



UNIVERSITY OF SARGODHA  
OFFICE OF THE REGISTRAR  
(ACAD BRANCH)

NOTIFICATION

On the recommendations of Academic Council made in its 19<sup>th</sup> (4/2023) meeting held on 13.09.2023, the Syndicate in its 64<sup>th</sup> (4/2023) meeting held on 03.11.2023 has approved the revised curriculum of **BBA (2 Year)** after 14 years of education program for implementation w.e.f **Fall 2025**.

(WAQAR AHMAD)  
Additional Registrar (General)

No. SU/Acad/25/878

Dated: 27.08.2025

Distribution:

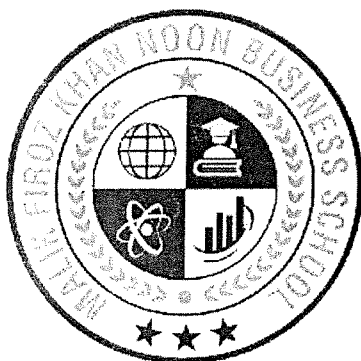
- Director, Malik Firoz Khan Noon Business School (MFKNBS)
- Controller of Examinations
- Director Academics

C.C:

- Dean, Faculty of Social Sciences
- Director, QEC
- Additional Registrar (Affiliation & Registration)
- Secretary to the Vice-Chancellor
- PA to Registrar
- Notification File

# Bachelor of Business Administration (BBA) 2 Years Program under Semester System after 14 years of Education

Applicable w.e.f Fall 2025  
Under HEC New Undergraduate Education Policy 2023



**Malik Firoz Khan Noon Business School**  
**University of Sargodha**

# Bachelor of Business Administration (BBA) 2 Years Program under Semester System after 14 years of Education


## Designed in the light of

### **Vision**

To become the prominent business school in the region.

### **Mission**

We are nurturing business professionals, intellectuals, and entrepreneurs to support sustainable business environment.

  
Lecturer  
Maqbool Khan  
Ngon Business School  
University of Sargodha

**1. Title of the Degree Program: Bachelor of Business Administration (BBA)**

**2. Program Learning Objectives**

Bachelors of Business Administration program aims at

- i. Producing well educated business graduate who have the capacity for independent thought and work, as well as for team work. The emerging global scenario has compelled the commerce and the industry to look for a new breed of business graduates capable of responding to the market demands.
- ii. This program develops critical and conceptual thinking skills in the participants. It also provides them exposure of cutting edge business issues being faced by the real world.

**3. Program Structure:**

**Eligibility Requirements:**

For Candidates having Associate Degree in Business/Commerce or Equivalent in the relevant field	14 years of education in Commerce or in Business or Relevant field, with at least 45% marks
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**Program Structure:**

Duration	Minimum 2 Years (4 Semesters)
Admission Requirement	14 Years of relevant education with at least 45% marks
Degree Completion Requirement	75 Credit hours courses (Including Capstone Project & Internship)

**Final Oral Examination/Viva Voce**

Students fulfilling the requirements mention above shall be eligible for appearing in the final oral examination. Those who will be declared pass in the oral examination will be awarded the degree of BBA.

**4. General Education (Gen Ed) Requirements: (Mandatory/Core Courses):**

*The minimum requirement for Gen Ed is 30 credits hours and will be offered in first four semesters only.*

**5. Single Major Courses**

Major-1	BUSB-6501	Business Management	3(3-0)	Nil
Major-2	BUSB-6502	Financial Management	3(3-0)	Nil
Major-3	BUSB-6503	Managerial Accounting	3(3-0)	Nil
Major-4	BUSB-6504	Principles of Marketing	3(3-0)	Nil
Major-5	BUSB-6505	Human Resource Management	3(3-0)	Nil
Major-6	BUSB-6506	Managerial Economics	3(3-0)	Nil
Major-7	BUSB-6507	Marketing Management	3(3-0)	Nil
Major-8	BUSB-6508	Business Research Methods	3(3-0)	Nil
Major-9	BUSB-6509	Production and Operations Management	3(3-0)	Nil
Major-10	BUSB-6510	Business Inferential Analysis	3(3-0)	Nil
Major-11	BUSB-6511	Business Ethics	3(3-0)	Nil
Major-12	BUSB-6512	Entrepreneurial Skills and Innovation	3(3-0)	Nil
Major-13	BUSB-6513	Advertising and Promotion	3(3-0)	Nil

Major-14	BUSB-6514	Corporate Finance	3(3-0)	Nil
Major-15	BUSB-6515	Organizational Behavior	3(3-0)	Nil
Major-16	BUSB-6516	Strategic Management	3(3-0)	Nil
Major-17	BUSB-6517	E-commerce and Digital Marketing	3(3-0)	Nil
Major-18	BUSB-6518	Supply Chain Management	3(3-0)	Nil
Major-19	BUSB-6519	Investment and Portfolio Analysis	3(3-0)	Nil
<b>Major Total Credit Hours</b>			<b>57</b>	

**6. Interdisciplinary/Allied courses: minimum 12 credit hours: Interdisciplinary/Allied courses will be offered after 4th semester**

ID-1	PSYC-5101	Introduction to Psychology	3(3-0)	Nil
ID-2	POLS-6107	Introduction to International Relations	3(3-0)	Nil
ID-3	SOCI-6138	Logic and Critical Thinking	3(3-0)	Nil
ID-4	MCOM-5101	Introduction to Conventional and Digital Communication	3(3-0)	Nil
<b>Interdisciplinary Credit Hours</b>			<b>12</b>	

**7. Field experience/internship: Minimum 03 credit hours:**

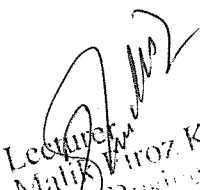
*Lasting 6-8 weeks and ideally scheduled during summer breaks after 6<sup>th</sup> semester.*

✓ <b>Comp</b>	BUSB-6520	Internship	3(3-0)	Nil
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**8. Capstone project: Minimum 03 credit hours:**

*This project, after the sixth semester, requires faculty supervision and evaluation following department guidelines*

✓ <b>Comp</b>	BUSB-6521	Capstone project	3(3-0)	Nil
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 Lecturer  
 Malik Arooz Khan  
 North Business School  
 University of Sindh, Sukkur

**Scheme of Studies**  
**Bachelors of Business Administration (BBA)**

**Semester – I**

Category	Course Code	Course Title	Credit Hours	Pre-Requisite
ID-1	PSYC-5101	Introduction to Psychology	3(3-0)	Nil
ID-2	POLS-6107	Introduction to International Relations	3(3-0)	Nil
Major-1	BUSB-6501	Business Management	3(3-0)	Nil
Major-2	BUSB-6502	Financial Management	3(3-0)	Nil
Major-3	BUSB-6503	Managerial Accounting	3(3-0)	Nil
Major-4	BUSB-6504	Principles of Marketing	3(3-0)	Nil
<b>Semester Total Credit Hours: 18</b>				

**Semester – II**

Category	Course Code	Course Title	Credit Hours	Pre-Requisite
GE-4	URCG-5111	Translation of The Holy Quran-III	Non Credit	Nil
ID-3	SOCI-6138	Logic and Critical Thinking	3(3-0)	Nil
ID-4	MCOM-5101	Introduction to Conventional and Digital Communication	3(3-0)	Nil
Major-5	BUSB-6505	Human Resource Management	3(3-0)	Nil
Major-6	BUSB-6506	Managerial Economics	3(3-0)	Nil
Major-7	BUSB-6507	Marketing Management	3(3-0)	Nil
Major-8	BUSB-6508	Business Research Methods	3(3-0)	Nil
<b>Semester Total Credit Hours: 18</b>				
<b>BUSB-6520 Internship 6-8 Weeks during summer after 6<sup>th</sup> (2<sup>nd</sup>) semester</b>			<b>Credit Hours: 03</b>	

**Semester – III**

Category	Course Code	Course Title	Credit Hours	Pre-Requisite
Major-9	BUSB-6509	Production and Operations Management	3(3-0)	Nil
Major-10	BUSB-6510	Business Inferential Analysis	3(3-0)	Nil
Major-11	BUSB-6511	Business Ethics	3(3-0)	Nil
Major-12	BUSB-6512	Entrepreneurial Skills and Innovation	3(3-0)	Nil
Major-13	BUSB-6513	Advertising and Promotion	3(3-0)	Nil
Major-14	BUSB-6514	Corporate Finance	3(3-0)	Nil
<b>Semester Total Credit Hours: 18</b>				

**Semester –IV**

Category	Course Code	Course Title	Credit Hours	Pre-Requisite
GE-4	URCG-5111	Translation of The Holy Quran-IV	Non Credit	Nil
Major-15	BUSB-6515	Organizational Behavior	3(3-0)	Nil
Major-16	BUSB-6516	Strategic Management	3(3-0)	Nil
Major-17	BUSB-6517	E-commerce and Digital Marketing	3(3-0)	Nil
Major-18	BUSB-6518	Supply Chain Management	3(3-0)	Nil
Major-19	BUSB-6519	Investment and Portfolio Analysis	3(3-0)	Nil
Comp	BUSB-6521	Capstone Project	3(3-0)	Nil
<b>Semester Total Credit Hours: 18</b>				
<b>Degree Program Total Credit Hours: 75</b>				

*(Signature)*  
Lecturer  
Maqsood Feroz Khan  
Noon Business School  
University of Sargodha

This course has been designed to ensure an effective orientation of students towards the discipline of psychology so that they may come to appreciate the diversity of the subject and its pragmatic significance. This course provides an introduction to the concepts and theories of psychology and to their application to real life situations. Topics include history, research methods, sensation, perception, consciousness, stress and coping, learning, memory, motivation and emotions. Main objectives of the course include making students familiar with the essential's features of human personality; to inculcate a sense of personal relevance of Psychology as a subject with the potential of gaining better insight into one's own self and others.

### Course Learning Objectives

1. Have an introductory knowledge of selected areas of basic psychological enquiry
2. Be able to: differentiate between scientific and non-scientific information about human behaviors and mental processes.
3. Describe major developments and research methods used in psychology.
4. Explain psychological processes involved in sensation, perception, learning, memory, motivation, emotion, states of consciousness and health
5. Analyze the variety of factors affecting sensation, perception, consciousness, learning, memory, motivation, emotion, and health.
6. Apply psychological concepts and principles to situations in everyday life.

### Contents

1. Introduction to Psychology: Definition of psychology, Goals of psychology,
2. Major schools of thought in psychology, Major fields of psychology
3. Basic research Methods in Psychology: Survey research, Experimental research, Case study method
4. Biological Basis of Behavior: Brain and nervous system, Structure and function of major brain areas, Neurotransmitters and their functions
5. Sensation and Perception: Difference between sensation and perception, Principles of perception, Role of perception in human cognition
6. Motivation and Emotion: Concept & Theories of motivation and emotion
7. Learning: Definition of Learning, Types of Learning  
(i) Classical Conditioning (ii) Operant Conditioning, (iii) Observational Learning
8. Memory and Intelligence: Definition and stages of human memory, Types of memory, Concept of intelligence, Basic theories of intelligence
9. Personality development: Concept & Theories; Tips to improve personality
10. Health and Stress, Stress and Coping, Stress, Health, and Coping in the Workplace
11. Effective Measure to deal with stress and ways to cope.
12. Application of Psychology in Our Social Lives

### Recommended Texts

1. Weiten, W. (2017) *Psychology: Themes and variations*. (10th ed.). Boston: Cengage Learning.
2. Nolen-Hoeksema, S., & Hilgard, E. R. (2015) *Atkinson and Hilgard's introduction to psychology* (16th ed.). New Dchli: Cengage Learning.

### Suggested Readings

Flanagan, C., Berry, D., Jarvis, M., & Liddle, R. (2015). *AQA psychology*. London: Illuminate Publishing Cheltenham.

Lecturer  
Malik Piroz Khan  
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The study and practice of international relations is interdisciplinary in nature, blending the fields of economics, history, and political science to examine topics such as human rights, global poverty, the environment, economics, globalization, security, global ethics, and the political environment. Historically, the establishment of treaties between nations served as the earliest form of international relations. International relations allows nations to cooperate with one another, pool resources, and share information as a way to face global issues that go beyond any particular country or region. This course provides a comprehensive introduction to international relations, focusing in particular on its origins and historical evolution, its key concepts, major theoretical frameworks, main actors and institutions, the global architecture of power, and its dynamic nature in the process of globalization. More specifically, this course introduces concepts of power, statecraft, diplomacy, foreign policy, political economy and international security, and examines the evolution of international relations as a subject.

### **Contents**

1. IR as an academic Field
2. Realism, Liberalism, Marxism, Social Constructivism
3. Relevance to Current Issues
4. US, Russia and Rise of China
5. Development of the International System
6. History of state development (City State to Empires)
7. Westphalia and Emergence of State system
8. Industrial revolution and French Revolution
9. World War I & World War II
10. Cold War and Post-Cold War
11. States and Other Actors
12. Sovereignty and Nationalism
13. States, IGOs, TNAs
14. Globalization
15. Foreign Policy
16. Diplomacy
17. Domestic politics and the outside world, public opinion
18. International Institutions, United Nations, Security Council, General Assembly
19. UN Agencies, World Bank / IMF
20. Regional organizations: NATO, ASEAN and SAARC etc.

### **Recommended Texts**

1. Devetak, R., George, J. & Percy, S. *An introduction to international relations*. Cambridge: Cambridge University Press.
2. Baylis, J., Smith, S., & Owens, P. (2004). *The globalization of world politics*. Oxford: Oxford University Press.

### **Suggested Readings**

1. Jackson, R. & Sørensen, G., (2016). *Introduction to international relations*. (6th ed.). Oxford: Oxford University Press.
2. Carlsnaes, W., Carlsnaes, W., Risse-Kappen, T., & Simmons, B. (2013). *Handbook of international relations*. Santa Barbara: SAGE Publications.

This is an introductory course about the management of organizations. It provides instructions on principles of management that have general applicability to all types of enterprises; basic management philosophy and decision making; principles involved in planning, organizing, leading, and controlling; and recent concepts in management. This course is designed as a survey course that will expose you to business terminology, concepts, and current business issues. The intent is to develop a viable business vocabulary, foster critical and analytical thinking, and refine your business decision-making skills. These skills will be acquired by the reading materials, exercises, and research assignments in this course that simulate the workplace today.

### Course Learning Outcomes:

Upon completion of the course, students are able to

1. Understand the basic concept, principles, functions, approaches and theories of management.
2. Train the student to effectively work with and through people in an organization. Manage organizations and lead organization towards their goals.

**Introduction to Management:** Managers and Management in Today's workplace, A Brief History of Management's roots. The management Environment, Important managerial issues, Stages and contributor Gurus of Management Science.

**Planning:** Making Decisions, Quantitative Decision making tools, Planning and Goal setting, managing Change and Innovation, Managing Entrepreneurial ventures.

**Organizing:** Organizational Structure and Design, Managing Human Resources and Diversity, Professionalism and employability, Managing work groups and work teams. Advanced Organizational Structures (Matrix, Network, Agile), Organizational Life Cycle, Business Process Reengineering (BPR), Leading and Managing Organizational Change, Change Models: Kotter, Lewin, ADKAR

**Leading:** Understanding Individual behavior, Motivating and rewarding employees, Leadership and trust, Managing organizational and Interpersonal communication, modern leadership types

**Internal & External Business Management:** Technology, The market, Competition and the External environment, Internationalization and Globalization, Stress Management, Change Management, Managing Organizational Conflict

**New Management Paradigms:** Ethics and Social Responsibility, Entrepreneurship, innovation management frameworks, including the **diffusion of innovations**, the application of **design thinking in management**, the **technology adoption lifecycle**, and strategies for **disruption and business model innovation**.

### Core Texts:

1. Robbins, S. P., Coulter, M., & Langton, N. *Fundamentals of management*. (10 ed). NJ: Pearson Prentice Hall.
2. Hannaway, J. (1999). *Managers Managing: The Workings of an Administrative System*. (1<sup>st</sup>ed). New York: Oxford University Press.

Financial management discusses the role that financial manager plays in businesses and the financial market environment in which firms operate. It argues that the goal of managers should be to maximize the value of the firm and by doing so maximize the wealth of its owners. The main objective of this course is to give an understanding of financial environment and financial instruments and basis of evaluation of business entity. The scope of the course includes historical, theoretical, and procedural analysis of the firm's finance function with specific emphasis on maximizing shareholder value. Focus of the course is on foundational principles, financial tools, and strategic decision-making. Students will understand managerial finance roles, analyze financial goals, and master valuation techniques. Emphasizing risk assessment and cost of capital, the curriculum aligns with outcomes in knowledge, practical skills, and strategic financial understanding.

#### Course Learning Outcomes (CLO):

1. Understand the basic concepts of finance like cash flows; valuation, risk and return.
2. Evaluate the cash flows relating to a given scenario of decision making.
3. Take financing and investing decisions leading to maximization of value of the firm.

#### Course Content

**Financial Management, Institutions and Markets:** Role of Managerial Finance, Financial Management Goals and Objectives, Types and Functions of Financial Institutions, Financial Market Types and Dynamics

**Basic financial Tools:** Time value of Money, Present Value Calculations, Future Value Calculations, Growth rate and Frequent Compounding, Cash Flows and Financial Statement Analysis

**Valuation of Securities :** Interest rates & Corporate Bonds, Bond Valuation & YTM, Dividends & Stock Valuation, Dividend Discount Models (DDM), Free Cash Flow and P/E

**Risk, Return, and Required Rate of Return :** Fundamentals of Risk and Return, Single Asset & Portfolios, CAPM, SML, and CML

**Cost of Capital:** Components: Common Stock, Preferred Stock, Debt, Weighted Average Cost of Capital (WACC)

**Long-term Investment Decision: Capital Budgeting:** Capital Budgeting Techniques: ARR, Payback Period, IRR, PI, and NPV. . Estimating Relevant Cash Flows in Capital Budgeting

**Working Capital Management and Leverage:** Cash, Inventory, and Accounts Receivables Management. Operating, Financial, and Total Leverage. Factors and Theory of Capital Structure

#### Core Texts:

1. Gitman, L. J., Juchau, R., & Flanagan, J. *Principles of managerial finance*. Pearson Higher Education AU.
2. Van Horne James, C. *Financial Management & Policy, 12/E*. Pearson Education India.
3. Brigham, E. F. *Financial management: Theory and practice (17<sup>th</sup> Edition)*. Cengage Learning Canada Inc.

#### Case Studies

1. Capital Budgeting at Bharti Airtel (A): Esty, B. C., & Narayanan, V. G. (2008). Capital budgeting at Bharti Airtel (A). Harvard Business School Case 207-114.
2. JetBlue Airways IPO Valuation: Esty, B. C., & Healy, P. M. (2005). JetBlue Airways IPO valuation. Harvard Business School Case 204-028.
3. Warren E. Buffett, 1995 (Abridged): Fruhan, W. E. (1996). Warren E. Buffett, 1995 (Abridged). Harvard Business School Case 297-074.
4. The Investment Detective: Desai, M. A., & Heen, A. (1995). The Investment Detective. Harvard Business School Case 295-100.

Managerial Accounting is an essential tool that enhances a manager's ability to make effective business decisions. This course will introduce the student to the principles and practice of managerial accounting. As a discipline, managerial accounting is both a process and a function of supplying managers and employees in an organization with relevant information, both financial and nonfinancial, for making decisions, allocating scarce resources, monitoring, and evaluating performance. Topics include cost concepts, cost classification, cost costing approaches, cost volume-profit relationships, job-order costing, variable costing and segment reporting, activity-based costing, and differential analysis. Most important goal of the subject is to equip students with better understanding of the environment in which managerial accounting information are developed & used. Therefore, for students it is necessary to have updated knowledge of cost accounting to make full use of this course

#### Course Learning Outcomes (CLO):

1. Distinguish the cost and managerial accounting.
2. Evaluate the managerial accounting system, procedures and reports.
3. Apply the managerial accounting concepts in practice.

#### Course Content Outline and Subtopics

**Course Introduction:** and Overview what is Managerial Accounting? Why does Managerial Accounting Matter? Managerial Accounting and Cost Accounting; Concept of cost, Cost object, Cost elements, Sources and uses of cost data, Cost Classification. Cost behavior analysis and segregation of Costs..

**Advance Costing Process:** Joint Product costing, By-product costing Process. Cost of production reports with treatment of different losses. Cost of production report with beginning inventories treatments using FIFO and Average Costing Method

**Costing Approaches:** Absorption Costing, Variable Costing, Activity based Costing; Direct/Variable Costing: Comparison of Variable and Absorption costing, reconciliation of Variable and Absorption Costing Income.

Activity Based Costing (ABC): An overview of ABC; Comparison of Traditional and ABC Product Costs; Designing ABC; ABC and External Reporting; Limitations of ABC

**Profit Planning:** The Basics of CVP Analysis, Break-Even and Target Profit Analysis, CVP and Cost Structure, Sales Mix; Decision making and breakeven; Segment Reporting: Segmented Income statement, and the Contribution format income statement,

**Budgeting for Profit Planning:** Why and How Do Organizations Create Budgets? Long term, annual and short term budgeting. Capital Budgeting, Preparation of Master Budget; Cash budget Flexible Budgets, zero based budget and Performance Appraisal

**Performance Evaluation and Standard Costing:** General Model for Standard Cost Variance Analysis: Material Variance, Direct Labor Variances, Overhead Variances, two, three and four FOH Variance for standard costing, Mix and Yield Variances.

**Differential Analysis:** Key Concepts of Decision Making; Identifying relevant costs and Benefits; Total cost and Differential Cost Approaches: Adding or Dropping Product lines and other Segments; Make or Buy Decisions; Special Order Decisions; Volume Trade-off Decisions; Sell or Process Further Decision;

#### Core Texts:

1. Matz, U. Cost Accounting Planning and Control (14th ed.). Cincinnati: South-Western Publishers.
2. Brewer, P. C., Garrison, R. H., & Noreen, E. W. (2022). *Introduction to managerial accounting*. McGraw- Hill.
3. Drury, C. (2018). *Cost and management accounting*. Belmont, CA, USA: Cengage Learning.

#### Suggested Readings

1. Miryala, N., Kiran, A. S., & Jella, S. (2023). Customer's Dilemma: Lease or Buy? *Asian Journal of Management Cases*, 0(0). <https://doi.org/10.1177/09728201231191578>
2. Arif Iqbal Rana, & Jawaid Abdul Ghani. (2004). Dynamics of Outsourcing in Industrial Clusters: a Study of the Gujrat Fan Industry in Pakistan. *Asian Journal of Management Cases*, 1(1), 7-24.
3. Ashraf, J., & Rauf, A. (2020). Waseela Foundation: Accounting for Zakat. *Asian Journal of Management Cases*, 17(1\_suppl), S55-S60.

Cases and Reports from Chartered Management Accountant Journal by ICMAP

[https://www.icmainternational.com/management\\_accountant.aspx](https://www.icmainternational.com/management_accountant.aspx)

The basic objective of these subjects is to introduce the marketing concept and how we identify, understand and satisfy the needs of customers and markets. To analyze companies and competitors and to introduce marketing strategy to increase awareness of the strategic and tactical decisions behind today's top performing brands. Main purpose of the course is to teach students how marketing works in industrial life. Students must be aware of products, brands, pricing strategies, modes of transportation, logistics and types of communication for marketing. Advertising is the key to marketing. This course is designed to serve as an introduction to the basic principles of marketing, practices, and the application of these practices. This course examines our present-day marketing system from a managerial point of view and has a current events component to help emphasize the marketing principles in today's business world. Subjects covered include consumers, market research and target markets, feasibility analysis, products, promotion, channels of distribution, pricing, international marketing and use of technology in marketing.

### Contents

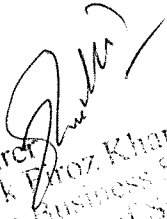
1. Introduction: Marketing in Changing World: Creating Customer Value and Satisfaction.
2. Strategic Planning and the Marketing Process
3. Global Marketing Environment; Marketing
4. Research and Information Systems
5. Consumer Markets and Consumer Buyer Behavior,
6. Business Markets and Business Buyer Behavior
7. Marketing Segmentation, Targeting, and Positioning for Competitive Advantage
8. Product and Services strategy and Decisions
9. New Products Development and Product Life-Cycle Strategies
10. Pricing Products: Pricing Considerations and Approaches
11. Pricing Strategies for new product and Product Line
12. Distribution Channels and Logistics Management
13. Retailing and Wholesaling
14. Integrated Marketing Communications
15. Promotion Mix

### *Recommended Texts*

1. Kotler, P., Armstrong, G., Harker, M., & Brennan, R.. Marketing: an introduction (17<sup>th</sup> ed). Englewood Cliffs: Prentice-Hall.

### *Suggested Readings*

1. W. D. Perreault, Jr., J.P Cannon, and E. J. McCarthy (2009). *Basic Marketing: A Marketing Strategy and Planning Approach* (17<sup>th</sup> ed). Irwin/McGraw Hill.

  
Lecturer  
Malik Feroz Khan  
Noon Business School  
University of Sargodha

Topic	Details
Semester/Level	In some discipline 5 <sup>th</sup> semester and in some discipline 6 <sup>th</sup> Semester/ BS (5 <sup>th</sup> Semester intake) 1 <sup>st</sup> / 2 <sup>nd</sup>
Course Code	URCG-5111
Course Title	Translation of the Holy Quran – III
Objectives	<ul style="list-style-type: none"> <li>To introduce ethics and highlight its importance, need and relevance for individual and collective life.</li> <li>To illuminate the students with the Quranic norms of Morality i.e. truthfulness, patience, gratitude, modesty, forgiving, hospitality etc.</li> <li>To familiarize the students with immoral values like falsify, arrogance, immodesty, extravagance, backbiting etc.</li> <li>To inculcate ethical and moral values in our youth.</li> <li>To develop a balanced dynamic and wholesome personality.</li> <li>To introduce the students to Quranic Arabic grammar in practical manner.</li> </ul>
Course Contents:	<p>○ اخلاق (تعارف، ضرورت و اہمیت، اقسام، معنویت)</p> <p>اخلاق حسنہ :</p> <ul style="list-style-type: none"> <li>برائی کو نیکی سے مٹانا</li> <li>نیکی کے کاموں میں مسابقت</li> <li>لوگوں کے درمیان صلح</li> <li>عدل و انصاف</li> <li>سچائی</li> <li>ایثار</li> <li>سلیم قلب</li> <li>مہمان نوازی</li> <li>لغویات سے اعراض</li> <li>عاجزی و انکساری</li> <li>نگاہ اور آواز کو پست رکھنا</li> <li>چال میں میانہ روی</li> <li>شرمگاہوں کی حفاظت</li> <li>صبر</li> <li>شکر</li> <li>امور میں میانہ روی</li> </ul> <p>اخلاق سنیہ :</p> <ul style="list-style-type: none"> <li>ظلم اور زیادتی</li> <li>غرور و تکبر</li> <li>نفسانی خواہشات کی پیروی</li> <li>بدگمانی</li> <li>جھوٹ</li> <li>چغلی اور تہمت</li> <li>تمسخر اور شیخی خوری</li> <li>لہو و لعب</li> <li>برے ناموں سے پکارنا</li> <li>احسان جتانا اور تکلیف دینا</li> <li>فضول خرچی اور حد سے بڑھنا</li> <li>حسد اور تنگ دل</li> <li>بے پردگی</li> </ul> <p>قرآنی عربی گرامر کے اصول اور انکے اطلاقات (متن قرآنی پر اطلاق)</p>
Grammar:	



Despite the fact that thinking is a natural activity, much of our thinking is confounded by distortions, biases and prejudices, and in many instances, is uninformed and partial. Quality of our life depends on the quality of our thinking. Logical thinking skill is fundamental for making rational decision making, which is the essence of management. Excellence in thought, requires systemic cultivation. This course provides an introduction to the tools and techniques of logic and critical thinking, and their systemic application to various arenas of life. It will begin with an appreciation of the context, which includes discussion of usage of language and some issues of epistemology. Thereafter, identification of pitfalls or logical fallacies will form main part of the course. Finally, through the application of a strategy for understanding, analyzing and evaluating arguments, it will bring to life the process of thinking and the art of argumentation. This course is an introduction both to logic and to critical thinking, assuming no previous work in logic or philosophy.

### Course Learning Outcomes:

At the completion of the course student will be able:

1. To learn concepts, principles, and methods of inferences.
2. To analyze the truth of propositions and validity of arguments.
3. To apply the concepts, principles and method of inference in decision making.

### Contents

1. Basic Logical Concepts: Argument, Proposition, Statement, Premises, Conclusion, Recognizing Arguments, Arguments and Explanations, Inductive and Deductive Arguments, Validity and Truth,
2. Analyzing Arguments: Paraphrasing, Diagraming, Problems in Reasoning,
3. Language and Definitions: Functions of Language, Emotive language, Neutral language, Disputes, Disputes and Ambiguity, Definition types and their Uses, Structure and techniques of Definition, Qualities of Good definition
4. Fallacies: What Is a Fallacy? Fallacies of Relevance, Fallacies of Defective Induction, Fallacies of Presumption, Fallacies of Ambiguity
5. Categorical Propositions: The Theory of Deduction, Classes and Categorical Propositions, The Four Kinds of Categorical Propositions, Quality, Quantity, and Distribution, The Traditional Square of Opposition, Further Immediate Inferences, Existential Import and the Interpretation of Categorical Propositions, Symbolism and Diagrams for Categorical Propositions
6. Categorical Syllogisms: Standard-Form Categorical Syllogisms, The Formal Nature of Syllogistic Argument, The Formal Nature of Syllogistic Argument, Syllogistic Rules and Syllogistic Fallacies, Exposition of the Fifteen Valid Forms of the Categorical Syllogism
7. Syllogisms in Ordinary Language: Translating Categorical Propositions into Standard Form,
8. Symbolic Logic: Modern Logic and Its Symbolic Language, The Symbols for Conjunction, Negation, and Disjunction, Conditional Statements and Material Implication, Argument Forms and Refutation by Logical Analogy, Testing Argument Validity Using Truth Tables, Some Common Argument Forms, Statement Forms and Material Equivalence, Logical Equivalence, The Three "Laws of Thought"
9. Methods of Deduction: Formal Proof of Validity, The Elementary Valid Argument Forms, Expanding the Rules of Inference: Replacement Rules, Constructing Formal Proofs Using the Nineteen Rules of Inference

Dr. Malik Firoz Khan  
Noon Business School  
University of Sargodha

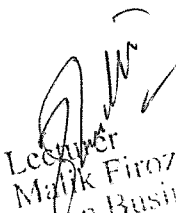
10. Quantification Theory: The Need for Quantification, Singular Propositions, Universal and Existential Quantifiers, Traditional Subject–Predicate Propositions, Proving Validity, Proving Invalidity, Asyllogistic Inference
11. Analogical Reasoning Induction and Deduction Revisited,
12. Causal Reasoning: Cause and Effect, Causal Laws and the Uniformity of Nature, Methods of Causal Analysis, Limitations of Inductive Techniques
13. Science and Hypothesis: Scientific Explanation, Scientific Inquiry: Hypothesis and Confirmation, Evaluating Scientific Explanations, Classification as Hypothesis

#### **Recommended Texts**

1. Copi, I. M., Cohen, C., & McMahon, K. *Introduction to logic*. Routledge.

#### **Suggested Readings**

1. Gensler, H. J. (2017). *Introduction to logic*. Routledge.
2. Genesereth, M., & Kao, E. (2022). *Introduction to logic*. Springer Nature.

  
Lecturer  
Mark Firoz Khan  
Noon Business School  
University of Sargodha

This course is aimed at introducing the students with basic concepts of conventional and emerging concepts of digital communication. Students would be able to identify and distinguish between the key concepts of conventional and digital communication. Conventional media such as television, radio, newspapers and magazines have long been the primary outlet for communication campaigns, but added to this now are digital channels like social media (Facebook, Twitter, Instagram) that have increased the opportunities for companies, big and small, to connect and spread the word. Digital communications media are inherently capable of being more interactive, more participatory, more egalitarian, more decentralized, and less hierarchical. As such, the types of social relations and communities which can be built on these media share these characteristics. This course further enables the students to understand the communication process, conventional and digital communication systems, problems and prospects of conventional and digital communication and distinguish among various forms of mass media.

### **Contents**

1. Communication : process, and function
2. Barriers in communication
3. Models of mass communication: linear, circular, transactional
4. Print media communication: newspapers, magazines, periodicals, books, pamphlets, etc.
5. Electronic media communication: radio, television, film
6. New media (internet): website, blog, vlog, and social media
7. ICTs and emerging platforms of new media: web 2.0, 3.0
8. The phenomenon of social media: Facebook, Twitter, LinkedIn, Google, youtube
9. Integration, convergence, consumerism and amplifications of mass contents on ICT platforms
10. Media Literacy: difference between real and fake news, propaganda, Framing, angeling.

### **Recommended Texts**

1. Baran, S. *Introduction to mass communication: Media literacy and culture* (10<sup>th</sup> ed.).New York: McGraw-Hill.
2. Campbell, R., Martin, C., & Fabos, B. (2014). *Media and communication: Mass communication in adigital age*.New York: St.Martin's.

Lecturer  
M.A. Firoz Khan  
Noon Business School  
University of Sargodha

The principal objective of this course is to gain knowledge in the field of human resource management and enabling them to understand the human resource functions and practices in banks/organization for improved performance and help create a transparent organizational culture and maintain competitive advantage. The course also provides an overall understanding of organizational behavior concepts to assist in recognizing organizational structure, culture and development concepts so that they are better equipped to perform in the organization, make informed decisions and effectively manage supervisors and subordinates for enhanced performance.

### Course Learning Objectives

1. To prepare students to gain knowledge in the field of human resource management
2. To enabling them to understand the human resource functions
3. To equip students with skills to make informed decisions and effectively manage supervisors and subordinates for enhanced performance.

### Contents

1. HRM in Changing Environment
2. Introduction to HR Functions
3. Significance of Human Resource Planning, The planning process, the implementation of program
4. Techniques of job design, Effective Job Analysis
5. Planning & Recruitment
6. Recruitment & selection policy issues, Source of recruitment.
7. Employee Selection Process and Strategies
8. Employees Socialization and Orientation Strategies
9. Training and Development of Employees. Evaluation of training & development programs
10. Career Development
11. Performance Management and Appraisal
12. Compensation Management
13. Employee Benefits and Health & Safety

### Recommended Text:

1. DeCenzo, David A. *Fundamentals of human resource management* / David A. DeCenzo, Stephen P. Robbins, Susan L. Verhulst.-- 12th edition.
2. Werther, W. B & Davis, K. *Human Resource & Personnel*. New York McGraw Hill.

### Suggested Readings:

1. Bazerman, M. H., & Gino, F. (2012). Behavioral ethics: Toward a deeper understanding of moral judgment and dishonesty. *Annual Review of Law and Social Science*, 8(1), 85-104.

Lecturer  
Malik Faraz Khan  
Noor Business School  
University of Sargodha

Organizations operate in a highly dynamic and often very competitive economic environment, within which they must pursue their organizational goals, constrained by limited financial and other resources. A deep and extensive understanding of this environment is essential for effective managerial decision-making. Managerial economics course is concerned with the application of economic theory and tools of decision science with in an organizational context. It includes the economic analysis of firm and its environment using various mathematical and statistical tools. The course mainly deals economic optimization of firms.

### Course Learning Objectives

1. To enable the students, learn to implement the economic and quantitative techniques in the world of business and finance.
2. To enable students to make optimal decisions in real life scenario.
3. To not only furnishes students with information regarding optimal decisions in business but also enable them to collect, analysis and decipher data in real life situations.

### Contents

1. Nature and Scope of Managerial Economics
2. Theory of Firm; The nature and Functions of Profits; Process of Decision Making
3. Optimization Techniques and Management Tools: Differential Calculus and Optimization Techniques; Economic relations; Optimization analysis
4. Demand and Supply and Market Equilibrium Analysis
5. Demand Theory and Analysis: Individual and market demand for product; Factors affecting demand; Concept, types and uses of elasticity of demand in managerial decision making; Theory of Consumer behavior;
6. Demand Estimation: Identification Problem; Market Research approach; Regression analysis
7. Demand Forecasting: Qualitative Forecasts; Time Series Analysis; Smoothing techniques; Barometric Methods; Econometric Models
8. Production Theory and Estimation: Production Function; Factors of Production; Production function with one variable; Production function with two variables; Optimal Combination of Inputs and profit Maximization; Returns to scale;
9. Cost Theory and Estimation: Nature of Costs; Cost Concepts; Short run and Long run cost functions; Plant size and economies of scale; cost minimization; Cost Volume Profit Relationship Analysis and Leverages; Empirical Estimation of cost function;
10. Market Structure: Perfect Competition, Monopolistic Competition, Monopoly;
11. Oligopoly and Firm Architecture; Game Theory and Strategic Behavior
12. Pricing Practices: Pricing of Products; Price Discrimination; Dumping; Transfer Pricing, Cost Plus Pricing and other pricing practices
13. Capital Budgeting; Risk Analysis and Uncertainty

### Recommended Texts:

1. Salvatore, D. *Managerial Economics in global Economy*. Oxford University Press.

### Suggested Readings:

1. Webster, T. J. (2003). *Managerial Economics: Theory and Practice*. West Yorkshire: Emerald Publishing
2. Hirchey, M. (2009). *Managerial Economics, An Integrative Approach*. Canada: Nelson Education Ltd.

Marketing provides the interface between the customer and the firm in which the customer has become pivotal to the success of business activities. The marketer role is to develop an understanding of the customer and then use a variety of tools to design, promote and deliver sustainable marketing strategies.

New media i.e. digital is influencing consumers and businesses. Relationship building has become a major commitment for many organizations to retain customer loyalties. This course introduces marketing management concepts/terminologies and strategic issues to the students from various perspectives. An opportunity to study several situations in which effective marketing management strategies can be developed and insight is provided through group discussion and case studies. The course is focused on equipping students with ethical marketing concepts with applications in both Pakistani and global context.

### Course Objectives:

1. To enable the students to explain different terminologies and concepts related to Marketing Management.
2. To sharpen skills for critical analytical thinking, strategy and effective communication.
3. To introduce students to marketing strategy formulation and to the elements of marketing analysis.
4. To enable the students to analyze customer, competitors and Product portfolios. To make analysis of company's strategic position.
5. To familiarize students with the elements of the marketing mix (product strategy, pricing adjustments, advertising, promotion, and distribution).

### Brief Contents:

1. Defining Marketing for the new realities.
2. Developing Marketing Strategies and Plans
3. Creating long term Loyalty Relationships
4. Collecting Information and Forecasting Demand
5. Conducting Marketing Research
6. Analyzing Consumer and Business Markets
7. Identify Market Segments and Targets
8. Crafting the Brand Positioning
9. Creating Brand Equity
10. Setting Product Strategy
11. Designing and Managing Services
12. Developing Pricing Strategies and Programs
13. Designing and Managing Integrated Marketing Channels
14. Designing and Managing Integrated Marketing Communication

### Recommended text

1. Marketing Management 16th Edition by Philip Kotler & Kevin Lane Keller.

### Suggested Readings

2. Principles of Marketing By Philip Kotler 19<sup>th</sup> Edition
3. Fundamentals of Marketing by William J Stanton.

Lecturer  
Mamun Feroz Khan  
Noble Business School  
University of Sargodha

It will bring together students' theoretical and practical appreciation of how to identify and investigate business opportunities or problems as well as analyses data and conclude on the relevance of research findings as the research aim is unpacked, the student will be introduced to a range of relevant quantitative and qualitative business research methods and will select from these in determining a project design. Second major focus is business report writing. Business report writing is the means by which one presents any business-related information. Some reports might provide a definite solution to solve a business problem; other reports might touch on historical business information that would be used for future business planning. Conventional reports, such as Business Plans & Marketing plans, provide the concepts, management models, commercial goals and operational measures. Business reports are a critical part of performing business activities.

### Course Learning Objectives

1. To develop business research skills
2. To define, explore and solve a business research question
3. To be able to convey information that would assist in decision-making process

### Contents

1. Introduction to Business Research: Definition & Nature and The Scientific Method
2. The Business Research Process, Errors in Business Research.
3. Research Design and Data Sources, Types of research and research designs,
4. Primary and Secondary data and their sources
5. Data Collection Procedures: The Measurement Process
6. Concepts of validity and reliability, The casual design procedures
7. Data Collection Methods, Observation, Documentary-Historical Method, The Survey Method
8. Instruments: Questionnaire, Interview and Scheduling, Problems in Data Collection
9. Sampling: Sampling Concepts, The Sampling Procedures (Types of Sampling),
10. Determining a sample size
11. Selection of sample. Data Processing and Analysis
12. Basic concepts of data processing:
13. Computer representation, Data Matrix, Data Storage Data Processing flow
14. Editing, Coding, Handling Blank Responses, Coding, Categorization
15. Converting, Weighting, Storing etc.
16. Alternative processing flows
17. University data analysis, Measurement of central tendency
18. Measurement of dispersion, Hypothesis Testing, Bavaria data analysis
19. Linear Correlation, Simple Regression, The Chi-Square Test, The Cross-Tabular Tables
20. Elaboration of Relationships, Multivariate data analysis: Interdependence Methods, Factor analysis

### Recommended Texts

1. Sekaran, U., & Bougie, R. *Research methods for business: A skill-building approach* (7th ed). Wiley. Ranjit K. (n.d.) *Research Methodology*. (3<sup>rd</sup> ed.). Boston: Sage Publications

### Suggested Readings

1. C. William Emory (n.d.). *Business Research Method*. (12<sup>th</sup> ed.). New York: McGraw-Hill

Production and Operations Management (POM) is a core area of study in business and management programs. It focuses on the processes involved in the production of goods and services. This course explores the strategic and operational aspects of managing manufacturing and service operations. Topics include process design, capacity planning, inventory control, quality management, and supply chain coordination. The course integrates both qualitative and quantitative tools for effective decision-making in operations.

### Learning Outcomes:

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

1. Understand the fundamental concepts and scope of production and operations management in both manufacturing and service sectors.
2. Apply various decision-making tools and techniques for operations planning and control.
3. Analyze and design efficient operational processes, layouts, and workflows.
4. Manage inventory, forecast demand, and schedule production effectively.
5. Evaluate quality control and improvement systems such as Six Sigma and Total Quality Management (TQM).
6. Understand the role of technology, sustainability, and globalization in operations.
7. Develop strategies for optimizing supply chain management and logistics.
8. Apply lean operations and just-in-time (JIT) principles to enhance productivity and minimize waste.

### Course Outline:

#### Week 1–2: Introduction to Production and Operations Management

- Definition and evolution of POM
- Differences between manufacturing and service operations
- Role of operations in the organization

#### Week 3–4: Operations Strategy and Competitiveness

- Strategic role of operations
- Competitive priorities
- Productivity and efficiency measures

#### Week 5–6: Process Design and Analysis

- Types of processes: job shop, batch, assembly line, continuous
- Process mapping and flow analysis
- Facility layout design

#### Week 7: Capacity Planning and Location Strategy

- Long-term vs short-term capacity decisions
- Location factors and analysis techniques

#### Week 8: Midterm Examination

#### Week 9–10: Forecasting

- Qualitative and quantitative forecasting techniques
- Moving averages, exponential smoothing, regression analysis

#### Week 11–12: Inventory Management

- Types and functions of inventory
- EOQ model, ABC analysis
- Safety stock and reorder points

#### Week 13: Aggregate Planning and Scheduling

- Strategies for aggregate planning
- Master production scheduling (MPS)
- Gantt charts and sequencing rules

#### Week 14: Quality Management

- Quality control tools (Pareto charts, cause-effect diagrams)
- TQM, Six Sigma

- ISO standards

**Week 15: Supply Chain and Logistics Management**

- Supply chain drivers and metrics
- Outsourcing and global supply chains
- Distribution and logistics management

**Week 16: Lean Systems and JIT**

- Principles of lean thinking
- Waste elimination
- Kanban and pull systems

**Recommended Textbook:**

1. Jacobs, F. R., & Chase, R. (2024). *Operations management* (17th ed.). Pearson.

**Suggest Text:**

1. Stevenson, W. J. (2020). *Operations management* (14th ed.). McGraw-Hill Education.
2. Heizer, J., Render, B., & Munson, C. (2020). *Operations management: Sustainability and supply chain management* (13th ed.). Pearson.
3. Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2006). *Operations management for competitive advantage* (11th ed.). McGraw-Hill/Irwin.
4. Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. (2019). *Operations management: Processes and supply chains* (12th ed.). Pearson.

This course is based on different statistical concepts and techniques that are useful in business management. The goal is to provide the community with high skills to play the major role in science and technology by statistical ideas and methods. This course enables to develop a proper understanding of Statistical applications in business administration and commerce. The course explores the basic concepts of statistical theory and its applications for decision-making in business and solving business management problems. Students are introduced to the fundamental concepts involved in using sample data to make inferences about populations.

### Course Learning Objectives

1. To understand the terminology related to Inferential Statistics, the role of sampling theory in estimation of population parameters and testing of hypotheses concerning parameters.
2. To provide with the background in different estimation methods of population parameters on the basis of a sample.
3. To develop an understanding about the set of rules that lead to a decision culminating in the acceptance or rejection of some statement or hypothesis about the population.

### Contents

1. Inferential Statistics and its importance; Difference between descriptive and inferential statistics;
2. Data; Variable; Types of data and variables; Data Collection Methods; Measurement Concept and Scales of Measurement; Data Presentation: Graphs and Tables; Frequency Distribution and Probability Distribution;
3. Random Variable; Binomial Distribution: Probabilities, Mean and Standard Deviation; Poisson Distribution: Characteristics and Probabilities; Normal Distribution and Standard Normal Distribution; Z-Score and Area under the Standard Normal Curve;
4. Sampling Theory & Estimation: Sample and Population; Random and Non Random Sampling; Sampling Distribution; Point and Interval estimates; Parameter and Statistic; Standard error of sample mean and proportion;
5. Hypothesis testing concepts: Null and Alternative hypothesis; One tail and two tail test; Level of significance and confidence; Type-I error and Type-II error; Degrees of freedom; Critical value; Hypothesis testing process; Testing of hypothesis: One sample test of mean and proportion, Two sample test of mean and proportion; t-test and z-test;
6. The Chi-Square Distribution; Contingency table; Chi-square test of independence; Chi-square goodness of fit test for appropriate distribution,
7. Analysis of variance: One-way analysis of variance; Two-way analysis of variance
8. Testing of correlation co-efficient; Testing the coefficients of regression (Simple and Multiple) (t-statistics and p-value); Goodness of fit of regression equation: Coefficient of determination ( $R^2$ ), Standard error of regression; F-test (Analysis of variance in regression analysis);
9. Computer applications in Statistics: Statistical Package for Social Sciences Software (SPSS)

### Recommended Texts

1. Levin, R. I., & Rubin, D. S. *Statistics for management* (7<sup>th</sup> ed.). New Delhi: Pearson Education.

### Suggested Readings

1. Mann, P. S. *Introductory statistics*. John Wiley & Sons.
2. Chaudry, S. M. *Introduction to statistical theory* (Part I & II). Ilmi Kitab Khana, Lhr, Pakistan

Lecturer  
Munir Khan  
Noor Business School  
University of Sargodha

The overall objective of this course is for each student to develop a critical thinking approach regarding many of the significant ethical concerns confronted by organizational members within the contemporary business world. The extent to which firms are responsible to society concerning such critical issues as the environment will be explored in depth. This course introduces Business ethics as the modern managerial approach to ethical questions in business environment. It gives not only understanding of main theoretical concepts, but also developing skills of identification, analysis and permission of ethical dilemmas on a workplace and managing ethics in organizations. The first part, which is called Universal ethics, takes into account the nature and essence of ethics, problems and possibilities of individual ethical and moral behavior formation. In the second part, named Applied Ethics, - questions and problems of ethical decision-making in the company are considered. Moreover, the third part concerns CSR, its contribution to strategic advantages of the company and its integration into business process.

### Course Learning Objectives

1. To know the ethical concepts that are relevant to resolving moral issues in business
2. To identify the moral issues involved in the management of specific problem
3. To solve the actual moral dilemmas faced by businesses

### Contents

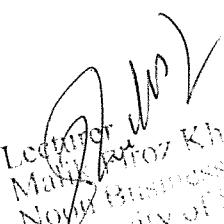
1. Universal Ethics
2. The Importance of Business Ethics
3. Emerging Business Ethics Issues,
4. Business Ethics in depth (Applied side)
5. The Institutionalization of Business Ethics
6. Ethical Decision-Making and Ethical Leadership
7. Individual Factors: Moral Philosophies and Values
8. Organizational Ethics: The Role of Ethical Culture and Relationships
9. Corporate Social Responsibility
10. Developing an Effective Ethics Program
11. Managing and Controlling Ethics Programs

### Recommended Texts

1. Ferrell, O. C., Fraedrich, J., & Ferrell, L. *Business Ethics Decision Making and Cases*. Boston: Cengage Learning

### Suggested Readings

1. Bazerman, M. H., & Gino, F. (2012). Behavioral ethics: Toward a deeper understanding of moral judgment and dishonesty. *Annual Review of Law and Social Science*, 8, 85-104.

  
Lecturer  
Masood Khan  
North Business School  
University of Sargodha

**Course Introduction:**

This course is designed to foster an entrepreneurial mindset and cultivate essential skills for creating and managing innovative ventures. It explores the principles of entrepreneurship, creativity, and innovation, providing students with hands-on opportunities to develop business ideas, evaluate their feasibility, and design value-driven business models. Emphasis is placed on practical tools, case studies, and team-based projects to stimulate innovation, risk management, and strategic thinking in a dynamic business environment.

**Learning Outcomes:**

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

1. Understand the core concepts of entrepreneurship and innovation.
2. Demonstrate entrepreneurial thinking and problem-solving skills.
3. Identify and evaluate business opportunities using appropriate tools and frameworks.
4. Develop a business model and pitch innovative solutions.
5. Assess the risks and challenges associated with entrepreneurial ventures.
6. Apply design thinking and creativity to develop innovative products/services.
7. Collaborate effectively in teams to execute an entrepreneurial project.

**Course Outline:**

1. Definition, evolution, and types of entrepreneurship, Characteristics of successful entrepreneurs, The entrepreneurial mindset and motivation, Difference between creativity, invention, and innovation
2. Sources of innovation, Creativity tools and techniques (SCAMPER, brainstorming, mind mapping), Introduction to Business Model Canvas, Value proposition design, Customer segments and channels,
3. Welcome to Human Centered design
4. Empathy, problem definition, ideation, Prototyping and testing solutions
5. Big picture, Stakeholders on boarding (Partners, Contributors, Coinnovators)
6. UI/UX development, New Product Development process, Environmental scanning and opportunity recognition
7. SWOT analysis, PESTEL framework, Feasibility analysis, Lean startup methodology
8. Market research and competitive analysis
9. Sources of funding: bootstrapping, angel investors, venture capital
10. Financial planning basics, Crowd funding and government grants
11. Role of technology in driving innovation, Digital transformation and platform-based businesses, Sustainability and social innovation
12. Intellectual property rights, Legal structures for startups, Ethics and social responsibility
13. Causes of startup failure, Managing uncertainty and risk, Learning from failure
14. Team-based business plan presentations
15. Peer and instructor evaluation

**Recommended Textbook (Latest):**

**"Entrepreneurship: Successfully Launching New Ventures"** By Bruce R. Barringer & Duane Ireland (6th Edition, 2022) Publisher: Pearson.

**Supplementary Readings:**

*The Lean Startup* by Eric Ries

*Business Model Generation* by Alexander Osterwalder & Yves Pigneur

*Design a Better Business* by Patrick Van Der Pijl et al.

Lecturer  
Malik Farooz Khan  
Noon Business School  
University of Sargodha

**Course Introduction:**

In today's highly competitive marketplace, effective advertising and promotional strategies are essential for creating awareness, building brand equity, and driving customer action. This course explores the principles, strategies, and tools used in advertising and integrated marketing communications (IMC). Students will gain insight into how promotional activities align with overall marketing objectives, how media channels are selected, and how messages are crafted for impact. With a blend of theory and real-world examples, this course equips students with the knowledge and practical skills required to plan, develop, and manage successful advertising and promotional campaigns.

**Course Learning Outcomes:**

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

1. Understand the role of advertising and promotion in the broader marketing mix.
2. Analyze and evaluate different promotional tools and their effectiveness.
3. Develop integrated marketing communication (IMC) strategies.
4. Create and critique advertising campaigns from a strategic and creative perspective.
5. Use digital and social media tools in planning and executing promotional strategies.

**Course Outline / Weekly Topics:**

- 1 Introduction to Advertising and Promotion: Definitions, Scope, and IMC
- 2 The Role of IMC in the Marketing Process
- 3 Communication Process and Consumer Behavior
- 4 Planning and Developing Promotional Strategies
- 5 Advertising Objectives and Budgeting
- 6 Creative Strategy: Planning and Development
- 7 Creative Execution: Appeals and Message Design
- 8 Midterm Exam
- 9 Media Planning and Strategy
- 10 Traditional Media: Print, Broadcast, and Outdoor Advertising
- 11 Digital and Social Media Marketing
- 12 Sales Promotion and Public Relations
- 13 Direct Marketing and Personal Selling
- 14 Measuring the Effectiveness of Promotional Programs
- 15 Ethical, Legal, and Regulatory Aspects of Advertising
- 16 Final Project Presentations & Course Review

**Recommended Textbook:**

1. Belch, G. E., Belch, M. A., & Purani, K. (2023). *Advertising and Promotion: An Integrated Marketing Communications Perspective* (13th Global Edition). McGraw-Hill Education ISBN: 9789354600866

**Suggested Textbook:**

1. Moriarty, S., Mitchell, N., & Wells, W. (2021). *Advertising and IMC: Principles and practice* (11th ed.). Pearson. ISBN: 9780135225357
2. Hackley, C. (2022). *Advertising and promotion* (5th ed.). SAGE Publications. ISBN: 9781529764399

Lecturer  
Malik Faraz Khan  
North West Business School  
University of Sargodha

The course is designed to provide you with a comprehensive understanding of corporate finance theory, and to enable you to reflect on the extent to which real-world management practice has been shaped by it. Critically evaluate corporate finance theories with reference to seminal research and real-world practice. Analyze a range of financial decisions in the context of real-world problems and discuss the implications of the analysis to the corporation. Corporate Finance is the worldwide leading discipline in business administration that describes the theory and practice of corporate finance. Throughout this course the instructors shall show how managers use financial theory to solve practical problems and as a way of learning how to respond to change by showing not just how but why companies and management act as they do.

### Course Learning Objectives

1. Enable students to have a good command on fundamental theories and knowledge.
2. To have a good command of analytical methods and decision-making tools.
3. To emphasize the applied side of corporate finance, and is structured around the most important financial decisions made by a firm in an uncertain environment.

### Contents

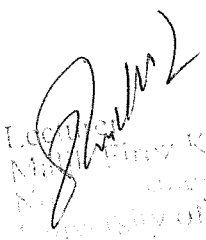
1. An Overview of Corporate Financing: Book value vs. market value; dividend, stockholders' rights, classes of stocks and convertible securities
2. How corporations Issue securities, Venture capital, the underwriters, General Cash offers by public companies and the private placement.
3. Corporate Payout Policy
4. Does Debt Policy Matters
5. How much should a corporate borrow
6. Financing and Valuation
7. Agency Problem and Corporate Governance
8. Credit Risk and the value for corporate debt
9. The Many different kinds of debt, leasing
10. Options and Option valuations and Risk Management
11. Working Capital Management
12. Mergers and Corporate Restructuring

### Recommended Texts

1. Brealey, R., Myers, S., & Allen, F. (2023). *Principles of Corporate Finance*. (14<sup>th</sup> ed). New York: McGraw-Hill.

### Suggested Readings

- Gitman, L. J., & Zutter, C. J. (2012). *Principles of Managerial Finance*. (14<sup>th</sup> ed.). London: Pearson Education limited.

  
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- الانعام (٥٩، ٦٣، ١٣١، ١٣٦، ٣٨)
- الانفال (٢٨، ٣٦، ٣١)
- الكهف (٥١، ١٠٩، ٢٤، ٣٢، ٣٥، ١٤، ٣٥)
- الجاثية (٥)
- فاطر (٢٤، ١٢، ١٣)
- العنكبوت (٢٠، ٦٣، ٣١)
- الروم (٥٠)
- الاسراء (٤٠، ٩٩)
- الرعد (٢)
- السبا (١٠، ٣، ٢٢)
- يونس (٨٨، ١٠١، ٢٣، ٢٣، ٥، ٢٢)
- يوسف (٩٣، ١٤)
- الفرقان (٦٢، ٥٣)
- لقمان (٢٩، ١٦)
- طه (١١٣، ٥٣)
- النحل (٤٥، ١١، ٦١، ٣٩، ٤٩، ٦٨، ٦٨، ١١٥، ٨، ٨)
- النمل (٦٣، ٦٣، ٨٨، ٦٠، ٨٢، ١٦، ١٤، ١٨)
- السجده (٢٤)
- الحديد (٦)
- هود (٢٣، ٦)
- يسين (٣٤، ٣١)
- الروم (٣٩، ٣٩، ٥٠، ١٩، ٢٣، ٣٦)
- فصلت (٣٩، ٣٩)
- الحج (٦١، ٦٥، ٢٢، ٤٣)
- الحجر (١٩، ٢٢)
- الانبياء (٣١، ٣٠، ٣٤)
- الزاريات (٣٤)
- الزلزله (١)
- القصص (٤٦، ٤٩، ٨٠، ٨١، ٨٢)
- النور (٣٤، ٢٢، ٢٢، ٣٠، ٣٥، ٣٣)
- الجمعه (١١، ٦٢، ١٠، ١١، ٥)
- القمر (٤)
- الواقع (٦٩)
- الفاطر (٢٠، ١٣)
- الملك (١٩)
- الصف (١٠)
- الجن (١٣)
- الشورى (٢٨)
- الزخرف (١١)
- القيل (١)

This course examines the nature of individual and group employee behavior in a work environment and how it affects organizational performance. Psychological principles explain how and why people act as they do. It includes an emphasis on the use of theories as conceptual tools for analyzing and solving personnel problems. The approach taken in this course will expose students to psychological theories that will enable them to gain insight into behavior in organizations. The use of case studies will provide students the opportunity to apply theories to real life organizational issues and analyses the contributions and limitations of relevant theories. The course is ideally suited to those who wish to develop a critical understanding of human behavior in organizations.

### Course Learning Objectives

1. To provide better understanding of organizations
2. To provides better understanding of organizational values norms and their culture
3. To observe and analyze group behavior in a work team setting.

### Contents

#### 1. Introduction to Organizational Behavior

What is Organizational Behavior?, Importance of OB, Disciplines that contribute to OB:  
Psychology, Social Psychology, Sociology, Anthropology  
Challenges and opportunities in OB

#### 2. Individual Behavior

Foundations of Individual Behavior: MARS Model, Values, Schwartz's Circumplex Model, Cultural Values

#### 3. Personality in Organizations

Big Five Personality Traits, Holland's Personality Types, Other Personality Traits

#### 4. Perception and Individual Decision Making

Person Perception, Decision Making in Organizations, Mental Models, Social Identity, Stereotyping, Attribution Theory, Self-fulfilling Prophecy, Perceptual Errors

#### 5. Emotions and Moods

Definitions and Types, Cognitive Model of Attitudes, Emotional Labor, Emotional Intelligence

#### 6. Job Satisfaction and Organizational Commitment

#### 7. Motivation: From Concepts to Applications

Job Characteristics Model (Updated), New Work Practices: Flextime, Telecommuting, etc.

#### 8. Organizational Culture

Dimensions of Culture, Sources of Culture, How Employees Learn Culture, Cultural Issues

#### 9. Understanding Work Teams

Team Vs. Group, Why Do People Form Groups? Types of teams, The Five-Stage Group Development Model

#### 10. Power and Politics

Bases of Power, Political Tactics

#### 11. Conflict and Negotiation

Defining Conflict, Views of Conflict: Traditional, Inter-actionist, Managed, Conflict Process

#### 12. Leadership

Leadership styles, theories, effectiveness

#### 13. Organizational Justice

Types: Distributive, Procedural, Interactional, impact on Behavior and Motivation

### Recommended Texts

1. Organizational Behavior (What's New in Management) 18th Edition by Stephen Robbins (Author), Timothy Judge
2. Robert Kreitner & Angelo Kinicki. *Organizational Behavior*. (10<sup>th</sup>ed). New York: McGraw-Hill.

### Suggested Readings

1. Langton, Robbins and Judge (2007). *Fundamentals of Organizational Behavior*. (4<sup>th</sup>ed.). London: Pearson Princeton Hall

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In this course all functional disciplines are integrated together in an attempt to look at and comprehend the wholesome business picture. The course is designed to give the basic ideas for the how the company as a whole is evolving over time. The senior managers should have good vision to shape up the company's destiny not just by exploiting the emerging opportunities in the surrounding environment, but also creating its own opportunities. When the market is intensely competitive, the managers must be able to run the company based on their wholesome integrated view of the company. This requires a constant monitoring of the company's external and internal-organizational environment to aware of the dynamics of the situation. In the environment of intense competition and rapid technological innovation, it is imperative that managers are fully aware of the dynamics of strategic management and take appropriate & timely actions to adapt with the changing environment and direct the company responsively and proactively. This course focuses on strategy, its formulation & its implementation in organizations.

### Contents

1. Introduction to Strategy and key terms, benefits and pitfalls, Strategic Business Model
2. Characteristics of Mission and vision statement
3. External Environment and Industry Analysis (Porter Five Forces Model, SWOT, PEST)
4. Cost and Differentiation Analysis
5. Introduction to Business Unit-Level Strategy
6. Competitor Analysis
7. IFE, EFE, IE, TWOS, Strategic Position and Action, Evaluation ( SPACE ) Matrix/Grand, Boston Consulting Group (BCG) Matrix/QSPM
8. Discussion on competitive strategy (Cases)
9. Types of strategies and resource allocation
10. Implementation and Control
11. Merger's Acquisitions
12. Strategy and Innovation
13. A resource based approach to Organizational analysis
14. Business Models

### Recommended Texts

1. David, Fred R. *Strategic Management: Concepts and cases* (13th ed). Ny: Prentice Hall, Inc.

### Suggested Readings

1. Abrams , R. and Doerr, J. (2010). *Successful Business Plan: Secrets & Strategies*. NY: Planning Shop Publisher.
2. Baye, M. (2009). *Managerial Economics & Business Strategy*. NY: McGraw-Hill/Irwin.
3. Kim, W.C. and Mauborgne, R. (2005). *Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant*. Boston: Harvard Business Review Press.

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**Course Objectives and Learning Outcomes:**

Upon completing this course, students will develop a strong foundation in digital marketing and E-commerce, gaining expertise in social media strategy, search engine optimization (SEO), paid advertising, content creation, and analytics-driven decision-making. They will learn to design and implement effective marketing campaigns, optimize brand presence across digital platforms, and leverage AI-driven tools for enhanced engagement and automation. Additionally, students will acquire practical skills in freelancing, monetization strategies, and digital marketing audits, equipping them to navigate industry trends and align marketing efforts with business objectives. By the end of the program, they will be capable of creating data-driven strategies that enhance customer engagement, maximize conversions, and drive sustainable business growth.

Week No	Content
1	<b>Introduction to Digital Marketing &amp; E-Commerce</b> Marketing in the Modern World Understanding Consumer Behavior in the Digital Age <b>Introduction to E-Commerce Models (B2B, B2C, C2C, D2C)</b>
2	<b>Customer Journey in Digital &amp; E-Commerce Environments</b> Digital Marketing Strategy Aligning Business Goals with Digital & E-Commerce Objectives
3	<b>Basic I.T. Skills for Digital and E-Commerce Platforms</b> Digital Brand Management Internet Marketing Terminology & Acronyms <b>Introduction to CMS &amp; E-Commerce Platforms</b> (e.g., Shopify, WooCommerce, Amazon)
4	<b>Social Media Marketing for Digital Brands &amp; Online Stores</b> Creation & Management of Business Accounts on Various Platforms <b>Leveraging Social Commerce</b> (Facebook/Instagram Shops, WhatsApp Business)
5	<b>ECommerce &amp; Social Media Advertising Integration</b> Facebook Ads Strategy, Conversion Tracking, Audience Targeting, and Account Management Instagram, Twitter & LinkedIn Insights YouTube Campaign Design & Optimization
6	<b>Search Engine Optimization (SEO)</b> Search Engine Functionality On-page & Off-page SEO Techniques Visibility Strategies
7	<b>Mobile Marketing</b> <b>Email Marketing</b> <b>Affiliate Marketing for E-Commerce Growth</b>
8	<b>Content Marketing – Blogging &amp; Creative Writing</b> <b>Marketing Automation Tools for E-Commerce</b>
9	<b>Midterm Examination</b> <b>Digital Marketing Analytics</b> Marketing Metrics, Conversion Optimization, Performance Evaluation
10	<b>Google Marketing &amp; Paid Media</b> Google Ads (Search, Display GDN), Google Tag Manager, Google Analytics Basics

Week No	Content
11	<b>Introduction to Freelancing</b> Career Paths in Digital Marketing Overview of Gig Economy Platforms
12	<b>Optimization Strategies for Fiverr &amp; Upwork</b> Account Management, Payment & Revenue Models
13	<b>Fundamentals of Design with Canva</b> Content Creation, Visual Branding & Representation
14	<b>Generative AI in Digital Marketing</b> Using AI Tools for Content, Ads & Campaign Optimization (e.g., ChatGPT, Copilot, Canva AI, Google Ads AI)
15	<b>Digital Marketing Assessment &amp; Strategy Development</b> Conducting Digital Marketing Audits Certification Preparation Strategic Campaign Recommendations
16	<b>Presentation of Digital Marketing Plans &amp; Campaigns</b> <b>Final Examination</b>

### Recommended Text

1. Chaffey, D., & Ellis-Chadwick, F. (2022). Digital marketing: strategy, implementation & practice. Pearson uk.
2. Tuten, T. L., & Solomon, M. R. (2020). Social media marketing. Sage.

### Reference Text

1. Kumar, V., Ramachandran, D., & Kumar, B. (2021). Influence of new-age technologies on marketing: A research agenda. Journal of Business Research, 125, 864-877.
2. Hoffman, D. L., Morcau, C. P., Stremersch, S., & Wedel, M. (2022). The rise of new technologies in marketing: a framework and outlook. Journal of Marketing, 86(1), 1-6.
3. Martínez-López, F. J., & D'Alessandro, S. (Eds.). (2020). Advances in Digital Marketing and eCommerce. Springer.

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**Course Introduction:**

Supply Chain Management (SCM) is the coordination and integration of all activities involved in sourcing, procurement, conversion, and logistics. This course provides a comprehensive overview of the key concepts, principles, and practices in modern supply chains. Emphasis is placed on strategic, tactical, and operational decisions, as well as the use of information systems and technologies to improve performance across the supply chain. The course bridges theory and practice through case studies, simulations, and real-world examples from global and local industries.

**Learning Outcomes:**

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

1. Understand the fundamental concepts and importance of supply chain management.
2. Analyze and design efficient supply chain networks.
3. Evaluate sourcing, procurement, production, and logistics decisions.
4. Apply demand forecasting, inventory management, and distribution strategies.
5. Understand the role of technology and digital transformation in SCM.

**Weekly Course Outline:**

Week	Topics Covered
1	Introduction to Supply Chain Management: Concepts, Importance, and Evolution
2	Supply Chain Strategy and Performance Drivers
3	Designing the Supply Chain Network
4	Demand Forecasting in Supply Chains
5	Inventory Management and Control
6	Supply Chain Planning and Coordination
7	Sourcing and Supplier Relationship Management
8	<b>Midterm Examination</b>
9	Procurement Processes and Strategies
10	Logistics and Distribution Management
11	Information Technology in Supply Chain (ERP, RFID, Blockchain)
12	Supply Chain Risk Management
13	Green, Sustainable, and Ethical Supply Chains
14	Global Supply Chain Challenges and Trends
15	Case Studies and Project Presentations
16	Final Examination

**Suggested Textbook**

1. Chopra, S. (2025). *Supply chain management: Strategy, planning, and operation* (8th ed.). Pearson.

**Reference Textbook**

1. Heizer, J., Render, B., & Munson, C. (2023). *Operations management: Sustainability and supply chain management* (14th ed.). Pearson. ISBN: 9780137643708
2. Wisner, J. D., Tan, K. C., & Leong, G. K. (2021). *Principles of supply chain management: A balanced approach* (6th ed.). Cengage Learning. ISBN: 9780357518393

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This course will explore the theories and practices of classical and contemporary portfolio management. Besides, the module is intended to extend further ability to understand, critically evaluate, and carry out analytical and empirical research in the subject area, particularly in capital markets. Published research papers will be discussed and critique the most motivation for empirical research, the connection between theory and empirical work particularly in context of banking mutual funds alongside the research design typically used, and the methods of analysis typically employed.

### Course Learning Objectives

1. Student will be able to understand main themes of investment management.
2. To explain and become aware of the practical implications of advanced portfolio management concepts for banks and possible research avenues.
3. To become aware of the relevant empirical finance research.

### Contents

1. Definition and Importance of Investment, Investment Goals and Objectives.
2. Basic Concepts: Risk, Return, Liquidity Understanding Investment Companies.
3. Types of Indirect Investment (e.g., Mutual Funds, ETFs).
4. Introduction to International Investing. Overview of Security Markets.
5. Market Indices: Construction, Purpose, and Major Global Indices. Measuring Returns: Realized vs. Expected Returns.
6. Risk Metrics: Standard Deviation, Variance, Beta. Portfolio Risk Metrics.
7. Correlation and Covariance Introduction to Modern Portfolio Theory (MPT).
8. Dealing with Uncertainty in Investments. Techniques for Calculating Portfolio Risk.
9. Analyzing the Impact of Diversification. Approaches to Asset Allocation.
10. Efficient Frontier and Optimization. Capital Asset Pricing Model (CAPM).
11. Security Market Line (SML). Arbitrage Pricing Theory (APT).
12. How Securities are traded. Common Stock Valuation and Investment Strategies
13. Company, Sector and Economy Analysis.
14. Types of Market Efficiency: Weak, Semi-strong, Strong.
15. Implications of Efficient Market Hypothesis. Impact of Macroeconomic Factors on Markets.
16. Technical Indicators and Chart Patterns.

### Recommended Texts

1. Jones, C. P. (2019). *Investments: analysis and management*. (14<sup>th</sup> ed.). Hoboken: John Wiley & Sons.

### Suggested Readings

Reilly, F. K., & Brown, K. C. *Investment Analysis and Portfolio Management*. (10<sup>th</sup> ed.). New York: McGraw Hill publishers.

The Capstone Project provides an opportunity for students to engage in high-level inquiry focusing on an area of specialization i.e. Banking, Finance or Marketing. Capstone projects will be inquiry and practice-centered and will draw upon areas of interest to the student and focus on combining various aspect learned throughout the program such as philosophy, sociology, research, quantitative skills, and report writing among others. All capstones aim to bridge theory and practice and are aimed to have an impact on the professional life of students.

### Course Learning Objectives

1. Develop skills to manage the dynamics of a diverse team (both peers and supervisors)
2. Develop skills to communicate with and balance the interests of multiple stakeholders.
3. Synthesize and apply technical knowledge acquired in other courses to real-life problems.
4. Think broadly and critically about the implications of technical design choices: from data collection to assessment of the downstream socio-technical impact.

### Contents

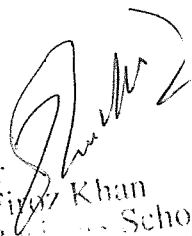
1. Introduction of various types of research and their methodology
2. Contents of a standard capstone report/project/article.
3. Thinking research project, Explaining Research Problem, Explaining Research Design,
4. As extensive class room discussion on research ideas and finalizing of research topic broadly.
5. Discussing Plagiarism documents of IIEC (available on IIEC website)
6. Learning Turnitin software. Visual demonstration of Plagiarism test.
7. Testing and generating report of individual research projects.
8. Philosophical foundation. Research problem,
9. Research Questions, objectives and significance of study.
10. Literature Review and Sources and Data basis from where research papers can be downloaded.
11. Ethics in citation. (in Computer Lab).
12. Measurement and scaling techniques. Testing for reliability and validity. Test of practicality,
13. Summation of scales. (in Computer Lab), Methodology Data Collection process.
14. Data collection will be started in this week.
15. A Comprehensive demonstration of Principal Component Analysis & Factor Analysis.
16. Section from their instructor. Coding a questionnaire and entering data
17. Learning SPSS and AMOS and performing analysis
18. Understanding outputs (PCA/FA/Regression), Interpretation of results (in Computer Lab)
19. Writing research analysis part. Student will complete and present his/her analysis
20. Complete write up of analysis section and submit.
21. 2 Styles of referencing and bibliography, various styles of referencing (APA and others),
22. Funding Agencies in Pakistan,
23. Downloading and filling sponsorship forms of funding agencies NRPU research grant HEC

### Recommended Texts

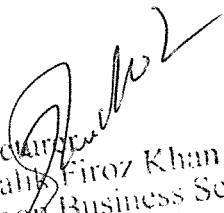
1. Krishnaswami, O. R., & Ranganatham, M. (2011). Methodology of Research in Social Sciences (4<sup>th</sup>ed.). Mumbai: Himalaya Publishing House.

### Suggested Readings

1. Kothari, C. R. (2013). Research Methodology: Methods and Techniques (2nd ed.). New Delhi: New Age International Pvt Ltd Publishers.

  
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