hons) Programs may exit with Associate Degree in Business Administration subject to completion of all requirements for the award of associate degree, i.e., Credit Hours, CGPA, and compulsory courses.

Degree Completion Requirements

To become eligible for award of BS degree, a student must satisfy the following requirements:

- a) Must have studied and passed the prescribed courses, with at least 130 credit hours.
- b) Must have earned CGPA (Cumulative Grade Point Average) of at least 2.0 on a scale of 4.0.

The students after successful completion of 04 semesters in BBA (Hons) Program may exit with **associate degree in Bachelor of Business Administration (Hons)** subject to completion of all requirements for the award of associate degree, i.e., Credit Hours, CGPA, and compulsory/major courses.



Department of Management Sciences
University of Chitral
Scheme of Studies Bachelor of Business Administration (Hons)
According to New HEC Policy (Fall 2023)

Code No.	Semester-I	C. Hr	Course Category
MGT -111	Ideology and Constitution of Pakistan	2(2-0)	Gen Ed
MGT -112	Functional English	3(3+0)	Gen Ed
MGT-113	Financial Accounting-I	3(3+0)	Major
MGT-115	Principle of Management	3(3+0)	Major
Any one subject from the following			
MGT -114	Islamic Studies	2(2-0)	Gen Ed
MGT -114	Ethics	2(2-0)	Gen Ed
Any one subject from the following (Natural Sciences):			
MGT -116	What is Science	3(3+0)	Gen Ed
MGT -117	The Science of Global Challenges	3(3+0)	Gen Ed
MGT -118	Introduction to Geography	3(3+0)	Gen Ed
MGT -119	Environmental Studies	3(3+0)	Gen Ed
	Total	16g	
Code No.	Semester-II	C.Hr	Course Category
MGT -121	Principles of Marketing	3(3+0)	Major
MGT -122	Expository Writing	3(3+0)	Gen Ed
MGT-123	Human Resource Management	3(3+0)	Major
MGT-124	Financial Accounting-II	3(3+0)	Major
MGT -125	Exploring Quantitative Skills	3(3+0)	Gen Ed
Any one subject from the following (Arts and Humanities):			
MGT -126	Introduction to Philosophy	2(2-0)	Gen Ed
MGT -127	Introduction to History	2(2-0)	Gen Ed
MGT -128	Introduction to Creative Arts	2(2-0)	Gen Ed



Code No.	Semester-III		Course Category
MGT-231	Marketing Management	3(3+0)	Major
MGT -232	Microeconomics	3(3+0)	Allied
MGT -233	Tools for Quantitative Reasoning	3(3+0)	Gen Ed
MGT -234	Civics & Community Engagement	2(2-0)	Gen Ed
MGT -235	Information and communication Technologies (ICT)	3(2+1)	Gen Ed

Any one subject from the following
(Social Sciences):

MGT -236	Sociology	2(2-0)	Gen Ed
MGT -237	Introduction to Political Science	2(2-0)	Gen Ed
MGT -238	Social Work	2(2-0)	Gen Ed
MGT -239	International Relations	2(2-0)	Gen Ed

Code No.	Semester-IV		Course Category
MGT-241	Project Management	3(3+0)	Major
MGT-242	Business Finance	3(3+0)	Major
MGT -243	Business Research Methods	3(3+0)	Major
MGT -244	Entrepreneurship	3(3+0)	Gen Ed
MGT-245	Corporate Governance and Social Responsibility	3(3+0)	Major
MGT -246	Macroeconomics	3(3+0)	Allied

Code No.	Semester-V		Course Category
MGT-351	Financial Management	3(3+0)	Major
MGT -352	Business Statistics	3(3+0)	Allied
MGT-353	Cost and Management Accounting	3(3+0)	Major
MGT-354	Business Law	3(3+0)	Major
MGT-355	Total quality Management	3(3+0)	Major
MGT-356	Organizational Behavior	3(3+0)	Major



Code No.	Semester-VI		Course Category
MGT -361	Business Proposal and Report Writing	3(3+0)	Allied
MGT-362	Consumer Behavior	3(3+0)	Major
MGT-363	Contemporary issues in Management	3(3+0)	Major
MGT-364	Financial Institutions and Markets	3(3+0)	Major
MGT -365	Business Communication	3(3+0)	Allied
MGT -366	Field Experience/Internship	3(3+0)	Internship

Code No.	Semester-VII		Course Category
MGT -471	Logic and Critical Thinking	3(3+0)	Allied
MGT-472	Fundamentals of Islamic Banking	3(3+0)	Major
MGT-473	Strategic Management	3(3+0)	Major
MGT -474	E-Commerce	3(3+0)	Allied
Any two from the following			
FIN - 475	Corporate Finance	3(3+0)	Major
FIN - 476	Investment and Portfolio Management	3(3+0)	Major
FIN - 477	Financial Risk Management	3(3+0)	Major
FIN - 478	International Finance	3(3+0)	Major
FIN - 479	Strategic Finance	3(3+0)	Major
Any two from the following			
HRM-475	Recruitment and Selection	3(3+0)	Major
HRM-476	Training and Development	3(3+0)	Major
HRM-477	Compensation Management	3(3+0)	Major
HRM-478	Change Management	3(3+0)	Major
HRM-479	Employees Discipline	3(3+0)	Major
Any two from the following			
MKT-475	International Marketing	3(3+0)	Major
MKT-476	Brand Management	3(3+0)	Major
MKT-477	Agriculture Marketing	3(3+0)	Major
MKT-478	Marketing Research	3(3+0)	Major
MKT-479	Procurement Management	3(3+0)	Major
MKT-470	E-Marketing	3(3+0)	Major



Code No.	Semester-VIII		Course Category
MGT -481	Management information System	3(3+0)	Allied
MGT -482	Economy of Pakistan	3(3+0)	Allied
MGT -483	Capstone Project	3(3+0)	Project
Any two from the following			
FIN - 484	Financial Statements Analysis	3(3+0)	Major
FIN - 485	Credit Management	3(3+0)	Major
FIN - 486	Banking Law and Practices	3(3+0)	Major
FIN - 487	Taxation Management	3(3+0)	Major
FIN - 488	Auditing	3(3+0)	Major
FIN - 489	Insurance laws in Pakistan	3(3+0)	Major
Any two from the following			
HRM-484	Performance Management	3(3+0)	Major
HRM-485	International HRM	3(3+0)	Major
HRM-486	H.R Development	3(3+0)	Major
HRM-487	Strategic HR Management	3(3+0)	Major
HRM-488	Leadership	3(3+0)	Major
Any two from the following			
MKT-484	Retail Management	3(3+0)	Major
MKT-485	Sales Management	3(3+0)	Major
MKT-487	Advertising and Promotion Strategy	3(3+0)	Major
MKT-488	Social Marketing	3(3+0)	Major
MKT-489	Industrial Marketing	3(3+0)	Major



IDEOLOGY AND CONSTITUTION OF PAKISTAN

Course Code: SOC 232

Credit Hours: 02 (2-0)

Course Introduction

Pakistan studies is an important course at this university in which students' study about their motherland. The following are the specific objectives of the course. The course will develop vision of Historical Perspective, Government, Politics, Contemporary Pakistan, ideological background of Pakistan. The course will also enable students to understand process of governance, national development, issues arising in the modern age and posing challenges to Pakistan.

Course Outline

Introduction to Ideology

Defining the Term Ideology, Role of Ideas, Contours of Ideology, Ideology, Truth and Power
Types of Ideologies, Left, Right and Center Debate, Old and New Ideologies, Views about Ideologies

Ideology of Pakistan

Aims and Objects of Pakistan's Formation
Ideology of Pakistan – its Importance
Basics of Pakistan's Ideology
Ideological rationale with special reference to Sir Syed Ahmed Khan, Allama Iqbal's and M. A. Jinnah's Notions on Ideology of Pakistan

Constitution, Government and Politics

Definitions, Features, and Functions
Constitutional Development in Pakistan 1947-1973: Constitution of 1956, 1962
Salient Features of Constitution of Pakistan 1973
Fundamental Rights in Constitution of Pakistan 1973
Martial Law 1977-88,
Civilian Rule 1988-99
Martial Law 1999 Onward

Pakistan – Land and Peoples

Geography and its Importance
Natural resources and Their use
Agriculture and Industry
Population, Manpower, and Education

Contemporary Pakistan

Economic Institutions and Issues
Society and Social Structure
Foreign Policy of Pakistan and Challenges

Reference Materials:

- 1) The Emergence of Pakistan, Chaudary M., 1967
- 2) The making of Pakistan, Aziz. 1976
- 3) A Short History of Pakistan, I. H. Qureshi, ed., Karachi, 1988
- 4) Perspectives on Contemporary Pakistan Governance, Development and Environment Edited By Ghulam Ali, Ejaz Hussain, 2020
- 5) Any other standard and latest books covering the subject.



1. Historical Perspective

- Ideological rationale with special reference to Sir Syed Ahmed Khan, Allama Muhammad Iqbal and Quaid-i-Azam Muhammad Ali Jinnah.
- Factors leading to Muslim separatism
- People and Land
- Indus Civilization
- Muslim advent
- Location and geo-physical features.

2. Government and Politics in Pakistan

2.1. Political and constitutional phases:

- 1947-1958 & 1958-1971
- 1971-1977 & 1977-88
- 1988-1999 & 1999 onward

3. Contemporary Pakistan

- Economic institutions and issues
- Society and social structure
- Ethnicity
- Foreign policy of Pakistan and challenges
- Futuristic outlook of Pakistan

Suggested Readings:

1. Afzal, M. R. (1998). *Political Parties in Pakistan*, Vol. I, II and III. Islamabad: National Institute of Historical and cultural Research.
2. Amin, T. (n.d.). *Ethno - National Movement in Pakistan*, Islamabad: Institute of Policy Studies, Islamabad.
3. Aziz, K. K. (1976). *Party, Politics in Pakistan*, Islamabad: National Commission on Historical and Cultural Research.
4. Haq, N. U. (1993). *Making of Pakistan: The Military Perspective*. Islamabad: National Commission on Historical and Cultural Research.
5. Javed, B. S. (1980). *State and Society in Pakistan*. The Macmillan Press Ltd.
6. Sayeed, K. B. (1967). *The Political System of Pakistan*. Boston: Houghton Mifflin

FUNCTIONAL ENGLISH

Course Code: SOC 115

Credit Hours: 03(3-0)

COURSE DISCRPTION

The purpose of this course is to develop the English-language proficiency of students and to help them become confident in reading, writing, speaking, and listening to the English language. Instead of teaching grammar in isolation and only at sentence level, this course is based on developing the language abilities of students through an integrated approach that provides opportunities to develop their listening, speaking, reading, and writing skills. With a focus on social interaction, the course draws specific attention to the accurate use of structures, improvement of pronunciation, and development of active vocabulary in descriptive, narrative, and instructional texts.

COURSE OUTCOMES

After completing this course, students will:



- have improved their listening and reading skills in English
- be able to communicate in written and oral English with peers and teachers
- rely less on their first languages and increase their use of English in formal and informal situations
- have a deeper understanding of correct English structures in descriptive, narrative, and instructional texts.

COURSE CONTENTS

Basics of Grammar

- Parts of Speech and their Usage
- Sentence and Its Structure
- Phrase, usage of phrases
- Clause, usage of clauses

Introductions

This first unit will provide students with an opportunity to interact with one another in oral and written forms. It will serve to introduce them and help them develop conversations through suggesting simple words and phrases to describe people, preferences, and other conversation topics in a logical sequence.

Making Introductions

- Making effective self and peer introductions
- Taking useful introductory notes

Expressing Requests and Enquiries

- Forming appropriate requests and enquiries
- Responding to enquiries
- Requests versus commands

Social Interaction

This unit is aimed at developing students' social interaction in English and expanding their interpersonal skills. Through class activities, they actively converse in formal and informal contexts to congratulate, express gratitude, make invitations, and respond to speakers in oral and written contexts.

Greetings

- Greeting friends and family on different occasions and for different reasons
- Responding to a positive event
- Using formal greeting expressions appropriately

Gratitude

- Using formal and informal expressions of gratitude appropriately
- Reading a story that uses expressions of gratitude
- Writing a formal letter to say thanks to a teacher, parent, or friend

Invitations

- Demonstrating the use of formal and informal expressions of invitation



- Developing verbal and written skills for invitations
- Responding to invitation requests by accepting or declining

Regrets

- Expressing regrets orally and in writing appropriately
- Saying sorry and accepting apologies

Giving and Following Directions

In this unit, students learn how to follow directions from a map as well as how to give directions to search for a location or specific information. They learn how to follow and provide clear instructions.

Following and Giving Directions

- Following directions from a map
- Giving directions to a location in oral and written forms
- Reaching a destination

Giving Clear Instructions

- Carrying out instructions
- Structuring instructions
- Writing clear instructions

Sharing experiences

In this unit, students will engage with different meanings in a variety of written and visual texts through shared, guided, and independent readings of narratives in various genres. Instructors will encourage them to respond to the narrative and imaginative texts by composing stories and sharing them in written and oral form.

Sharing narratives

- Reading short stories
- Reading excerpts, comic strips, interviews, and other common texts

Sharing unique experiences

- Summarizing and narrating true stories
- Solving word puzzles to develop language awareness
- Reading short stories and completing exercises to test comprehension
- Converting an event into a short story
- Using pictures as stimuli for narrative creation
- Using songs as examples of personal experience

Imaginative texts

- Developing imaginative texts by communicating engrossing stories and descriptions of scenes

Discussion

General topics and every-day conversation (topics for discussion to be at the discretion of the teacher keeping in view the level of students)



Composition and Comprehension

Writing Mechanics

- Sentences, sentence fragments, and run-on sentences
- Subject-predicate and pronoun-reference agreement
- Punctuation and structure

Paragraph Writing (practice)

Essay Writing (practice)

Précis writing (practice)

TEXTBOOKS AND REFERENCES

1. T. K. Carver and S. Fortinos-Riggs, Conversation Book II – English in Everyday Life (New York: Pearson Education Limited, 2006).
2. J. Eastwood, Oxford Practice Grammar (Karachi: Oxford University Press, 2005).
3. J. Swan, Practical English Usage, 3rd ed. (New York: Oxford University Press, 2005).
4. J. Thomson and A. V. Martinet, A Practical English Grammar (Intermediate) (New York: Oxford University Press, 1986)
5. Allama Iqbal Open University, Compulsory English 1 (Code 1423) (Islamabad: AIOU Press).
6. BBC. (2013) Learning English. <http://www.bbc.co.uk/worldservice/learningenglish/>
7. British Council. Learn English. <http://learnenglish.britishcouncil.org/en/>

Course Name: **FINANCIAL ACCOUNTING-1**

Introduction:

Purpose and Nature of Accounting,
Various areas of Accounting
Forms of Business enterprises,
Accounting Information users,
GAAP, Accounting Systems. Accounting Terminology

Recording Business Transactions:

Types of Accounts.
Debit & Credit Rules.
Journal, Ledger, Trial Balance;
Accounting equation.

Measuring of Business Income:

Preparation of Income Statement, Statement of Owner's Equity.
Adjusting Process.
Preparation of Balance Sheet,
Closing Entries.
Preparation of Work sheet,

Controlling Accounts & Subsidiary Ledger Accounts.

Special Journal for Purchase & Sales,
Purchase Returns & Sales Returns.



Cash Receipts and Cash Payment Journal
Accounts Receivables & Accounts Payables

Control of Cash Transactions and Bank Reconciliation Statement.

Cash Book.
Bank Reconciliation Statement.

Capital & Revenue:

Capital & Revenue Expenditures
Capital & Revenue Receipts
Capital & Revenue Profits
Capital & Revenue Losses.

Text Books:

- 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
- Frankwood: Business Accounting-I, Business Accounting-II

Course Name: **PRINCIPLES OF MANAGEMENT**

An Overview of Management

Definitions of Management
Characteristics of Management
Different between Management and Administration

Functions of Management

Functions a brief Treatment
Planning, Organizing, Staffing
Directing, Controlling, Coordination

Principles of Management

Taylor's Principles
Fayol's Principles
General Principles
Importance and Scope of Management
Importance of Management
Scope of Management

Nature of Management

Management as an art
Management as a Science
Management as a Profession

Planning



Definition, Nature and Characteristics
Importance of Planning
Limitations of Planning
Essentials of a good Plan
Steps in Planning Process
Types of Planning

Decision Making

Meaning and Elements of Decision Making
Importance and Process of Decision Making
Salient Features of a good or an Effective Decision
An Effective Decision Making

Organizing

Nature and Importance of Organization
Steps in the Process of Organization
Formal and Informal Organization
Principles of Organization

Communication

Definition of Communication
Process of Communication
Importance of Communication
Types of Communication
Barriers to Communication
Over Coming the Barriers
Characteristics of a good Communication System

Staffing

Definition of Staffing, Sources of Recruitment
Steps in Selection Process
Orientation or Induction
Training and Education
Types and Methods of Training

Directing / Direction

Definition, Nature and Importance
Principles & Techniques

Leadership

Definition
Traits / Qualities of a Successful Leader
Leadership Styles, Function of Leader Ship

Motivation

Meaning and Importance
Financial and Non Financial Incentives
Theory X and Theory Y
Maslow's Need Priority Model

Controlling



Definition of Controlling
Characteristics of Controlling
Objectives of Controlling
Steps in the Process of Controlling
Essentials of an Effective Control System

RECOMMENDED BOOKS

1. Principles and Practice of Management 1998 Edition, Terry, Prentice Hall USA.
2. Practice of Management, 1997 Edition P.F. Duck Ker, Macmillan, London.
3. Fundamentals of Management 2004 Edition, Prof. Fazli Wahid IBMS/CS Agricultural University Peshawar.

ISLAMIC STUDIES

Course Code: SOC-116

Credit Hours: 2 (2-0)

Note: May be taught in Urdu.

Course Contents (English & Urdu)

English	Urdu
1. Introduction to Quranic Studies <ul style="list-style-type: none">• Basic Concepts of Quran• History of Quran• Uloom-ul -Quran	1. قرآنی علوم کا تعارف <ul style="list-style-type: none">• قرآن مجید کے بنیادی اصطلاحات• تاریخ تدوین و جمع قرآن• علوم القرآن
2. Study of Selected Text of Holy Quran <ul style="list-style-type: none">• Verses of Surah al-Furqan Related to Social Ethics (Verse No.6377)• Verses of Surah Al-Hashr (18,19, 20) Related to thinking, Day of Judgment• Verses of Surah Al-Saff Related to Tafakur, Tadabbur (Verse No-1,14)	2. منتخب آیات کریمہ کا مطالعہ <ul style="list-style-type: none">• معاشرتی آداب سے متعلق سورہ الفرقان کی آیات نمبر 63-77• آخرت اور اسکی فکر سے متعلق سورہ الحشر کی آیات 18-20• کائنات میں غور و فکر سے متعلق سورہ الصف کی آیات 1-14
3. Seerat of Holy Prophet (PBUH) <ul style="list-style-type: none">• Life of Holy Prophet (PBUH) in Makkah (After Prophethood) and its Important Events• Life of Holy Prophet (PBUH) in Madinah and its Important Events	3. سیرت طیبہ ﷺ کا مطالعہ <ul style="list-style-type: none">• مکہ مکرمہ میں بعد از نبوت حضور ﷺ کی زندگی اور اہم واقعات• مدینہ منورہ میں حضور ﷺ کی زندگی اور اہم واقعات
4. Introduction to Sunnah <ul style="list-style-type: none">• Basic Concepts of Hadith• History of Hadith• Kinds of Hadith• Legal Position of Sunnah	4. تعارف حدیث و سنت <ul style="list-style-type: none">• سنت و حدیث کا تعارف و اہمیت• تاریخ حدیث• حدیث کی اقسام• سنت کا شرعی مقام



5. Selected Study from Text of Hadith

- عن انس بن مالك رضى الله عنه قال قال رسول الله ﷺ: "من خرج في طلب العلم فهو في سبيل الله حتى يرجع".
- عن ابي امامة رضى الله عنه قال قيل يا رسول الله! الرجلان يلتقيان ايهما يبدا بالسلام فقال اولاهما بالله".
- عن ابي سعيد الخدرى رضى الله عنه قال سمعت رسول الله ﷺ يقول: "من رأى منكم منكراً فليغيره بيده فان لم يستطع فبلسانه فان لم يستطع فبقلبه و ذلك اضعف الايمان"
- عن ابي هريرة رضى الله عنه قال قال رسول الله ﷺ: "آية المنافق ثلاث اذا حدث كذب واذا وعد اخلف واذا اتتمن خان"
- عن ابي هريرة رضى الله عنه قال قال رسول الله ﷺ: "اياكم و الحسد فان الحسد يأكل الحسنات كما تأكل النار الحطب".
- عن ابي هريرة رضى الله عنه ان رسول الله ﷺ قال: "من كان يؤمن بالله واليوم الآخر فليقل خيراً او ليصمت ومن كان يؤمن بالله واليوم الآخر فليكرم جاره ومن كان يؤمن بالله واليوم الآخر فليكرم ضيفه".
- عن عبدالله ابن عمر بن الخطاب رضى الله عنهما قال سمعت رسول الله ﷺ يقول: بنى الاسلام على خمس شهادة ان لا اله الا الله وان محمداً عبده ورسوله واقام الصلوة وابتاء الزكوة وحج البيت وصوم رمضان
- عن ابي هريرة رضى الله عنه ان رسول الله ﷺ قال: "من حسن اسلام المرء تركه مالا يعنيه".

6. Introduction to Islamic law and jurisprudence

- History and Importance of Islamic Law and Jurisprudence
- Sources of Islamic law and jurisprudence
- Nature of differences in Islamic law
- Islam and sectarianism

6. اسلامی قانون اور فقہ کا تعارف

- اسلامی قانون اور فقہ کی تاریخ اور اہمیت
- اسلامی قانون اور فقہ کے ذرائع
- اسلامی قانون میں اختلافات کی نوعیت
- اسلام اور فرقہ واریت

7. Political System of Islam

- Basic Concepts of Islamic Political System
- Islamic Concept of Sovereignty
- Basic Institutions of government in Islam

7. اسلام کا سیاسی نظام

- اسلامی سیاسی نظام کے بنیادی تصورات
- اسلامی تصور حاکمیت
- اسلام میں حکومت کے بنیادی ادارے

8. Social System of Islam

- Basic concepts of social system of Islam
- Elements of Family
- Ethical Values of Islam

8. اسلام کا معاشرتی نظام

- اسلام کے معاشرتی نظام کے بنیادی تصورات
- خاندان کے عناصر
- اسلام کی اخلاقی اقدار

Recommended Readings

- Ahmad Hasan, "Principles of Islamic Jurisprudence" Islamic Research Institute, International Islamic University, Islamabad (1993)
- Dr. Muhammad Zia-ul-Haq, "Introduction to Al Sharia Al Islamia" Allama Iqbal Open University, Islamabad (2001)
- H.S. Bhatia, "Studies in Islamic Law, Religion and Society" Deep & Deep Publications New Delhi (1989)
- Hameed ullah Muhammad, 'Introduction to Islam Maulana Muhammad Yousaf Islahi,'
- Hameed ullah Muhammad, "Emergence of Islam" , IRI, Islamabad
- Hameed ullah Muhammad, "Muslim Conduct of State"



- Hussain Hamid Hassan, “An Introduction to the Study of Islamic Law” Leaf Publication Islamabad, Pakistan.
- Mir Waliullah, “Muslim Jurisprudence and the Quranic Law of Crimes” Islamic Book Service (1982)

Environmental Studies

Credit Hours: 3 (2+1)

Contact Hours: 3-2

Pre-requisites: None

Domain: GE (Natural Sciences)

Course Description

In the last few decades “environment” has become a buzz word. A basic understanding of this term has become necessary in every field of life. Therefore, this course is designed for non-environmental science students keeping in view their diverse background of science and nonscience subjects. This course only provides a basic understanding of the environment around us which is necessary to understand the environmental problems we face in our everyday life. This course is designed to provide a basic understanding of the environment, its components and its processes. The course will also provide a brief history and background of the environmental movements.

The course is designed to demonstrate knowledge and understanding of the environmental pollution, its causes and impact on human beings and ecosystem. Course will take a multidisciplinary approach and will cover contemporary environmental problems. Course will be beneficial in general to all students but particularly for students of economics, sociology, communication studies, management sciences and law due to wide scale application of these concepts in these fields.

The course will provide an introduction to a range of "global environmental challenges" facing humanity. It will provide the necessary background to understanding the policies, politics, governance and ethics, and decision-making processes that underpin the causes of, and responses to, environmental change. It will include an appreciation of the social construction of the term global environmental challenges and the implications of this.

Course Objectives

The course is designed to:

- provide students with a basic understanding of the environment, its components and processes.
- develop student capabilities to understand the man-environment interaction and ways human can impact environment.

Provide:

- an introduction of human attitude towards environment and how it has changed overtime,
- overview of the pollution; its causes and impacts,
- understanding of the role of human activities in causing environmental pollution,
- outline of the factors including physic-chemical, biological and socio-economic which contribute to accelerate or de-accelerate the rate of pollution.

Course Contents

1. Environment

- Definition and Concept
- Ecosystem, its component; material and energy flow in an ecosystem;
- Terrestrial and aquatic ecosystems; biomes and their distribution;



- Atmosphere: composition, air pollution, causes and its impacts.
 - Hydrosphere; water distribution on earth, water quality and quantity problems.
 - Lithosphere; earth structure, soil resources, pollution and problem.
 - Human population and resource use, Human attitude towards environment; history and background.
- 2. Environmental Pollution**
- Concept,
 - history and background,
 - Pollution sources and types: point and non-point sources.
 - Air pollution; sources, types of pollutants, sources and fate, impacts on human health and on environment,
 - Water pollution; water quality and quantity problems, sources, types of pollutants, sources and fate, impacts on human health and on environment, Solid Waste,
 - Noise Pollution, Toxic chemicals in environment, approaches to manage environmental pollution.
- 3. Global Environmental Problems**
- Ozone Depletion
 - history,
 - science,
 - world response
- 4. Climate Change**
- a myth or reality,
 - Conflicting Theories,
 - climate change scientific basis,
 - its impacts, world response,
 - climate change politics.
 - Acid Rain.
- 5. Human Population and sustainability, International environmental laws.**

Recommended Readings

1. Environmental Science: Earth as a Living Planet, Botkin, D.B & Keller, E.A. 9th Ed. John Wiley & Sons, 2013.
2. Environmental Science: systems and solutions, McKinney, M.L., Schoch, R.M. & Yonavjak, L. 5th Ed. Jones & Bartlett Publishers, 2013
3. Environmental Science: Toward a Sustainable Future, Wright, R.T. & Nebel, B.J. 10th Ed. Pearson Educational, 2007.
4. Environmental Science: Earth as a Living Planet, Botkin, D.B & Keller, E.A. 9th Ed. John Wiley & Sons, 2013.
5. Environmental Science: systems and solutions, McKinney, M.L., Schoch, R.M. & Yonavjak, L. 5th Ed. Jones & Bartlett Publishers, 2013
6. Environmental Science: Toward a Sustainable Future, Wright, R.T. & Nebel, B.J. 10th Ed. Pearson Educational, 2007.
7. Environmental Science: working with the Earth. 11th Ed. Miller, G., Tyler. Cengage Learning, 2005.
8. Environmental Science: Earth as a Living Planet, Botkin, D.B & Keller, E.A. 9th Ed. John Wiley & Sons, 2013.
9. Environmental Science: systems and solutions, McKinney, M.L., Schoch, R.M. & Yonavjak, L. 5th Ed. Jones & Bartlett Publishers, 2013
10. Environmental Science: Toward a Sustainable Future, Wright, R.T. & Nebel, B.J. 10th Ed. Pearson Educational, 2007.



The Science of Global Challenges

Credit Hours: 3 (2+1)

Contact Hours: 3-2

Pre-requisites: None

Domain: GE (Natural Science)

COURSE DESCRIPTION

Our world has seen a massive transformation in the past 200 years. The progress that we see around ourselves is largely owed to the advancement in Scientific knowledge that has enabled us to harness Nature's resources in a multitude of ways. This progress however has come at a great cost, including a threat to our own existence. Through this course, we will discuss some of the core challenges mankind is facing, the scientific reasoning behind all these challenges and the actions that must be taken to create a future free of these problems. The three main areas we will focus on include Climate Change, The Energy Crisis and the survival of humanity in the wake of deadly viruses and infectious diseases. Towards the end the students will get to see the complex relationship between Science, Technology and our Society and some future directions that promise a safer future for all of us.

COURSE OUTCOMES

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

1. Explain the scientific principles that help understand the key challenges we are facing today
2. Describe natural systems modulating the Earth's climate, articulate causes and consequences of anthropogenic climate change, and discuss measures to curb global greenhouse gas emissions.
3. Differentiate between renewable and nonrenewable systems
4. Explain the working principles of various renewable systems and devices including solar photovoltaics, wind mills, hydro power, geo thermal and bio energy
5. Explain the working principle of key biological ideas including viruses and diseases, evolution by natural and artificial selection
6. Demonstrate an understanding of the deep connection between science, technology and society

COURSE CONTENTS

Overview and Framing of the Course

Introduction to some key advancements we have made in the last 200 years and the associated challenges that are manifesting themselves in the form of Climate Crisis, the over reliance on fossil fuels and mass extinction of various species.

Challenge 1: Climate Change

- Intro and Framing
- What's the greenhouse effect?
- Challenges and risks of climate change
- Geologic History and Planetary Processes
- Oceans: How do ocean currents regulate global climate
- Atmosphere: How do large scale wind patterns affect global climate
- Ecosystems: Climate constrain ecosystems and ecosystems impact global climate



- Projections of future climate
- Measuring anthropogenic climate change
- What are GCMs? Carbon emission scenarios
- Sustainability

Challenge 2: Energy

- Science of Energy: Forms of Energy, Energy Conversion
- Sustainability of Energy Systems
- Working of renewable devices. How do solar cells operate? Photoelectric effect, intro to semiconductors and band gaps, Wind energy, Wind mills, Physics of a generator
- Energy quantification - Energy needs, available resources, renewable vs nonrenewable, challenges of current practices.
- Future of Energy

Challenge 3: Human Survival and Infectious Disease

- What are infectious diseases.
- Types of infectious diseases
- History of Germs, Vaccines and Diseases
- Evolution by Natural and Artificial Selection
- Why are viruses crossing species barrier?
- Anti-biotic resistance
- Human physiological limits
- Changing interactions and new diseases

Science, Technology, and Society

- Complex web of science, politics and social systems
- Development of Science in certain areas, Role of Wars
- Scientific Funding
- Technological Progress and Ethical Constraints
- Human experiences as Data

The Future of Science: Nanotechnology & Biotechnology

- Nanotechnology and its future applications in Medicine, Food, Computational Systems, Energy
- Biotechnology
- Future of foods: Agricultural production, consumption, and nutrition
- Genetic Modification: CRISPR, Gene Therapy
- Exobiology – Life and humans outside of Earth

Teacher's Manual

[Natural Sciences Course Outline - Aug 2021.pdf](#)

[Natural Sciences Teacher Manual - Aug 2021.pdf](#)



What is Science?

Credit Hours: 3 (2+1)

Contact Hours: 3-2

Pre-requisites: None

Domain: GE (Natural Science)

COURSE DESCRIPTION

Science and Technology have completely transformed the way we live. The development we have seen in the past few decades is unprecedented but very few understand the principles through which the scientific progress is achieved. This course, especially designed for first year students introduces various fields of natural science, how scientists operate within these fields, what methods they deploy to make new discoveries, and how they communicate the advances in their fields to the world.

The course starts with an introduction to the development of the scientific approach. It discusses the modern use of the scientific method and the tools and resources that scientists deploy to ensure that they produce authentic and reliable bodies of knowledge. Students are then introduced to three main branches of science (Physics, Chemistry and Biology), their core underlying principles, major developments in these fields and their applications in modern life. Students will work on case studies and lab experiments to understand how scientists discover various workings of nature and the missteps that they can take while conducting any scientific inquiry. The final part of the course focusses on the skills to separate valid science from fringe science. Students are also exposed to the fundamentals of scientific communication and strategies to identify reliable bodies of knowledge.

COURSE OUTCOMES

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

- Clearly articulate the development of scientific thought through various parts of human history and compare it to the modern scientific method.
- Describe various branches of Science, their underlying core ideas, and compare their applications.
- Using case studies and demonstrations, practice application of the Scientific Method in the natural sciences.
- Determine whether a given claim or belief is scientifically valid or not and provide a clear rationale for doing so.

COURSE CONTENTS

Overview of Science and the Scientific Method

- What is science?
- What qualifies as science?
- Why does it matter?
- Who practices it?
- Introduction to important terminology: Fact, hypothesis, theory, law

Evolution of the Scientific Method across Civilizations

- Prehistory, Mesopotamia & Egypt, Greeks, China, South Asia, Arab/Islamic, European



- Examples of scientific contributions from different regions are used to show different forms of reasoning that were used to determine the nature of reality and develop science as a process, e.g. inductive, deductive, abductive, hypothetico-deductive, falsification.

The Modern Scientific Method

- What does modern science look like today?
- What are the advantages of using this method? What are the limitations?
- How did science become the dominant method of understanding the natural world?

Introduction to Areas/Branches of Science

1 week (Intro to areas/branches of science)

2 weeks (Physics) = Major themes in Physics, Applications, Experiments

2 weeks (Chemistry) = Major themes in Chemistry, Applications, Experiments

2 weeks (Biology) = Major themes in Biology, Applications, Experiments

For each of the branches:

- Introduction to core ideas and important theories (e.g. Physics: Gravity, Chemistry: Atomic theory, Biology: Evolution by Natural Selection).
- Introduction to possible majors: How do they relate to various professions/fields.
- Practical applications of ideas from each field

How to spot Fake Science!?

- Practices leading to pseudoscience
- Case-studies from popular discourse (e.g. Cold Fusion, Telepathy, N-rays etc.)

Scientific communication

- Introduction to the Peer Review (advantages and misuse)
- Importance of controls and replication (link with the replication crisis in science)

Teacher's Manual

[Natural Sciences Course Outline - Aug 2021.pdf](#)

[Natural Sciences Teacher Manual - Aug 2021.pdf](#)

Introduction to Geography

Credit Hours: 3 (2+1)

Contact Hours: 3-2

Pre-requisites: None

Domain: GE (Natural Science)

Course Description

Analyses the physical structure of the earth's surface, including landforms, weather, climate, and biogeography. Emphasizes understanding of what makes each point on Earth unique and how humans interact with physical systems in multiple ways.

Course Objectives

Students should be able to:

- Explain the causes of seasons
- Discuss the formation of major landforms.
- Discuss the function, temperature profile and composition of the atmosphere.



- Discuss the hydrologic cycle, and the distribution and allocation of water resources for humans.
- Analyse patterns and consequences of human environment interaction.

COURSE OUTLINE

Unit 1: Defining Geography

- Definition of Geography
- Scope of Geography
- Themes and traditions of Geography
- Geography and its relationships with other sciences

Unit 2: Geography And Its Major Branches

- Physical Geography
- Human Geography
- Economic Geography
- Urban Geography
- Population Geography

Unit 3: Planet Earth

- Galaxies and solar system
- Earth within the solar system
- Shape, size and movements of the earth
- Location and time on earth
- Latitude, longitude network
- Local Time, Standard time
- Time zones and International Date Line

Unit 4: Spheres On and Around Earth

- Lithosphere and its main characteristics
- Hydrosphere and its main characteristics
- Atmosphere and its main characteristics
- Biosphere and its main characteristics

Unit 5: Man and Physical Environment

- Man-environment interaction.
- Population
- Major Economic activities and sustainability
- Settlements
- Pollution

Suggested Readings

1. Modern Physical Geography by A.N. Strahler 2004
2. Human Geography: Culture, Society And space By H.J.D. Bliji 2002
3. Environment, Resources and Conservation by S. Owen and P. Owen 1990



Course Name: **PRINCIPLES OF MARKETING**

Understanding Marketing and Marketing Process

What is marketing?
Marketplace and customers needs
Basic functions of marketing
Importance of marketing

Marketing Strategy: Building strong customers relationship

Defining marketing role
Marketing strategy and marketing Mix
Managing the marketing efforts

Consumer Buying Behavior.

What influence consumers behavior
Types of buying decision behavior
The buying decision process
The buying decision process for new products

Business markets and Business Buyers' Behavior

Business markets
Business buying behavior
Stages in business buying process
Institutional and government markets

Market Segmentation, Targeting and positioning for competitive advantage

Market Segmentation
Market Targeting
Differentiation and positioning

Product and Services Marketing Strategies.

What is product and service
Level of product and services
Product and services classification
Product and services decision
Services marketing

New Product Development and Product Life Cycle Strategies.

New product development strategies
New product development process
Product life cycle strategies

Developing pricing Strategies

What is price?, Setting price, Price adjustment strategies
New-product pricing strategies, Price changes



Marketing channels and Supply Chain Management.

- Nature and importance of marketing channels
- Various marketing channels
- Channel design decision
- Channel management decision

Retailing and Wholesaling

- Types of retailers
- Retailers marketing decision
- The future of retailing
- Types of wholesaling
- Wholesalers marketing decision
- Trends in wholesaling

Integrated Marketing Communication.

- The marketing communication mix
- A view of communication process
- Steps in developing effective communication
- Socially responsible marketing communication

Advertising and Public Relations.

- Setting advertising objectives
- Types of advertising
- The advertising decision process
- The role and impact of public relation
- Major public relation tools

RECOMMENDED BOOKS

1. William J. Stanton and Charles Furtrell, Fundamentals of Marketing
2. The Principles of Marketing by Philip Kotler and Gray Arms
3. PRINCIPLES OF MARKETING --- Michael J. Etzel, Bruce J. Walker, William J. Stanton Stanton_11th Edition McGraw Hill-1997
4. PRINCIPLES OF MARKETING --- Thomas C. Kinnear, Kenneth L- Bern, Hardt, 4th Edition
Kathleem A. Krentler, Honper Collin College Publishers

Expository Writing
Credit Hours: 3 (3-0)
Contact Hours: 3-0
Pre-requisites: None
Domain: GE

COURSE DESCRIPTION

This course prepares undergraduates to become successful writers and readers of English. The course helps students develop their fundamental language skills with a focus on writing so that they can gain the confidence to communicate in oral and written English outside the classroom. The course is divided into five units and takes a PBL (Project-based Learning) approach. Unit themes target the



development of 21st century skills and focus on self-reflection and active community engagement. Course activities include lectures, group, pair and individual activities, as well as a series of required assignments, including reading and writing across various genres. Finally, the course prepares students for taking the next course in the sequence, 'Expository Writing II: Cross-cultural Communication and Translation Skills'.

COURSE OBJECTIVES

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

1. Analyze basic communication skills and use them effectively in oral and written English
2. Develop skills as reflective and self-directed learners
3. Critically evaluate and review various types of texts and summarize them
4. Develop analytical and problem-solving skills to address various community-specific challenges
5. Intellectually engage with different stages of the writing process, such as: brainstorming, mind mapping, free writing, drafting and revision, etc.

LEARNING OUTCOMES

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

1. Write, edit and proofread a short essay in English language
2. Present ideas to the whole class in team presentations using English that is comprehensible and engaging.
3. Critically analyze a text written in English using SQW3R strategies
4. Conduct small-scale research about their communities
5. Draft a letter to editor.

COURSE CONTENTS

Unit 1: Expository Writing

- Introduction
- Types
- Usage

Unit 2: Self Reflection

- Introduction to the basics of the writing process
- Introduction to the steps of essay writing
- Students practice prewriting activities like brainstorming, listing, clustering and freewriting
- Students practice outlining of the essay

Unit 3: Personalized Learning

- Students reflect on their learning process
- Group discussion about learning styles based on the reading material provided to students
- Introduction to personalized learning
- Students practice goal setting
- And create a learning plan
- Introduction to the structure and significance of oral presentations
- Class discussion about content selection and slide preparation for oral presentations
- Peer review through a gallery walk

Unit 4: Critical Reading Skills



- Introduce authentic reading (DAWN newspaper and non-specialist academic books/texts)
- Conduct classroom reading activities (using strategies skimming, scanning, SQW3R, previewing, annotating, detailed reading and note-taking) using standard tests (TOEFL and IELTS) Assign books/articles/reports for their individual home assignments.
- Share model review reports and annotated bibliographies

Unit 5: Community Engagement

- Showing short documentaries to students on global environmental issues
- Student-led brainstorming on local versus global issues
- Teacher-led introduction to the unit assignment (using assignment sheet)
- Readings (or other input sources - video, social media) from local news on possible community issues, letters to editor and op-eds
- Identify research problems
- Begin drafting research questions based on the problems identified
- Facilitating students on developing research questions in groups
- Draft interview or survey questions for community research (in English or L1)
- In-class role-plays of interviews with community members
- Engaging students in critical reading and reflection on the issues found in different communities
- In-class work on understanding interview information, how to present interview or survey information
- Refining the research questions, designing a detailed research plan in groups, dividing the tasks and deciding the timeline for the completion of the project
- Exposure to interview questions and interviewing techniques to develop an in-depth understanding of the issues
- Continued group work on report outline
- In-class lecture and group work on analyzing information
- Discussion based on translating the data from the source language to the target language (English)
- Sharing the experience of field work in class orally
- Teacher feedback on outline of report (globally to entire class and individually to groups as needed)
- Revisions to oral report in groups Engaging students in individual structured reflective writing based on their experience of working on the project
- Sharing their reflective writing to learn about each other's points of view
- Think-pair-share the findings (group similar issues)
- Individual writing of reflection on the community engagement project and their role in the group
- Brainstorm using creativity for dissemination - cartoons, advertisements for university magazine or beyond, creating posts for FB
- Summarizing/ converting the report to a letter to the editor to highlight the problems explored and their possible solutions (homework - connecting activity for week 11 - Unit 5)

Unit 6: Letter to the Editor

- Teacher-directed instruction on genres (types) of writing focusing on letter-writing
- Model-practice-reflect: Introduce types of letters comparing the use of formal and informal vocabulary and phrases in each type



- Introduce the format and purpose of the letter-to-editor explaining with the help of an actual letter from a local newspaper
- Group reading of sample letters-to-editor selecting ones that deal with issues familiar to the students
- Invite a guest lecturer (local newspaper editor or faculty from journalism) to talk about what issues are currently raised in letters-to-editors and what are editors' criteria to accept letters for publication
- Work in groups to continue reviewing letter samples, analyzing the structure of letters
- Each group identifies an issue they want to write about and give a brief oral presentation to the class
- Submit the first draft of letters (to the teacher and peer-review group)
- In-class peer review of drafts using a checklist focusing on content and structure DUE:
- First draft of letter (to teacher and peer review group)
- Groups revise first draft of letter
- Differentiate among revision, proofreading and evaluation (as substages of finalizing documents)
- Discuss critically the draft-letter and implement the 'revision' phase of writing Reading of (DAWN) newspaper and sharing important letters (to editors) on local issues
- Groups revise second draft of letter Explicit instruction (paragraph structure, syntax, diction, grammar, and mechanics)
- Classroom discussion/debrief of activity Discuss critically and finalize the draft-letter as the last phase of writing

Teacher Manual & Suggested Reading

[Expository Writing Course Outline - Sept 2021 - HEC.pdf](#)

[Detailed Courses - Expository Writing - Sept 2021 - HEC.pdf](#)

[Expository Writing Teachers Manual - Sept 2021 - HEC.pdf](#)

Course Name: **FINANCIAL ACCOUNTING-11**

Accounting Concepts: (Review)

GAAP, The Consistency Principle,
The Disclosure Principle,
Materiality Principle,
Conservatism Principal,
International Accounting Standards-Overview.

Partnership Accounts:

Introduction,
Formation, Admission & Liquidation,
Division of Income,

Corporation Accounting:

Introduction,



Formation of Corporation,
Types of Capital
Types of Shares/Stock & Debentures/Bond,
Accounting process for issue of shares and Debentures,
Preparation of Corporation's Balance Sheet,

Statement of Cash Flow:

Introduction & Purpose,
Classification of Cash Flow,
Preparation of Cash Flow Statement

Plant Assets & Depreciation:

Categories of Plant Assets.
Depreciation Methods
MACRS Methods.
Amortization & Depletion Methods

Inventories:

Introduction, Types of Inventories.
Inventory costing Methods
LIFO, FIFO, AVERAGE.

Text Books:

- 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
- Frankwood, Business Accounting-I and Business Accounting-II
- M.A.Ghani, Principles of Accounting.
- Fundamentals of Accounting, Aftab Ahmed

Course Name: **HUMAN RESOURCE MANAGEMENT**

THE HUMAN RESOURCE FRAMEWORKS

Introduction to Human Resource Management
Objectives of Human Resource Management
Human Resource Management Activities
External Organizational Challenges to Human Resource Management
Internal Organizational Challenges to Human Resource Management

HUMAN RESOURCE PLANNING

Need for Human Resource Planning
Factors Shaping Organization Demand for Human Resources
Forecasting Techniques for Human Resource
Career Planning Defined, Advantages of Career Planning
Major Actions Aiding Career Development



RECRUITMENT & SELECTION

- Definition of Recruitment
- Recruitment Process
- Constraints and Challenges of Recruitment Process
- Recruitment Channel
- Selection Defined
- Selection Process

EQUAL EMPLOYMENT OPPORTUNITY

- HRM in Global Environment
- Current Issues

PERFORMANCE APPRAISAL

- Introduction to Performance Appraisal
- Uses of Performance Appraisal
- Elements of Performance Appraisal Systems
- Appraisal Methods

TRAINING AND DEVELOPMENT

- Difference between Training and Development
- Steps to Training and Development

INTERACTIVE CONFLICTS AND NEGOTIATION SKILLS

- Individual Conflicts
- Interpersonal Conflicts
- Inter Group Behavior and Conflicts
- Organizational Conflicts
- Negotiation Skills
- Traditional Negotiation Skills
- Newly Emerging Skills

HEALTH & SAFETY AT WORK PLACE

- Introduction
- Important of Health & Safety at Work
- Health & Safety Policies & Implementation
- Changing attitude to Health & Safety

COMPENSATION AND BENEFITS

- Objectives of Compensation Management
- Challenges affecting Compensation

MOTIVATION & REWARD SYSTEM

- Concept of motivation
- Reward system
- Motivation techniques



Employees Disciplines

COLLECTIVE BARGAINING & INTERNAL EMPLOYEE RELATIONS

The Collective Bargaining Process
Bargaining Issues
A Global Perspective of IER

RECOMMENDED BOOKS

1. Human Resource & Personnel, William B. Werther & Keith Davis
McGraw Hill.
2. HUMAN RESOURCE MANAGEMENT, Bernardin & Russell, latest Edition.
McGraw Hill.
3. ORGANIZATIONAL BEHAVIOR, Fred Luthans. Latest Edition, McGraw Hill.
4. Organizational Behavior, Robert Kreitner & Angelokinicki , Latest Edition, IR



Exploring Quantitative Skills

Credit Hours: 3 (3-0)

Contact Hours: 3-0

Pre-requisites: None

Domain: GE

COURSE DESCRIPTION

This course aims to develop the basic mathematical skills which ultimately enhance problem solving skills using inductive and deductive reasoning and sets. The basic concepts will be developed with applications from the real world such as algebraic models with equations, rates, ratios, and percentages will be discussed. Students will also explore linear models, including rectangular-coordinates, functions, empowering them to analyze real-world problems with logical precision. By the end of course, students will have practiced problem-solving, logical reasoning, and mathematical modeling abilities to tackle diverse challenges confidently as follows:

- Students will be introduced to the above concepts, and they will be prepared to apply these concepts to analyze and interpret information in different walks of life.
- Students will get familiarized with the importance of quantitative reasoning skills in the modern age.
- This course will improve their ability to deal with scenarios involving numbers related issues in a logical manner.
- It will provide students an opportunity to appreciate the intellectual beauty of quantitative reasoning skills.
- It will prepare students to apply the quantitative reasoning skills in solving quantitative problems which they will experience in their practical lives.

COURSE CONTENTS

Exploring Importance of Quantitative Reasoning Skills

What is quantitative reasoning, Overview of contributions of mathematicians especially Muslim scholars.

Problem Solving Techniques

Understanding relationship between parts and whole, Practical life scenarios involving units and rate, Unit analysis as a problem-solving tool, Inductive and deductive reasoning, Problem solving strategies.

Numbers & the Universe

Understanding our World through numbers, Dealing with very big and small numbers & their applications, Understanding uncertainty and its applications, Introduction to number systems and different types of standard numbers and their role in practical life scenarios, square roots, cube roots, highest common factors, lowest common multiples, visualizing fractions, decimals, systems of measurements, an overview of contributions of mathematicians, unit analysis as a problem-solving tool.

Financial Issues

Money management (profit, loss, discount, taxation, and other scenarios involving percentage), money management in practical life scenarios like investments and federal budget, simple and compound interest, Saving plans and economy, percentage, profit, loss,



discount, taxation, and other scenarios involving percentage, simple and compound interest with applications.

Exploring Expressions

Practical scenarios involving expressions, equating two expressions in one variable & using it to solve practical problems, linear equations, quadratic equations and their applications in social and economic problems.

Exploring Beauty in Architecture & Landscape

Introduce geometrical objects through architecture and landscape, dealing with social and economic issues involving geometrical objects, fundamentals of geometry, applications of Pythagorean theorem, introduction to unit circles, trigonometric functions and inverse trigonometric functions, problem solving with geometry.

Venn Diagrams

Venn diagrams and their applications

TEACHER MANUAL

[Quantitative Reasoning Courses/Quantitative Reasoning Teacher Manual - Sept 2021 - HEC.pdf](#)

RECOMMENDED RESOURCES

1. R. N. Aufmann, I. S. Lockwood, R. D. Natio and D. K. Clegg, Mathematical Thinking and Quantitative Reasoning (2008), Houghton Mifflin Company (New York).
2. Bennett, I. & Briggs, W. (2015). Using and understanding mathematics (6th Edition). Pearson Education, Limited.
3. Blitzer, R. (2014). Precalculus. (5th Edition). Pearson Education, Limited.
4. Using and understanding mathematics, 6th edition by Jeffrey Bennet and William Briggs, published by Pearson USA.
5. Mathematical thinking and reasoning 2008 by Aufmann, Lockwood, Nation & Clegg published by Houghton Mifflin Company USA.
6. Precalculus by Robert Blitzer 5th edition published by Pearson USA.
7. Precalculus Graphical, Numerical, Algebraic 8th edition by Franklin D. Demana, Bert K. Waits, Gregory D. Foley & Daniel Kennedy published by Addison Wesley USA.
8. Precalculus Mathematics for Calculus, 6th edition by James Stewart, Lothar Redlin and Saleem Watson published by Brooks/Cole Cengage Learning USA.
9. GRE Math Review https://www.ets.org/s/gre/pdf/gre_math_review.pdf OpenAlgebra.com
10. A free math study guide with notes and YouTube video tutorials.



Creative Writing
Credit Hours: 2 (2-0)
Contact Hours: 2-0
Pre-requisites: None

Domain: GE (Arts & Humanities)

Course Description

Creative writing is everywhere. It connects authors and audiences whether you are reading a novel or driving past a billboard. This course will train students in the craft of writing expressively and persuasively across a wide range of creative modes and media. From writing literary fiction for the printed page or for digital platforms, to producing compelling and poetic sales copy, this course provides students with the basic knowledge and skills that allows them to connect with a target audience and become better storytellers. It will pose questions concerning the very nature of "literary" language and examine the ways in which such language can command our attention, stir our emotions, and thus encourage us toward action.

Learning Outcomes

Students who successfully complete this course will:

- Gain exposure to a range of creative genres and forms and acquire the skills with which to identify elements and techniques of each that attract attention and persuasively affect readers
- Be introduced to practices (in tutorial workshops) to help learn to give and receive effective feedback
- Develop new vocabularies and techniques that span creative fiction and creative advertising. The development of a portfolio will give students experience in editing and presenting their own work
- Gain the ability to judge and assess creative texts for their rhetorical structure and persuasive effects
- Develop their capacity for self-directed activity through compiling their creative submissions
- Be exposed to diverse literary and cultural characteristics and their influences on each other in a global cultural context through studying how different texts affect different audiences in different contexts. This exposure will also help them develop as conscientious citizens

Topics

Topics will vary and will include:

- Crime fiction
- Creative copywriting
- Flash Fiction
- Digital narratives
- Satire
- Travelogues

Required Books and Materials

- Poem Crazy by Susan Wooldridge
- Creating Short Fiction by Damon Knight
- Edmondson's Creative Writing Models (instructor course pack bound in one volume)



- Paper, pens, notebooks, portfolio (determined by each student).
- An active UH student email account you know how to use (<https://myuhportal.hawaii.edu>)

Introduction to History

Credit Hours: 2 (2-0)

Contact Hours: 2-0

Pre-requisites: None

Domain: GE (Arts & Humanities)

Course Description

This is an Introductory level course consist of a review of major concepts relevant to the understanding of history as discipline and as a Process. It focuses on the introduction of major concepts, terminologies and issues, understanding of those are essential for the study of history. It will aim at the clarification of basic notions or ideas about what is history and what history is for. It evolves around the idea of the place of history as a source of knowledge and how can we approach historical knowledge with a sense of evolution.

Course Objectives

The purpose of this course is:

- To make students aware of the nature of historical knowledge and research.
- To inculcate among the students a sense of historical evolution of human knowledge, development and progress
- To develop among the students an ability to understand the common themes of historical knowledge.
- To inculcate among the students of history a sense of critical thinking.
- The Course shall form the basis for the ensuing courses of History at different levels.

Course Outcomes

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

- Have an understanding of the major concept of historical Knowledge.
- Have an ability to distinguish between 'historical' and 'Instinctual' aspects of human knowledge.
- Have an ability to understand the historical evolution.
- Have an ability to plan a role in the future development.

Course Contents

- What is History?
 - Literal, terminological and conceptual meaning of history
 - History as Fact
 - History as Process
 - History as Narrative
- Memory, Record and History
- Nature of History:
 - Being and Becoming;
 - Continuity and Change;
 - Evolution, Progress and Development



- Macrocosm & Microcosm: Time, Space, Causation
Facts and opinion/ objectivity & Subjectivity
- Utility, Benefits & importance of History:
 - History as a corrective/cohesive force;
 - History as a repetitive force
 - Continuity of History from Past to Future
 - Lessons from Past Historical determinism, etc.
 - History as Mother of All Sciences/Knowledge
- Epistemological nature of History:
 - Relationship of History with other forms of knowledge:
 - Natural Sciences
 - Social Sciences
 - Literature and Arts
- Forms and Classification of History

Suggested Readings

1. Burke, Varieties of Cultural History, Cornell University Press, 1977
2. Carlo, Ginzburg. Clues. Myths, and the Historical Method, John Hopkins: University Press, 1992
3. Carr, E. H., What is History? Harmondsworth: Penguin, 1961
4. Cohn, Bernard. An Anthropologist among Historians and Other Essay, Oxford University Press, 1988
5. Collingwood, R. G. The Idea of History. Oxford: Oxford University Press, 1978.
6. Daniels, Studying History: How and Why, New Jersey, 1981.
7. Gertrude Himmelfarb. The New History and the Old, Cambridge: Harvard University Press, 1987
8. Govranski. History Meaning and Methods, USA, 1969
9. Hegel. Elements of the Philosophy of Right. Cambridge University Press, 1991
10. Qadir, Khurram, Tarikh Nigari Nazriyat-o-Irtiqa, Lahore: Palgrave, 1994.
11. Qureshi, Muhammad Aslam. A Study of Historiography. Lahore: Pakistan Book Centre, Latest Edition.
12. Steedman. Caroline, Dust: The Archive and Cultural History, Manchester University Press, 2002
13. Stern Fritz, .Varieties of History: from Voltaire to the Present, Vintage, 2nd Edition 1975
14. Tahir Kamran, The Idea of History Through Ages, Lahore: Progressive Publisher, 1993
15. Lemon, M. C., Philosophy of History, London: Routledge, 2003
16. Marwick, Arthur, The New Nature of History, London, 1989, pp.31-35.
17. Roberts, Geoffrey, ed., History and Narrative Reader, London: Routledge, 2001.
18. Shafique, Muhammad, British Historiography of South Asia: Aspects of Early Imperial Patterns and Perceptions, Islamabad, NIHCR, Quaid-iAzam University, 2016



INTRODUCTION TO PHILOSOPHY

Credit Hours: 03(3-0)

Course Objectives: To enable the students to understand basic concepts of philosophy in the fields of metaphysics, axiology, and epistemology. Also the course will help students in understanding of basic philosophical terms.

Course Contents

1. A review of the history of philosophy
2. A discussion on the major problems and methods of philosophy
 1. Greco-Roman Philosophers Plato, Aristotle, Democritus, Pythagoras, Heraclitus, Protagoras, Epicurus, Seneca, and Epictetus
 2. Medieval Religious Philosophers Avicenna, Averroes, St. Thomas Aquinas
 3. Renaissance Philosophers Machiavelli, Erasmus, Thomas More
4. Enlightenment and Sui Generis Philosophers Copernicus, Descartes, Hobbes, Spinoza, Leibniz, Locke, Berkeley, Hume, Kant
5. Idealists Fichte, Schelling, Schiller, Hegel
6. Utilitarian Philosophers Jeremy Bentham, J.S. Mill
7. Romantic Reactionaries Rousseau, Schopenhauer, Kierkegaard,
8. Materialist Philosophers Feuerbach, Marx
9. The Irrational Philosophers Bergson, Freud
10. Phenomenologists and Existentialists Husserl, Heidegger, Sartre, Camus, Fanon

Suggested Readings

1. Adorno, T.W., Aesthetic Theory. Tr. By C. Lenhardt. London: Routledge & Kegan Paul, 1984
2. Ahmad, Absar, Concept of Self and Self-Identity in Contemporary Philosophy. Lahore: Iqbal Academy, 1986
3. Aldrich, Virgil., Philosophy of Art, New Jersey: Prentice Hall, 1963
4. Anne, Bruce, Metaphysics: The Elements. Oxford: Basil Blackwell, 1986
5. Aristotle, The Works of Aristotle, edited by W.D. Ross. Vol x. Politica, translated by Benjamin Jowett. Oxford: Clarendon Press 1921
6. Ayer, A. J., Central Questions of Philosophy London: Penguin Books, 1973
7. Cairns, Huntington, Legal Theory from Plato to Hegel. Baltimore: John Hopkins Press. 1967.
8. Copleston, Frederick, A History of Philosophy. vols New York: Image Books 1962 Frankena, William, K. Ethics Prentice Hall, Inc.
10. Hurley, Patrick, J, A Concise Introduction to Logic, Belmont: Wadsworth Publishing Co. 1988
11. James Rachel



Course Name: **MARKETING MANAGEMENT**

Understanding marketing management

- What is marketing management?
- Functions of marketing management
- Scope of marketing management
- Evolution of marketing management
- Develop culture value and relationships through marketing.
- Customer perceived value, monitoring satisfaction.

Linking marketing and corporate strategies

- Developing marketing strategies and plans
- The value delivery process
- The value chain process
- Core competencies
- Central role of strategic planning
- Define corporate or business mission
- Establishing strategic business units/ SWOT analysis
- Marketing innovation.

Scanning the marketing environment

- Analyzing the macro environment
- Needs and trends
- Identifying the major forces
- Demographic environment
- Social-culture environment
- Economic environment
- Natural environment
- Technological
- Political-legal
- Influence of these forces over marketing decisions.

Consumer behavior

- What influence consumer behavior
- Cultural factors
- Social factors
- Personal factors
- Psychological factors

Organizational markets

- Business markets v/s consumer markets
- Market structure and demand
- Institutional markets
- Government markets

Buying Behavior

- What is organizational buying?
- Buying situations
- System buying & selling
- Stages in buying process



Buying centre
The purchasing process

Turning marketing information in action

Definition
Gathering information
Marketing database system
Marketing intelligence
Marketing research process
Steps involve in marketing research

Identifying market segments & targets

Levels of market segmentation
Segment marketing
Niche marketing
Local marketing
Bases for segmenting consumer markets
1)geographic
2)demographic
3)psychographic
4)behavioral
Market targeting
Effective segmentation criteria
Evaluating & selecting the market segments
Additional considerations

Developing new products

New product options
Make or buy
Types of new product
Challenges in new product development
The innovation imperative
New product success
New product failure
Organizational arrangements.
Budgeting for new product development
Organizing new product development

Managing products and brands

Concept development and testing
Marketing strategy development
Product development
Market testing
Commercialization
The consumer adoption process
Stages
Factors influencing the adoption process



Designing and managing marketing channels

- The importance of channels
- Channel development
- Developing distribution channels
- Roles of marketing channels
- Channel management decisions
- Channel integration and system

Wholesaling & Retailing

- Trends in wholesaling
- Types of retailers
- The retail environment
- Marketing decisions

Integrated marketing communication and direct marketing

- The role of marketing communications
- Marketing communication, brand equity and sales.
- The communication process model
- Select the communication channels
- Deciding on the market communication mix

Advertising, sales promotion and public relations

- Developing and managing advertising program
- Setting objectives
- Deciding the advertising budget
- Deciding media and measuring effectiveness
- Sales promotion
- Objectives
- Major decisions
- Public relations
- Marketing public relations
- Major decisions in marketing public relations

Personal selling and sales management

- Principles of personal selling
- The six steps
- Sales force structure
- Sales force size
- Managing sales force
- Recruiting and selecting representivities
- Training and supervising
- Monitoring
- evaluating

Building the price foundation

- Arriving the price foundation
- Setting the price



- Step:1 selecting the price objective
- Step:2 determining demand
- Step:3 estimating costs
- Step:4 analyzing competitors
- Step:5 selection pricing model
- Step:6 selecting final price
- Adopting price

Recommended Books

1. Philip Kotler Kevin lane kller, Araham Koshey, 13th edition
2. Mc-Graw Hill, Co, 11th edition
3. Marketing management; by Peter R Dickson, 2nd edition.
4. Marketing a strategic approach; McColl-Kennedy & Kiel

Course Name: **MICROECONOMICS**

Introduction

- Basic Concept of economics
- Definition of Economics
- Factors of Production
- Types of Economies

Scarcity Problem

- The Economic Problem of Scarcity
- Limited Resources and Goods
- Goals of Market Oriented Economy
- Concepts of Graph in Economics

Basic Elements of Supply and Demand

- Definition of Demand, Law of Demand, Assumptions, Limitations, Shifts in Demand Curve, Individual and market Demand, Determinants of Demand
- Elasticity of Demand, Income Elasticity, Price Elasticity, Cross Elasticity
- Determinants of Elasticity
- Definition of Supply
- Law of Supply
- Assumptions, Limitation, Shifts in Supply curve
- Determinants of Supply
- Market Equilibrium
- The Effects of Demand Shift on Equilibrium
- The Effect of Supply shifts on Equilibrium



Demand and Consumer Behavior

Introduction
Utility
Law of Diminishing Marginal Utility
Law of Equal and Marginal Utility
Indifference Curve Approach
It's Shape
Assumptions
Budget constraint
Income And Substitution Effects of a consumer

Analysis of Cost

Introduction
Total cost, Fixed Cost, Variable Cost
Marginal Cost, Average Cost
Average Fixed and Variable Cost

Behavior of Perfect Competitive Markets

Markets
Kinds of markets
Behavior of Perfectly Competitive Market
Conditions of Perfectly Competitive Market
Long and short Run Analysis and Short Comings

Monopolistic competition

Monopoly
Conditions of Monopoly
Long Run and Short Run Analysis
Monopolistic Competition
Oligopoly Markets
Duopoly Markets
Conditions of Oligopoly Markets and Duopoly Markets
Long Run and Short Run Analysis

Factor Pricing

Introduction
Marginal Productivity theory
Explanations and Assumptions
Factors of Production

Labor Market

Introduction
Efficiency of Labor
Demand for Labor, Supply of Labor

Land and Capital

Characteristics of Land, Productivity of Land



Extensive Cultivation, Intensive Cultivation
Capital, Forms of capital
Productivity of Capital
Capital Formation

Recommended Books:

1. Samuelson Pual and Nordhaus W.D “ Economics” Latest Edition, McGraw Hill
2. McConnel and Brue “Economics “Latest Edition” McRraw Hill.
3. G.P Gould and Ferguson “Microeconomics Theory” Latest Edition.
4. Habibullah Vaseer “Elements of Economics” Latest Edition.

Civics and Community Engagement

Credit Hours: 2 (2-0)

Contact Hours: 2-0

Pre-requisites: None

Domain: GE

Description

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

The course is designed to be students’ introduction to civic engagement and what it means to be responsible, socially conscious citizens of Pakistan and the world. Students learn the broad definition of civic engagement and critically examine key concepts related to civic and community engagement, including identity and social location, community, and systems of power. As a community-based learning course, students not only discuss these concepts in class but also experience and apply them in real world situations through community engagement experiences—direct service, attending events, exploring social issues, etc. The course provides ample opportunities to reflect on course concepts and engagement experiences, plus students will learn how to advance their knowledge and practice of these concepts beyond the course.

The Learning Outcomes of the course say that students will be able to:

- Define civic engagement and community engagement and key concepts such as identity, community, and systems of power.
- Practice skills related to civic engagement (self-awareness, relationship building, dialogue, reflection, etc.) in real-world situations through direct community engagement.
- Identify social issues connected to community engagement experiences, and be able to identify and critically examine additional social issues in class.
- Envision their own identity as an active, engaged, responsible citizen.
- Recognize how effective individual actions can affect social change.
- Identify examples of power and privilege and be able to explain their impact in everyday life.

Contents

- Introduction to Citizenship Education and Community Engagement
- Civic Engagement and Community Engagement



- a. Identity
- b. Community
- c. System of Power
- d. Culture
- e. Social Harmony
- Practice Skills Related to Civic Engagement
 - a. Self-awareness
 - b. Relationship building
 - c. Dialogue
 - d. Reflection
- Social Issues in Pakistan
 - a. Poverty
 - b. Discrimination
 - c. Domestic violence
 - d. Hate speech/act
 - e. Intolerance
 - f. Unemployment
 - g. Violence
 - h. Overpopulation
 - i. Favouritism
 - j. Other
 - k. Identification of social issues connected to community engagement experiences.
- Social Action Project
 - a. Volunteerism
 - b. Community service
 - c. Public service
 - d. Political activism
 - e. Public service leadership
- Civic Collaboration
 - a. Multi-cultural society and inter-cultural dialogue
 - b. Active Citizen: Locally Active, Globally Connected
- Human rights, constitutionalism, and citizens' responsibilities

Recommended Books

1. John J. Macionis, Linda Marie Gerber, Sociology (New York: Pearson Education, 2010)
2. Community Development, Social Action and Social Planning by Alan Twelvetrees 12 May 2017
3. The Constitution of the Islamic Republic of Pakistan (Pakistan: The National Assembly of Pakistan, 2012), also available online at the official website of National Assembly of Pakistan: <http://na.gov.pk/uploads/documents/13333523681951.pdf> (Accessed on April 25, 2017)



Tools for Quantitative Reasoning

Credit Hours: 3 (3-0)

Contact Hours: 3-0

Pre-requisites: None

Domain: GE

COURSE DESCRIPTION

The primary objective of this course is to explore probability and statistics. The curriculum includes in-depth study of exponential and logarithmic functions, as well as problem-solving related to these mathematical concepts. Solving system of linear equations and matrix algebra is the part of this course which ultimately develops the necessary background for data analysis. Overall, the course aims to equip students with a comprehensive understanding of mathematical concepts relevant to probability and statistics enabling them to apply these skills in real-world problems. The following are the main objectives:

- Students will be introduced to the above listed concepts, and they will be prepared to apply these concepts to practical life scenarios.
- This course will enhance their ability to deal with scenarios involving quantitative reasoning skills in a logical manner which they can face in their practical lives.
- It will prepare students to deal with different forms of data occurring in professional, social and natural sciences.
- Students will be introduced to scenarios involving functions and probability in different disciplines.
- This course will prepare the students to apply the quantitative reasoning skills in other disciplines.
- This course will provide solid foundation for students to use the quantitative reasoning skills in solving practical life problems.

COURSE CONTENTS

Exploring Graphical Information

Investigating relationships between variables, Exploring tools to find relationship between variables, Resources, and population growth: dealing with economic, environmental, and social issues.

Building blocks of a plane

Graphical and analytical approaches to solve a problem, Applications of graphical & analytical approaches to solve social & economic problems.

Exploring inequalities

Understanding inequalities around us, dealing with practical problems involving inequalities in different disciplines

Comparing quantities

Golden ratio in sculptures, Comparison of statements and their use in social and economic problems, Applications of ratio and proportion, Sequence, Arithmetic sequence, geometric sequence, counting principles and their applications.

Thinking Logically

Survival in the modern World, Propositions and truth values, Categorical proposition, and its applications

Understanding Data



Introduction to data, tabular and graphical presentation of data, descriptive analysis of data, standard deviation, measure of the locations, Scatter plots, Pearson's correlation coefficient, measure of dispersions, sampling distributions, levels of measurements, experimental design and basic rules of probability.

TEACHER MANUAL

[Quantitative Reasoning Courses\Quantitative Reasoning Teacher Manual - Sept 2021 - HEC.pdf](#)

RECOMMENDED RESOURCES

1. Using and understanding mathematics, 6th edition by Jeffrey Bennet and William Briggs, published by Pearson USA.
2. Mathematical thinking and reasoning 2008 by Aufmann, Lockwood, Nation & Clegg published by Houghton Mifflin Company USA.
3. Pre-calculus by Robert Blitzer 5th edition published by Pearson USA.
4. Pre-calculus Graphical, Numerical, Algebraic 8th edition by Franklin D. Demana, Bert K. Waits, Gregory D. Foley & Daniel Kennedy published by Addison Wesley USA.
5. Pre-calculus Mathematics for Calculus, 6th edition by James Stewart, Lothar Redlin and Saleem Watson published by Brooks/Cole Cengage Learning USA.
6. OpenAlgebra.com A free math study guide with notes and YouTube video tutorials.
7. R. N. Aufmann, J. S. Lockwood, R. D. Natio and D. K. Clegg, *Mathematical Thinking and Quantitative Reasoning* (2008), Houghton Mifflin Company (New York).
8. Blitzer, R. (2014). *Precalculus*. (5th Edition). Pearson Education, Limited.
9. R. Walpole, R. Myers, S. Myers and K. Ye, *Probability and Statistics/or Engineers & Scientists* (9th Edition), Pearson.
10. Bennett, J. & Briggs, W. (2015). *Using and understanding mathematics* (6th Edition). Pearson Education, Limited.
11. J. Yeo, T. K. Send, L. C. Yee I. Chow, N.C. Meng, J. Liew, O. C. Hong, *New Syllabus Mathematics* (7th edition 2019), Oxford University Press.

Information & Communication Technology

Credit Hours: 3 (2+1)

Contact Hours: 3-2

Pre-requisites: None

Domain: GE

Course Description

Information technology literacy has become a fundamental requirement for any major. An understanding of the principles underlying digital devices, computer hardware, software, telecommunications, networking, and multimedia is an integral part of any IT curriculum. This course provides a sound foundation on the basic theoretical and practical principles behind these technologies and discusses up to date issues surrounding them including social aspects and how they impact everyday life.

Course Objectives



- Understand the fundamentals of information technology
- Learn core concepts of computing and modern systems
- Understand modern software programs and packages
- Learn about upcoming IT technologies

Course Contents

Basic Definitions & Concepts, Hardware: Computer Systems & Components. Storage Devices, Number Systems, Software: Operating Systems, Programming and Application Software, Introduction to Programming, Databases and Information Systems, Networks, Data Communication, The Internet, Browsers and Search Engines, The Internet: Email, Collaborative Computing and Social Networking, The Internet: E-Commerce, IT Security and other issues, IT Project.

1. Basic Knowledge of Computers

- Understand basic computer hardware components and terminology
- Understand the concepts and basic functions of a common computer operating system
- Start up, log on, and shut down a computer system properly
- Use a mouse pointing device and keyboard
- Use Help and know how to troubleshoot routine problems
- Identify and use icons (folders, files, applications, and shortcuts/aliases)
- Minimize, maximize and move windows
- Identify common types of file extensions (e.g. doc, docx, pdf, html, jpg, gif, xls, ppt, pptx, rtf, txt, exe)
- Check how much space is left on a drive or other storage device
- Backup files
- Download and install software on a hard disk
- Understand and manage the file structure of a computer
- Check for and install operating system updates

2. Proficiency in Using Productivity Software

- Create documents of various types and save in a desired location
- Retrieve an existing document from the saved location
- Select, copy, and paste text in a document or desired location
- Print a document
- Name, rename, copy and delete files
- Understand and know how to use the following types of software programs:
- Word processing (example: MS Word, Google Doc, Writer)
- Presentation (example: PowerPoint, Impress)
- Spreadsheet (example: Excel, Calc)
- PDF reader (example: Acrobat Reader, Preview)
- Compression software (example: WinZip, StuffIt, 7-Zip)

3. Electronic Communication Skills

- Email, using a common email program (example: MS Outlook, Gmail, Apple Mail)
- Compose, Send, Reply, Forward messages
- Add attachments to a message
- Retrieve attachments from an email message
- Copy, paste and print message content
- Organize email folders



- Understand what an electronic discussion list is and how to sign up and leave one (example: Listserv, Listproc)

4. Internet Skills

- Set up an Internet connection and connect to the Internet
- Have a working knowledge of the World Wide Web and its functions, including basic site navigation, searching, and installing and upgrading a Web browser
- Use a browser effectively, including bookmarks, history, toolbar, forward and back buttons
- Use search engines and directories to find information on the Web
- Download files and images from a Web page
- Understand and effectively navigate the hyperlink structure of the Web
- Understand how keep your information safe while using the Internet

5. Moving Files

- Transfer files by uploading or downloading
- View and change folder/document security settings
- Copy files from hard disk to storage devices and vice versa

Recommended Readings

- Bruce J. McLaren, Understanding and Using the Internet, West Publishing Company, 610 Opperman Drive, P. O. Box 64526, St. Paul, MN 55164.
- Computer Applications for Business, 2nd Edition, DDC Publishing, 275 Madison Avenue, New York,
- Nita Hewitt Rutkosky, Microsoft Office Professional, Paradigm Publishing Company, 875 Montreal Way, St Paul, MN 55102.42
- Robert D. Shepherd, Introduction to Computers and Technology, Paradigm Publishing Inc., 875 Montreal Way, St. Paul, MN 55102.
- Shelly Cashman Waggoner, Discovering Computers 98, International Thomson Publishing Company, One Main Street, Cambridge, MA 02142.
- V. Wayne Klemin and Ken Harsha, Microcomputers, A Practical Approach to Software Applications, McGraw-Hill Book Company, New York, NY 10016.

PRINCIPLES OF SOCIOLOGY

Credit Hours: 03(3-0)

Course Objectives:

The course is designed to introduce the students with sociological concepts and the discipline. The focus of the course shall be on significant concepts like social systems and structures, socio-economic changes and social processes. The course will provide due foundation for further studies in the field of sociology.

Course Outline:

1. Introduction

- Historical back ground of Sociology
- Definition, Scope, and Subject Matter
- Sociology as a Science

1.1. Sociological Perspectives



- Functionalist, Conflict and Interactionist Perspective
- Relationship of Sociology with other Social Sciences

2. Community, Society, Associations and Organizations

- Community Introduction, Definition, Elements and Types
- Society, Definition, Types
- Difference between Society and community

2.1. Associations, Meaning and definition

- Non-Voluntary
- Voluntary

Organization

- Informal
- Formal

3. Social Interaction

- Levels of Social Interaction
- Process of Social Interaction
- Cooperation
- Competition
- Conflict
- Accommodation
- Acculturation and diffusion
- Assimilation
- Amalgamation

3. Social Groups

- Definition & Functions
- Classification of social groups
 - In-groups and out- groups
 - Primary and Secondary group
 - Reference groups
 - Informal and Formal groups
 - Pressure groups
 - Importance of Group Life

4. Culture

- Definition, aspects and characteristics of Culture
- Material and non-material culture
- Ideal and real culture

4.1. Elements of culture

- Beliefs
- Values
- Norms and social sanctions

4.2. Organizations of culture

- Traits & Complexes
- Patterns, Ethos & Theme
- Cultural Relativism
- Sub Cultures & Counter Culture

5. Socialization & Personality



- Role and status
 - Socialization, definitions, and types of socialization
 - Agencies of socialization
- 5. Personality**, introduction, definitions and factor in development of personality.
- Personality and formation of Self.
 - Theories of personality development, Eriksson stages, CH Cooley the looking glass self, Sigmund Freud (Id, Ego, Super-Ego)

Suggested Readings:

1. Gidden, A. (2002). *Introduction to Sociology*. UK: Polity Press.
2. Henslin. J. M. (2004). *Sociology: A Down to Earth Approach*. Toronto: Allen and Bacon.
3. Kerbo, H. R. (1989). *Sociology: Social Structure and Social Conflict*. New York: Macmillan Publishing Company.
4. Tischler, H. L. (2002). *Introduction to Sociology* (7th ed.) New York: The Harcourt Press.
5. Horton Paul B. and hunt, Chester (1990), *sociology* Singapore: McGraw Hill company
6. Macions, J.J. (2015). *Sociology* (16th Ed.)
7. *Sociology – 1,2* by Allama Iqbal open university, Islamabad
8. Taga, Abdul Hameed (2000) *an Introduction to Sociology*, Lahore

INTRODUCTION TO POLITICAL SCIENCE

Credit Hours: 02 (2-0)

Course Introduction

Introduction to Political Science provides an introduction to the scientific study of politics. It offers the basic tools necessary for beginners to become both critical consumers and beginning producers of scientific research on politics. The course is designed in order to introduce students with the fundamentals of the subject and prepare them for advance studies in coming semesters. The objective of the course is to make the students familiar with the basic concepts and terminologies used in Political Science.

Course Contents

Chapter-1

- Definitions, Scope, Nature and Significance of Political Science

Chapter-2

- Evolution of the Discipline of Political Science

Chapter-3

- Approaches to the Study of Political Science
- Traditional
- Modern
- Post-modern

Chapter-4



Relations of Political Science with other Social Sciences

- (An interdisciplinary approach)
- History, Economics, Geography, Law, Logic, Sociology, Anthropology and Psychology

Chapter-5

Basic concepts of Political Science

- Power, Authority and Legitimacy
- Nation and Sovereignty
- Law, Liberty, Rights and Duties
- Public opinion and Propaganda.

Chapter-6

Emerging Political Concepts and Terminologies in Political Science:

- Globalization, governance, terrorism
- Power sharing

Suggested Readings:

1. Sarwar, M. (1996). *Introduction to Political Science*. Lahore: Ilmi Kutub Khana.
2. Haq, M. U. (1996). *Theory and Practice in Political Science*, Lahore: Book land

Course Name: **PROJECT PLANNING & MANAGEMENT**

INTRODUCTION

Definition
Understanding Project Management
The relationship between Project Management & General Management.

PROJECT SELECTION

Determining Feasibility
Factors for Project Selection Process
External Factors & Internal Factors
Quantitative Factors & Qualitative Factors

PROJECT SELECTION MODELS

The Project Model
Phases of Project Management
Criteria/Checklist for Project Selection
Types of Project Selection Models

PROJECT PLANNING

Programs & Projects, Planning Components
Preliminary coordination
Work plans, Work Breakdown Structure (WBS)
Action Plans



Linear Responsibility Chart
Schedules
Status Reporting

BUDGETING

Estimating Project Budgets

PROJECT RISK MANAGEMENT

Nature of Risk
Risk Identification
Risk Quantification
Risk Quantification Techniques
Expected Value
Sensitivity Analysis
Monte Carlo Simulation
Failure Mode effect Analysis
Project Proposals

TIME PLANNING

Project Scheduling
Types of Scheduling
Gantt chart
Program Evaluation Review Technique (PERT)
Critical Path Method (CPM)

PROJECT CONTROL

Elements for Project Control
Requirements for Control System
Levels of control processes
Characteristics of a successful control system

PROJECT AUDITING

Definition & Purpose of Auditing
Construction and use of Audit Report
Project Audit Life Cycle

PROJECT TERMINATION PROCESS

Completion & Handover
Closing down Project Systems
Reviews
Relocation of Staff
Disposal of Surplus Assets
The Final Report

RECOMMENDED BOOKS



1. Harvey Maylor, "Project Management", 3rd edition. Pearson Education Ltd., Singapore. 2005.
2. Daniel D. Roman, "Managing Projects: A System Approach". Elsevier Publishing Co. New York. 1999
3. Jack R. Meredith & Samuel J. Mantel, "Project Management: A Managerial Approach. John Wiley & Sons Inc: 1995
4. James P. Lewis, "Fundamentals of Project Management". McGraw Hills Co. New York. 1994.
5. Khawaja Amjad Saeed, "Regional Management Cases". Institute of Business Management, Lahore. 1999.

Course Name: **BUSINESS FINANCE**

INTRODUCTION

The concepts of Business and Finance
An overview of Financial Management
The Financial System and environment
An overview of Financial Markets
Interest Rates and its determinants
An overview of Financial Statements

THE TIME VALUE OF MONEY

Concepts of the Time Value of Money
Relationship to the Capital Outlay Decision
Future Value of a Single Cash Flow
Future Value of an Annuity
Present Value of a Single Cash Flow
Present Value of an Annuity

MODE OF FINANCING

Short term Financing
Term Financing
Long Term Financing
Financial planning / forecasting
Need for Financial Planning
Steps in Financial Planning
Limitations of Financial Planning

RISK AND RETURN

The concept of Risk
Risk Aversion
The Risk - Return relationship
The Types of Risks Firms Encounter



WORKING CAPITAL MANAGEMENT

Overall Consideration of Working Capital
Characteristics of Current Assets

FACTORS INFLUENCING WORKING CAPITAL REQUIREMENTS

Nature of Business
Seasonality of Operations
Production Policy
Supply Conditions
Market Conditions
Working Capital Policy
Operating Cycle Analysis :

CASH MANAGEMENT

Cash in Narrow and Broad Sense

Motives for Holding Cash
Monitoring Cash Collections and Disbursements
Cash Management Strategies
Lock - Box System and Concentration Banking System

TERM LOANS AND LEASES

Term loans, provisions of loan agreements
Equipment financing, lease financing
Evaluating lease financing in relation to debt financing
Accounting treatment of leases.

RECOMMENDED BOOKS

1. FINANCIAL MANAGEMENT T.J Gahagher And J.D.Andrew, Jr, McGraw Hill 1997
2. FOUNDATION OF FINANCIAL MANAGEMENT---
Geoffrey A. Hirt, Richard D. Irwin, Inc. Stanley B. Block, 1997.
3. FUNDAMENTAL OF FINANCIAL MANAGEMENT, Eugene F. Brigham Seventh Edition.
4. FUNDAMENTAL OF FINANCIAL MANAGEMENT, James C.Vanhorne
5. FUNDAMENTAL OF FINANCIAL MANAGEMENT, Ramesh Rao



Discipline: **BBA**

Credit Hour: **03**

Course Name: **BUSINESS RESEARCH METHODS**

INTRODUCTION

Business, Definition, Characteristics, Types, Factors Promoting Business, Research, Definition, Characteristics, Types, the Need for Research, Business Research, Definition, Characteristics, Types and Need of Research in Business, who does the Research? Where and why Study Research? Need for Better Business Research and its Criteria Hall Marks of Scientific Research

RESEARCH PROBLUM

Problem, research problem, definition, causes, types, formulation, importance. The Research Process, the Theoretical Framework, its Components. The Variables of research problem.

HYPOTHESIS

Definition and Types of Hypothesis, Definition, Features Types and Needs. The Development of Hypothesis. The Stages in its Development Hypothesis Testing with Quantities and Qualitative Data

RESEARCH DESIGN

The Research Process the Research Design, Definition, eatures, Functions and Components Difference B/W Research Design, Proposal & Plan. The Experimental, Design. Sampling and Sample Definition, Features Types and Needs Population, Universe, Element and Sample Types of Sample/Sampling the Probability and Non Probability Sampling

RESEARCH INSTRUMENTS

The Research Process: Research Instruments. Research Survey sample census Surveys and Pilot Surveys. Data Definition, Nature and Types Primary and Secondary Data. The Research Process Data Collection Sources, Methods and Settings. Interview Definition, Nature Features Types, Importance of Data Collection Methods Types of Interview and Their Respective Units and Demerits

DATA COLLECTION METHODS



Questionnaire, Definition, Nature and Importance. Types of Question and Their Respective Merits and Demerits. Data Collection Methods Observation, Definition, Features Types and Importance. Different Types of Observation and their Respective Merits and Demerits.

STATISTICAL TOOLS

Statistical Terms and Test Used in Business Research Description Statistics. Measures of Central Tendency and Dispersion Frequencies Data Analysis and Interpretation Data Completion, Processing Editing, Coding, Representation. Data Analysis, Programming Validity and Reliability Data Interpretation Research Report Definition Components, types Research Report Format Title, Table of Contents, Introduction, Executive Summary, Main Body, Summary and Conclusions, Plan of Action.

RECOMMENDED BOOKS

1. RESEARCH MYTHOLOGY FOR BUSINESS, --- Umma Sekaran, 2nd Edition John Wiley Sons Inc. New York Year 2000
2. BUSINESS RESEARCH --- William Emroy 1980 Edition Richard D. Irwin Inc. Illinois USA.
3. INTRODUCTION TO BUSINESS RESEARCH--- Prof: Fazli Wahid, 2003 Additions, Research and Development Center Peshawar



ENTREPRENEURSHIP

UGE Policy V 1.1 : General Education Course

Credits:	02
Offering:	Undergraduate Degrees (including Associate Degrees)
Placement:	1 - 4 Semesters
Type:	Mandatory
Fields:	All

DESCRIPTION

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.

COURSE LEARNING OUTCOMES

By the end of this course, students shall have:

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

SYLLABUS

- 1. Introduction to Entrepreneurship:**
 - Definition and concept of entrepreneurship.
 - Why to become an entrepreneur?
 - Entrepreneurial process.
 - Role of entrepreneurship in economic development.
- 2. 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.
- 3. Opportunity Recognition and Idea Generation:**
 - Opportunity identification, evaluation and exploitation;
 - Innovative idea generation techniques for entrepreneurial ventures.
- 4. Marketing and Sales**
 - Target market identification and segmentation;
 - Four P's of Marketing.
 - Developing a marketing strategy.
 - Branding.



5. 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.).

6. Team Building for Startups:

- Characteristics and features of effective teams.
- Team building and effective leadership for startups.

7. 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.

SUGGESTED PRACTICAL ACTIVITIES (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 INSTRUCTIONAL / READING MATERIALS

1. "Entrepreneurship: Successfully Launching New Ventures" by Bruce R. Barringer and R. Duane Ireland.
2. "Entrepreneurship: Theory, Process, and Practice" by Donald F. Kuratko.
3. "New Venture Creation: Entrepreneurship for the 21st Century" by Jeffrey A. Timmons, Stephen Spinelli Jr., and Rob Adams.
4. "Entrepreneurship: A Real-World Approach" by Rhonda Abrams.
5. "The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses" by Eric Ries.
6. "Effectual Entrepreneurship" by Stuart Read, Saras Sarasvathy, Nick Dew, Robert Wiltbank, and Anne-Valérie Ohlsson.



Course Name: **MACROECONOMICS**

Introduction

Introduction to Macroeconomics
Principles of Macroeconomics
Objectives and Tools of Macroeconomics

National Income Accounting.

The Economy's Income and Expenditure.
Measuring Gross Domestic Product. (GDP).
The components of GDP/GNP.
Real Versus nominal GDP.
Keynesians Three Sector Macroeconomic Model.

Money and Interest.

Definition of Money.
Barter System and its difficulties.
Kinds of Money
Functions of Money.
Quantity Theory of Money.
Keynesian Theory of Money.

Aggregate Demand and Aggregate Supply.

Introduction.
Deriving the Aggregate Demand and supply Curve.
Movements and shifts along Demand and Supply Curve.
Market equilibrium.

Consumption, Investment and Savings.

Introduction
Keynes Consumption Function
Marginal propensity to consume
Average propensity to consume
Business fixed investment
Residential Investment
Inventory Investment.
Functions of savings.

Inflation and Unemployment.

Definition.
Measure of Inflation
Types of Inflation
Demand Pull Inflation.
Cost Push Inflation.
Identifying Unemployment.
Theory of Efficiency wages.

Taxation

Introduction



Canon of Taxes
Kinds of taxes
Sources of Govt. Revenue
Government Expenditure.

Business Cycle.

Introduction.
Trade Cycle Theories.

Monetary Policy

Definition of Monetary Policy.
Objectives of Monetary Policy
Tools of Monetary Policy.

Fiscal Policy.

Definition of Fiscal Policy.
Objectives of Fiscal Policy.
Tools of Fiscal Policy.

RECOMMENDED BOOKS

1. Shapiro Edward, latest edition, Macroeconomic Analysis.
2. Mankiw N. Gregory, fifth edition, Macroeconomics.
3. Mankiw N. Gregory, fourth Edition, Brief Principles of Macroeconomics.
4. Sumuelsen, **Economics** Seventh Edition,
5. Shahid Hamid Macroeconomics.

Course Name: **FINANCIAL MANAGEMENT**

The Role of Financial Management

Introduction, What is Financial Management?
The Goal of the Firm
Organization of the Financial Management Function
The Tax Environment, The Financial Environment

The Time Value of Money an Overview

The Interest Rate, Simple Interest, Compound Interest
Compounding More Than Once a Year
Amortizing a Loan

The Valuation of Long Term Securities

Distinctions Among Valuation Concepts
Bond Valuation, Bonds With a Finite Maturity
Preferred Stock Valuation, Common Stock Valuation
Rates of Return (or Yields)



Financial Statement Analysis

Financial Statements
A Possible Framework for Analysis
Balance Sheet Ratios

Financial Planning and Forecasting

Cash-Flow Forecasting
Range of Cash-Flow Estimates
Forecasting Financial Statements
Statement of Cashflows

Cash and Marketable Securities Management

Motives for Holding Cash, Speeding Up Cash Receipts
Slowing Down Cash Payouts, Electronic Commerce
Outsourcing, Cash Balances to Maintain
Investment in Marketable Securities

Accounts Receivable Management

Credit and Collection Policies
Analyzing the Credit Applicant

Capital Budgeting

The Basics of Capital Budgeting
The Concept of Capital Budgeting
Capital Budgeting Process
Capital Budgeting Decision Making
The Pay Back Method
The Net Present Value Method
The Internal Rate of Return Method

Cost of Capital/Capital Structure

Creation of Value, Overall Cost of Capital of the Firm
Project-Specific and Group-Specific Required Rate of Return

Operating and Financial Leverage

Operating Leverage, Financial Leverage, Total Leverage
Cash-flow Ability to Service Debt



Receivables Management

Credit Policy , Credit Policy Variables
Credit Standards, Credit Period
Cash Discount
Collection Programme
Credit Evaluation
The Three C's of a Credit Applicant
Analysis of the Three C's
Credit Granting Decisions,
Control of Receivables

RECOMMENDED BOOKS

1. FINANCIAL MANAGEMENT --- T.J Gahagher and J.D.Andrew, Jr, Mcgraw Hill 1997.
2. FOUNDATION OF FINANCIAL MANAGEMENT---
Geoffrey A. Hirt, Richard D. Irwin, Inc. Stanley B. Block, 1997.
3. FUNDAMENTALS OF FINANCIAL MANAGEMENT, Prasanna Chandra, Tata Mcgraw-Hill Publishing Company Limited, New Delhi
4. FUNDAMENTALS OF FINANCIAL MANAGEMENT James C. venhorne

Course Name: **BUSINESS STATISTICS**

Statistical Inference

Introduction
Sources of Data
Data type and Problem Objective

Sampling and Sampling Distribution

Introduction
Sampling and Sampling Plans
Errors Involved in Sampling
Sampling Distribution of the Sample mean
Other Sampling Distributions

Estimation: Describing a single population

Introduction
Point and Interval Estimates Basic Concepts
Confidence and Interval estimates of the Mean and Proportion from Large samples
Interval estimates Using the t-distribution
Determining the Sample Size

Hypothesis testing: Describing a single population

Introduction



Concepts Basic to the Hypothesis testing
Testing the population mean when the Variance is known
Testing the population mean when the Variance is unknown
Calculating the Power of a Hypothesis Test
Testing the population Proportion, Large samples

Chi-Square Distribution and Statistical Inference

Introduction
Chi-squared test of a multinomial experiment
Chi-squared test of a contingency table
Chi-square as a test of Goodness of Fit
Inferences about a Population variance

F-Distribution and Statistical Inference

Introduction
Confidence Interval for the Variance Ratio
Testing Hypothesis about the Equality of Two Variances

Analysis Of Variance

Introduction
One way Analysis of Variance For Equal and Unequal sample sizes
Two way Analysis of Variance without Interaction

Nonparametric Methods

Introduction to Nonparametric Statistics
The Sign test for Paired Data
Rank sum tests: The Mann-Whitney U Test and the Kruskal-Wallis Test
One sample Runs Test, Rank Correlation Test

Time Series and Forecasting

Introduction
Variation in time Series
Trend Analysis, Cyclical, Seasonal and Irregular Variation
Time Analysis in Forecasting

RECOMMENDED BOOKS

1. Introduction to Statistical Theory, Part II, by Prof. Sher Muhammad Chaudry.
2. Basic Statistics for Business and Economics by EARLK. BOWN AND MARTIN STARR
3. Introduction to Business Statistics 2004 Edition, Shamim Khan, Research and Development Center Peshawar.
4. Statistics for Management, Richard I. Levin and David S. Rubin, Prentice-Hall International, Inc



Course Name: **COST ACCOUNTING**

Introduction

The Nature and Concept of Cost Accounting
Classification of Cost and Financial Forecasting
Product Cost Accumulation System
Absorption Costing, Master Budget

Job Order Costing System

Cost Accumulation Procedure
Job Order Cost Accumulation Procedure
Cost Accounting Procedure for Material

Cost Accounting Procedure for Labour

Cost Accounting procedure for (F.O.H)
Job order Cost Sheet

Process Costing

Characteristics of Process Costing
Procedure of Process Costing
Cost of Production Report
Equivalent Production
Unit Cost for Material, Labour and F.O.H
Normal Loss of Unit
Abnormal Loss of Unit
Procedure for the Material
Procedure for Labour and F.O.H

By Product and Joint Product Costing

Difficulties in Costing by Product and Joint Product
Nature of By Product
Methods of by Products and Joint Products
Characteristics of Joint Products

Controlling and Costing Material

Procedure for Material Procurement and Use
Material Costing Method
FIFO Method
LIFO, Average Methods
Perpetual Inventory System
Physical Inventory System

Costing and Controlling of Factory overhead

Concept of Departmentalization
Direct Departmental Expenses
Indirect Departmental Expenses
Establishing Departmental overheads
Controlling and Costing for Labour
Basis for Labour Cost Control
Productivity Measurement



Efficiency measurement

Labour Performance report

Organization for labour cost control
Procedure for Labour Costing
Incentive wage plan types
Requirement of wage plan
Purpose of wage plan

Standard Costing

Objectives of standard costing
Budgets and standard
Material, labour, F.O.H. cost standard
Analysis of variance

Direct Costing

Definition of direct costing
Facts of direct costing
Internal uses of direct costing
External uses of direct costing

Break Even Analysis and Cost Volume Profit Analysis

The Nature of Break Even Analysis
Determining Break Even Point
Break Even analysis for Decision Making
Effects of changes and fixed Cost
Effects of changes sales

Inventory Management

Need for Inventory,
Objectives of Inventory Management
Financial Objectives

Operating Objective

Different Levels of Inventory
Ordering Point, Minimum Level, Maximum Level
Average Stock Level, Danger Level, Economic Order Quantity
Factors Influencing the Different Levels of Inventory

RECOMMENDED BOOKS

1. COST ACCOUNTING by Hrngrn Usry, Hilton
2. COST ACCOUNTING by Ralphs. Polimeni, Frnk J. Favozz and Arthur H. Adelberg.

Course Name: **BUSINESS LAW**

CONTRACT ACT



Definition of Contract, Agreement
Enforceability
Essentials of Contract
Kinds of valid Contract
According to Enforceability
According to Formation
According to Performance

OFFER AND ACCEPTENCE

Essentials of Valid Offer
Revocation of Offer
Acceptance
Definition
Essentials of Valid Acceptance
Revocation of Acceptance
Communication of Offer, Acceptance and Revocation

PERFORMANCE OF CONTRACT

Performance of Single Promise
Performance of Joint Promises
Order of Performance of Reciprocal Promises
Mode of Performance

BREACH OF CONTRACT

Rescission of the Contract
Suit for Damages
Suit for Quantum Merit, Suit for Specific Performance
Suit for an Injunction

INDEMNITY AND GUARANTEE

Contract of Indemnity
Contract of Guarantee
Essential of Contract of Guarantee
Distinction between Indemnity and Guarantee
Discharge of Surety from Liability

CONTRACT OF BAILMENT

Definition & Parties to Bailment
Essential Features of Contract of Bailment
Duties of Bailee
Duties of Bailor



Termination of Bailment

CONTRACT OF SALES OF GOODS

Distinction between Sale and Agreement to sell
Kinds of Goods
Conditions and Warrants
Distinction between conditions and warranties
Transfer of Property in Specific Goods
Transfer of Property in Un ascertained
And future goods

NEGOTIABLE INSTRUMENTS

Definition & Characteristics of Negotiable Instruments
Definition & Parties to Promissory Note
Essentials of Promissory Note
Definition & Parties to bill of exchange
Essentials of bill of exchange
Distinction between Promissory Note and bill of exchange
Definition & Parties to Cheque
Distinction between Cheque & Bill of Exchange

OTHER BUSINESS RELATED LAWS

Intellectual Property Laws

RECOMMENDED BOOKS

1. BUSINESS LAW, Khalid Mehmood Cheema, 2004 Edition
2. MERCANTILE LAW, I.R Hashmi
3. MERCANTILE LAW, M.C. Shukla
4. Latest Acts And Publications

Course Name: **ORGANIZATION THEORY AND BEHAVIOR**

INTRODUCTION TO ORGANIZATION BEHAVIOR

The Challenges to the Modern Management
Undergoing a Paradigm Shift
The new Perspective of Management
Theoretical Framework of OB
Organizational Behavior Model

REVIEW OF PERCEPTION PROCESS

The Nature and Impact of Perception
Sensation versus Perception
Sub Processes of Perception
Perceptual Selectivity



External Attention Factors
Internal set Factors

PERCEPTUAL ORGANIZATION

Impression Management
The Process of Impression Management
Employee Impression Management, Strategies

PERSONALITY AND ATTITUDES

The Development of Personality and Socialization
The Nature and Dimensions of Attitudes
Components of Attitudes
Antecedents of Work-Related Attitudes
Functions of Attitudes, Changing Attitudes

JOB SATISFACTION

Organizational Commitment
Meaning and the Outcomes of Organizational Commitment

MOTIVATION NEEDS & PROCESSES

The Meaning of Motivation
Primary Motives
Secondary Motives
General Motives
Content Theories of Motivation
Maslow's Need Hierarchy Theory
Herzberg's Two Factors Theory
Adlerfer's ERG Theory

LEARNING PROCESS

The Theoretical Processes of Learning
Behaviorist Theories
Social Learning Theories
Principles of Learning, Punishment and
Reinforcement

POWER AND POLITICS

The Meaning of Power
Classification of Power
Political implications of Power

CHANGE MANAGEMENT

Introduction
What do you mean by Change?
Change Models
Guidelines for Change Management



STRESS

The Meaning of Stress
Causes of Stress, Extra Organizational Stressors
Organizational Stressors
Group Stressors
Individual Stressors

GROUPS AND TEAMS

The nature of groups
Teams in the work place

THE GREAT LEADERS /LEADERSHIP

Leadership in the Environment
Leadership Styles

RECOMMENDED BOOKS:-

1. ORGANIZATIONAL BEHAVIOR—Fred Luthans, 8th Edition Irwin , McGraw Hill Publishers, (Latest Edition).
2. ORGANIZATIONAL BHEAVIOR— Robert Kriether, and Annlgelo Kinick, , Irwin McGraw Hill Publisher,

Course Name: **CONSUMER BEHAVIOUR**

Introduction:

Definition and objectives of Consumer Behavior, Application of CB to Marketing
Consumer and Market Segmentation:
Alternative Market Strategies, Demographic Segmentation, Usage Segmentation
Benefits Segmentation, Product Positioning

Environmental Influence on CB:

Family, Culture and Sub-culture, Social class, Reference group, Adoption and Diffusion of Innovation

Individual Determinants of CB:

Personality and Self Concept, Motivation and Involvement, Consumer Learning and Memory, Information Processing, Attitudes

Consumer Decision of CB:

Problem Recognition, Information Search and Evaluation, Purchase Process, Post purchase Behavior



Organizational Buying Behavior:

Nature of Organizational Buying, Influence on Organizational Buying Behavior, Organizational Buying Decision

RECOMMENDED BOOKS:

1. Shiffman, Leon G. and Kann, Leslie Lazer: Consumer Behavior
2. Wilkie William: Consumer Behavior,
3. Loudon David L. and Della Bitta, Albert J.: Consumer Behavior **STRATEGIC**

Course Name: **FINANCIAL INSTITUTIONS AND MARKETS**

Course Objectives

This course provides students with aim overview of the basic contributions in the modern theory of corporate finance and financial institutions.

Introduction:

The Field of Finance
The role of the finance Manager
The basic financial goals of the firm

The Financial System

Surplus Economic Units
Deficit Economic Units
Securities/ Financial Assets
The Major Economic Systems
Capitalism
Communism
The Islamic Economic System

Types of Financial institutions

Commercial Bank
Importance of Commercial Banks
Functions of Commercial Banks

Financial Markets

Debt & Equity Market
Money and Capital Market
The Primary Market
The Secondary Market
The Money Market



The Capital Market
Security Exchanges
The Over- The- Counter (OTC) Market
Market Efficiency
Securities in the financial market place
Securities in the money market
Treasury bills
Commercial paper
Future Markets
Euro Dollars
Bankers' acceptance
Stocks ,Bonds
Bond terminologies and types
Treasury notes and bonds
Corporate bonds
Corporate stock
Common stock
Preferred stock

Non Banking Financial Intermediaries

Investment Bankers
Brokers
Dealers
Mutual Fund Companies

Central Bank

Functions of Central Bank
Credit control
State Bank of Pakistan
Constitution
Function of State Bank
Principles of Note Issue

Specialized Financial Institutions in Pakistan

Small Medium Enterprises
Industrial development Bank of Pakistan
Investment Corporation of Pakistan
National investment trust

International Financial Institutions

World Bank
IMF

RECOMMENDED BOOKS

1. FINANCIAL MANAGEMENT (PRINCIPLES AND PRACTICE), Timothy J. Gallagher & Joseph D. Andrew, Jr., Prentice Hall (Latest Edition).



2. MONEY AND BANKING IN PAKISTAN, S.A.Meenai, Oxford University Press Karachi. (Latest Edition).
3. PRINCIPLES OF MONEY, BANKING AND FINANCIAL INSTITUTIONS Lawrence-S- Ritter and Willion-L-Silber (8th Edition) Harper Collins Publishers, New York.
4. FINANCIAL MARKETS, INSTITUTIONS AND MONEY--- Fredericl-S-Mishken (5th Edition) Harper Collins Publisher, New York.

Course Name: **BUSINESS COMMUNICATION**

Course Contents:

The art of listening
The importance of listening
Improving listening efficiency
Effect of listening on other communication skills
Listening & Job Success
Practice
Interviewing: What is interview?, Physical and mental preparation, Knowing your abilities, Getting information about company, Body language, What to do during interview, Kinds of interview, Follow up communication,
Application Packages: Resume writing, Chronological resumes, Skills resumes.
Preparing different resume for different jobs, What do your employer wants to know about you, Covering letter, What should be there in covering letter?, Ready to respond every question.
Meeting & Conference Participation: Qualities of effective speaking, Creating favorable impression, Enunciation, pronunciation
Planning & Writing: Business letter formats & letter styled, Arrangement styles of letters, Punctuation styles for business letters, A final word,
The Psychology of Effective Communication: Principles of Communication Psychology.
What do we know about Human Behavior, Non-verbal communication, Promoting Goodwill, Stimulating desired reaction.

RECOMMENDED BOOKS:

1. Bov'ee D. Philips: Business Communication Today
2. Himstreet & Batty: Business Communication
3. Kitty O Locker: Business & Administrative communication: Stewart, Zimiber & Clark:Business English & Communication
4. Murphy: Business Communication



Course Name: **LOGIC AND CRITICAL THINKING**

Course Contents:

Definition of Logic

Logic as a science and an art

Scope of logic, the laws of logic

Induction and essential characteristics of induction.

Categorical proposition and classes

Quality, quantity and distribution

The traditional square of opposition

Immediate inferences, conversion

Eversion, contraposition, inversion

Existential import.

Symbolism and diagram for categorical proposition

Three basic uses of language, Discourse serving multiple functions

The form of discourse, Emotive words

Kinds of agreement and disagreement

Emotively neutral language

The purpose of definition

The types of definition

Various kinds of meaning

Techniques for defining

Standard form categorical syllogisms

The formal nature of syllogistic arguments

Venn diagram techniques for testing syllogisms

Reducing the number of terms in categorical syllogism.

Translating categorical proposition into standard forms

Rules and fallacies

Uniform translation

Enthymemes

The dilemma, Informal fallacies

Fallacies of ambiguity

The avoidance of fallacies

RECOMMENDED BOOKS:

1. Irving M. Copi: Introduction to logic
2. Karamat Hussain: A textbook of Deductive Logic



Course Name: **MANAGEMENT INFORMATION SYSTEM**

Introduction

Management Information System and its Subsystems
Information Resource Management
Goals of Information System
Key ISSUES and Challenges in MIS

System & Models

System
Components of System
Environment, Open Vs Specific Models, Levels of Models

Models of Organizational System

General Model of Organization
Strategic Planning Model

Management & Decision Making I

Management
Contingency Approach

Roles of Manager, Planning and Control

Management Styles

Management & Decision Making II

Managerial Decision-Making
Characteristic of Effective Information
Types of Decisions, Decision Making Process
Evaluating Decision Making Process

Database Management

Over View of Database Management System
Concept of File
Limitations of File
Database Models
Database Administrator
SQL, Concurrent Access
Security, Data Dictionaries

Networking (I)

Networks, Exchanging the Information,
Types of Network LAN, WAN,
Clients/Servers and Peer-to-Peer Networks

Networking II
Networking Topologies
Networking Media
Networking Protocols



Transaction Processing

Transaction Processing System
Transaction Processing Cycle
Transaction Processing Subsystems

Management Reporting System

Types of Reports, Structuring Reports
Role of MRS

Decision Support System (DSS) I

DSS, Goals and Applications
Components of DSS
DSS Development

Decision Support System (DSS) II

Group Decision Support System (GDSS)
Components, Configuration, Classification and Goals

Executive Information System (EIS)

Executive, Executives' Role in Decision-Making
Executive Decision Making Environment

Knowledge Based Systems

Artificial Intelligence (AI), AI Applications
Need for Expert Systems (ES)
Components of ES, Developing ES
ES Vs. Conventional Applications
Uses and Limitations of ES

Office Information Systems (OIS)

Office and Office Systems
Types of Office Automation Systems

Recommended Books

1. MANAGEMENT INFORMATION SYSTEM STRATEGY AND ACTION -- Thomas Case and Charles Parker. 2nd Edition.
2. MANAGEMENT INFORMATION SYSTEM – James A.O' Brien 5th Edition.
3. MANAGEMENT INFORMATION SYSTEMS --- T.Lucey. 7th Edition.



Course Name: **ECONOMY OF PAKISTAN**

Assessing Pakistan's Development

Main Features of Pakistan Economy
Five Decades and Five Epochs

Agriculture Sector

The Development of Agriculture before the Consolidation of British Rule
Importance of Agriculture Sector
Problems of Agriculture Sector
The Green Revolution
Land Reforms

Agriculture: Critical Issues

An Overview and major Trends
Agricultural Pricing Policy
Rural Financial Markets and Agricultural Credits
ZTBL
Mechanization
Agricultural Income Tax

Industrialization in Pakistan

History of Industries in Pakistan, Numbers and Trends in Industry
Importance of Industrialization
Causes of Industrialization
Financial Institution for Industries
The Public Sector Industry Been a Failure?
The Privatization Process

Balance of Payment and Trade

Pakistan's Foreign Trade: basic facts
Trade policy and Trade Regime
The Exchange Rate
Dealing with Globalization and WTO

Public Finance

The Structure of Government and Taxation
Public Finance: The Basic Facts
Important Issues in Public Finance and Revenue Mobilization
The Nature of Public Debt and Fiscal Deficit: A Preliminary Introduction
Budget Preparation, Should Budgets always be Balanced?

Poverty, Trends, Causes and Solution

What is Poverty and Absolute Poverty?
Trends in Poverty
Vicious Circle of Poverty
How to Break Vicious Circle of Poverty
Poverty Alleviation



Can Poverty be eliminated in Pakistan?

Population Issues

Causes of over Population
Malthus Theory of Population
Population and Economic Development
How to Control it?

Institutional Issues in the Social Sector

The Social Action Program (SAP)
Governance, Decentralization and Local Level Delivery
NGOs and Community Participation

Recommended Books

1. S. Akbar Zaidi” Issues in Pakistan’s Economy, Latest Edition, Oxford University Press
2. Saeed Nasir” Pakistan Economy: Latest Edition,

Strategic finance

Learning Objectives

This course is designed to equip students with the skills that would be expected from a finance manager responsible for the finance function of a business. The course starts by introducing the role and purpose of the financial management function within a business. Before looking at the three key financial management decisions of investing, financing, and dividend policy, the syllabus explores the economic environment in which such decisions are made. The next section of the syllabus is the introduction of investing decisions

Learning Outcomes

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

1. Identify the objectives of the business in financial terms and evaluate their attainment
2. Learn role of financial information in financial control process
3. Identify various financial techniques and describe their applications
4. Suggest optimal capital structure



COURSE CONTENT

Week 1	<ul style="list-style-type: none">• Role of Finance in Business• Introduction to Corporate Finance• Major areas and functions of Financial Management• Goals of the firm• Introduction to Corporate Governance• Organization of Financial Management Function
Week 2	<ul style="list-style-type: none">• Financial Markets• Analysis of Financial Statements
Week 3	<ul style="list-style-type: none">• Cash Flow Analysis and Financial Planning• An Introduction to Financial Strategy• Strategic Objectives of an Organization• Importance of Financial Strategy to the Organization
Week 4	<ul style="list-style-type: none">• Performance Measurement in Strategic Finance• Overview of Working Capital Management
Week 5-6	<ul style="list-style-type: none">• Cash and Marketable Securities Management• Receivables Payables and Inventory Management
Week 7	<ul style="list-style-type: none">• Short Term Financing
Week 8	<ul style="list-style-type: none">• Mid Term
Week 9-10	<ul style="list-style-type: none">• Returns, Spreads and Yields• The Valuation of Long-Term Securities• Risk and Return• Assignment
Week 11	<ul style="list-style-type: none">• Operating and Financial Leverage• Capital Structure• Cost of Capital
Week 12	<ul style="list-style-type: none">• Financing Equity Finance• Financing Debt Finance• Financing Capital Structure Decisions
Week 13	<ul style="list-style-type: none">• Business Valuation• Financial and Strategic Implications of Mergers and Acquisitions• Dividend Policy and Decision Making: Theory and Practice
Week 14	<ul style="list-style-type: none">• Treasury -An Introduction



	<ul style="list-style-type: none">• The Mathematics of Treasury Management• Financial Derivatives• Accounts and Audit of Treasury Operations
Week 15	Project Presentations
Week 16	Project Presentations

Corporate Finance

Learning Objective

1. Understand the role of capital market in resource allocation, basic functions of corporate financial managers and the agency issues,
2. Compute the yearly cash flows of an expansion capital project and of a replacement capital project, and evaluate how the choice of depreciation method affects those cash flows;
3. Understand how sensitivity analysis, scenario analysis, and Monte Carlo simulation can be used to assess the stand-alone risk of a capital project;
4. Characterize the operating leverage, financial leverage, and total leverage of a company given a description of it;
5. Understand capital structure theories and their effect on firm value and risk
6. Understand dividend theories and their implications on firm value
7. Lease financing and its impact on financial statements
8. Merger and other corporate restructuring effects

Learning Outcomes

1. Understand the conflicts between shareholders and managers and its application in corporate finance
2. Describe and analyze the basic features of financial markets
3. Apply time value of money concepts to different and complex streams of cash flows
4. Use alternative capital budgeting techniques for analyzing project cash flows and apply these techniques of make investment decisions
5. Determine a firm's weighted average cost of capital of a firm and apply it to capital budgeting process and value real assets
6. determine the fundamental value of stock using versions of dividend growth models and other value multiples
7. compare the implications of the MM propositions, the pecking order theory of capital structure, and the static trade-off theory of capital structure;

Weekly breakdown of Course Contents

Weeks	Topics to cover
Week 1	Role of Capital Market The Capital Market, Public issue, Privileged subscription, Regulation of security offerings, Private placement,



Week 2	Risk and Managerial Options in Capital Budgeting What is Risk and Managerial Options in Capital Budgeting, The problem of project risk, Total project risk, Contribution to total firm risk: Firm-portfolio approach, Managerial options,
Week 3	Cash Flow estimation and Risk analysis Estimating the relevant cash flows, Analysis of the cash flows, Sensitivity analysis, Scenario analysis, Monte Carlo Simulation,
Week 4	Capital Structure Application Capital Structure and Leverage, The Target Capital Structure, Business and Financial Risk
Week 5	Determining Optimal Capital Structure, The Hamada Equation
Week 6	Capital Structure Theories MM theory, The Effect of Taxes, Bankruptcy costs, Trade-Off Theory, Signaling Theory, Using Debt financing to constrain managers,
Week 7	Dividend Policy Theory Dividends versus Capital gains, Dividend Irrelevance Theories, Bird-in-hand theory,
Week 8	Mid Exam
Week 9	Tax Preference theory, Signaling hypothesis, Cliental Effect, The Residual dividend model
Week 10	Earnings, Cash flows and Dividends Dividend reinvestment plans Factors influencing Dividend policy
Week 11	Stock dividends and stock splits Stock repurchases
Week 12	The Loans and Leases Term loan, Provisions of loan agreements Equipment financing
Week 13	Lease Financing Evaluating lease financing in relation to debt financing
Week 14	Merges and Other Forms of Corporate Restructuring Merges and Other Forms of Corporate Restructuring Strategic acquisitions involving Acquisitions and capital budgeting Closing the deal
Week 15	Takeovers, tender offers and defenses Strategic alliances Leveraged buyouts Bankruptcy and Liquidation
Week 16	Final Exam

Recommended Readings:



1. Stephen A. Ross, Randolph Wester field, Jeffery Jaffe. *Corporate Finance*.
2. Brealey, Meyers, *Principles of Corporate Finance* (Latest Edition).
3. James C. Van Home, *Fundamentals of Financial Management* (13th edition).
4. Eugene F. Brigham and Lou s C. Gapenski, *Financial Management- Theory and Practice* (Latest Edition)

Sales Management

Learning Objectives

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.

Learning Outcomes

The course is designed to provide students with an understanding of the processes involved in personal selling and sales management. The course examines the elements that enable a sales force to be an effective component of an organization's overall marketing strategy. The course will extend students' understanding of: the sales process, the relationship between sales and other organizational functions, the various types of sales force structures, the use of technology to improve sales force effectiveness, and issues concerning recruiting, selecting, training, motivating, compensating, and retaining salespeople.

Contents

Week 1 :	Introduction to Personal Selling and Sales Management The Nature of Personal Selling Changes in Selling ersonal Selling in the Marketing Mix
Week 2:	Dimensions of Sales Management The Field Sales Manager Sales Management Training and Development
Week3:	Preliminary Steps in the Selling Process Prospecting Identifying Prospects Qualifying Prospects Preparing
Week4:	Advanced Steps in the Selling Process Approach Probing for Needs Convincing the Prospect Handling Objections Closing Follow-up
Week5:	Territory Development and Time Management



	The Nature of Territory Management Sales Territory Design Procedures for Developing Territories A Model of Territory Management
Week 6:	Operating the Territory Management System Time Management The Challenge of Sales Productivity
Week7:	Sales Management Environment The Internal Environment The External Environment
Week 8:	Mid Semester Examination
Week 9:	Coping with Environmental Changes The Social and Cultural Environment The Technological Environment The Economic Environment The Competitive Environment The Political and Legal Environment
Week10:	Sales Management Planning The Nature and Importance of Sales Planning The Sales Management Planning Process The Analysis Phase Setting Sales Objectives
Week 11:	Formulating Sales Strategies Tactical Decisions Sales Plan Implementation The Control Phase
Week12:	Sales Forecasting Importance of Sales Forecasting Sales Quotas and Budgets Sales Forecasting Concepts
Week 13:	Estimating Market and Sales Potentials The Product Life Cycle Information Sources Sales Forecasting Procedures Qualitative Methods Quantitative Methods
Week14:	Sales Incentives Types of Incentives Sales Contests



	Sales Meetings and Conventions
Week 15:	Sales Compensation Criteria for a Sound Compensation Plan Sales Compensation Trends Developing a Compensation Plan Fringe Benefits Compensation for Sales Managers
Week 16:	Final Examination

Recommended Readings

Eugene M. Johnson, David L. Kurtz, Eberhard E. Scheuing.(1986) *Sale Management: Concepts, Practices, and Cases*, Second Edition McGraw Hill Companies.

Strategic Management

Learning objectives

This course is designed to develop a thorough understanding of the business strategy and policy framework by studying various and matrices and applying different tools to identify various problems and provide solutions in real world scenario. The main objective of this course is to evaluate and anticipate the impact of environmental variables (both Macro and Industry) and extract pertinent opportunities or threats from it.

Learning outcomes

1. It helps in understanding the nature & philosophy of corporate intent (vision, mission, goals & objectives) and learns the art of strategy formulation, implementation, and control procedures in light with the company policy and in accordance with changing competitive environment.
2. It helps in recognizing the importance of policy, structure and the financial attributes of the firm and their role in overall strategic plan.

Weekly breakdown of Course Contents

Weeks	Topics to cover
Week 1	Basic Concepts of Strategic Management <ul style="list-style-type: none">• The Study of Strategic Management• Phases of Strategic Management• Benefits of Strategic Management
Week 2	<ul style="list-style-type: none">• Globalization and Electronic Commerce• Basic Model of Strategic Management• Initiating a Strategy• Strategic Management• What Makes a Decision Strategic?
Week 3	<ul style="list-style-type: none">• Mintzberg's Modes of Strategic Decision Making



	<ul style="list-style-type: none">• Strategic Decision Making Process• Impact of the Internet on Strategic Decision
Week 4	Corporate Governance: Role of the Board of Directors <ul style="list-style-type: none">• Responsibilities of the Board• Members of a Board of Directors• Nomination and Election of Board Members• Organization of the Board• Trends in Corporate Governance
Week 5	<ul style="list-style-type: none">• Corporate Governance: The Role of Top Management• Social Responsibilities of Strategic Decision Makers• Ethical Decision Making• Impact of Internet on Corporate Governance and Social Responsibilities
Week 6	Environmental Scanning and Industrial Analysis <ul style="list-style-type: none">• Environmental Scanning• Identifying External Environmental Variables• International Societal Considerations
Week 7	<ul style="list-style-type: none">• Scanning the Task Environment• Identifying External Strategic Factors• Industry Analysis: Analyzing the Task Environment• Porter's Approach to Industry Analysis
Week 8	Mid Exam
Week 9	<ul style="list-style-type: none">• Industry Evolution• Categorizing International Industries• International Risk Assessment• Strategic Groups• Strategic Types• Hyper-competition
Week 10	<ul style="list-style-type: none">• Using Key Success Factors to Create Industry Matrix• Competitive Intelligence• Forecasting• Useful Forecasting Techniques
Week 11	<ul style="list-style-type: none">• Synthesis of External Factors: EFAS• Impact of Internet on Environmental Scanning and Industry Analysis
Week 12	Internal Scanning: Organizational Analysis <ul style="list-style-type: none">• Resource Based Approach to Organizational Analysis• Using Resource to Gain Competitive Advantage• Determining the Sustainability of an Advantage
Week 13	<ul style="list-style-type: none">• Value Chain Analysis



	<ul style="list-style-type: none">• Corporate Value Chain Analysis• Scanning Functional Resources• Corporate Value Chain Analysis
Week 14	<ul style="list-style-type: none">• Scanning Functional Resources• Corporate Culture• Strategic Marketing Issues• Strategic Financial Issues• Strategic Research and Development Issues• Strategic Operation Issues
Week 15	<ul style="list-style-type: none">• Strategic Human Resource Management Issues• Strategic Information System and Technology Issues• The Strategic Audit• Synthesis of Internal Factors• Impact of Internet on Internal Scanning and Organizational Analysis
Week 16	Final Exam

Recommended Readings:

Thomas L Wheelen J. David Hunger (2011), *Concepts in Strategic Management and Business Policy* Pearson Education.

Islamic Banking and Finance

Learning Objectives

1. To understand the basic principles of Islamic banking and finance
2. To understand the nature and scope of Islamic finance and its relationship with conventional finance
3. To explore the range of Islamic financial products available for investors and corporations

Learning Outcomes

1. Acquire a sound in-depth understanding of the principles of Islamic banking and finance
2. Identify a range of commonly used Islamic financial products and services

Brief Contents

Weeks	Topics to cover
Week 1	Introduction to Islamic banking Belief in divine guidance Capitalist Vs Islamic economy
Week 2	Asset Backed Financing Capital and Entrepreneur Present practices of Islamic Banks
Week 3	Musharakah



	The concept of Musharakah Basic Rules of Musharakah Distribution of profit
Week 4	Ratio of profit Sharing of Loss The nature of capital
Week 5	Management of Musharakah Termination of Musharakah
Week 6	Mudarabah Business of Mudarabah Distribution of Profit Termination of Mudarabah
Week 7	Combination of Musharakah and Mudarabah Musharakah and Mudarabah as modes of Financing Conclusions
Week 8	Mid Exam
Week 9	Ijarah Basic rules of Leasing Determination of rental
Week 10	Lease as mood of financing The commencement of lease Termination of Lease
Week 11	Insurance of Lease The residual value of leases asset Securitization of Ijarah
Week 12	Salam The concept of Salam Meaning of Salam Condition of Salam
Week 13	Salam as mood of Financing Some rules of parallel Salam
Week 14	Istisna The concept of Istisna Salam Versus Istisna
Week 15	Istisna Versus Ijarah Time of Delivery Istisna as mode of financing
Week 16	Final Exam

Recommended Reading:

1. Mufti Muhammad TaqiUsmani (2019). *An Introduction to Islamic Finance*, Quranic Studies Publishers, Karachi Pakistan.

Total Quality Management

Learning Objective

The course has been designed by keeping in view the significance of standard and Quality requirement in the Global trade. It covers the principles and concepts of Quality systems along with their application to manufacturing and service industries.



Learning Outcomes

Upon completion of the subject, students will be able to select and apply appropriate techniques in identifying customer needs, as well as the quality impact that will be used as inputs in TQM methodologies; measure the cost of poor quality and process effectiveness and efficiency to track performance quality and to identify areas for improvement; understand proven methodologies to enhance management processes, such as benchmarking and business process reengineering; understanding of key principles and techniques of TQM and quality management system as well awareness of international standards of quality ISO.

Brief Contents

Weeks	Topics to cover
Week 1	Introduction: Definition; Basic Approach Gurus of TQM; TQM framework; Awareness
Week 2	Defining Quality; Historical Review; Obstacles Benefits of TQM
Week 3	Definitions: Characteristics of Quality Leaders Leadership Concepts
Week 4	The 7 Habits of Highly Effective People
Week 5	The Deming Philosophy Role of TQM Leaders
Week 6	Who is the Customer: Customer perception of quality Feedback
Week 7	Translating Needs into Requirements Customer Retention
Week 8	Mid Term Exam
Week 9	Motivation: Empowerment: Teams; Definition & characteristics of successful teams
Week 10	Suggestion System; Recognition and Reward; Gain sharing Benefits of Employee Involvement
Week 11	Introduction; Process; The Juran Trilogy: Improvement Strategies
Week 12	Types of Problems; The PDSA Cycle; Problem-Solving Method Kaizen; Reengineering; Six-Sigma
Week 13	Principles of Customer/Supplier Relations: Partnering Sourcing; Supplier Selection Relationship Development
Week 14	Performance Measures: Basic Concepts; Objectives; Typical management; Criteria; Strategy Categories & Elements; Quality Costs; Criteria for performance Excellence; Key characteristics of the criteria Malcolm Baldrige National Quality Award



Week 15	The Plan, Learning new Philosophy: Improvement Needs, Problems Benefits of ISO Registration; ISO 9000 Series of Standards: ISO 14000
Week 16	Final Term Exam

Recommended Readings:

1. Dale H. Bestter field (2011), Total Quality Management” Revised Edition’
2. Thompson Fr, Arthur A. A. d. Strickland III; *Strategic Management: Concepts and cases*, 10th Edition, Irwin McGraw-Hill.
3. Omachonu, Vincent K. and Ross, Joel E., 1995, *Principles of Total Quality*, New Delhi: S. Chand & Co. Sarkar, Debashis, 2001. *The Managers’ Handbook for Total Quality Management*, New Delhi: Beacon Books
4. Brocka, Bruce and Brocka, M. Suzanne *Essentials of Quality Management*, Homeword, Illinois

Corporate Governance and Social Responsibility

Learning Objective

This course is designed to develop an understanding of the underlying links in today’s business environment between concepts of corporate governance, ethics and organizational sustainability. Students’ capacity to critically analyze ethical issues that arise in business life will be enhanced by knowledge related to ethics and transparency in corporate governance, and how these issues impact on policy formulation and implementation as well as stakeholder’s interests and rights. Current international approaches recently adopted to establish corporate citizenship best practice are related to ethical processes that affect organizations.

Learning Outcomes

1. To understand the nature of corporate governance and significance
2. Understand the concept of social responsibility
3. Different perspectives on business ethics
4. Corporate social responsibility & challenges for sustainable development

Brief contents

Weeks	Topics to cover
Week 1	Introduction: corporations, corporate governance A Changing World for Companies
Week 2	The World Is Getting Smaller Through Increased Connectivity 1. The corporate world and its global presence 2. Internationalization, globalization, and decentralized work environment 3. The emerging management styles, and working
Week 3	How Local Issues Become Global 1. The governance framework of states 2. External governance 3. Varying laws and regulatory framework
Week 4	Public Attitudes Drive Changing Rules of the Game for



	Businesses <ol style="list-style-type: none">1. The emergence of best practices2. Codes of conduct3. Behavioral norms and cultural impacts
Week 5	Problems for Companies <ol style="list-style-type: none">1. Internal controls2. Accountability3. Risk management
Week 6	Shareholders, Stakeholders (Employees, Consumers, Suppliers, Competitors Civil Society, and Government, Regulation) and Business Ethics <ol style="list-style-type: none">1. The stakeholders, markets and supervision2. governance and financial market economics3. system improvement, reporting, and audit Functions
Week 7	Corporate Social Responsibility: Fad or Reality? <ol style="list-style-type: none">1. The responsible organization2. Society and its stakes3. Emerging CSR dynamics
Week 8	Mid Exam
Week 9	A framework to understand corporate social responsibility <ol style="list-style-type: none">1. Thoughts of various scholars2. Historical perspective3. Contemporary challenges and thoughts
Week 10	Nature and types of white-collar crimes <ol style="list-style-type: none">1. Ethics and third world2. Value system3. Corruption and public sector
Week 11	Corporate ethical codes <ol style="list-style-type: none">1. Market ethics2. Cultural norms3. The legal system and internal controls
Week 12	Religious and philosophical views on business ethics <ol style="list-style-type: none">1. Concept of ethical behavior in philosophy2. Religious views3. The Islamic work ethics
Week 13	Detection and responding to white collar crimes <ol style="list-style-type: none">1. The penal code2. The trial system and legal constraints3. The state responsibility of punitive actions
Week 14	Criticisms against CSR <ol style="list-style-type: none">1. Varying views2. The Milton ideas3. Capitalism and CSR
Week 15	Sustainable development <ol style="list-style-type: none">1. Understanding the sustainability2. The eco system3. The damage done so far
Week 16	Final Exam



Recommended Readings:

1. Blowfield, M. and Murray, A. (2011) *Corporate Responsibility*, Oxford University.
2. Malin. C. (2000) *Corporate Governance*, Oxford University Press.
3. Gottschalk, P. (2011) *Corporate social responsibility, governance and corporate reputation*. World Scientific Publishing company.

Contemporary Issues in Management

Learning Objectives

The course will encompass the following learning objectives:

1. Emerging Organizational Issues
2. Trends in Management theories
3. Tools and Practices to deal with emerging issues

These objectives will be achieved through experiential learning and discussions. Readings, self-reflection, guest lectures, case studies, and a final individual and/or a team project in the form of writing a review paper will be expected.

Learning Outcomes

The outcomes of the courses include:

1. To identify and critically examine a range of contemporary issues in management from a variety of theoretical and practical perspectives
2. demonstrate a range of relevant scholarship/research skills in acquiring, integrating, interpreting, synthesising, utilising and communicating information about the contemporary issues examined
3. summarise the major implications of the issues examined as they relate to their own lives and their careers in organisations, the theory and practice of managers and management, and the broader societal and environmental implications of the issues, both now and into the future
4. demonstrate skills in written and inter-personal communication including creating effective learning environments for themselves and others.

Contents



Weeks	Topics to cover
Week 1	The corruption of business: the statement of a contemporary problem Business amorality A note on historical context The truth of economical institutions Universal belief in shareholder primacy
Week 2	The impact of false ideology Reversing the corruption of business
Week 3	Dignity and meaningful work in organization Meaning if dignity – two contemporary frameworks Dignity in and out of work
Week 4	Dirt, work and dignity Impact of injustice on psychological wellbeing
Week 5	Workplace bullying, discrimination and harassment The dignity of difference
Week 6	Changing nature of work A global perspective to changing nature of work Changes in occupations, jobs and skill polarization
Week 7	Changes in technology Changes in workers demographics
Week 8	Mid Exam
Week 9	Alternative organisations Analysing the common sense view of business: a discursive approach
Week 10	The ‘one best way’ of learning about business
Week 11	Thinking about the alternatives Interpreting the world from multiple perspectives
Week 12	Media as mediation: uncertainty and representation in the construction of new The taming of uncertainty The representation of events
Week 13	News as natural and obvious Groupthinking and pack journalism
Week 14	Social responsibility and managerial ethics Defining social responsibility and workplace ethics Ethical problems in organizations



Week 15	Organizational values (un)ethical leadership and organization
Week 16	Final Exam

Recommended Readings:

1. Hamilton, L., In Mangan, A., & In Mitchell, L. (2014). *Contemporary issues in management*. UK: Bristol University
2. Bolton SC (ed.) (2007) *Dimensions of Dignity at Work*, First ed. Oxford, UK: Butterworth-Heinemann
3. *The Cambridge Handbook of the Changing Nature of Work*. (2020). In B. Hoffman, M. Shoss, & L. Wegman (Eds.), *The Cambridge Handbook of the Changing Nature of Work* (Cambridge Handbooks in Psychology, pp. I-Ii). Cambridge: Cambridge University Press.
4. Trevino, L., & Nelson, K. (2017). *Managing Business Ethics: Straight Talk about How to Do It Right* (7th ed.). John Wiley & Sons.

E-Commerce

Learning Objectives

The objective is to introduce the application of information technology for business/ commerce purposes.

Learning Outcomes

On completion of the course, students should be able to:

1. Discuss modern computing infrastructures from the perspective of the internet and organizations
2. Discuss and explain theoretical and practical issues of conducting business over the internet and the Web
3. Reflect on general principles revealed through practical exploration of specific tools, techniques and methods in e-commerce.

Brief contents

Weeks	Topics to cover
Week 1	Introduction to E-Commerce Digital Economy Ecommerce Fundamentals Introduction to Ecommerce Technology
Week 2	The Ecommerce Consumers Legal and Ethical issues for E-Commerce Business to Business Ecommerce
Week 3	Introduction Ecommerce industry structure Alliances, Partners, Outsourcing Portals and Search Engines
Week 4	Governmental Structures and Resources Keeping track of innovation and and Changes



Week 5	Electronic Retailing E-Commerce Transactions: Shopping Carts and Payment Options Tracking customers Security issues, strategies and resources
Week 6	Interactive communication with Customers and Partners Customer Pleasing Eservice Know your competition
Week 7	Web Design Strategies and Concepts Web design architecture and Infrastructure Web Design languages introduction
Week 8	Mid Exam
Week 9	Introduction to E-Marketing E-Marketing Strategies and Options E-Marketing Recourses Encouraging Customer participation
Week 10	Creating online Communities Customer Service and Marketing Advertisement in E-Commerce Describe the objectives of web advertisement, its types and characteristics Describe the major advertisement methods used on web
Week 11	Describe various web advertisement strategies Describe various types of promotions on the web Discuss the benefits of PUSH technology and intelligent Agents
Week 12	E-Commerce in Service Industries Understand how broker based services are performed online Describe online travel tourism services and their benefits
Week 13	Describe the electronic real estate market Discuss Cyber banking, its driver and capabilities Describe electronic Auctions, their benefits, implementations and impacts
Week 14	Electronic Payment System and Security Describe the typical electronic payment system for EC Identify the security requirements for safe electronic payments Describe the typical security schemes use to make security requirements Identify the players and procedures of electronic credit card system Discuss the relationship between SSI and SET Protocol
Week 15	Discuss the relation between EFT and Debit cards Describe the characteristics of Stores –value cards. Classify and describe the types of IC Cards used for payments Discuss the characteristics of electronic check systems.
Week 16	Final Exam

Recommended Readings:

1. Daniel Amor (2000). *The E business @ Evolution: living and Working in an interconnected world*. Upper Saddle River, NJ: Prentice Hall.



2. Turban, E., lee, J., King, D., & Chung, H. (2018). *Electronic Commerce: A Managerial Perspective*.

Portfolio Management

Learning Objectives

The Learning objective of this course is to acquaint students with the theoretical foundation of modern portfolio theory, the major groups of investors and their investment objectives and constraints, and to master practical skills in investment management, forming capital market expectations and forecasting markets activity to justify major investment portfolio management strategy for equity and fixed-income instruments.

Learning Outcomes

After completing the course, all students will be able to:

1. Calculate and interpret expected and historical risk and return measures for individual securities and a portfolio of securities.
2. Describe the steps in the portfolio management process and formulate an investment policy statement.
3. Calculate the covariance and correlation between securities and explain how correlation affects the standard deviation of a portfolio.
4. Describe the implications of the major findings of behavioral finance research on the efficient market hypothesis.
5. Construct equity portfolios using passive and active equity portfolio management techniques.
6. Understand equity investment styles.
7. Describe how to monitor and rebalance an equity portfolio.
8. Assess portfolio performance.
9. Evaluate a portfolio manager's market timing and security selection skills through attribution analysis.
10. Describe basic fixed income portfolio strategies.

Course Contents

Weeks	Topics to cover
Week 1	The investment process, milestones portfolio management Planning, Implementation
Week 2	Monitoring and rebalancing
Week 3	Managing Portfolio: Investment objectives and constraints of the different groups, Private investors, Pension funds
Week 4	Insurance companies Foundations and endowments Banks
Week 5	Assessment of market expectations The analytical process Limitations of economic data and analysis methods
Week 6	Psychological Traps Basic model group Economic analysis and market forecasts
Week 7	Asset/Capital Allocations The importance of asset allocation



	Asset and Liability Management
Week 8	Mid Exam
Week 9	Financial Psychology Selection of asset classes Optimization
Week 10	Portfolio management, fixed income Bond Portfolio Management Strategies
Week 11	Active and passive portfolio management Sources of income from fixed-income instruments Investing in foreign bond markets
Week 12	Portfolio management, variable income Active and passive management of a portfolio of stocks Equity Indices
Week 13	Tools passive investing Investment Styles Analysis of investment styles based on portfolio and income A market-neutral investment
Week 14	Portfolio Construction Building a Portfolio Types of Assets
Week 15	Bonds, Equities, Derivatives, Properties, Overseas Assets Passive Vs Active Funds Management Optimization
Week 16	Final Exam

Recommended Readings

1. Brentani, Christine. (2004). *Portfolio Management in Practice*. Elsevier Ltd.
2. Maginn, John L., Tuttle, Donald L., McLeavey, Dennis W., Pinto, Jerald E. (2007). *Managing Investment Portfolios: A Dynamic Process*, (3rd Ed). John Wiley & Sons, Inc.

Investment and Portfolio Management

Learning Objective

1. Understand the investment process, internal and external factors affecting the investment decisions process,
2. Understand the securities trading process on stock exchanges and other markets
3. Understand the valuation of debt and equity securities, industry, fundament and technical analysis,
4. Understand the concept of efficient markets and their implication in investment process
5. Understand the portfolio theories and their implications for investment decision processes

Learning Outcomes

1. Demonstrate knowledge of contemporary theory and practice in finance particularly in investment and analysis
2. Understand the complexities of financial markets such as bond market, stock market, stock exchanges, and derivatives markets
3. Do industry analysis, and use stock valuation techniques such as DCF valuation, CAPM models to estimate stock values
4. Perform fundamental and technical analysis of securities to recommend purchase or sale of such securities for portfolio managers



5. Understand efficient market hypothesis and its implication for security analysis and portfolio selection
6. Apply portfolio selection models for portfolio management

Brief Contents

Weeks	Topics to cover
Week 1	Introduction Understanding the Investment Process, External factors affecting the decision process, Organizing Financial Assets, Non marketable Financial Assets
Week 2	Money Market Securities, Capital Market Securities, Debt and equity Markets, The Primary Markets
Week 3	Secondary Markets. The Emerging Securities Markets, Globalization of Securities Market
Week 4	How Securities are traded How orders work, Investor protection in the securities markets, Short sales
Week 5	Bond returns and risks, Bond price changes, Bond yields The level of market interest rates, Important consideration in managing a bond portfolio
Week 6	Common Stock Analysis and Valuation Common Stock valuation, The present value approach The PIE ratio approach
Week 7	Analyzing Common Stock Asset allocation, The passive strategy, The active strategy Approaches for analyzing and selecting stocks
Week 8	Mid Exam
Week 9	Derivative Securities and Markets Understanding options, Payoffs and profits from basic option position, Option valuation
Week 10	Understanding futures market, The structure of future markets The mechanics of trading
Week 11	Concept of efficient market Why the market can be expected to be efficient, Evidence on market efficiency, Implication of efficient market hypothesis, Evidences of market anomalies
Week 12	Forecasting changes in the market/economy Industry Analysis, Performance of Industries over time, Analyzing Industries
Week 13	Technical analysis, Aggregate market analysis, Individual stock analysis, Testing technical analysis strategies, Conclusions about technical analysis
Week 14	Portfolio management as a process, Markowitz portfolio selection



	model, Capital Market Theory, The assumption of CAPM
Week 15	The market portfolio, Equilibrium Risk-Return trade off Estimating the SML, Arbitrage pricing theory
Week 16	Final Exam

Recommended Readings

1. Jones, Charles P. (2012). *Investment Analysis and Management, (12th Ed)*. John Wiley & Sons, Inc.
 2. Reily, Frank K. Brown, Keith C. Leeds, Sanford J. (2019). *Investment Analysis and Portfolio Management, (11th Ed)*. Cengage Learning Inc.
- Bodie, Z. Kane, A. Marcus, A. (2020). *Investments, (12th Ed)*. McGraw-Hill Education

: Recruitment and Selection

Learning Objective

This course will provide a conceptual and operational understanding of the key aspects of human resources staffing functions, including job analysis, recruitment, and assessment, selection, and performance evaluation.

Learning Outcomes

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.

Contents

Weeks	Topics to cover
Week 1	Recruitment Challenges <ul style="list-style-type: none">• How to make recruitment efforts succeed?• ABC of Recruitment.
Week 2	Pre-recruitment considerations <ul style="list-style-type: none">• Proactive and reactive recruitment• Targeting special interest groups• Traditional recruitment sources
Week 3	Electronic Recruiting <ol style="list-style-type: none">1. Definition of an applicant2. Electronic resumes (Chronological/Functional Resume Format)3. International electronic recruiting
Week 4	Job Analysis <ol style="list-style-type: none">1. Job Description



	<ol style="list-style-type: none">2. Reviewing the application & resume3. Planning basic questions
Week 5	Open ended questions <ol style="list-style-type: none">1. Hypothetical questions2. Probing3. Close ended questions
Week 6	<ul style="list-style-type: none">• How to relate questioning technique to interview stages?• Questioning technique to avoid
Week 7	Establishing interview format <ol style="list-style-type: none">1. Putting applicant at ease2. Getting started3. Listening VS Talking
Week 8	Mid Exam
Week 9	<ul style="list-style-type: none">• Non-verbal communication• Encouraging applicant to talk, keeping applicant on track• Providing
Week 10	Exploratory <ul style="list-style-type: none">• Telephone screening interviews
Week 11	<ul style="list-style-type: none">• Video screening interviews
Week 12	HR interview <ul style="list-style-type: none">• Dept interview• Panel/Peer
Week 13	<ol style="list-style-type: none">1. Interviewing less than ideal applicant2. Stress
Week 14	Preparation for the final meeting <ul style="list-style-type: none">• The final meeting
Week 15	<ul style="list-style-type: none">• Notifying selected applicants• Notifying rejected applicants
Week 16	Final Exam

Recommended Readings:

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



Training and Development

Learning Objective

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

Learning Outcomes

To be able to:

1. Apply training and development functions
2. Analyze the job and training needs
3. To apply training methods
4. Evaluate training programs

Contents

Weeks	Topics to cover
Week 1	The distinction between training and education Training, education & experience Benefits of training
Week 2	Training design Process Training cycle Pre & Post training evaluation
Week 3	Stages in a systematic approach to training Analysis for Training Training need assessment process (TNA)
Week 4	Job analysis Functional analysis Knowledge analysis Manual & Social skills analysis
Week 5	TNA source and report Training Policy Training objectives
Week 6	Advantages of on the job training Stages of on the job training
Week 7	Off the job training approaches Employee development methods International issues associated with training
Week 8	Mid Term Exam
Week 9	Training Design, Selection & Delivery Constraints Target Population
Week 10	Strategies and tactics Reinforcement & transfer tactics
Week 11	Reaction level Learning level



	Transfer Results
Week 12	Stages of Auditing the training Training budget Training time and cost
Week 13	Structured interview Questionnaire Participation
Week 14	Work diary Film-video-photography
Week 15	Technical conference Group discussion
Week 16	Final Term Exam

Recommended Readings

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



International Marketing

Learning Objective

On completion of this module, students will be able to analyze the development of international trade and the concepts of comparative and relative advantages in world trade patterns. In addition, they must critically evaluate how the diversity of environment impacts on the decision-making processes of international or multinational organizations and demonstrate ability to analyze and evaluate the appropriateness of alternative international marketing techniques.

Learning Outcomes

Upon completion of the course, the students would be able:

To understand the scope and function of international marketing theory and practice

Gain knowledge and skills to help in developing international market entry strategies

Contents

Weeks	Topics to cover
Week 1	Introduction to International Marketing Definitions Marketing environments Consumer welfare issues and business ethics.
Week 2	International Marketing Strategy Necessity of adopting a global business perspective
Week 3	Major decisions while going global Importance of marketing orientation Difference between a multinational and a global approach Marketing standardization and individualization
Week 4	Effects of country's population, Natural environment and technical resources on international marketers Indicators of economic wealth Social and cultural environment Political and legal environment Firms competitive position Determination of attractive markets
Week 5	World Economy Electronic Marketing Impact of management system on strategy implementation Organizational structures Leadership and planning
Week 6	Tools of international market research Steps of international marketing research projects Interpretation of research results
Week 7	Strategic alternatives international marketing Types of confrontations with competitors Indicators of successful international competition Consequences of chosen resource allocations Importance of strategic position
Week 8	Mid Exam
Week 9	Market entry strategy



	Major decisions Local positioning Market entry mode Different forms of International Business Expansion
Week 10	Product management processes Product innovation Quality assurance Brand name Packaging
Week 11	Distribution channels Marketing logistics Transportation modes Warehousing decisions and inventory management
Week 12	Local Initiatives for International Marketing Unit
Week 13	International market communication Integrated international marketing communication International advertising Sales promotion
Week 14	Pricing strategies Factors influencing final price Methods of payment and counter trade
Week 15	International marketing plan Components of Marketing Plan
Week 16	Final Exam

Recommended Readings

1. Cateora, P. R. (2008). *International Marketing 13E (Sie)*, Tata McGraw-Hill
2. Education Czinkota, M., & Ronkainen, I. (2012). *International marketing*, Cengage Learning.

Strategic Brand Management

Learning Objectives

This course is a combination of both the theoretical concepts of brand management and their application to marketing strategies and decision making in the private, public, and non-profit sectors. At the conceptual level, it seeks to present an integrated framework around which the major areas of brand knowledge can be discussed. Rather than just paying token attention, this course thoroughly incorporates marketing realism in several ways. First, throughout the course frequent reference is made to actual or potential applications of the concepts being discussed. Second, questions, case studies, and projects throughout the semester offer opportunities for experiential learning.

Learning Outcomes

1. In general, to enable the students to develop skills with respect to manage brands strategically
2. Establish the ability to elicit and analyze brand associations, and derive strategic implications for positioning, brand elements, and the usage of secondary brand associations.
3. Establish basic understanding of different methods for brand valuation



4. Establish skills enabling the students to assess growth-opportunities for brands, e.g., brand extension strategies
5. Understand and apply principles for brand portfolio-management, including the challenges inherent in the continuum from corporate brands to branded articles, from house of brands to branded house.

Contents

Weeks	Topic to Cover
Week 1:	Brands and Brand management What is Brand? Why do Brand matter? Can anything be branded?
Week 2:	Branding Challenges and opportunities The brand equity concept Strategic Brand Management concept.
Week3:	Customer Based Brand Equity Customer-Based Brand Equity Making a Brand Strong: Brand Knowledge Sources of Brand Equity
Week 4:	Brand Positioning Identifying and Establishing Brand Positioning Positioning Guidelines
Week5:	Choosing Brand Elements to Build Brand Equity Criteria for Choosing Brand Elements Options and Tactics for Brand Elements
Week6:	Leveraging Secondary Brand Associations to build Brand Equity Conceptualizing the Leveraging Process Company Country of Origin Channels of Distribution
Week 7	Co-Branding Celebrity Endorsements Sports, Culture and other events.
Week 8:	Mid Semester Examination
Week9:	Designing Marketing Programs to Build Brand Equity Integrating Marketing Product Place Promotion Pricing
Week10:	Integrating Marketing Communications to Build Brand Equity



	The New Media Environment Four Major Marketing Communication Options Developing Integrated Marketing Communication Programs
Week11:	Developing a Brand Equity Measurement and Management System Conducting Brand Audits Designing Brand Tracking Studies Establishing a Brand Equity Management System
Week12:	Designing and Implementing Branding Strategies Deigning branding strategies Implementing branding strategy.
Week13:	Measuring Sources of Brand Equity Qualitative techniques Quantitative Techniques
Week 14:	Introducing and Naming New Products and Brand Extensions Brand naming Guidelines for naming a brand
Week 15:	Managing Brands over Time Reinforcing Brands Revitalizing Brands
Week 16:	Final Examination

Recommended Readings

1. Kevin Lane Keller (2019), “*Strategic Brand Management*”, 4th Edition, Pearson.

: Financial Statements Analysis

Learning Objectives

1. Understand the roles of financial reporting and financial statement analysis,
2. Discuss the role of key financial statements in evaluating a company’s performance and financial position,
3. Describe the International Financial Reporting Standards (IFRS) framework in preparing financial statements;

Learning Outcomes

1. Read a financial statement and identify and find relevant information for analysis
2. Summarize, interpret and compare financial data
3. Compute standard financial ratios and other financial analysis techniques
4. Conduct financial analysis in a systematic and structured way
5. Integrate concepts from previous accounting and finance courses to advance robust and insightful analysis.



6. Make informed and supported business decisions and recommendations

Contents

Weeks	Topics To Cover
Week 1	Introduction to Financial Statements : parties for analysis
Week 2	Balance Sheet, elements, major components ,formats
Week 3	Income Statement , major components
Week 4	Basics of Analysis
Week 5	Liquidity of Short-Term Assets; Related Debt-Paying Ability
Week 6	Long-Term Debt-Paying Ability
Week 7	Profitability analysis
Week 8	MID SEMESTER EXAMINATIONS
Week 9	For the Investor analysis
Week10	Statement of Cash Flows and analysis
Week 11	Special Industries: Banks, ,
Week12	Utilities, Oil and Gas
Week 13	Transportation, Insurance, and Real Estate Companies
Week 14	Personal Financial Statements and Accounting for Governments and Not-for-Profit Organizations
Week 15	Personal Financial Statements and Accounting for Governments and Not-for-Profit organizations
Week 16	Final semester examinations

Recommended Readings

1. Charles H Gibson, *Financial Statement Analysis-using accounting information* 12th Edition.
2. George Foster, *Financial Statement Analysis*, Latest Edition, by (Pearson)

Credit Management

Learning Objectives

Traditionally, lenders have faced credit risk in the form of default by borrowers. To this date, credit risk remains major concern for lenders worldwide. The more they know about the creditworthiness of a potential borrower, the greater the chance they can maximize profits, increase market share, minimize risk, and reduce the financial provision that must be made for bad debt. This product provides fundamental understanding of the credit risk analysis process and discusses in detail, various aspects of financial statement analysis, including ratio and cash flow analysis, among others to help in making better credit-related decisions. It also looks at various non-financial factors such as Business Plan, Industry/Sector, Top Management, etc. that could affect the creditworthiness.

Learning Outcomes

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

- Apply credit analysis to assess borrowers in real cases
- Perform ratio analysis and cash flow analysis
- Structure loan products in a competitive way



- Identify and work-out problem loans

COURSE CONTENT

Week 1	• Overview of Credit Analysis
Week 2	• Lending Process
Week 3	• Financial Statement Analysis-I
Week 4	• Financial Statement Analysis-II
Week 5-6	• Non-Financial Analysis
Week 7	• Asset Classification and Loan Loss Provisioning
Week 8	• Borrowing Causes and Sources of Repayment
Week 9-10	• Problem Loans
Week 11	• Consumer Installment Lending
Week 12	• Floor Plan Lending
Week 13	• Accounts Receivable and Inventory Lending
Week 14	• Participation Loan
Week 15	• Letter of Credit and Loan Commitments
Week 16	• Potential credit risk in loan commitments and un-funded lines of credit

Recommended Books:

Credit Risk: Pricing, Measurement, and Management (Princeton Series in Finance) – By Kenneth J. Singleton

: Managing Performance and Rewards

Learning Objective

This course is based on the design and the implementation of successful performance management system. It also focuses on the external and internal organization as well as the environmental factors and their importance in implementing a successful performance management system. Understanding the strategic importance of performance management system will be the hallmark of this course. Students will be expected to come across research based designs and finding related to performance management. This course is intended to provide an overview of the main issues involved in performance management, including rationalize for conducting it, the cost and benefit of the performance management, alternatives to it and expected as well as unintended outcomes that may emerge from it. Finally, the role of performance evaluation in different industries occupations are examined in this course.

Learning Outcomes

This course will help the students to understand the nature of managing performance and rewards in the organizations, the way performance and rewards are designed and managed in organizations and what main objectives could be achieved when performance and rewards are managed.

Brief Contents

Weeks	Topics to cover
Week 1	Performance Management Myth or Reality: Concept of performance management



	Performance Management myth v/s reality (Management, Customers & Practitioner's) Performance management framework for value creation Performance management continuous flow
Week 2	What Will Be the Next New Management Breakthrough? History of management breakthrough Fredrick Winslow Taylor's scientific management
Week 3	Alfred P. Sloan Customer Segmentation Theories of Competitive Advantage Power of quantitative analysis and performance management
Week 4	Evaluating Employee Performance: Performance management v/s performance appraisal Appraisal process steps
Week 5	How External Influences Affect HRM The Dynamic Environment of HRM Laws and Regulation Labor Unions
Week 6	Appraisal methods Alternative appraisal methods
Week 7	Why The High Interest in Performance Management Now? Deep & even deeper root-cause forces as to why performance management now Communication (inform performer)
Week 8	Mid Term Exam
Week 9	Decision making (Evaluate) Motivate performer Development/improvement= evaluating + motivating
Week 10	Human Capital and Workforce Management: Art or Science? Human Capital: Intangible Asset
Week 11	Advancing from HR to strategic Human Capital Management Reducing employee turnover and improving employee retention (Be proactive, Not reactive) Human capital as a component of the Performance Management Framework
Week 12	Tipping Point for Performance Management: Performance management cycle Trends and issues
Week 13	Balanced scorecard (BSC) Decision-based managerial accounting Customer value management Shareholder and business owner wealth creation and destruction
Week 14	Establishing Rewards & Pay Plans: Rewards classification Goal of Compensation and Administration
Week 15	Job Evaluation and Pay Structure Executive Compensation Programs Supplemental financial and nonfinancial compensation
Week 16	Final Term Exam



Recommended Readings

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