COURSE OUTLINE BRIEFS

NOON BUSINESS SCHOOL

SARGODHA UNIVERSITY
Pathway to Progress

FACULTY OF SOCIAL SCIENCES

OVERVIEW

A Business School equipped you with skills that form an excellent foundation for new careers. The art of managing and juggling life can be learnt pretty efficiently in a business school. Certainly a smart personality with soft skills is an attractive feature to sweep anyone off your feet.

The Noon Business School (NBS) was established in 2018 in recognition to the services of the Noon family for the cause of Pakistan through a decision made by the University Syndicate. The Department of Business Administration and the Department of Commerce, which were working under the Faculty of Business and Economics, are included in this school.

The Noon Business School is offering Business and Commerce programs at undergraduate, graduate and post graduate level that are designed for aspiring youth, who aim to gain the world class degree in business education. Presently, NBS is offering MS (Management Sciences), MBA (1.5 Years), MBA (3.5 Years), MBA (Executive), M. Com, BCom (Hons) and BBA (Hons). Moreover, PhD (Management Sciences), M. Phil (Commerce) and M. Com (1.5 Years) is also approved by statutory bodies to be offered to produce professional for better employability, entrepreneurial skills and practical initiatives to meet demands of local, regional and international market.

The School aims to provide an incomparable and transformational learning experience for eager young minds, enrolled in various programs, enable the students to think innovatively and deliver differently. NBS's unique learning model may provide the most comprehensive and effective Business, Commerce and Management education by focusing the personal traits and professional grooming through various societies for curricular and co-curricular activities. Similarly, numerous societies and clubs are actively working to train the graduates according changing scenario of the external world through exposure to technology based tools and digital devices.

NBS has qualified faculty having six PhDs, fourteen MS/MPhil and foreign degrees. Moreover, a number of practitioners, bankers and industrial professionals are an essential part of faculty who are serving with dedication and commitment to produce business and commerce leaders for the upcoming demands of local and global market. Teaching pedagogy and training oriented discussion through interactive sessions is an emerging characteristic of NBS, to equip its graduates with market driven skills and logical reasoning for wise decision making ability. Strong campus life and off campus ventures provide requisite confidence to the students, necessary for accepting challenges of corporate sector.

Numerous research based initiatives, projects and allied activities are in progress including establishment of Business Incubation Centre, facilitation to E-Rozgar, entrepreneurial initiatives, marketing galas, ideas competition, and business models' display as well an active participation in the national and international events. The primary ambition of NBS is to produce dynamic, skilled and confident professionals equipped with the best possible knowledge having entrepreneurial skills in the field of business and commerce according to emerging needs.

Academic Programs Offered

1. BBA (after 12 years of education)
2. BBA (after 14 years of education)
3. BCom
4. MBA
5. M.Com
6. MS Management Sciences

Bachelor of Business Administration (BBA)

(After 12 years of Education)
Eligibility: At least 45% marks in intermediate or equivalent.
Duration: 04 Year Program (08 Semesters)
Degree Requirements: 135 Credit Hours + Internship Viva voce

Semester – 1

URCE-5101	Grammar	3(3+0)
BUSB-5101	Introduction to Business	3(3+0)
URCI-5109	Introduction to Information & Communication Technologies	3(3+0)
BUSB-5102	Introduction to Book-keeping & Accounting	3(3+0)
URCI-5101	Islamic Studies	3(3+0)
PSYC 5101	Introduction to Psychology	3(3+0)

Semester – 2

URCE-5102	Language Comprehension & Presentation Skills	3(3+0)
BUSB-5103	Financial Accounting	3(3+0)
URCM-5101	Introduction to Mathematics	3(3+0)
URCP-5106	Pakistan Studies	3(3+0)
BUSB-5104	Introduction to Management	3(3+0)
ECON-5113	Microeconomics	3(3+0)
URCC-5110	Citizenship Education and Community Engagement	0(0-0)

Semester – 3

BUSB-5105	Contemporary World	3(3+0)
SOCI-5101	General Sociology-I	3(3+0)
ECON-5114	Macro Economics	3(3+0)
BUSB-5106	Advanced Accounting & Auditing	3(3+0)
BUSB-5107	Introduction to HRM	3(3+0)

BUSB-5108	Business Taxation	3(3+0)

Semester – 4

SOCI-5101	Sociological Theory	3(3+0)
BUSB-5109	Oral Communication & Presentation	3(3+0)
STAT-5127	Business Statistics	3(3+0)
BUSB-5110	Money Banking and Credit	3(3+0)
ECON-5115	Pakistan Economics	3(3+0)
BUSB-5111	Cost & Management Accounting	3(3+0)

Semester – 5

BUSB-6112	Business Communication	3(3+0)
ECON-6101	Managerial Economics	3(3+0)
BUSB-6113	Logic	3(3+0)
BUSB-6114	Financial Management	3(3+0)
BUSB-6115	Business Law	3(3+0)
BUSB-6116	Principles of Marketing	3(3+0)

Semester – 6

BUSB-6117	Business Inferential Analysis	3(3+0)
BUSB-6118	Organizational Behavior	3(3+0)
BUSB-6119	E-Commerce and Marketing	3(3+0)
BUSB-6120	Management Information System	3(3+0)
BUSB-6121	Marketing Management	3(3+0)

Internship of 6-8 Weeks (Summer)

Semester – 7

BUSB-6122	Business Research & Report Writing	3(3+0)
BUSB-6123	Intermediate Finance	3(3+0)
BUSB-6124	Entrepreneurship & SME Management	3(3+0)
	Specialization I	3(3+0)
	Specialization II	3(3+0)

Semester – 8

BUSB-6125	Business Ethics	3(3+0)
BUSB-6126	Interpersonal Skills	3(3+0)
BUSB-6127	Operations Management	3(3+0)
	Specialization III	3(3+0)
	Specialization IV	3(3+0)

Specialization in HRM

BUSB-6129	Industrial &Labor Laws	3(3+0)
BUSB-6130	Training & Development	3(3+0)
BUSB-6131	Performance & Compensation Management	3(3+0)
BUSB-6132	International HR	3(3+0)
BUSB-6133	Leadership	3(3+0)
BUSB-6134	Strategic HR	3(3+0)

Specialization in Finance

BUSB-6135	Special Topics & Accounting Standards	3(3+0)
BUSB-6136	Financial Statement Analysis	3(3+0)
BUSB-6137	Advanced Accounting systems	3(3+0)
BUSB-6138	Advance Auditing Techniques	3(3+0)
BUSB-6139	Corporate Finance	3(3+0)
BUSB-6140	International Finance Management	3(3+0)
BUSB-6141	Credit Management	3(3+0)
BUSB-6142	Investment & Portfolio Management	3(3+0)

Specialization in Marketing

BUSB-6143	Sales Management	3(3+0)
BUSB-6144	Advertising Management	3(3+0)
BUSB-6145	Brand Management	3(3+0)
BUSB-6146	International Marketing	3(3+0)
BUSB-6147	Marketing Research	3(3+0)
BUSB-6148	Digital Marketing	3(3+0)

Bachelor of Business Administration (BBA)

(After 14 years of Education)
Eligibility: At least 45% marks in terminal degree after 14 years of education.
Duration: 02 Year Program (05 Semesters)
Degree Requirements: 75 Credit Hours + Internship Viva voce

Semester - 1

URCE-6105	Study Skills	3(3+0)
URCI-6154	Seerat-un-Nabi (SAW)	3(3+0)
MATH-5135	Linear Algebra	3(3+0)
BUSB-6151	Principles of Accounting	3(3+0)
BUSB-6152	Principles of Management	3(3+0)
BUSB-6153	Principles of Marketing	3(3+0)

Semester – 2

URCE-6106	Intercultural Communication	3(3+0)
URCP-6105	Pakistani Society and Culture	3(3+0)
BUSB-6154	Advanced Accounting and Auditing Methods	3(3+0)
BUSB-6155	Fundamentals of Financial Management	3(3+0)
BUSB-6156	Communication in Business	3(3+0)
BUSB-6157	Quantitative Analysis in Business	3(3+0)

6 Weeks Internship
Semester – 3 (Summer)

BUSB-6117	Business Inferential Analysis	3(3+0)
BUSB-6158	Human Resource Management	3(3+0)

Semester – 4

BUSB-6122	Business Research & Report Writing	3(3+0)
BUSB-6123	Intermediate Finance	3(3+0)
BUSB-6124	Entrepreneurship & SME Management	3(3+0)
	Specialization I	3(3+0)
	Specialization II	3(3+0)

Semester – 5

BUSB-6118	Organizational Behavior	3(3+0)
BUSB-6125	Business Ethics	3(3+0)
BUSB-6126	Interpersonal Skills	3(3+0)
BUSB-6127	Operations Management	3(3+0)
	Specialization III	3(3+0)

	Specialization IV	3(3+0)

Specialization in HRM

BUSB-6129	Industrial &Labor Laws	3(3+0)
BUSB-6130	Training & Development	3(3+0)
BUSB-6131	Performance & Compensation Management	3(3+0)
BUSB-6132	International HR	3(3+0)
BUSB-6133	Leadership	3(3+0)
BUSB-6134	Strategic HR	3(3+0)

Specialization in Finance

BUSB-6135	Special Topics & Accounting Standards	3(3+0)
BUSB-6136	Financial Statement Analysis	3(3+0)
BUSB-6137	Advanced Accounting systems	3(3+0)
BUSB-6138	Advance Auditing Techniques	3(3+0)
BUSB-6139	Corporate Finance	3(3+0)
BUSB-6140	International Finance Management	3(3+0)
BUSB-6141	Credit Management	3(3+0)
BUSB-6142	Investment & Portfolio Management	3(3+0)

Specialization in Marketing

BUSB-6143	Sales Management	3(3+0)
BUSB-6144	Advertising Management	3(3+0)
BUSB-6145	Brand Management	3(3+0)
BUSB-6146	International Marketing	3(3+0)
BUSB-6147	Marketing Research	3(3+0)
BUSB-6148	Digital Marketing	3(3+0)

Bachelor of Commerce (BCOM)

Eligibility: Candidates having 45% marks in BCOM (4 Years) or BBA (2 Years)
Duration: 04 Year Program (08 Semesters)
Degree Requirements: 132 Credit Hours

Semester I

URCI 5105	Islamic Studies	3(3+0)
URCE 5101	Grammar	3(3+0)
BUSC 5101	Introduction to Business	3(3+0)
BUSC 5102	Principals of Accounting	3(3+0)
ECON 5113	Micro Economics	3(3+0)
URCM 5101	Introduction to Mathematics	3(3+0)

Semester II

UECP 5106	Pakistan Studies	3(3+0)
URCE 5102	Language comprehension and presentation skills	3(3-0)
URCI-5109	Introduction to Information & Communication Technologies	3(3+0)
BUSC 5103	Financial Accounting	3(3+0)
ECON 5114	Macro Economics	3(3+0)
STAT 5127	Business Statistics	3(3+0)
URCC 5110	Citizenship Education and Community Engagement	-

Semester III

BUSC 5105	Business Law	3(3+0)
BUSC 5106	Business Taxation	3(3+0)
URCE 5103	English III Academic Writing	3(3+0)
BUSC 5107	Advanced Accounting-I	3(3+0)
ECON 5117	Economic issues of Pakistan	3(3+0)

Semester IV

BUSC 5108	Auditing	3(3+0)
BUSC 5109	Business Psychology	3(3+0)
BUSC 5110	Cost Accounting	3(3+0)
BUSC 5111	Advanced Accounting-II	3(3+0)
STAT 5128	Statistical Inference	3(3+0)

Semester V

BUSC 6113	Research Methods in Business	3(3+0)

BUSC 6114	Managerial Economics	3(3+0)
BUSC 6115	Financial Management	3(3+0)
BUSC 6116	Principals of Marketing	3(3+0)
BUSC 6117	Principals of Management	3(3+0)
SOCI 5101	General Sociology 1	3(3+0)

Semester VI

BUSC 6118	Logical and Critical Thinking	3(3+0)
BUSC 6119	Human Resource Management	3(3+0)
BUSC 6120	Managerial Accounting	3(3+0)
BUSC 6121	Entrepreneurship	3(3+0)
BUSC 6122	Business Communication	3(3+0)

Semester VII

BUSC 6123	E-Commerce	3(3+0)
BUSC 6124	Business Ethics and CSR	3(3-0)
BUSC 6125	Operations Management	3(3+0)
BUSC 6126	Organization Behavior	3(3+0)
BUSC 61XX	Specialization-I	3(3+0)
BUSC 61XX	Specialization-II	3(3+0)

Semester VIII

BUSC 6127	Corporate Governance	3(3+0)
BUSC 6128	Strategic Management	3(3+0)
BUSC 61XX	Specialization-III	3(3+0)
BUSC 61XX	Specialization-IV	3(3+0)
BUSC 6129	Research Project & viva voce	3(3+0)

Specialization in Finance

BUSC 6130	Seminar in Finance	3(3+0)
BUSC 6131	Derivative Securities	3(3+0)
BUSC 6132	International Financial Management	3(3+0)
BUSC 6133	Quantitative Techniques in Finance	3(3+0)
BUSC 6134	Venture Finance	3(3+0)
BUSC 6135	Corporate Finance	3(3+0)
BUSC 6136	Behavioral Finance	3(3+0)
BUSC 6137	Financial Theory	3(3+0)
BUSC 6138	Financial Engineering	3(3+0)
BUSC 6139	Cases in Corporate Finance	3(3+0)
BUSC 6140	Financial Risk Management	3(3+0)

BUSC 6141	Advanced Financial Analysis	3(3+0)
BUSC 6142	Issues in Financial Reporting	3(3+0)
BUSC 6143	Advanced Portfolio Management	3(3+0)
BUSC 6144	SME Finance	3(3+0)

Specialization in Accounting

BUSC 6150	Intermediate Accounting	3(3+0)
BUSC 6151	Advanced Financial Accounting	3(3+0)
BUSC 6152	Advanced Auditing	3(3+0)
BUSC 6153	Accounting for Islamic Banking Institution	3(3+0)
BUSC 6154	Forensic Accounting	3(3+0)
BUSC 6155	Advanced Management Accounting	3(3+0)
BUSC 6156	Seminar in Accounting	3(3+0)
BUSC 6157	Accounting Information System	3(3+0)
BUSC 6158	Computerized Accounting	3(3+0)

MS Management Sciences

Eligibility: At least 45% marks in relevant 16 years business education (BBA-4years, BCOM-4years, MCOM/MBA-2 years)
Duration: 1.5 Year Program (03 Semesters)
Degree Requirements: 33 Credit Hours + Internship Viva voce

Semester – 1

BUSM-7102	Advanced Organizational Behavior	3 (3+0)
BUSM-7103	Advanced Research Methods	3 (3+0)
	Specialization - I	3 (3+0)
	Specialization - II	3 (3+0)

Semester – 2

BUSM-7104	Project Management	3 (3+0)
BUSM-7105	Supply Chain Management	3 (3+0)
	Specialization - III	3 (3+0)
	Specialization - IV	3 (3+0)

(Student will complete Internship after 2nd Semester)

Semester – 3

BUSM-7106	Strategic HR Leadership	3 (3+0)
BUSM-7107	Seminar in Business Management	3 (3+0)
BUSM-7108	Internship report and Viva Voce (10-12 week)	3 (0+3)

Specialization in HRM

BUSM-7109	Industrial Relations	3 (3+0)
BUSM-7110	Advance HR Practices	3 (3+0)
BUSM-7111	Organizational Development	3 (3+0)
BUSM-7112	Seminar in HRM	3 (3+0)

Specialization in Finance

BUSM-7113	EDP & Computerized Accounting	3 (3+0)
BUSM-7114	Taxation Management	3 (3+0)
BUSM-7115	Industrial Accounting	3 (3+0)
BUSM-7116	Seminar in Accounting	3 (3+0)
BUSM-7117	Stock Markets & Efficiency	3 (3+0)
BUSM-7118	Seminars in Finance	3 (3+0)
BUSM-7119	Advanced Financial Instruments & Markets	3 (3+0)
BUSM-7120	Risk Management	3 (3+0)

Specialization in Marketing

BUSM-7121	Retail Marketing	3 (3+0)
BUSM-7122	Services Marketing	3 (3+0)
BUSM-7123	Tourism Marketing	3 (3+0)
BUSM-7124	Export Marketing	3 (3+0)
BUSM-7125	Agriculture Marketing	3 (3+0)
BUSM-7126	Promotion	3 (3+0)
BUSM-7127	Seminar in Marketing	3 (3+0)

Master of Commerce (MCOM)

Eligibility: Candidates having 45% marks in BCOM (4 Years) or BBA (2 Years)
Duration: 04 Year Program (08 Semesters)
Degree Requirements: 68 Credit Hours

Semester-I

Course Code	Course Title	Credit Hours
BUSC-6201	Accounting for Decision Making	3(3+0)
BUSC-6202	Principles of Marketing	3(3+0)
STAT-6232	Quantitative Technical and Statistical Inference	3(3+0)
BUSC-6204	Business Management	3(3+0)
BUSC-6205	Business Communication & Report Writing	3(3+0)
BUSC-6206	Business Software & Database Management	3(3+0)

Semester-II

BUSC-6207	Research Methods for Business	3(3+0)
BUSC-6208	Financial Management	3(3+0)
BUSC-6209	Human Resource Management	3(3+0)
BUSC-6210	Company Law & Secretarial Practice	3(3+0)
BUSC-6211	Managerial Economics	3(3+0)
BUSC-6212	Financial Statement Analysis	3(3+0)

Semester-III

BUSC-6213	Production & Operations Management	3(3+0)
BUSC-6214	Managerial Accounting-I	3(3+0)
BUSC-6215	Entrepreneurship	3(3+0)
BUSC-62XX	Specialization-I	3(3+0)
BUSC-62XX	Specialization-II	3(3+0)

Semester-IV

BUSC-6216	Total Quality Management	3(3+0)
BUSC-6217	International Business	3(3+0)
BUSC-6218	Managerial Accounting-II	3(3+0)
BUSC-62XX	Specialization-III	3(3+0)
BUSC-62XX	Specialization-IV	3(3+0)

6-8 Week of Internship after Second Semester

Specialization in Accounting

BUSC-6219	Accounting Information Systems	3 (3-0)
BUSC-6220	Intermediate Accounting	3 (3-0)
BUSC-6221	Accounting and Investigation Audit	3 (3-0)
BUSC-6222	Taxation Policy in Pakistan	3 (3-0)
BUSC-6223	Advanced Accounting Problems	3 (3-0)

Specialization in Finance

BUSC-6224	Corporate Finance	3 (3-0)
BUSC-6225	International Finance	3 (3-0)
BUSC-6226	Investment & Portfolio Management	3 (3-0)
BUSC-6227	Financial Planning and Controls	3 (3-0)
BUSC-6228	Leasing and Insurance Management	3 (3-0)
BUSC-6229	Issues in Financial Reporting	3 (3-0)

Semester I

Course Code	Course Title	Credit Hours
BUSM 7201	Advanced Statistics and Econometrics	3 (3+0)
BUSM 7202	Management Theory and Practice	3 (3+0)
BUSM 72XX	Elective – I	3 (3+0)
BUSM 72XX	Elective-I I	3 (3+0)

Semester II

Course Code	Course Title	Credit Hours
BUSM 7203	Advanced Research Methods and Designs	3 (3+0)
BUSM 7204	Applied Data Analysis	3 (3+0)
BUSM 72XX	Elective-III	3 (3+0)
BUSM 72XX	Elective-IV	3 (3+0)

Semester III

Course Code	Course Title	Credit Hours
BUSM 72XX	Elective -V	3 (3+0)

Semester IV

Course Code	Course Title	Credit Hours
BUSM 72XX	Research Thesis	6 (6-0)

Research Thesis 6 Credit Hours after 2nd Semester: Evaluated by External Examiner

Specializations:

Human Resource Management

Course Code	Course Title	Credit Hours
BUSM 7205	Advance Studies in Organization Theory and Behavior	3 (3-0)
BUSM 7206	Career Planning and Management	3 (3-0)
BUSM 7207	Leadership and Change Management	3 (3-0)
BUSM 7208	International Human Resource Management	3 (3-0)
BUSM 7209	Advances in Performance& Appraisal Management	3 (3-0)
BUSM 7210	Scale Development and Validation	3 (3-0)
BUSM 7211	Strategic Business Management	3 (3-0)

Finance

Course Code	Course Title	Credit Hours
BUSM 7212	Advance Financial Management and Policy	3 (3-0)
BUSM 7213	Advance Financial Instruments & Markets	3 (3-0)
BUSM 7214	Portfolio Theories and Investment Analysis	3 (3-0)
BUSM 7215	Advance Risk Management	3 (3-0)
BUSM 7216	Seminar in Finance	3 (3-0)
BUSM 7217	International Finance	3 (3-0)
BUSM 7218	Financial Modeling and Forecasting	3 (3-0)
BUSM 7219	Strategic Financial Management	3 (3-0)

Marketing

Course Code	Course Title	Credit Hours
BUSM 7220	Seminar in Marketing	3 (3-0)
BUSM 7221	Services Marketing	3 (3-0)
BUSM 7222	Product & Brand Management	3 (3-0)

BUSM 7223	Consumer Behavior	3 (3-0)
BUSM 7224	International and Export Marketing	3 (3-0)
BUSM 7225	Integrated Marketing Communications	3 (3-0)
BUSM 7226	Industrial and Agricultural Marketing	3 (3-0)
BUSM 7227	Strategic Marketing	3 (3-0)

BBA

AFTER 12 YEARS

URCE-5101 Grammar 3(3+0)

The course introduces the students to the underlying rules to acquire and use language in academic context. The course aims at developing grammatical competence of the learners to use grammatical structures in context in order to make the experience of learning English more meaningful enabling the students to meet their real-life communication needs. The objectives of the course are to, reinforce the basics of grammar, understand the basic meaningful units of language, and introduce the functional aspects of grammatical categories and to comprehend language use by practically working on the grammatical aspects of language in academic settings. After studying the course, students would be able to use the language efficiently in academic and real-life situations and integrate the basic language skills in speaking and writing. The students would be able to work in a competitive environment at higher education level to cater with the long-term learners' needs.

Contents

1. Parts of speech
2. Noun and its types
3. Pronoun and its types
4. Adjective and its types
5. Verb and its types
6. Adverb and its types
7. Prepositions and its types
8. Conjunction and its types
9. Phrases and its different types
10. Clauses and its different types
11. Sentence, parts of sentence and types of sentence
12. Synthesis of sentence
13. Conditional sentences
14. Voices
15. Narration
16. Punctuation
17. Common grammatical errors and their corrections

Recommended Texts

1. Eastwood, J. (2011). *A basic English grammar*. Oxford: Oxford University Press.
2. Swan, M. (2018). *Practical English usage*, (8th ed.). Oxford: Oxford University Press.

Suggested Readings

1. Thomson, A. J., & Martinet, A. V. (1986). *A practical English grammar.* Oxford: Oxford University Press.
2. Biber, D., Johansson, S., Leech, G., Conrad, S., Finegan, E., & Quirk, R. (1999). *Longman grammar of spoken and written English.* Harlow Essex: MIT Press.
3. Hunston, S., & Francis, G. (2000). *Pattern grammar: A corpus-driven approach to the lexical grammar of English.* Amsterdam: John Benjamins.

BUSB-5101 Introduction to Business 3(3+0)

The objective of this course is to give students a basic know how about the businesses and their structures. This course will help students in getting knowledge of fundamentals and new developments of business organizations and management. This course also serves as foundation for advance level courses offered in the program. It will make the fresh students in the field of business studies able to understand the concept and comprehensive views on business and allied activities. The understanding of basic role of business in our society requires exploration into various areas. Another objective with the course is to explore and examine various aspects of business, their interrelation with business system. This is a foundation course which provides basic knowledge about the nature and importance of business, its concepts, functions, principles etc. A good understanding of business and its types and nature of operation is fundamentally important for any student to proceed further into his or her business education.

Contents

1. Nature and Scope of Business
2. Types of Business Ventures
3. Concept, Importance
4. Objectives, Divisions
5. Partnership for of Business
6. Types of Partnership Businesses
7. Reconstitutions of partnership, admission withdraw of partner, minor partner,
8. Registration of business, Dissolution of Partnership Business.
9. Sole proprietorship vs. partnership.
10. Management and Direction of a Company
11. Management, Shareholders, rights, directors, CEO, managing agents.
12. Company Meetings: resolutions, legal conditions of various forms of business organizations.

Recommended Texts

1. Shoukat A. (2012). *Introduction to Business*. Karachi: Rehber Publisher.

Suggested Readings

1. Rober C. A. (2013). *Modern Business Administration* (6th ed.). London: Prentice Hall.

URCI-5109 Introduction to Information & Communication Technologies 3 (2+1)

The course introduces students to information and communication technologies and their current applications in their respective areas. Objectives include basic understanding of computer software, hardware, and associated technologies. They can make use of technology to get maximum benefit related to their study domain. Students can learn how the Information and Communications systems can improve their work ability and productivity. How Internet technologies, E-Commerce applications and Mobile Computing can influence the businesses and workplace. At the end of semester students will get basic understanding of Computer Systems, Storage Devices, Operating systems, E-commerce, Data Networks, Databases, and associated technologies. They will also learn Microsoft Office tools that includes Word, Power Point, Excel. They will also learn Open office being used on other operating systems and platforms. Specific software's related to specialization areas are also part of course. Course will also cover Computer Ethics and related Social media norms and cyber laws.

Contents

1. Introduction, Overview and its types.
2. Hardware: Computer Systems & Components, Storage Devices and Cloud Computing.
3. Software: Operating Systems, Programming and Application Software,
4. Introduction to Programming Language
5. Databases and Information Systems Networks
6. The Hierarchy of Data and Maintaining Data,
7. File Processing Versus Database Management Systems
8. Data Communication and Networks.
9. Physical Transmission Media & Wireless Transmission Media
10. Applications of smart phone and usage
11. The Internet, Browsers and Search Engines.
12. Websites Concepts, Mobile Computing and their applications.
13. Collaborative Computing and Social Networking
14. E-Commerce & Applications.
15. IT Security and other issues
16. Cyber Laws and Ethics of using Social media
17. Use of Microsoft Office tools (Word, Power Point, Excel), Other IT tools/software specific to field of study of the students if any

Recommended Texts

1. Vermaat, M. E. (2018). *Discovering computers: digital technology, data and devices.* Boston: Course Technology Press.

Suggested Readings

1. Timothy J. O'Leary & Linda I. (2017). *Computing essentials* (26th ed.). San Francisco: McGraw Hill. Higher Education.
2. Schneider, G. M., & Gersting, J. (2018). *Invitation to computer science*. Boston: Cengage Learning.

BUSB-5102 Introduction to Book-keeping & Accounting 3(3+0)

Bookkeeping is important for helping you maintain accurate financial records. Yet still, many businesses fail to implement this integral process. Besides the fact you are required under law to maintain accurate books and records, doing so will save you frustration later on. In fact, "poor accounting" is one of the top reason's businesses fail. Without bookkeeping or accounting, you are blindly driving your business. The main objective of this course is to introduce the students with basics of Book-keeping and accounting to make students familiar with the role of Accounting in Business and Business decisions. The bookkeeping process primarily records the financial effects of transactions. An important difference between a manual and an electronic accounting system is the former's latency between the recording of a financial transaction and its posting in the relevant account. This delay, which is absent in electronic accounting systems due to nearly instantaneous posting to relevant accounts, is characteristic of manual systems, and gave rise to the primary books of accounts—cash book, purchase book, sales book, etc.—for immediately documenting a financial transaction.

Contents

1. Introduction to the main concepts of accounting
2. Need, purpose and objectives of accounting
3. Types of transactions, Nature of transactions
4. Detail overview of accounting resources and Claims Against Resources
5. Detail overview of sources of funds
6. The Accounting Equation, Shortcomings of accounting equation
7. Business Entity Principle
8. Money measurement principle
9. Class Activity, The Accounting Process
10. Objectivity Principle
11. Time Period Principle
12. Going Concern Assumption
13. Rules of Recording, Debit and Credit.
14. Preparation of Final Accounts from Trial Balance without Adjustments
15. Importance of trial balance

Recommended Text

1. Meigs, R. F., Williams, J. R., Haka, S. F., & Bettner, M. S. (2020). *Accounting: the basis for business decisions*. (17th ed). New York: Mcgraw-Hill College.

Suggested Readings

1. Larson, K. D., Wild, J. J., & Chiappetta, B. (2005). Financial Accounting (18th ed.). Irwin: McGraw. Hill.
2. Hall A. James., (2009). Accounting Information System (6th ed). Thomson: South-Western.

URCI-5105 Islamic Studies 3(3+0)

Islamic Studies engages in the study of Islam as a textual tradition inscribed in the fundamental sources of Islam; Qur'an and Hadith, history and particular cultural contexts. The area seeks to provide an introduction to and a specialization in Islam through a large variety of expressions (literary, poetic, social, and political) and through a variety of methods (literary criticism, hermeneutics, history, sociology, and anthropology). It offers opportunities to get fully introductory foundational bases of Islam in fields that include Qur'anic studies, Hadith and Seerah of Prophet Muhammad (PBUH), Islamic philosophy, and Islamic law, culture and theology through the textual study of Qur'an and Sunnah..

Islamic Studies is the academic study of Islam and Islamic culture. It majorly comprises of the importance of life and that after death. It is one of the best systems of education, which makes an ethical groomed person with the qualities which he/she should have as a human being. The basic sources of the Islamic Studies are the Holy Qur'an and Sunnah or Hadith of the Holy Prophet Muhammad. The learning of the Qur'an and Sunnah guides the Muslims to live peacefully.

Contents

1. Study of the Qur'an (Introduction to the Qur'an, Selected verses from *Surah Al-Baqarah, Al-Furqan, Al-Ahzab, Al-Mu'minoon, Al-An'am, Al-Hujurat, Al-Saff*)
2. Study of the Hadith (Introduction to Hadith literature, Selected Ahadith (Text and Translation)
3. Introduction to Qur'anic Studies
4. Basic Concepts of Qur'an
5. History of Quran
6. Basic Concepts of Hadith
7. History of Hadith: Kinds of Hadith, Uloom –ul-Hadith, Sunnah & Hadith
8. Seerat ul-Nabi (PBUH), necessity and importance of Seerat, role of Seerah in the development of personality, Pact of Madinah, Khutbah Hajjat al-Wada' and ethical teachings of Prophet (PBUH).
9. Legal Position of Sunnah
10. Islamic Culture & Civilization
11. Characteristics of Islamic Culture & Civilization
12. Historical Development of Islamic Culture & Civilization
13. Comparative Religions and Contemporary Issues
14. Impact of Islamic civilization

Recommend Texts

1. Hassan, A. (1990). *Principles of Islamic jurisprudence*. New Dehli: Adam Publishers.
2. Zia-ul-Haq, M. (2001). *Introduction to al-Sharia al-Islamia*. Lahore: Aziz Publication.

Suggested Readings

1. Hameedullah, M. (1957). *Introduction to Islam*. Lahore: Sh M Ashraf Publisher.
2. Hameedullah, M. (1980). *Emergence of Islam*. New Dehli: Adam Publishers.
3. Hameedullah, M. (1942). *Muslim conduct of state.* Lahore: Sh M Ashraf Publisher.

PSYC-5101 Introduction to Psychology (Minor) 3 (3+0)

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 to make 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. Upon the successful completion of course students will have an introductory knowledge of selected areas of basic psychological enquiry and they will be able to: differentiate between scientific and non-scientific information about human behaviors and mental processes, describe major developments and research methods used in psychology; Explain psychological processes involved in sensation, perception, learning, memory, motivation, emotion, states of consciousness and health; Analyze the variety of factors affecting sensation, perception, consciousness, learning, memory, motivation, emotion, and health; and can 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) 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 Dehli: Cengage Learning.

Suggested Readings

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

2. Coon, D., Mitterer, J. O., & Martini, T. S. (2018*). Introduction to psychology: Gateways to mind and behavior* (15th ed.). Boston: Cengage Learning.

URCE-5102 Language Comprehension & Presentation Skills 3(3+0)

The course aims at developing linguistic competence by focusing on basic language skills in integration to make the use of language in context. It also aims at developing students' skills in reading and reading comprehension of written texts in various contexts. The course also provides assistance in developing students' vocabulary building skills as well as their critical thinking skills. The contents of the course are designed on the basis of these language skills: listening skills, pronunciation skills, comprehension skills and presentation skills. The course provides practice in accurate pronunciation, stress and intonation patterns and critical listening skills for different contexts. The students require a grasp of English language to comprehend texts as organic whole, to interact with reasonable ease in structured situations, and to comprehend and construct academic discourse. The course objectives are to enhance students' language skill management capacity, to comprehend text(s) in context, to respond to language in context, and to write structured response(s).

Contents

1. Listening skills, Listening to isolated sentences and speech extracts.
2. Managing listening and overcoming barriers to listening
3. Expressing opinions (debating current events) and oral synthesis of thoughts and ideas
4. Pronunciation skills
5. Recognizing phonemes, phonemic symbols and syllables, pronouncing words correctly
6. Understanding and practicing stress patterns and intonation patterns in simple sentences
7. Comprehension skills
8. Reading strategies, summarizing, sequencing, inferencing, comparing and contrasting
9. Drawing conclusions, self-questioning, problem-solving, relating background knowledge
10. Distinguishing between fact and opinion, finding the main idea, and supporting details
11. Text organizational patterns, investigating implied ideas, purpose and tone of the text
12. Critical reading, SQ3R method
13. Presentation skills, features of good presentations, different types of presentations
14. Different patterns of introducing a presentation, organizing arguments in a presentation
15. Tactics of maintaining interest of the audience, dealing with the questions of audience
16. Concluding a presentation, giving suggestions and recommendations

Recommended Texts:

1. Mikulecky, B. S., & Jeffries, L. (2007). *Advanced reading power: Extensive reading, vocabulary building, comprehension skills, reading faster*. New York: Pearson.
2. Helgesen, M., & Brown, S. (2004). *Active listening: Building skills for understanding*. Cambridge: Cambridge University Press.

Suggested Readings:

1. Roach, C. A., & Wyatt, N. (1988). *Successful listening*. New York: Harper & Row.

2. Horowitz, R., & Samuels, S. J. (1987). *Comprehending oral and written language*. San Diego: Academic Press.

BUSB-5103 **Financial Accounting** **3 (3+0)**

It is very important to understand the language of the business. A business graduate must understand the language of the business i.e. accounting. Accounting is the system of recording financial transactions with both numbers and text in the form of financial statements. It provides an essential tool for billing customers, keeping track of assets and liabilities (debts), determining profitability, and tracking the flow of cash. The system is largely self-regulated and designed for the users of financial information, who are referred to as stakeholders: business owners, lenders, employees, managers, customers, and others. Stakeholders utilize financial statements to help make business, lending, and investment decisions. The objective is to give student a clear understanding of accounting cycle, nature of assets, liabilities, equities, incomes and expenditure. This will help students in understanding the nature of transactions and their recording cycle for any particular business. The course will serve as a foundation of building advance level understanding at the latter point of study.

Contents

1. Fundamental concepts in accounting
2. Accounting cycle
3. Accounting for Marketable Securities
4. Accounting for Inventories
5. Perpetual and Periodic Inventory systems
6. Cost Flow Assumptions
7. Comprehensive Problem
8. Plant Assets and Depreciation
9. Plant Asset acquisition, Determination of Cost Price
10. Capital and Revenue Classification
11. Methods of Deprecation, Straight Line, Declining Balance, Unit of Out
12. Sum of Year Digit Depreciation Schedule for Straight Line, Declining Balance Method
13. Disposal of Fixed Asset
14. Accounting for Asset trade in Accounting for Natural and Intangible Assets, Liabilities
15. Further Readings on Income and Changes in Retained Earnings Partnership Accounting
16. Distribution of Profits
17. Admission of a Partner, Dissolution of Partnership when all partners are solvent
18. 16. Statement of Cash Flows Further Readings on Statement of Cash Flows

Recommended Text

1. Meigs, R. F., Williams, J. R., Haka, S. F., & Bettner, M. S. (2020). *Accounting: the basis for business decisions* (17th ed). New York: Mcgraw-Hill College.

Suggested Readings

2. Kermit D. Larson , John J Wild , Barbara C, & Kermit L. John W.(2004). *Fundamental Accounting Principles* (17th ed.). Irwin: McGraw-Hill.

URCM-5101 Introduction to Mathematics 3 (3+0)

This course is built upon the mathematical concepts, principles and techniques that are useful in almost all undergraduate programs. The main objectives of the course are to enhance student's competency in application of mathematical concepts in solving problems and to improve their level of quantitative approach. Upon the successful completion of this course students would be able to develop understanding: Mathematical functions, Building and solving linear and quadratic equations, Matrices and Determinants with application, sequences and series, and basic Financial Mathematics. To prepare the students, not majoring in mathematics, with the essential tools of financial, algebra and geometry to apply the concepts and the techniques in their respective disciplines.

Contents

1. Linear Equations and Quadratic Equations: Formation of Linear equation
2. Solving Linear equation involving one variable
3. Solution of Quadratic equation by factorization method
4. Solution of quadratic equation by square completion methods
5. Solution of quadratic equation by quadratic formula
6. Application of quadratic equation
7. Sequences and Series
8. Matrices and Determinants: Introduction of matrices
9. Types of matrices
10. Matrix operations
11. Inverse of matrix
12. The determinants and its properties
13. Solution of system of linear equations by determinants: Cramer's rule, Inverse Matrices Method
14. Mathematics of Finance: Simple interest
15. Compound interest
16. Annuities
17. Sets and Sets Operations
18. Permutation and combinations
19. Introduction to mathematical induction and binomial theorem
20. Basic Concepts of Trigonometry
21. Fundamental Identities of Trigonometry

Recommended Texts

1. Frank, S. B. (1993). *Applied mathematics for business, economics, and the social Sciences* (4th ed.). New York: McGraw-Hill publisher.
2. Nauman, K. (2019). *Basic mathematics-I: algebra and trigonometry* (2nd ed.). Lahore: Al-Hassan Pub.

Suggested Readings:

1. Kaufmann, J. E. (1994). *College algebra and trigonometry* (3rd ed.). Boston: PWS-Kent Pub. Co.
2. Swokowski, E. W. (1993). *Fundamentals of algebra and trigonometry* (8th ed.). Boston: PWS-Kent

Pub. Co.

URCP-5106 Pakistan Studies 3(3+0)

The course is designed to acquaint the students of BS Programs with the rationale of the creation of Pakistan. The students would be apprised of the emergence, growth and development of Muslim nationalism in South Asia and the struggle for freedom, which eventually led to the establishment of Pakistan. While highlighting the main objectives of national life, the course explains further the socio-economic, political and cultural aspects of Pakistan's endeavors to develop and progress in the contemporary world. For this purpose, the foreign policy objectives and Pakistan's foreign relations with neighboring and other countries are also included. This curriculum has been developed to help students analyses the socio-political problems of Pakistan while highlighting various phases of its history before and after the partition and to develop a vision in them to become knowledgeable citizens of their homeland.

Contents

1. Contextualizing Pakistan Studies
2. Geography of Pakistan: Geo-Strategic Importance of Pakistan
3. Freedom Movement (1857-1947)
4. Pakistan Movement (1940-47)
5. Muslim Nationalism in South Asia
6. Two Nations Theory
7. Ideology of Pakistan
8. Initial Problems of Pakistan
9. Political and Constitutional Developments in Pakistan
10. Economy of Pakistan: Problems and Prospects
11. Society and Culture of Pakistan
12. Foreign Policy Objectives of Pakistan and Diplomatic Relations
13. Current and Contemporary Issues of Pakistan
14. Human Rights: Issues of Human Rights in Pakistan

Recommended Texts:

1. Kazimi, M. R. (2007). *Pakistan Studies.* Karachi: Oxford University Press.
2. Sheikh, Javed Ahmad (2004). *Pakistan's Political Economic and Diplomatic Dynamics.* Lahore: Kitabistan Paper Products.

Suggested Readings:

1. Kazimi, M. R (2009). *A Concise History of Pakistan.* Karachi: Oxford University Press.
2. Talbot, Ian (1998). *Pakistan: A Modern History*. London: Hurst and Company.

BUSB 5104 Introduction to Management 3(3+0)

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. Have you ever wondered what qualities billionaire Warren Buffet, visionary Steve Jobs, or Jeff Bezos all have in common? After you finish studying business practices in this course, you may discover that you have some of the same qualities as other successful entrepreneurs. 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. The principles learned in this course will allow the student to effectively work with and through others in an organization. The course will also encourage the students to explore and inquire the applicability of western management principles and theories in local settings.

Contents

1. Introduction to management the management process
2. Importance of management for a business
3. Organizational theories, Nature and types of organizations
4. The organizational culture and the management
5. The external environment and the manager
6. The internal environment and the manager
7. The manager's role as decision maker
8. Decision making process
9. Type of decision-making processes
10. Basics of strategic management
11. Organizational structure, types of organizational structure,
12. Human Resource Management
13. Important of human resource for a business
14. Motivation its theories, team work and group behavior,
15. Leadership and its characteristics, leadership style and behavior
16. The process of control, case of controlling

Recommended Texts

1. Robbins, S. P., Coulter, M., & Langton, N. (2007). *Fundamentals of management* (9th ed). NJ: Pearson Prentice Hall.

Suggested Readings

1. Hannaway, J. (1999). *Managers Managing: The Workings of an Administrative System* (1st ed). New York: Oxford University Press

ECON 5113 Micro Economics 3(3+0)

The objective of the course is to clarify and extend further the microeconomic concepts and to develop analytical skills and solving petty problems. In addition to diagrammatic approach the course intends to get accustomed the students to simple mathematics and numerical tools. The teacher is expected to draw examples from surroundings for exposition. The students may be given assignments to collect information from the markets and to analyze the data. They may have tours to the industrial units and to observe the process of production and problems in supply and demand. The objective is to confront them to advanced theoretical concepts and rigorous analysis with mathematical tools at hand. They have to develop analytical skills and to enhance the capabilities to solve somewhat complicated problems. Moreover, this course examines how economic decisions are made by households and firms, and how they interact to determine the quantities and prices of goods and the allocation of resources under different market structures. It also studies the equilibrium in presence of externalities/public goods and information asymmetry. The course examines microeconomic policy and the role of government in allocating resources. It will develop students' ability to apply the knowledge acquired to the analysis of specific economic cases, recognizing proper framework of analysis and constructing and analyzing adequate economic model within this framework.

Contents

1. Scope of Microeconomics and areas of its concern
2. Theory of Consumer Behavior, Cardinal and ordinal approach to utility
3. The indirect utility functions
4. Homothetic and Non-homothetic Preferences, Introduction to the Revealed Preference Theory.
5. Demand & Elasticity: Derivation of demand functions using indifference curves,
6. Elasticity of demand, its Importance and different types
7. Production Functions, Different production functions: Cobb Douglas and CES etc.
8. Iso-quant maps, the cost line and equilibrium of the firm
9. Cost of Production, Different types of costs
10. Cost minimization subject to given/pre-determined level of output.
11. Monopoly and Monopsony, bilateral monopoly, price discrimination.
12. Monopolistic Competition and Oligopoly, Pricing of the Factors of Production.

Recommended Texts

1. Koutsoyiannis, A. (1975). *Modern Microeconomics* (2nd ed.). London: Macmillan.
2. Nicholson, W. (2002). *Microeconomic Theory: Basic Principles and Extensions* (11th ed.). NY: Cengage Learning.

Suggested Reading

1. Silberberg, E. (2000). *The Structure of Economics: A Mathematical Analysis* (3rd ed.). NJ: McGraw Hill.
2. Henderson, J. M. & Quandt, R. E. (1990). *Microeconomic Theory* (3rd ed.). NY: Melliwra H. A. Book Co.

URCC-5110 Citizenship Education and Community Engagement 3 (1+2)

The course will teach students the importance and role of active citizenship in promoting a productive, harmonious and developed society world. It will educate students about the importance of concepts, skills and philosophy of community linkages in developing a sustainable society. It will also inculcates the importance of community involvement for ensuring an improved, tolerant and generative society / world as a whole. Furthermore It will provide an opportunity to the students to develop their relationship with the community.

Contents

1. Introduction to Citizenship Education and Community Engagement: Orientation
2. Introduction to Active Citizenship: Overview of the ideas, Concepts, Philosophy and Skills
3. Identity, Culture and Social Harmony: Concepts and Development of Identity
4. Components of Culture and Social Harmony, Cultural & Religious Diversity
5. Multi-cultural society and inter-cultural dialogue: bridging the differences, promoting harmony
6. Significance of diversity and its impact, Importance and domains of inter-cultural harmony
7. Active Citizen: Locally active, globally connected: Importance of active citizenship at national and global level
8. Understanding community, Identification of resources (human, natural and others)
9. Human rights, Constitutionalism and citizens' responsibilities: Introduction to human rights
10. Universalism vs relativism, Human rights in constitution of Pakistan, Public duties and responsibilities
11. Social Issues in Pakistan: Introduction to the concept of social problem, Causes and solutions
12. Social Issues in Pakistan (Poverty, Equal and Equitable access of resources, unemployment, agricultural problems, terrorism & militancy, governance issues, corruption
13. Social action and project: Introduction and planning of social action project
14. Identification of problem, Ethical considerations related to project, Assessment of existing resources

Recommended Texts

1. Kerry, J. Kennedy, Brunold, A. (2016). *Regional Context and Citizenship Education in Asia and Europe*. New York: Routledge Falmer.
2. John, J. Macionis, Gerber, L. (2010). *Sociology*. New York: Pearson Education.

Suggested readings

1. British Council, *Active Citizen's Social Action Projects Guide* (Scotland: British Council, 2017)
2. Anne Karin Larsen, *Participation in Community Work: International Perspectives*. Vishanthic Sewpaul; Grete Oline Hole.

BUSB-5105 Contemporary World 3(3+0)

The goal of the History requirement is to develop in students an understanding of the present that is informed by an awareness of past heritages, including the complex and interdependent relationships between cultures and societies. The Contemporary World course is designed to provide students with an understanding of world events. Students are exposed to multitude of global issues to assist in their exploration and comprehension of the contemporary world. The focus on these issues is a multi-dimensional approach that integrates political, economic, historical, geographical and sociological perspectives. This course introduces students to the contemporary world by examining the multifaceted phenomenon of globalization. Using the various disciplines of the social sciences, it examines the economic, social, political, technological, and other transformations that have created an increasing awareness of the interconnectedness of peoples and places around the globe. To this end, the course provides an overview of the various debates in global governance, development, and sustainability. Beyond exposing the student to the world outside the Philippines, it seeks to inculcate a sense of global citizenship and global ethical responsibility.

Contents

1. Significant population growth and economic progress
2. The last half of the twentieth century
3. China, the world's most populous country
4. Military power
5. The dispute over North Korea's nuclear proliferation
6. The conflict between India and Pakistan over the disputed territory of Kashmir
7. Historical and current events in Asia with an emphasis on its economic growth
8. The conflict between the United States and North Korea
9. Kashmir conflict (from perspective of nuclear war between India and Pakistan).
10. Latin America: Population Growth, Poverty
11. Latin American societies
12. Various Marxist insurgencies

Recommended Text

1. Leaver, R. (1994). *Charting the post-cold war order*. Westview (1st ed.). Boulder: Westview Press.

Suggested Readings

1. Wallerstein, I. (2004). *The Modern World-System as a Capitalist World-Economy: Production, Surplus-Value, and Polarization* (1st ed.). Duke: University Press.

SOCI-5101 General Sociology-I 3 (3+0)

Sociology is the study of society, patterns of social relationships, social interaction, and culture that surrounds everyday life It is a social science that uses various methods of empirical investigation and critical analysis to develop a body of knowledge about social order and social change. Subject matter can range from micro-level analyses of society to macro-level analyses .The course is designed to introduce the students with basic sociological concepts and to get familiarity with the overall discipline. The focus of the course shall be on basic concepts like scope and significance of Sociology, How Sociology is related as well as distinct from other social sciences. It focuses on the constituent parts of the society i.e. social systems and structures, socio-economic changes and social processes. This will also give an understanding of the Culture, elements of culture and the relationship of culture and personalities. The course will provide due foundation for further studies in the field of sociology.

Contents

1. Introduction to Sociology: The Science of Society, Scope and significance
2. Fields of Sociology: Sociology and other Social Sciences
3. Social interaction and social structure: The Nature and Basis of Social Interaction
4. Social Processes: Social structure Status, Roles, Power and Authority, Role Allocation
5. Culture: Meaning and nature of culture, Elements of culture: Norms, values beliefs, sanctions
6. Culture and Socialization, Transmission of Culture, Cultural Lag, Cultural Variation
7. Cultural Integration, Cultural Evolution, Cultural Pluralism, Culture and personality
8. Socialization & personality: Socialization, Agents of socialization
9. Personality: components of personality
10. Deviance and social control: Deviance and conformity
11. Mechanism and techniques of social control, Agencies of social control
12. Social organization: Definition, meaning and forms, Social groups; Functions of groups
13. Social Institutions: forms, nature and inter-relationship
14. Community: definition and forms (Urban and rural).
15. Social Institutions: Structure and functions of Institutions
16. Family, Religion, Education, Economy and political institution

Recommended Texts

1. Giddens, Anthony. (2018). *Sociology.* Cambridge: Polity Press
2. Macionis, John J. (2016). *Sociology.* New Jersey: Prentice-Hall

Suggested Books

1. Anderson, Margaret and Howard F. Taylor. (2014). *Sociology the Essentials.* Australia: Willey
2. Richard, T. Schaefer. (2012). *Sociology* (13th ed). Australia: McGraw Hill College.
3. James M. Henslin. (2011) *Sociology: A Down to Earth Approach* (11th ed). Toronto: Willey

ECON 5114 **Macro Economics** **3(3+0)**

This course offers the student a comprehensive introduction of macroeconomics so as they develop the capacity to understand the issues and problems of the economy in a global scenario. In particular, they have to capture the nature and scope of various public policies. In addition to diagrammatic approach, the students are confronted to simple mathematical analysis. We will attempt to explain why government intervention is needed, how it influences the behavior of the private sector and what the welfare effects of such influences are. We will also survey political economy, which regards actions of the public sector as determined by political processes. Topics covered may include welfare economics, market failures, and political economy. At the end student will be familiar with the main policy instruments used to mitigate market failures and the principles that guide their optimal use, but also understand the limitations of government intervention - for instance, understand how the presence of information problems both explains the forms that policy intervention take and imposes limits on what can be achieved by it.

Contents

1. The introduction of Keynesian revolution and growth of Macroeconomics
2. Oken's Law and unemployment, Price Indices and Inflation
3. Exogenous and Endogenous variables and their functional relationships
4. Introduction to the Classical and Keynesian Schools of Thought
5. Measurement of National Income
6. Injections into and Leakages from the economy: Saving and Investment
7. The closed and open economy models
8. Real and Financial investment, Autonomous and Induced investment
9. Lags in Investment Demand, Volatility of Investment, Equilibrium in the goods market
10. The demand for money, The Quantity Theory of Money, The Liquidity Preference
11. The supply of money: M1, M2, M3 concepts
12. Derivation of LM Curve (graphic)
13. Aggregate Supply and the Labour Market
14. Inflation and Unemployment

Recommended Texts

1. Mankiw, G. N. (2018). *Macroeconomics* (4th ed.). NJ: Worth Publishers
2. Branson, W. H. & Litvack, J. M. (2005). *Macroeconomics: Theory and Policy* (3rd ed.). NJ: Princeton University.

Suggested Readings

1. Glahe, F. R. (1973). *Macroeconomics*: *Theory and Policy* (1st ed). New York: Harcourt Brace Jovanovich Inc.
2. Froyen, R. T. (2000). *Macroeconomics: Theories and Policies* (10th ed). New York: Pearson

BUSB-5106 Advanced Accounting & Auditing 3 (3+0)

The main objective of the course is to give students advance knowledge regarding corporate accounting and auditing procedures. After this course students will be able to understand, solve and interpret advance level of accounting problems related with corporations. This course presents an in-depth analysis of advanced accounting topics. The student is introduced to the consolidation of financial statements, translation of foreign currencies, the reporting requirements of business segments, international standards, estates and trusts, partnerships, and corporations in financial difficulty. Any subject matter may be audited. Audit is a safeguard measure since ancient times. Audits provide third-party assurance to various stakeholders that the subject matter is free from material misstatement. The term is most frequently applied to audits of the financial information relating to a legal person. Other commonly audited areas include: secretarial and compliance, internal controls, quality management, project management, water management, and energy conservation.

Contents

1. Share issuance and recording, Company Accounting
2. Bonds and debentures. Final Accounts, Consignment and Contract Accounts
3. Hire purchase. Introduction to Auditing: Definition,
4. Audit & Accounting Difference, Objects, Errors & Fraud, Advantages of Audit
5. Qualities of an Auditor, Audit Functions
6. Classification of Audit: Statutory Audit, Private Audit, Government Audit, Internal Audit
7. Continuous Audit, Final Audit, Interim Audit, Cost Audit, Management Audit.
8. Audit Standards: Principles, Procedure, Concepts, Techniques, Vouching and Verification Principles
9. Planning the Audit: Pre-requisites of Audit, Audit Program, Audit Note Book
10. Audit Working Papers routine checking, Test checking, Teaming and Leading, Window Dressing
11. Internal Control: Definition, Principals, Designing of Internal Control
12. Internal Control over small organization, manufacturing concern
13. Internal Check, Difference between Internal check and Audit
14. Internal Check over different items, Internal Audit, functions
15. Different between internal and external auditor
16. Audit of Limited Company: Appointment Procedure, Qualification, Disqualification,
17. Removal and Remuneration, Rights and Duties, Status of Company Auditor
18. Auditor Report: Statutory Report, Report for insertion in prospectus, Report on insolvency
19. Report on annual accounts. Contents of Audit Report, Liabilities of Company Auditor
20. Criminal Liability, Dual Appointment, Liability of Honorary Auditor, Liability for Libel
21. Liability to third Party

Recommended Texts

1. Sohail. A & Muhammad.A. (2020). *Advance Accounting*. Lahore: Azeem Academy.

Suggested Readings

1. Ghani. S. (2012). *Advanced Accounting.* Lahore: Sulman Publication.

BUSB-5107 Introduction to HRM 3 (3+0)

Human resource plays an important role in success and failure of any organization. The quality of human resource deployed by any organization determines the future of that organization. In the modern world the corporate sector puts lot of effort and resources on hiring and training their human resources to increase the working efficiency of their employees. The principal objective of this course is to prepare students 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. The course also provides an overall understanding of organizational behavior concepts to assist students 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. A section on business ethics is also included to ensure conceptual understanding, need and application of these concepts in daily business transactions.

Contents

1. Introduction:
2. Concepts of human resource management
3. Human Resource Challenges
4. Human Resource Functions,
5. Philosophical approaches to Human Resource Management Job Design and Analysis:
6. An overview of Job design
7. Techniques of job design
8. Job analysis, Collection of job information
9. Applications of job analysis information Human Resources.
10. Planning & Recruitment
11. Significance of Human Resource Planning, The planning process, the implementation of program
12. Recruitment & selection policy issues, Source of recruitment, Selection process & procedure
13. Evaluation of Human resource Planning &Recruitment, Career
14. Planning & Development: Promotion, Anachronism, Demotion
15. Separation
16. Training and Development
17. Significance of training & development, Principles of training & development
18. Training & development methods

Recommended Texts

1. Bernardin & Russell. (2010). *Human Resource Management* (16th ed.). New York: McGraw Hill.

Suggested Readings

1. Cameron, K. S. and Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the Competing Values Framework* (3rd ed.). San Francisco: Jossey-Bass.

BUSB-5108 Business Taxation 3(3+0)

The main objective of this course is to provide understanding of tax system, importance of taxation in business and the mechanism of business taxation. It will provide understanding of: taxation system in Pakistan, tax Calculation for Salary and business, off and carry forward of losses set custom and excise duty, capital value tax. The complexity and comprehensiveness of the taxation system demands that tax considerations must be taken into account in nearly every business decision. This course provides concentrates on income tax law in Pakistan, and also provides an introduction to fringe benefits tax and goods and services tax. The technical legal rules relating to the taxes discussed are examined against a background of the policy reasons underpinning the rules. Company income subject to tax is often determined much like taxable income for individual taxpayers. Generally, the tax is imposed on net profits. In some jurisdictions, rules for taxing companies may differ significantly from rules for taxing individuals. Certain corporate acts, like reorganizations, may not be taxed. Some types of entities may be exempt from tax. Countries may tax corporations on its net profit and may also tax shareholders when the corporation pays a dividend. Where dividends are taxed, a corporation may be required to withhold tax before the dividend is distributed. A list of individual topics covered in the course are set out in the Course Schedule.

Contents

1 Introduction:
2 Introduction of taxation system in Pakistan
3 Sources of Tax Law
4 Definitions in Taxation
5 Tax Calculation for Salary
6 Tax Calculation for business
7 Tax Calculation for property
8 Tax Calculation for other income
9 Tax Calculation for depreciation
10 Set off of losses
11 Carry forward of losses
12 Capital value tax
13 Sales tax
14 Custom and excise duty

Recommended Texts

1. Muazzam. M. Mughal. (2020). *Income Tax.* Lahore: Syed Mubin Mahmud & Co.

Suggested Readings

1. Income Tax, Sales Tax and Custom & Excise Tax Acts. June 2019

SOCI-5104 Sociological Theory-I 3 (3+0)

Sociological Theory is a supposition that intends to consider, analyze, and/or explain objects of social reality from a sociological perspective, drawing connections between individual concepts in order to organize and substantiate sociological knowledge. Hence, such knowledge is composed of complex theoretical frameworks and methodology. These theories range in scope, from concise, yet thorough, descriptions of a single social process to broad, inconclusive paradigms for analysis and interpretation. Some sociological theories explain aspects of the social world and enable prediction about future events,[3] while others function as broad perspectives which guide further sociological analyses. This course is designed to generate Sociological Imagination among the students. Theories grasp how sociology uniquely contributes to an understanding of the social world and human experience. This course will enable students to apply a sociological perspective and sociological concepts and principles to substantive areas addressed by the sociologists. The students will understand how patterns of thought and knowledge are influenced by social, political and economic structures.

Contents

1 Background: Social Forces, Intellectual Forces
2 French Revolution, Enlightenment
3 Development of Sociological Theory: Theory and Knowledge, Process of Theorizing
4 Types of Sociological Theories, Inductive and Deductive,
5 Process of theorizing, Fact, Propositions, and Laws, Sociological Theory between 1600 -1800 AD
6 August Comte: Positivism, The law of Human Progress, Hierarchy of the Sciences
7 Social Static & Dynamic
8 Emile Durkheim: Social Facts, The Division of Labor in Society, Suicide and Social Currents
9 Religion, Social Reformism
10 W. G. Sumner: Folkways and Mores, In-group and Out-group, Basic motives
11 Karl Marx: Communist Manifesto, Socialism, Stages of Social Evolution
12 Herbert Spencer: The law of Social Evolution, Concept of Society, Laissez-faire
13 Max Weber: Sociology of Religion, Bureaucracy, Protestant Ethic and the Sprit of Capitalism

Recommended Texts

1. George, R. (2017). *Sociological Theory* (11th ed). New York: McGraw Hill Book Co.
2. Scott, J. (2012). *Sociological Theory: Contemporary Debates* (2nd ed.). Cheltenham: Edward Elgar

Suggested readings

1. Ashley, D. & Orenstein, D. (2005). *Sociological theory: Classical statements* (6th ed). Boston: Pearson Education.
2. Miller, David (2009). *George Herbert Mead: Self, Language, and the World.* University of Texas Press.
3. Fish, Jonathan S. (2005). *'Defending the Durkheimian Tradition. Religion, Emotion and Morality.* Aldershot: Ashgate Publishing.

BUSB-5109 Oral Communication & Presentation 3(3+0)

Oral communication includes real-time presentations, video presentations and interviews, with accompanying visual aids such as handouts and power-points. Message is the key to a good oral communication. The substance of the presentation should be relevant to the audience and goals of the presentation Main objective is to apply the skills and strategies of a successful reader and read critically. Given a writing prompt, the student will be able to: write a paragraph with a topic sentence, support, and concluding sentence; produce coherent and unified paragraphs with adequate support and detail; write an effective introduction and conclusion; write a thesis statement that addresses the writing prompt; produce a well-organized academic essay; produce appropriate vocabulary and correct word forms; use a variety of accurate sentence structures; produce accurate grammatical structures; and demonstrate control of mechanics.

Contents

1 Oral communication
2 Oral and written communication: a comparison
3 Barriers in oral communication
4 Usage of over-head projectors and VCR etc.
5 Planning and conducting an interview
6 Dictating, importance of dictation
7 Persuasive speaking
8 Visual aids
9 Oral communication in committee
10 Facing media
11 Communication in personal selling
12 Report writing and presentation
13 How to make presentation/ control of stage fright, general guidance and allocation of topics to students
14 Knowing and analyzing audience, motivating your audience
15 Character and personality traits of audience
16 Internal and external audience, scripted speech, planning your speech, choosing the right language
17 Body posture, body language, proximity to audience
18 Panel discussion and role play discussion on a TV/film scene picture talk debate/presentation

Recommended Texts

1. Sillar, S. (1988) *Success in Communication*. London: Jhon Murray Publishers

Suggested Readings

1. Taylor, S. (1994). *Communication for Business-A Practical Approach* (2nd ed.). New York: Pitman Publishing
2. Murphy & Hilderbrant (1991) *Effective Business Communication* (6th ed.). London: McGraw-Hill
3. Bovee & Thill (1995). *Business Communication Today* (4th ed.). London: McGraw-Hill

STAT-5127 **Business Statistics** **3 (3+0)**

This course designed for under graduate programs of business administration and commerce education. Statistics is how we gather, analyze, present and interpret data. In the business community, managers must make decisions based on what will happen to such things as demand, costs, and profits. These decisions are an effort to shape the future of the organization. Business Statistics refers to the application of statistical tools and techniques to business and managerial problems for the purpose of decision making. This course will introduce you to statistical analysis and how it relates to business. The course will enable the students to understand the basic concepts of statistics in descriptive form and learn the quantitative techniques to solve complex business problems. This course will also enable the students to find the reasons of business issues with the help regression analysis. This course is a pre-requisite for inferential statistics course. This course will also cover the knowledge of some statistical software's such as SPSS, Minitab etc. This computational learning will improve the analytical skills of students

Contents

1 Introduction: Statistics and its Importance,
2 Types of statistics, variables and its types, data its types, scale of measurements
3 Graphical representation of data
4 Measures of central tendency
5 Measures of variability
6 Moments and skewness
7 Simple Linear Regression, Multiple regression
8 Correlation: Simple, Multiple, Partial and Rank correlation
9 Index numbers
10 Time series analysis
11 Probability
12 Discrete Probability Distributions
13 Continuous Probability Distributions
14 Normal Probability Distribution
15 Computer applications in Statistics

Recommended Texts

1. Wathen, S., Marchal, W. & Lind, D. (2017). *Statistical Techniques in business and economics*. New York: McGraw-Hill.
2. Sharma, J. K. (2012). *Business statistics*. India: Pearson Education India.

Suggested Reading

1. Berenson, M., Levine, D., Szabat, K. A. & Krehbiel, T. C. (2012). *Basic business statistics: Concepts and applications*. AU: Pearson Education.
2. Black, K. (2009). *Business statistics: Contemporary decision making*. UK: John Wiley & Sons.
3. Wegner, T. (2010). *Applied business statistics: Methods and Excel-based applications*. UK: Juta and Company Ltd.

BUSB-5110 Money Banking and Credit 3(3+0)

The role of the financial system is to intermediate between lenders and borrowers, providing a menu of saving vehicles with differing risk and return characteristics. Financial intermediaries help the investors find the financing they need, taking into account the returns and risks on the project they wish to undertake. In carrying out their functions, financial intermediaries reduce transaction costs for savers and investors and help reduce problems of asymmetric information that are inherent in the relationships between investors and entrepreneurs. In the era of globalization, the financial markets are in need of people with true understanding of commercial system and reasons behind globalization. The objective of this course is to provide the sense of globalization and financial structure development in the students so that they can become business intellectuals and professionals in their practical life. This will help students in understanding the historical *as well as future perspective of monetary systems and financial markets.*

Contents

1. Introduction to Money
2. Bank Accounts, Banker Customer Relationship
3. Credit Creation
4. Bank Advances and Securities, E Banking
5. Letter of Credit
6. Islamic Finance
7. Value of Money
8. Negotiable Instruments
9. Change in Value
10. Measurement of change in value
11. Foreign Exchange
12. Introduction to Money and Capital Market
13. Trade Cycle
14. International Monetary system
15. Islamic Finance

Recommended Texts

1. Ahmed, R. (2003). *Money Banking and Finance.* Lahore: Khuwaja Publisher

Suggested Readings

1. Miranda, G. S. (1994). *Essentials of Money, Credit and Banking*. London: L & G Business House.

ECON 5115 **Pakistan Economics** **3(3+0)**

This course is intended to give students with an introduction to the field of economic systems and regional dynamics. Political economy seeks to understand and explain policy outcomes and political behavior of economies along with regional importance. This course aims to enable students to apply and study economic theories with respect to Pakistan's economy. The objectives of the course include: i) providing students with knowledge of a range of theoretical approaches to the study of global and international political economy; ii) presenting the major economic themes in the historical development with reference to Pakistan's economy; iii) providing students with an understanding of debates about the emergence and consequences of a globalized economy, with its patterns of inequality; iv) exploring the prospects and politics of managing the global economy; and v) reviewing recent research which emphasizes the importance of the politics of human and environmental security in studies of political economy.

Content

1. Economic and Political Integration
2. Policy Reform and Popular Organization, key Social and Economic indicators
3. Political and Economic Institutions and their role in decision making
4. Political Economy and World Order
5. Problem of Power and Knowledge, Politics and Neo-Liberal Political Economy
6. New Voices in the Globalization Debate: Green Perspective, Regional Phenomena and State
7. Regionalism and Globalization
8. Political Economy of Economic Development
9. International Politics and Transfer of Technology
10. Sector Specific Development Limitation
11. Agriculture and Industry
12. International challenge of poverty
13. Pakistan - Dynamics of Elitist Model, Strategies for self-preservation
14. Economic Aspects, Poverty Eradication, Trade & Economic Cooperation
15. Issues in Lawlessness and Development
16. Socio Economic Developments & Crime

Recommended Texts

1. Kardar, S. (1987). *The Political Economy of Pakistan* (1st ed.). Karachi: Progressive Publishers
2. Nadeem, A. H. (2002). *Pakistan: The Political Economy of Lawlessness* (1st ed.). Karachi: Oxford University Press.

Suggested Readings

1. Hussain, I. (2004). *Dollars, Debt and Deficits, Reform and Management of Pakistan Economy* (1st ed.). Kaachi: Oxford University Press.

BUSB-5111 Cost & Management Accounting 3(3+0)

The aim of this course is to provide a platform of essential techniques for management accounting in practice as well as leading on to the stage three management accounting courses in strategic management accounting, performance measurement and evaluation, and revenue and cost management. This course provides the basic competencies for careers in management accounting and business consulting as well as being an essential course for the professional accounting body qualification. Management accounting, which involves providing information for planning, controlling, and decision-making within businesses, is in a state of transformation. Far from the "bean counter" stereotype of the past, management accountants are increasingly being tasked with strategic responsibilities. Management accountants (also called managerial accountants) look at the events that happen in and around a business while considering the needs of the business.

Contents

1. Introduction and Definition of Cost and Management Accounting. Cost Concepts, Cost
2. Classification and Cost Accounting Information Systems, Difference in Financial Cost and
3. Management Accounting, Why to study Cost Accounting
4. Cost Accounting Cycle, Financial Statements for Manufacturing Concerns
5. Cost Systems and Cost Accumulation
6. Further Readings on Cost systems and Cost Accumulation, Job Order Costing
7. Further Reading on Job Order Costing and Practical Problems
8. Process Costing:
9. Process Costing: Process Costing:
10. Managerial Accounting Introduction: Cost Behavior Analysis, Introduction to Budgeting
11. Cash Budgeting and Flexible Budgeting
12. Standard Costing: Setting Standards and Analyzing Variances
13. Direct Costing: CVP analysis and Break-Even Point
14. Planning for Capital Expenditures
15. Differential Cost Analysis

Recommended Texts

1. Matz. U. (2012). *Cost Accounting Planning and Control* (14th ed.). Cincinnati: South-Western Publishers.

Suggested Readings

1. Collis, J., & Hussey, R. (2017). *Cost and management accounting* (12th ed.). NY: Macmillan International Higher Education.

BUSB-6112 Business Communication 3(3+0)

The course aims at application of business communication principles through creation of effective business documents and oral presentations. It includes study and application of team communication, and use of technology to facilitate the communication process. Program learning outcomes define the knowledge, skills, and abilities students are expected to demonstrate upon completion of an academic program. These learning outcomes are regularly assessed to determine student learning and to evaluate overall program effectiveness. Business communication is used to promote a product, service, or organization; to relay information within the business; or to deal with legal and similar issues. Failures of human communication can become amplified in professional settings. In business transactions, especially those involving large amounts of money, a small miscommunication can have devastating effects. Customer relationship management (CRM) is a widely implemented model for managing a company's interactions with customers, clients, and sales prospects. It is needed because there are often multiple business associates that come into contact with a client.

Contents

1. Flow of communication, Barriers to effective communication
2. How to make communication effective,
3. Letter-Memorandum-Circular
4. Agenda and minutes of meeting,
5. 7'c of communication: Conciseness-Correctness-Completeness
6. Clarity-Consideration- Courtesy-Concreteness
7. Communication theories. Interaction-information-Completeness.
8. Written communication, Business research report
9. Types, Format, Language & Style
10. Market report:
11. Types- Format, Thesis and assignment writing.
12. Presentation or speech
13. Types-Planning-Delivering the presentation or speech
14. Workshop and seminar: Planning-Conduct
15. Meeting
16. Types and conduct
17. Interview: Types and conduct
18. Communication strategy
19. Image building,
20. Minus image and its implications,
21. Developing a positive corporate image

Recommended Texts

1. Murphy and Hildebrandt. (2014). *Effective Business Communication* (7th ed.) Hoboken: Wiley Publisher.

Suggested Readings

2. Coutland L. Bovee, Jhon V. Thill. (2016). *Business Communication Today*m(14th ed). Hoboken: Wiley Publisher

BUSB-6101 Managerial Economics 3(3+0)

Managerial Economics course is of importance to business students expecting to deal with business and professional lives in the future. This course is designed to introduce and discuss various management concepts from economic point of view. Using integrated approaches, the course will emphasize discussion on the design and implementation of risk management practices along with the theory of firm. Basically, it purports to help students realize, understand, and master various economic problems and the way firm try to resolve such problems. It is sometimes referred to as business economics and is a branch of economics that applies microeconomic analysis to decision methods of businesses or other management units. As such, it bridges economic theory and economics in practice. It draws heavily from quantitative techniques such as regression analysis, correlation and calculus If there is a unifying theme that runs through most of managerial economics, it is the attempt to optimize business decisions given the firm's objectives and given constraints imposed by scarcity, for example through the use of operations research, mathematical programming, game theory for strategic decisions, and other computational methods.

Contents

1. Introduction, Theories and Models, Theory of Firm, Agency Problem
2. Mathematical Economics
3. Derivative of a function, Average and Marginal relationships
4. Constraints Optimization, Determinants of market demand
5. The market mechanism, Rationing Function of Prices, Price ceiling & floor
6. Concepts in Price elasticity of demand
7. Role of the firm, production function, law of diminished marginal utility
8. Profit maximization, optimal input combination, unconstraint optimization
9. Characteristics of market structure, equilibrium price, monopoly
10. Monopolistic competition
11. Characteristics of duopoly and oligopoly
12. Price discrimination, no marginal pricing, multiproduct pricing
13. Capital budgeting, time value, capital rationing, cost of capital
14. Risk and uncertainty, Measuring risk, firm behavior
15. Game theory, game trees, Decision making under uncertainty, Insurance

Recommended Texts

1. Thomas, J. (2010). *Managerial Economics: Theory and Practice*. Hoboken: Wiley Publisher
2. Datta, D. (2017). *Managerial Economics*. NJ: PHI Learning Pvt. Ltd.

Suggested Readings

1. Hirschey, M., & Bentzen, E. (2016). *Managerial economics.* London: Cengage Learning.
2. Perloff, J. M., & Brander, J. A. (2017). *Managerial economics and strategy.* London: Pearson.

BUSB-6113 **Logic** **3(3+0)**

This course is an introduction both to logic and to critical thinking, assuming no previous work in logic or philosophy. The critical thinking portion of the course covers the distinction between logic and rhetoric, the distinction between deductive and inductive arguments, the analysis of ambiguities and the nature of common fallacies in reasoning. In the logic portion of the course, the basic topics include the symbolization and evaluation of deductive arguments using truth tables and the construction of proofs to assess validity. We will also look at extensions of classical logic (such as modal logics, epistemic and demonic logics, multi-valued logics), as well as discuss some fundamental issues pertaining to the nature of reasoning and logic more generally. The objectives of the course, then, are both to become familiar and competent with basic techniques of formal logic and to acquire skill in using these and related formal techniques to assess reasoning in a wide variety of applications.

Contents

1. Introduction:
2. Basic Concepts Recognizing Arguments Diagramming arguments
3. Deduction and Induction
4. Truth, Validity and Soundness, Problem Solving
5. Classical Deductive Logic: The logic of terms
6. Immediate Inferences, Square of Opposition
7. Obsession, Conversion Contraposition
8. Categorical Syllogism: Mood and Figure, Categorical Proposition
9. Validity with the help of Venn Diagram Validity with the help of Rules and Fallacies
10. Translation of Ordinary language propositions into standard categorical Form
11. Categorical Syllogism in ordinary language Enthymemes Sorites, Disjunctive Syllogism
12. Hypothetical Syllogism: Modus Ponens, Modus Tollens and Pure HS
13. Dilemma, Reduction ad Absurdum
14. Modern Deductive Logic: The Logic of Propositions, Propositional Calculus: Syntax and Semantics
15. Logical Connectives: Negation, Conjunction, Disjunction, Conditional, & Bi conditional
16. Truth Table: Truth value of molecular proposition, Equivalence, Contradiction and Tautologies
17. Validity, Shorter Truth Table: Validity and Counter example, Truth Tree and its applications
18. Formal Deduction and validity, Predicate Logic: Quantifiers
19. Translation of ordinary language proposition into Predicate Logic Validity
20. Counter example
21. Predicate Logic

Recommended Texts

1. Restall, G. (2006). *Logic: An Introduction* (1st ed.). New York: Taylor & Francis Group.

Suggested Readings

1. Tiu, A. (2011). *Introduction to logic* (14th ed.). New York: Taylor & Francis Group.

BUSB 6114 **Financial Management** **3 (3+0)**

Financial Management discusses the role that financial manager's play 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 student an understanding of financial environment and financial instruments and basis of evaluation of business entity. Financial Management means planning, organizing, directing and controlling the financial activities such as procurement and utilization of funds of the enterprise. It means applying general management principles to financial resources of the enterprise. Investment decisions includes investment in fixed assets (called as capital budgeting). Investment in current assets are also a part of investment decisions called as working capital decisions. Financial decisions - They relate to the raising of finance from various resources which will depend upon decision on type of source, period of financing, cost of financing and the returns thereby. Dividend decision - The finance manager has to take decision with regards to the net profit distribution.

Contents

1. Introduction to Managerial Finance: The role of Managerial Finance
2. Ultimate objective of financial management
3. Careers in Finance
4. The Financial Market Environment
5. Financial Tools: Financial statements and Ratio Analysis
6. Financial Tools: Cash Flow and Financial Planning
7. Financial Tools: Time Value of Money
8. Nature of problems in considering time value of money.
9. Valuation of Securities: Interest Rates and Bond Valuation
10. Valuation of Securities: Stock Valuation
11. Risk and the Required Rate of Return: Risk and Return
12. Long term Investment Decision: Capital Budgeting Technique

Recommended Texts

1. L.J. Gitman (2013). *Principles of Managerial Finance* (14th ed). London: Pearson Education.

Suggested Readings

1. Van Horne, J. C., & Wachowicz, J. M. (2005). *Fundamentals of financial management* (13th ed.). London: Pearson Education.

BUSB-6115 **Business Law** **3(3+0)**

Commercial law or business law is the body of law which governs business and commerce and is often considered to be a branch of civil law and deals both with issues of private law and public law. Commercial law regulates corporate contracts, hiring practices, and the manufacture and sales of consumer goods. This course introduces the ethics and legal framework of business. Emphasis is on contracts, negotiable instruments, Uniform Commercial Code, and the working of the court systems. Upon completion, students should be able to apply ethical issues and laws covered to selected business decision making situations. Business law consists of many different areas taught in law school and business school curricula, including: Contracts, the law of Corporations and other Business Organizations, Securities Law, Intellectual Property, Antitrust, Secured Transactions, Commercial Paper, Income Tax, Pensions & Benefits, Trusts & Estates, Immigration Law, Labor Law, Employment Law and Bankruptcy. It is a branch of law that examines topics that impact the operation of a business.

Contents

1. Law of Contract: Essentials of valid contract, Performance of the contract
2. Discharge of contract & Breach of contract
3. The Law of Sales of Goods
4. Rights of unpaid seller against the goods, Sale by auction
5. Law Governing Partnership
6. Types of Partnership
7. Essential elements of partnership
8. Registration of partnership firms
9. Partnership becoming illegal
10. Partnership agreement
11. Personal profit earned by partnership
12. Implied authority of a partnership Dissolution of partnership
13. The Law of Negotiable Instruments
14. Payment: Notes, bills and cheques
15. Parties to instruments Negotiation.
16. Endorsement, Liabilities of parties
17. discharge from liabilities Dishonor of instrument
18. Notice and protesting
19. Acceptance and payment for honor
20. Industrial relations ordinances and payment of wages act
21. Community Basic Law (Under Pakistan Scenario)

Recommended Texts

1. Khalid. M. C. (2020). *Business Law* (2nd ed). Lahore: Mubeen

Suggested Readings

2. Saeed, K. (2020). Mercantile and Industrial Law in Pakistan (2nd ed). Lahore: Ilmi Book Depo.

BUSB-6116 Principles of Marketing 3(3+0)

The basic objective of those 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, their 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
8. Positioning for Competitive Advantage Product and Services strategy
9. New Products Development and Product Life-Cycle Strategies
10. Pricing Products: Pricing Considerations and Approaches
11. Pricing Strategies Distribution Channels and Logistics Management
12. Retailing
13. Wholesaling

Recommended Texts

1. Kotler, P., Armstrong, G. (2015). *Principles of Marketing* (17th ed.). NJ: 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* (17th ed). Irwin: McGraw Hill.

BUSB 6117 **Business Inferential Analysis** **3(3+0)**

This course is built upon the statistics concepts, principles and techniques that are useful in business management. The main objectives of the course are to enhance students‟ competency in application of statistics concepts in solving business management problems and to improve their level of quantitative approach. Inferential analysis is a collection of methods for estimating what the population characteristics (parameters) might be, given what is known about the sample's characteristics (statistics), or for establishing whether patterns or relationships, both association and influence, or differences between categories. Inferential statistics can be contrasted with descriptive statistics. Descriptive statistics is solely concerned with properties of the observed data, and it does not rest on the assumption that the data come from a larger population. In machine learning, the term inference is sometimes used instead to mean "make a prediction, by evaluating an already trained model" in this context deducing properties of the model is referred to as training or learning (rather than inference), and using a model for prediction is referred to as inference (instead of prediction); see also predictive inference.

Contents

1. Sets and Probability
2. Concept of Random Variables in Business
3. Possibilities and application in Business
4. Probabilities and expectations
5. Some Rules of Probability
6. Sampling Theory in Business research
7. Estimation Theory
8. Testing Hypothesis: One sample Testing of business problems
9. Two Sample Tests
10. Regression and correlation with application in Business
11. Analysis of Variance and its application in business environment
12. The Chi-Square Distribution
13. The F-Distribution and
14. The F-Distribution
15. The students t-Distribution
16. Computer software for analysis of business data

Recommended Texts

1. Richard I. Levin. (2010). *Statistics for Management* (10^{th} ed.). NJ: Wiley

Suggested Readings

1. Chaudhry, S. M. (2011). *Introduction to statistical theory*. Karachi: Ilmi Kithab Khana.
2. Mansfield, E. (1987). *Statistics for business and economics: Methods and applications*. Hoboken: Wiley.

BUSB-6118 Organizational Behavior 3(3+0)

The main objective of this course is to provide better understanding of organizations. It will help students to behave well in their respective organizations. It provides better understanding of their values norms and their culture. 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.

Contents

1. Introduction and Background
2. Organizational behavior
3. Key concepts, A historical perspective on organizational behavior, Organizational behavior and
4. Contemporary issues.
5. Organization, Design
6. The classical and modern concepts of organization, Span of control and organization structures
7. Authority relations: Line functional
8. Authority: Delegation and decentralization,
9. Departmentalization, Organizational life cycle stages,
10. The contingency approach of organization design, Today's organizations and various designs
11. Organizational effectiveness Organizational Culture
12. The dynamics of organization's culture, the basic approaches to organizational culture
13. The cross-cultural awareness, Total quality culture creation
14. The nature and typology of organizational change, The diagnosis of forces for change
15. The models and dynamics of planned change, Techniques for managing change
16. Organizational development:

Recommended Texts

1. Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior* (15th ed.). London: Pearson education limited.

Suggested Readings

1. Langton, Robbbins and Judge (2015). *Fundamentals of Organizational Behavior* (4th ed). London: Pearson education limited.

BUSB-6119 E-Commerce and Marketing 3(3+0)

The growth of the Internet continues to have a tremendous influence on business. Companies and organizations of all types and sizes are rethinking their strategies and how they run their operations. This new course challenges students to explore the realities and implications of internet business (i.e., e-commerce) from a marketer's perspective. Business-to-consumer (B2C) and business-to-business (B2B) e-commerce markets are examined. The course introduces students to a wide range of electronic commerce issues for marketers, as a foundation for continual learning in the dynamic e-commerce environment. Modern electronic commerce typically uses the World Wide Web for at least one part of the transaction's life cycle although it may also use other technologies such as e-mail. Typical e-commerce transactions include the purchase of online books (such as Amazon) and music purchases (music download in the form of digital distribution such as iTunes Store), and to a less extent, customized/personalized online liquor store inventory services. There are three areas of e-commerce: online retailing, electronic markets, and online auctions. E-commerce is supported by electronic business.

Contents

1. E-Commerce and E-business, Pure and Partial E-Commerce, Competitor Analysis
2. The Fourth Channel, Paradigms in the New Economy, Driving Business Process Re-engineering
3. Designing, Developing and Deploying the System; Supply Chain Management
4. Deciding on the Enterprise, Middleware, Choosing the Right Enterprise Application
5. Building the E-business applications, Marketing Strategies on the Web.
6. Web Design, Attracting Visitors to your Site, Virtual Societies, Localization
7. Promoting your E-business, Banner and Campaigning, Measurement, Direct Marketing,
8. Search Engine Optimization Technique, Interactive Communication Experiences
9. Internet Chat Solutions, Internet-based Trainings, Discussion Forums
10. Internet Information Security: Creating a Security Strategy, Cryptographic Tools
11. Fighting Virus and Hoax Virus Warnings, Conflicts in the Information Age
12. Security Threats in E- Commerce, Use of Third-Party Security Services
13. Paying Via Internet: The Payment Business, Merchant Accounts
14. Use of Third-Party Payment Services, The Future of Payment
15. Shopping and ORM Solutions, Implications of the new Economy Electronic Software Distribution
16. Policies, Internet Security Policies, Standards for E-Commerce Infrastructure, Cyber Laws

Recommended Texts

1. Kenneth C. Laudon & Traver, C. (2015). *E- Commerce: Business Technology, Society* (15th ed.). UK: Pearson Education.

Suggested Readings

1. Greenstein, M. & Vasarhelyi, M. (2016). *Electronic Commerce: Security, Risk Management, and Control* (5th ed.).UK: Wiley

USB-6120 Management Information System 3(3+0)

To provide students with basic concepts in information system and the benefits with these systems in modern society: To differentiate between data, information, and knowledge: To understand systems definition, systems requirements, and information needed for decision maker: To understand several requirement and operations that the analyst needed to analyze, design, and implement the systems in what is called system development life cycle (SDLC): To identify several methods to enhance and develop information systems and to manage the information system recourses: To understand several ethical issues in information. This course will provide a managerial perspective of information systems and what role they play in an organization. Students learn about the modern technologies and how organizations can use these technologies for their growth. Enterprise systems also known as enterprise resource planning (ERP) systems provide integrated software modules and a unified database that personnel use to plan, manage, and control core business processes across multiple locations. Modules of ERP systems may include finance, accounting, marketing, human resources, production, inventory management, and distribution.

Contents

1. Introduction to computer system: hardware, software
2. Processing, input, processing and output techniques
3. Management information system
4. Needs for MIS, evolution & types of information system, (MIS, DSS, expert system)
5. The concept of data and information
6. Database management systems
7. The concept of DBMS
8. Hierarchy of database
9. Elements of DBMS
10. Contents of files
11. Manufacturing & Marketing information system
12. FIS, HRIS.
13. Computer networks
14. Types of networks
15. Computer networks
16. Network, application of networks network structure

Recommended Texts

1. Jmaes O, Brien. (2010). *Introduction of Information Systems with supplement* (15th ed.). New York: McGraw Hill.

Suggested Readings

1. Pearlson, K. E., & Saunders, C. S. (2009). *Strategic management of information systems* (International edition). Hoboken, NJ: Wiley.

BUSB-6121 Marketing Management 3(3+0)

In today's fast-paced world, marketing has become more complex. Changes in technology and consumer and business needs, as well as, increased globalization pose new challenges for marketers. These events have made marketers more aware of the necessity for careful but speedy analysis and decision-making. The implication is that marketing management as a field of study has become more important. Marketing management is the art of optimal manipulation of the marketing mix to achieve business goals. Marketing management employs tools from economics and competitive strategy to analyze the industry context in which the firm operates. These include Porter's five forces, analysis of strategic groups of competitors, value chain analysis and others. In competitor analysis, marketers build detailed profiles of each competitor in the market, focusing on their relative competitive strengths and weaknesses using SWOT analysis. Marketing managers will examine each competitor's cost structure, sources of profits, resources and competencies, competitive positioning and product differentiation, degree of vertical integration, historical responses to industry developments, and other factors.

Contents

1. Who Markets?
2. Company Orientation toward the Marketplace
3. Marketing Management Tasks
4. Developing Marketing Strategies and Plans
5. Corporate and Division Strategic Planning
6. Channel Design Decisions
7. Channel Integration and Systems
8. Advertising Sales
9. Conducting Marketing Research and Forecasting Demand
10. Connecting with Customers
11. Analyzing Consumer Markets
12. Analyzing Business Markets, Evaluating Potential Markets
13. Branding
14. Deciding on the Marketing Organization
15. Internal Marketing
16. Building a Creative Marketing Organization
17. Marketing Implementation

Recommended Texts

1. Kotler, P. T. (2019). *Marketing management* (15th ed.). London: Pearson.

Suggested Readings

1. Kotler, P., Keller, K. L., Ang, S. H., Tan, C. T., & Leong, S. M. (2018). *Marketing management: an Asian perspective* (5th ed.). London: Pearson.

BUSB-6122 Business Research and Report Writing 3(3+0)

The learning focus for this unit is on developing business research skills and defining a business research question. 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. Research reports are produced by many sectors including industry, education, government and non-government organizations and may be disseminated internally, or made public ie published however they are not usually available from booksellers or through standard commercial publishing channels. Research reports are also issued by governmental and international organizations, such as UNESCO. There are various distribution models for research reports with the main ones being: public distribution for free or open access; limited distribution to clients and customers; or sold commercially. For example market research reports are often produced for sale by specialist market research companies, investment companies may provide research reports to clients

Contents

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

Recommended Texts

1. Ranjit, K. (2010). *Research Methodology* (3rd ed.). Thousand Oaks: Sage Publications.

Suggested Readings

1. Emory, C. (2011). *Business Research Methods* (6th ed.). New York: McGraw Hill.

BUSB-6123 Intermediate Finance 3(3+0)

Intermediate Financial discusses the advancement in financial market environment in which firms operate. It argues that the goal of financial manager 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 student an advanced understanding of financial environment, capital markets, mergers and international financial markets and its operations. Special attention will be given to the financial administrator's role in the area of working capital, capital budgeting, and financing decisions. Major consideration will be given to capital investment decisions, the weighted average cost of capital, and investment decision-making criteria. In addition, we will take a closer look at the examination of equity and debt investments and to investment analysis. All concepts covered will be followed by practical applications using spreadsheets; the idea is to build a strong bridge between theory and practice while strengthening the student's financial modelling skills.

Contents

1. Intermediate and Long-Term Security Valuation
2. The Capital Market
3. Weighted Average Cost of Capital
4. Dividend Policy
5. Long Term Debt, Proffered Stock and Common Stock
6. Term Loan and Lease
7. Convertibles Exchangeable and Warrants
8. Mergers and other forms of Corporate Restructuring
9. International Financial Management
10. Hedging and Exchange rate risk
11. Structuring International Trade Transaction

Recommended Texts

1. Van Horne, J. C., & Wachowicz, J. M. (2005). *Fundamentals of financial management* (13th ed.). London: Pearson Education.

Suggested Readings

1. Gitman, L. J., Juchau, R., & Flanagan, J. (2015). *Principles of managerial finance* (10th ed.). London: Pearson Higher Education.
2. Maghrebi, N., Mirakhor, A., & Iqbal, Z. (2016). *Intermediate Islamic Finance*. NY: John Wiley & Sons.
3. Haggard, S., Maxfield, S., & Lee, C. H. (Eds.). (2019). *The politics of finance in developing countries* (12th ed.). London: Cornell University Press.

BUSB-6124 Entrepreneurship and SME Management 3(3+0)

This course aims at helping students develop a positive, constructive and practical approach to: Entrepreneurship venture opportunities, innovations, change, fantasies, Environment of small business, sources and resolutions. Risk failure and new venture unit, feasibility of planning and concepts of planning, stages of growth model. The entrepreneur is defined as someone who has the ability and desire to establish, administer, and succeed in a startup venture along with risk entitled to it, to make profits. The best example of entrepreneurship is the starting of a new business venture. The entrepreneurs are often known as a source of new ideas or innovator, and bring new ideas in the market by replacing old with a new invention. This course is designed to help graduate in understanding the importance of new ventures at small scale. Important is to understand the difference between a usual business venture at small scale and entrepreneurship which is need of the modern times.

Contents

1. Introduction: entrepreneurial perspective,
2. Economics and entrepreneurship,
3. Process, ventures, practices and characteristics.
4. Entrepreneurship and new free enterprise: venture opportunities, innovations,
5. Change, fantasies, environment of small business
6. Sources and resolutions, corporate entrepreneurship,
7. New venture unit of planning and concepts of planning
8. Stages of growth model, responsibility of feasibility plan.
9. Product and services concepts and commercial opportunities (macro over view)
10. Products and technology, identification opportunities
11. Product development life cycle, product protection
12. Trademark and patents, process of patents
13. Validity of property rights and accessing government information
14. Human resources side of enterprise
15. Infrastructure of services, types of service venture, success factors.
16. Marketing and new venture development, Marketing research for new ventures,
17. Marketing concepts, startup of marketing research, Market focused on organization
18. Competitive analysis and implications of market research
19. Marketing strategies and functions, Product concepts, 4 ps,
20. Entrepreneurial team and business formation

Recommended Texts

1. Holt, D. H. (2016). Entrepreneurship: New venture creation (9th ed.). Upper Saddle River: Prentice Hall.

Suggested Readings

1. Bolton, B. K., & Thompson, J. (2004). *Entrepreneurs: Talent, temperament, technique* (2nd ed.). Hoboken: John Wiley & Sons.

BUSB-6125 **Business Ethics** **3(3+0)**

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.

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. Crane, A., Matten, D., Glozer, S., & Spence, L. (2019). *Business ethics: Managing corporate citizenship and sustainability in the age of globalization* (5th ed.). Oxford: Oxford University Press.
2. Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2000). Business Ethics Decision Making and Cases (11th ed.). Hoboken: John Wiley & Sons.

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.

BUSB-6126 Interpersonal Skills 3(3+0)

This course is intended to assist individuals in recognizing their own communication styles and how their individual styles differ from the communication styles of others in the workplace. Additionally, participants learn how to improve their interpersonal skills and how to maintain relationships over time. Through interactive activities, self-assessments, and discussions, participants gain an awareness of their communication styles and learn strategies to resolve conflict and strategies for communicating effectively with those whose styles are unlike their own. Participants learn skills to communicate and listen effectively and maintain relationships through inspiring trust and giving and receiving feedback. The Interpersonal Skills course will help participants work towards being that unforgettable person by pro viding communication skills, negotiation techniques, tips on making an impact, and advice on networking and starting conversations. They will also identify the skills needed in starting a conversation, moving a c onversation along, and progressing to higher levels of conversation.

Contents

1. Overview of Interpersonal Skills
2. The Interpersonal Skills Model
3. Awareness of Self and Others, The Communicating Styles Survey, The Four CSS Styles
4. Effective Communication, The Goal of Effective Communication, Barriers to, Communication
5. What Happens When We Communicate, What Is Listening? Four Phase Model of Listening
6. Benefits of Good Listening
7. Time Spent Listening
8. The Three Levels of Listening
9. Foundations of Emotional Intelligence
10. Misconceptions About Emotional Intelligence
11. The Four Domains of Emotional Intelligence
12. Emotional Intelligence and the Executive Core Qualification
13. What Is Trust?
14. The Benefits of Trust, Behaviors that Rebuild Trust
15. Conflict, What Is Conflict? Causes of Conflict, Effects of Conflict, Five Basic Conflicts
16. The Value of Different Conflict Styles
17. Managing Conflict, Create a Healthy Environment
18. Tools for Working Through Conflict

Recommended Texts

1. McKay, M., Davis, M., & Fanning, P. (2009). *Messages: The communication skills book* (3rd ed.). NJ: New Harbinger Publications.

Suggested Readings

1. Davis, M., Paleg, K., & Fanning, P. (2004). *The Messages Workbook: Powerful Strategies for Effective Communication at Work & Home* (7th ed.). NJ: New Harbinger Publications.

BUSB-6127 Operations Management 3(3+0)

Businesses create value by supplying their products or services to satisfy customer demand that involves numerous activities and processes across the organization. Operations managers deal with a major issue in any business - how work gets done: setting up processes, uncovering the biggest bottlenecks, fine-tuning processes to save time and money, managing resources for smooth production of value. Since POM balances costs with revenue to achieve higher operating profits, it is in a constant quest to find 'what is the most efficient, cost-effective way to deliver goods and services. This course introduces students to the concepts underlying effective operation and control of manufacturing and service businesses. Approaches to production control, inventory policy, facilities planning, methods improvement and technological assessment are studied. Throughout this course, the students are expected to demonstrate highest levels of involvement and commitment, in terms of efforts, quality of work, and conduct both at individual level and as groups. The potential of making learning interesting and effective lies primarily in the hands of the students and are expected to use the same for this course throughout the term.

Contents

1. Course Overview
2. Introduction to Operations
3. Operations Strategy
4. Product Design , Service Design
5. Form Teams
6. Process Analysis
7. Manufacturing Process Analysis
8. Job Design and Measurement
9. Business Process Reengineering
10. Quality Management and 6 Sigma
11. Quality Management and 6 Sigma
12. Statistical Process Control
13. Capacity Planning
14. Aggregate Planning
15. Enterprise Resource Planning
16. Lean Production
17. Inventory Management
18. Waiting Line Analysis, Project Management

Recommended Texts

1. James D.D. *Production and Operations Management* (7th ed.). New York: McGraw Hill.

Suggested Readings

1. Elwood S. Buffa and Rakesh K. Sarin. (2017). *Modern Production/Operations Management* (8th ed.). London: Wiley.

BUSB-6129 **Industrial and Labor Laws** **3(3+0)**

This course is built upon different rules and laws which help in governing the organizations. It will help in developing the good concepts of laws regulation in the organizations. This course will help students: how to react legally when any problem occurs, it will help students to run organizations ethically, and it will help students to establish organizations by following proper rules and regulations. This course is structured to provide students with the opportunity to explore a basic theoretical approach to industrial relations with the dominant objective of the course being to develop a practical understanding of the dynamics of industrial relations. A major issue for any business is to understand the relationship between the worker and the master. There are two types of workers, independent contractors and employees. They are differentiated based on the level of control the master has on them. If a worker is provided tools and resources, closely supervised, paid regularly, etc., then he or she is considered an employee of the company. Employees must act in the best interest of the employer.

Contents

1. The Origin of the Contract
2. Definition of Contract, Communication, Breach of Contract, Damages of Breach of Contract
3. Rights of Unpaid seller against the Goods., Sale by Auction,
4. Partnership law
5. Law governing companies I
6. Law Governing Companies II
7. Laws Governing Establishment of Factories
8. Laws Governing Industrial Employment and Industrial Relations,
9. Employees Old Age Benefits Act-I
10. Employees Old Age Benefits Act, 1976 - II

Recommended Texts

1. Saeed, K. A. (2000). *Economy of Pakistan*. Lahore: Azeem Academy.

Suggested Readings

1. Qazi, A. (2010) *Business Law*. Lahore: Azeem Academy

BUSB-6130 Training and Development 3(3+0)

In the emerging global economy, only those organizations dedicated to continuous learning are expected to grow and thrive. This course is an examination of individual and organizational strategies designed to stimulate creative approaches to learning in organizations, and will facilitate an understanding of individual development from both an organizational and personal perspective. Theoretical foundations and practical issues involved in employee training and development in business organizations are explored. The course is about the training and employee development and human performance improvement in organizations; but that is not the whole story. The field of training and development is changing. There is a need for trainers to reorient their thinking from the comfort and structure of the classroom to the more ambiguous consulting area. The gap is actually not nearly as wide as some might think. Trainers have considerable expertise in job and task analysis, learning specialists, facilitators, communication experts, and professionals with a broad perspective of the human dimensions of human performance in organizations.

Contents

1. Introduction to training and HRD
2. Influences on employee behavior
3. Learning and HRD
4. Assessing training/HRD needs,
5. Designing training/HRD programs, Implementing training/HRD programs
6. Implementing training/HRD programs
7. Evaluating training/HRD programs,
8. Employee orientation
9. Skills and technical training
10. Performance management & coaching
11. Career management and development
12. Employee counseling,
13. Management development
14. Organization development and change
15. Training program presentations
16. Cultural diversity and HRD

Recommended Texts

1. Desimone, R. L., Jon M. Werner, and David M. Harris. (2002). *Human resource development* (11th ed.). London: Wiley

Suggested Readings

1. Larsen, H. H. (2017). Key issues in training and development. In *Policy and practice in European human resource management* (10th ed). London: Routledge.
2. Swanson, R. A., Holton, E., & Holton, E. F. (2001). *Foundations of human resource development*. San Francisco: Berrett-Koehler Publishers.

BUSB-6131 Performance and Compensation Management 3(3+0)

Compensation management in organizations, including the role of human resources management in dealing with employees, and methods used to provide compensation. It also highlights the importance of maintaining the capable education qualification, the value of developing their skills, and the significance of providing the appropriate atmosphere for them. Several important topics will be addressed in the class such as: Compensation professionals' goals within a human resource department. Ways to strengthen the pay-for-performance link. Ways to strengthen the pay-for-performance link. Health insurance concepts. This course examines the importance of an effective performance management system in helping organizations define and achieve short- and long-term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational

Contents

1. Introduction to Compensation
2. Strategic Perspectives in Compensation Management
3. Defining Internal Alignment
4. Job Analysis
5. Job Evaluation/Person-based Structures
6. Determining External Competitiveness
7. Employee Contributions: Pay for Performance (PFP)Performance Appraisals benefits
8. Performance Appraisals
9. Contextual Issues in Appraisal
10. Benefits
11. Compensation of Special Groups
12. Legal and Administrative Issues in Compensation
13. Global Compensation

Recommended Texts

1. Martocchio, J. J. (2011). *Strategic compensation: A human resource management approach* (6th ed.). New Delhi: Pearson Education India.

Suggested Readings

1. Burnes, B. (2004). *Managing change: A strategic approach to organizational dynamics* (7th ed.). London: Prentice Hall.

BUSB-6132 **International HR** **3(3+0)**

This course provides an understanding of the role of human resource management (HRM) in international contexts. The course is divided into three areas of study: the context of international HRM, strategic and functional HRM in international contexts, and comparative international contexts. Specific topics include globalization, work and labor regulation; strategic HRM issues in international contexts; issues related to host, home and third country nationals; recruitment, selection, training, development and compensation in international contexts, expatriation and repatriation. Studies of the HR context of selected countries are also included. They can specialize in finding, recruiting, training, and developing employees, as well as maintaining employee relations or benefits. Training and development professionals ensure that employees are trained and have continuous development. Managing employee benefits includes developing compensation structures, parental leave programs, discounts, and other benefits for employees. On the other side of the field are HR generalists or business partners. These HR professionals could work in all areas or be labor relations representatives working with unionized employees.

Contents

1. Definition of IHRM, Aims of IHRM,
2. The importance of IHRM to local organizations
3. IHRM in Context
4. Comparative IHRM
5. IHRM Trends in Rwanda
6. IHRM in developing Countries CAT
7. Multinationals and the Management of Labor
8. Multinationals and Industrial Relations
9. Transfer of Best Practice HRM within Multinationals
10. International Management Development
11. Issues of - Diversity Management
12. Expatriate Management
13. Managing Internationally

Recommended Text:

1. Brewster, C., Sparrow, P., Vernon, G., & Houldsworth, E. (2016). *International human resource management* (7th ed.). New York: Kogan Page Publishers.

Suggested Readings:

1. Sivathanu, B., & Pillai, R. (2018). Smart HR 4.0 – how industry 4.0 is disrupting HR. *Human Resource Management International Digest, 26,* 7-11.
2. Cascio, W. F., & Boudreau, J. W. (2016). The search for global competence: From international HR to talent management. *Journal of World Business, 51*(1), 103-114.

BUSB-6133 **Leadership** **3(3+0)**

Identify and describe the four basic phases of team building Illustrate significant traits and behaviors of historical leaders. Understand and explain the situational, transformational, and adaptive leadership theories. Describe methods of assessing leadership styles. Understand and be able to effectively use counseling for individual and personal feedback and improvement Conduct self-evaluation of personal leader actions while in positions of authority / leadership Effectively applying leadership principles as upperclassmen Application of leadership principles learned since a Freshman) Describe and be able to use leading procedures. Develop and use an effective format useful for giving guidance and instructions to an organization or team. Leadership is both a research area and a practical skill encompassing the ability of an individual or organization to "lead" or guide other individuals, teams, or entire organizations. Specialist literature debates various viewpoints, contrasting Eastern and Western approaches to leadership, and also (within the West) United States versus European approaches.

Contents

1. Context and challenges in leadership, Leadership theories overview
2. Challenges for leadership in the information services professions
3. Knowing yourself as a leader, Self-assessment tools and approaches
4. Leadership traits and styles (theory and application)
5. Emotional intelligence
6. Gender and leadership
7. Leading people, Understanding and leading individuals
8. Coaching, mentoring and facilitating
9. Creating and leading teams
10. Direction and strategy
11. Developing leaders
12. Models and theories of leadership development
13. Influential leadership
14. Influence and persuasion
15. Working with politics and power
16. Leadership beyond the information services context

Recommended Texts

1. Roberts, S. and Rowley, J. (2008). *Leadership: The challenge for the information profession* (3rd ed). London: Facet Publishing.

Suggested Readings

1. Northouse, P. G. (2007). *Transformational leadership. Leadership: Theory and practice* (4th ed). London: Facet Publishing.

BUSB-6134 **Strategic HR** **3(3+0)**

This course examines the role of HRM in business viability and relative performance. Human resource strategy is an essential part of any credible understanding of business strategy and not some kind of dubious appendage to it. When effectively handled, HRM helps the firm to operate cost-effectively in the industries in which it competes and legitimately in the societies in which it is embedded. The course considers the potential of HRM to enhance organizational flexibility and help create competitive advantage. It examines HRM in dynamic and complex contexts and discusses practical ways of improving strategic HR planning in firms. It Prepare students with a critical understanding of the theories, principles, historical trends, current issues and practices relevant to human resource management strategy in organizations, Enable students to recognize the opportunities and challenges facing contemporary human resource management, Encourage an approach which views human resource management as a core element of the overall organizational strategy rather than a purely procedural or reactive activity, Develop knowledge of the skills required by organizational leaders for successfully managing human and knowledge capital.

Contents

1. The External Environment and Your Organization:
2. Introductions and a Model for Strategic Human Resources
3. Getting the Global Picture
4. Going from Good to Great: External Factors and Global Perspectives
5. Understanding Your Human Resources Customers
6. Understanding Human Resources Stakeholders
7. Understanding the Flow of People, Understanding Staffing Needs and Options
8. Core Competencies, Recruitment Strategies
9. Performance Management, Understanding the Value of Performance Management
10. Delivering Employee Feedback, Assessing Willingness to Work
11. Coaching, Building and Understanding Human Resources Strategy
12. Understanding Human Resources Trends and Metrics
13. The Four-Step Process for Building Human Resources Strategy

Recommended Texts

1. Schwind, H., Das, H., and T. Wagar. (2016). *Canadian Human Resource Management*. London: Facet Publishing.

Suggested Readings

1. Sheppeck, M. A., & Militello, J. (2000). Strategic HR configurations and organizational performance. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, *39*(1), 5-16.

BUSB-6135 Special Topics & Accounting Standards 3(3+0)

This course focuses on to develop a "critical thinking" approach to financial accounting and reporting. The course seeks to develop students' understanding of the environment in which financial reporting choices are made, what the options are, how these data are used for various types of decisions. In this approach, it covers all the core topics of intermediate accounting by first describing the business transactions that affect various accounts, the technical details of IFRS, how these rules are applied in practice and what the financial statements look like. Publicly traded companies typically are subject to the most rigorous standards. Small and midsized businesses often follow more simplified standards, plus any specific disclosures required by their specific lenders and shareholders. Some firms operate on the cash method of accounting which can often be simple and straight forward. Larger firms most often operate on an accrual basis. Accounting standards prescribe in considerable detail what accruals must be made, how the financial statements are to be presented, and what additional disclosures are required.

Contents

1. Accounting profession
2. The value of information and value of reporting.
3. Winding up of Joint Stock Company
4. Amalgamation
5. Absorption
6. Reconstruction
7. Accounting and Corporate Governance:
8. Accounting and Corporate Governance
9. Presentation of financial statements (IAS 1)
10. Accounting policies, changes in accounting estimates and errors (IAS 8).
11. Accounting and reporting by retirement benefit plans (IAS 26)
12. Property, plant and equipment.
13. Related party disclosures (IAS 24).
14. Consolidated financial statements (IAS 27).
15. Investment in Associates (IAS 28).
16. First time adoption of IFRS (IFRS1).

Recommended Texts

1. Simon & Smith. (2017). *Advanced Accounting.* Oxford: Oxford publishers.

Suggested Readings

1. Barth, M. E., Landsman, W. R., Lang, M., & Williams, C. (2012). Are IFRS-based and US GAAP-based accounting amounts comparable? *Journal of Accounting and Economics*, *54*(1), 68-93.
2. Bergmann, A., & Fuchs, S. (2017). Accounting standards for complex resources of international organizations. *Global Policy*, 8, 26-35.

BUSB-6136 Financial Statement Analysis 3(3+0)

The primary aim of financial statement analysis is to provide students with an introduction to the process and function of financial reporting. Whilst a large proportion of the course is aimed at understanding financial statements as a process, taking a preparer‟ perspective, we will also seek to develop an understanding of the importance of the role of financial statements in today's society. The objective of this class is to provide you with a framework for analyzing a firm's past performance, estimating its future performance, and valuing its equity. The course integrates key concepts from accounting, finance, economics, and business strategy and applies them to financial decision-making. The course focuses on teaching to interpret numbers in the financial statements. Student should leave the course with the ability to generate reasonably accurate (or at least logically consistent) forecasts of a firm's future financial performance, including revenues, earnings, asset balances and free cash flows.

Contents

1. Introduction to accounting & accounting principles, GAAP, Accounting cycle/process
2. Limitations of trial balance, Preparing financial statements,
3. balance sheet, income statement, Expenditures Vs. Expenses
4. Adjusting entries and their types, Statement of owner's equity
5. closing entries, Statement of Cash flows, Parts of cash flow statement
6. Notes to financial statements, Accounting policies, inventory accounting policies
7. Depreciation accounting policies, Methods of computing depreciation
8. Annual report generated by business, Audit's report
9. Types of business, Using Financial Statements Information
10. Financial Statement Analysis, Ratio Analysis,
11. Vertical & horizontal analysis
12. Different types of ratios, Liquidity ratio
13. Leverage ratio
14. Coverage ratio, Activity ratio
15. profitability Ratios

Recommended Texts

1. Gibson, C. H., & Frishkoff, P. A. (2004). *Financial statement analysis: using financial accounting information* (13th ed). London: John Wiley & Sons.

Suggested Readings

1. Foster, G. (1986). *Financial Statement Analysis* (3rd ed.). New Delhi: Pearson Education India.
2. Robinson, T. R. (2020). *International financial statement analysis*. London: John Wiley & Sons.

BUSB-6137 Advanced Accounting Systems 3(3+0)

To equip the student with the latest tools and techniques in advance accountancy. Building on Intermediate Financial Accounting 1 and 2, students examine several complex topics and their effect on financial reporting and disclosure. Topics include an introduction to international accounting and the development of accounting standards; temporary and long-term investments in debt and equity securities; business combinations; consolidation at acquisition; consolidation subsequent to acquisition; consolidation and intercompany profit in inventory, land, and depreciable assets; foreign currency transactions; translation and consolidation of international operations; and accounting for not-for-profit organizations including public sector reporting. It functions as an accounting information system. It may be developed in-house by the organization using it, may be purchased from a third party, or may be a combination of a third-party application software package with local modifications. Accounting software may be on-line based, accessed anywhere at any time with any device which is Internet enabled, or may be desktop based. It varies greatly in its complexity and cost.

Contents

1. Preliminary engagement activities
2. Planning
3. Materiality
4. Audit risk
5. Cycle - Revenue and Receipts
6. Reporting, fraud and related parties (week 6) possibly a short theory question.
7. Reporting, fraud and related parties
8. Computers generally and computer auditing – everything covered in the notes
9. Payroll and Personnel / Advanced Computer Systems
10. Acquisitions and Payments
11. AP Act and Disciplinary rules
12. Companies Act
13. Finance and investment cycle
14. Corporate governance
15. Inventory and production
16. Reliance on other Parties / Subsequent Events

Recommended Texts

1. Beams, F. A., Anthony, J. H., Bettinghaus, B., & Smith, K. A. (2016). Advanced accounting. London: Pearson Education Limited.

Suggested Readings

1. Barth, M. E., Landsman, W. R., Lang, M., & Williams, C. (2012). Are IFRS-based and US GAAP-based accounting amounts comparable? *Journal of Accounting and Economics*, *54*(1), 68-93.

BUSB-6138 Advance Auditing Techniques 3(3+0)

This course builds on the knowledge base from Introductory Auditing, to provide students with an in-depth understanding of professional standards, the audit process, advanced auditing techniques, and the auditor's role in ensuring that publicly issued financial statements are fairly presented. Students will apply auditing procedures to financial statement transaction cycles, and conduct audit sampling and testing techniques using specialized data analysis software. The course will also cover advanced topics concerning complex auditing judgments, and the use of audit software tools. In all material respects, an entity's financial position, results of operations, and cash flows in conformity to standard accounting practices, the purposes of an advance audit is to evaluate the system's internal control design and effectiveness. This includes, but is not limited to, efficiency and security protocols, development processes, and IT governance or oversight. Installing controls are necessary but not sufficient to provide adequate security. People responsible for security must consider if the controls are installed as intended, if they are effective, or if any breach in security has occurred and if so, what actions can be done to prevent future breaches.

Contents

1. Preparation of final accounts under Companies Ordinance 1984
2. Fourth Schedule, General, Trading Account, Profit and loss Account
3. Profit and loss appropriation account, Balance Sheet
4. Treatment of certain items in preparing Companies Financial Statements
5. Excise duty and sales tax, long term loans and current maturity, issue of shares
6. Allowances for bad debts.
7. Rectification of errors, workers profit participation fund, worker's welfare fund,
8. Bank margins and guarantees. Consolidated Financial Statements, IAS27.
9. Prepare Consolidated Income Statement and Balance Sheet of undertakings.
10. Treatment in Consolidated Financial Statements of Minority interest
11. Pre and Post acquisition reserves, goodwill. Dividends, bonus shares,
12. Intra group transactions, preference shares, Debentures and midyear acquisitions.
13. Accounting for Leases IAS-17, Basic lease accounting issues and procedures,
14. Accounting for finance lease in the books of lessor and lessee
15. Bargain purchase option, residual value (guaranteed and un guaranteed)
16. Depreciation, initial direct costs.
17. Accounting for Franchises

Recommended Texts

1. Gupta, R.L. & Swamy, M. Radha. (2010). *Advanced Accounting* (10th ed.). New Delhi: Sultan Chand & Sons

Suggested Readings

1. Barth, M. E., Landsman, W. R., Lang, M., & Williams, C. (2012). Are IFRS-based and US GAAP-based accounting amounts comparable? *Journal of Accounting and Economics*, *54*(1), 68-93.

BUSB-6139 **Corporate Finance** **3(3+0)**

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. Corporate finance is an area of finance that deals with sources of funding, the capital structure of corporations, the actions that managers take to increase the value of the firm to the shareholders, and the tools and analysis used to allocate financial resources. 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.

Consents

1. An Overview of Corporate Financing: Book value vs. market value; dividend
2. Stockholders' rights, classes of stocks, convertible securities
3. How corporations Issue securities, Venture capital, the underwriters
4. General Cash offers by public companies, the private placement.
5. Corporate Payout Policy
6. Does Debt Policy Matters?
7. How much should a corporate borrow?
8. How much should a corporate borrow?
9. Financing and Valuation
10. Financing and Valuation
11. Credit Risk and the value for corporate debt
12. Credit Risk and the value for corporate debt
13. The Many different kinds of debt
14. Leasing
15. Managing Risk
16. Managing International risk
17. Working Capital Management
18. Mergers and Corporate Restructuring.

Recommended Texts

1. Brealey, R., Myers, S., & Allen, F. (2017). *Principles of Corporate Finance* (11th ed). New York: McGraw-Hill.

Suggested Readings

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

BUSB-6140 International Finance Management 3(3+0)

International Finance is an important as it mainly discusses the issues related with monetary interactions of at least two or more countries. International finance is concerned with subjects such as exchange rates of currencies, monetary systems of the world, foreign direct investment (FDI), and other important issues associated with international financial management. Like international trade and business, international finance exists due to the fact that economic activities of businesses, governments, and organizations get affected by the existence of nations. International Finance Management will introduce students to global financial markets and operations of multinational firms. Topics to be discussed will include foreign exchange markets, international financial markets, international banking, currency derivative markets, Euromarkets, risk management, and investment decisions in the global marketplace. Financial Systems may be classified as domestic or overseas, closed or open. A 'domestic' is one inside a country. Foreign currency, market imperfections, enhanced opportunity sets and political risks are four broader heads under which IFM can be differentiated from it.

Contents

1. An Overview of International Finance, The Foreign, Exchange Market
2. The Balance of Payment and Effective Exchange Rate
3. Factors Affecting the Balance of Payment Position, The real effective exchange rate
4. Exchange Rate Determination: Some stylized facts about exchange rate
5. Factors affecting demand and supply, speculation in the spot foreign exchange market
6. Purchasing power parity, the monetary model of exchange rates
7. determination of bid offers spread and the forward spread
8. The international monetary system and the exchange rate argument.
9. Criteria, classes, different parallel systems of exchanges.
10. The euro currency market and international banking
11. International Banking regulations and the Basel accord
12. Exchange rate forecasting, Technical Analysis and Trading rules
13. Currency futures and swaps, Comparison of forward and future market,
14. Specification of currency futures, interest rate swap
15. International Arbitrage, Foreign exchange risk exposure: definition, value at risk, definition of exposure
16. Foreign exchange risk exposure: Translation, economic and transactional

Recommended Texts

1. Moosa, I. (2004). *International Finance an analytical approach* (8th ed.) New York: McGraw Hill publishers.

Suggested Readings

2. Bekaert, G., & Hodrick, R. (2017). *International financial management* (7th ed.). Cambridge: Cambridge University Press.

BUSB-6141 **Credit Management** **3(3+0)**

Confidential credit assessment/ratings on sample debtors / prospects. Design effective T & C's and Credit Application forms for prompt payments. Focus on improvement in Company Receipts and Cash Flows. Appreciate the essential features of a legally binding contract. Outline the main considerations in getting paid in a sales contract. Credit management is the process of granting credit, setting the terms it's granted on, recovering this credit when it's due, and ensuring compliance with company credit policy, among other credit related functions. The goal within a bank or company in controlling credit is to improve revenues and profit by facilitating sales and reducing financial risks. A credit manager is a person employed by an organization to manage the credit department and make decisions concerning credit limits, acceptable levels of risk, terms of payment and enforcement actions with their customers. This function is often combined with Accounts Receivable and Collections into one department of a company.

Contents

1. Doing Business in a Global Environment, International Commercial Terms
2. Commercial Documents, International Payment Criteria. national Payment Criteria.
3. Credit Risk Management, Credit Insurance
4. Credit Control & Collections, Terms and Conditions of sale
5. Assessing the Financial Risks, Assessing Credit Terms
6. Credit application Form, Defining Credit Limits
7. Accounts Receivables, Debtor aged analysis, days outstanding
8. The Currency Market and Exchange Rates
9. Debtor Management Using Debt Collection Agencies
10. Credit Payments Case Study & Exercise, International Banking Payment Methods
11. Documentary Letters of --Documentary Letters of Credit and Collections Credit and Collections
12. Parties to the contract, Customer Relationships, Role of Finance and Credit Management
13. Role of Finance and Credit Management
14. Operations Development Operating Procedures & Progress check list
15. Review of Key Credit Criteria
16. Communications internally / third parties
17. Effective document generation
18. Basics of Civil Litigation, Late Payments legislation
19. Legal Proceedings

Recommended Texts

1. Colquitt, J. (2007). *Credit risk management: How to avoid lending disasters and maximize earnings*. New York: McGraw Hill Professional.

Suggested Readings

1. Saunders, A., & Allen, L. (2010). *Credit risk management in and out of the financial crisis: new approaches to value at risk and other paradigms*. Hoboken: John Wiley & Sons

BUSB-6142 Investment & Portfolio Management 3(3+0)

The module has two main objectives. First, it aims to provide students with an insight into the key issues in advance portfolio management. In particular, it will explore the theories and practices of classical and contemporary portfolio management. Besides, the module is intended to extend further students' ability to understand, critically evaluate, and carry out analytical and empirical research in the subject area, particularly in capital markets. This will be achieved by requiring students to prepare, critically evaluate, and present research articles assigned each week. We will use these published research papers to discuss and critique the most motivation for empirical research, the connection between theory and empirical work, the research design typically used, and the methods of analysis typically employed. On successful completion of this module, you are expected to Gain some knowledge of the main themes of investment management. Become aware of the practical implications of advanced portfolio management concepts and possible research avenues. Gain an insight into the classical and recent relevant published literature. Become aware of the relevant empirical finance research. Become familiar with the key research methods used in the finance literature.

Contents

1. Understanding Investment: Overall perspective
2. Understanding Investment Decision: Investment Alternatives
3. Money Market Securities, Capital Market, Fixed Income, Equity Securities
4. Indirect Investing: What is an Investment Company
5. Major Types, Detail of Indirect Investing, and Investing Internationally?
6. Security Markets and Market Indices. How Securities are Traded: Brokerage
7. The Return and Risk from Investing; Measuring return, global perspective
8. Measuring Risk
9. Portfolio Theory; Dealing with Uncertainty, Introduction to Modern Portfolio Theory,
10. Analyzing Portfolio Risk, Calculating Portfolio Risk
11. Portfolio Selection and Asset Allocation, Alternative Methods of obtaining Efficient Frontier;
12. Capital Market Theory and Asset Pricing Model; CAPM, SML, APT etc.
13. Revision of Common Stock Valuation, Common Stock Analysis, and Strategies
14. Market Efficiency: Weak, Semi, strong, and strong.
15. Economy/Market Analysis, Economy and Stock Market Boom, Modeling Market Forecasts
16. Sector/Industry Analysis
17. Company Analysis; Financial Statement Analysis
18. Technical Analysis

Recommended Texts

1. Jones, C. P. (2019). *Investments: analysis and management* (14th ed.). Hoboken: John Wiley & Sons.
2. Reilly, F. K., & Brown, K. C. *Investment Analysis and Portfolio Management* (10th ed.). New York: McGraw Hill publishers.

Suggested Readings:

1. Gitman, L., & Joehnk, M. (2005). *Fundamentals of Investing & Wharton's OTIS Student Access Kit Package* (9th ed.). New York: McGraw Hill publishers.

BUSB-6143 **Sales Management** **3(3+0)**

There are two primary purposes for the Sales Management course: To gain a solid understanding of professional B2B sales including its planning and staffing, structure, and evaluation: To understand how to manage and motivate a professional B2B sales force from the perspectives of a sales manager (authority) and a marketing manager. Upon completion of the course, students will be able to understand, design, and manage the role of salespeople and sales forces in the marketing strategies of organizations. Sales management is a business discipline which is focused on the practical application of sales techniques and the management of a firm's sales operations. It is an important business function as net sales through the sale of products and services and resulting profit drive most commercial business. These are also typically the goals and performance indicators of sales management. Sales planning involves strategy, setting profit-based sales targets, quotas, sales forecasting, demand management and the execution of a sales plan. A sales plan is a strategic document that outlines the business targets, resources and sales activities. It typically follows the lead of the marketing plan, strategic planning and the business plan with more specific detail on how the objectives can be achieved through the actual sale of products and services.

Contents

1. Setting the Foundation; Customer Service
2. Success as a Large Retail Store Department Manager
3. Success as a Small Retail Store Entrepreneur
4. The Exciting Retail World
5. Multichannel Retailing & Consumer Behavior
6. Strategic Planning & Financial Performance
7. Location & Site Selection
8. Managing Human Resources; Customer Relations; Information Systems
9. Merchandise Assortment, Buying Systems & Vendor Relations
10. Pricing & the Retail Communication Mix
11. Store Management

Recommended Texts

1. Ford, J. B., Honeycutt, E., & Simintiras, A. (2003). *Sales management: A global perspective*. London: Routledge.

Suggested Readings

1. Ulrich, K. T. (2003). *Product design and development*. New Delhi: Tata McGraw-Hill Education.

BUSB-6144 **Advertising Management** **3(3+0)**

Preparing graduates with knowledge, skills and competencies for being able to become a Strategic Planner, a Media Planner, and a Creative Advertising & Marketing Communication profession. Students will be able to: Identify basic advertising terminology: Explain the application of advertising principles as they relate to the marketing of goods and services for profit and non-profit businesses. Produce a comprehensive advertising campaign. Assess the types of media, such as: print, broadcast, interactive and out of- home media. Outline the relationship between ethics, social responsibility and advertising. Marketers use different types of advertising. Brand advertising is defined as a non-personal communication message placed in a paid, mass medium designed to persuade target consumers of a product or service benefits in an effort to induce them to make a purchase. Corporate advertising refers to paid messages designed to that communicate the corporation's values in an effort to influence public opinion. Yet other types of advertising such as not-for-profit advertising and political advertising present special challenges that require different strategies and approaches.

Contents

1. Role of advertising in society
2. The Evolution of Advertising
3. Advertising and Consumer Behavior
4. Ethics and social responsibility
5. Social, and Regulatory Aspects of Advertising
6. Advertising and the marketing mix
7. Planning and Strategy
8. Advertising research
9. Media strategy in print, broadcast, out-of-home, and interactive media
10. Creative Strategy and the Creative Process
11. Creative aspects of advertising in print, broadcast, out-of-home, and interactive media
12. Direct -Response advertising
13. Interactive, Direct Mail & Out of Home Media
14. Promotions
15. Public Relations
16. Developing an integrated advertising campaign

Recommended Texts

1. Percy, L. (2016). *Strategic advertising management* (5th ed.). Oxford: Oxford University Press.

Suggested Readings:

1. Arens, W. F. (1996). *Contemporary advertising* (11th ed.). New Delhi: Tata McGraw-Hill Education.

BUSB-6145 **Brand Management** **3(3+0)**

Brands are strategic assets that can provide firms with long-lasting competitive advantage. How to achieve this is the central theme of Brand Management. Topics include: the development, launch and naming of new brands; brand and line extensions; life-cycle management, rejuvenating and retiring brands; brand architecture, multi-brand portfolios, brand alliances and co-branding; international branding, standardization and globalization; corporate and employer branding; brand metrics and audits. An inter-disciplinary approach is taken, drawing on marketing and management, design and aesthetics, packaging and graphics, accounting for brands as intangible assets, and the legal protection of brands and trademarks. Brand Management is practical, drawing on best practice cases, but also raised are critical questions about the legitimacy and authenticity of brands. Students will get in-depth knowledge and understanding of the important issues in planning and evaluating product and brand strategies, be able to work with the appropriate theories, models and other tools to ensure better branding decisions, and to make these concepts relevant for any type of organization:

Contents

1. Brands as identifiers, functional and symbolic images
2. Brands as icons
3. Brands as strategic assets
4. Brands as dynamic and social processes
5. Brands as relationship partners, promise
6. Developing and launching new brands
7. Leveraging existing brands
8. Managing brand life-cycle
9. Design in brand management
10. Measuring brand
11. Brand legitimacy, authenticity & social responsibility

Recommended Texts

1. Keller, K. (2013). *Strategic brand management.* (Global edition). London: Pearson Higher Ed.

Suggested Readings

1. Mark U. (2011). *Perspectives on Brand Management.* Casemate: Tilde University Press.
2. Greco, F., & Polli, A. (2020). Emotional Text Mining: Customer profiling in brand management. *International Journal of Information Management, 51,* 101934.

BUSB-6146 **International Marketing** **3(3+0)**

This course is designed to provide students with an understanding of the decision variables a marketing manager may use in developing and implementing marketing decisions in an international marketing environment. The theories covered in this course include the basis of analyzing international consumer behavior and the international marketing environment, the logic of adaptation versus standardization of the marketing mix and those guiding market entry decisions. This course will present various concepts and tools for analyzing international marketing strategies, and evaluating the marketplace (competitors, external environment: cultural, economic, technological, political/legal, marketing opportunities, etc.). Specifically, the focus will be on developing, evaluating and implementing international marketing strategy at the corporate, regional and local levels. By learning about both theory and practice, the student will obtain a good conceptual understanding of the field of international marketing as well as become firmly grounded in the realities of the global marketplace.

Contents

1. Introduction
2. Environmental Variables in International Marketing
3. Multinational Market Groups
4. The International Marketing Mix
5. Global Marketing Management
6. Target Market Identification
7. Product Strategy
8. Pricing Strategy
9. Promotion Strategy
10. Distribution Strategy
11. International Negotiation

Recommended Texts

1. Cateora, P. R., Gilly, M. C., & Graham, J. L. (2016). *International Marketing* (15th ed.). London: Wiley

Suggested Readings

1. Eteokleous, P. P., Leonidou, L. C., & Katsikeas, C. S. (2016). Corporate social responsibility in international marketing: review, assessment, and future research. *International Marketing Review*, *33*(4), 580-624.

BUSB-6147 Marketing Research 3(3+0)

Marketing Research aims to present an overview of the field of market research. The emphasis will be upon research for marketing managers and as such will pay particular attention to the role of research in management decision making. The course looks at each stage of the research process – from problem definition, to research design, to design implementation, to data analysis, to reporting of results. Both qualitative and quantitative research methods are discussed. In order to gain a deeper understanding of what is involved in marketing research, the course is conducted through the implementation of a 'live' project, whereby students work with a client to develop a research proposal, design a questionnaire, collect data and analyze and present the findings of the research. There is an assumed knowledge that students are familiar with basic statistical methods, as they will learn how to use statistical software to analyze data and present findings in their final project. It is strongly recommended that students have had at least one course in statistics prior to enrolling into this course.

Contents

1. The Marketing Research Environment
2. How to Design A Marketing Research Project?
3. Statistical Analysis of Survey Data
4. How to Design A Questionnaire?
5. How to Measure Attitudes, Behavior and Traits
6. How to Manage the Mechanics of Research?
7. How to Carry Out Qualitative Research: Focus Groups and In-Depth Personal Interviews
8. How to Carry Out Qualitative Research: Focus Groups and In-Depth Personal Interviews
9. How to Draw Samples
10. Ethics in Marketing Research
11. How to Present Research Findings

Recommended Texts

1. Zikmund, W. G., D'Alessandro, S., Winzar, H., Lowe, B., & Babin, B. (2017). *Marketing Research.* (Asia-Pacific Edition). Boston: Cengage.

Suggested Readings

1. Busca, L., & Bertrandias, L. (2020). A Framework for Digital Marketing Research: Investigating the Four Cultural Eras of Digital Marketing. *Journal of Interactive Marketing, 49*, 1-19.
2. Feinberg, F., Kinnear, T., & Taylor, J. (2012). *Modern marketing research: Concepts, methods, and cases*. Toronto: Nelson Education.

BUSB-6148 Digital Marketing 3(3+0)

The internet and other information technologies have created many interesting and innovative ways to provide customer value since its inception in 1969. Web sites for marketing communication and customer support; one-to-one communication to many different receiving devices; consumer behavior insights based on offline and online data combination; inventory optimization through CRM-SCM integration; a single-minded focus on ROI and associated performance metrics are all important strategies. The social media provide perfect platforms for connecting with today's consumer: High readership blogs, social networks (such as Facebook and LinkedIn), and online communities (such as YouTube, Twitter and Second Life), gave consumers the opportunity to be heard in large numbers, and smart marketers have learned how to tap into these "citizen journalists" for improving products and marketing communication. Students will learn all about these strategies and more in this course. The course uses a mix of lecture/discussion, interesting individual and group projects, outside speakers, and exams. Prepare for an exciting and dynamic learning experience.

Contents

1 Introduction and industry trends
2 Strategic e – marketing
3 Site design basics
4 Site design usability
5 Site design
6 Building trust
7 E marketing communications
8 Search and intelligent search
9 Search marketing

Recommended Texts

1. Strauss, J., El-Ansary, A., & Frost, R. (2006). *E-Marketing: International Edition* (4th ed.). Upper Saddle River: Prentice Hall.

Suggested Books

1. Haq, A., Majeed, A., Magoulas, G. D., & Jamal, A. (2020). Transformative Power of Smart Technologies Enabled by Advances in AI: Changing Landscape for Digital Marketing. *In Handbook of Research on Innovations in Technology and Marketing for the Connected Consumer*, 1-17.
2. Busca, L., & Bertrandias, L. (2020). A Framework for Digital Marketing Research: Investigating the Four Cultural Eras of Digital Marketing. *Journal of Interactive Marketing*, *49*, 1-19.


BBA
AFTER 14 YEARS

URCE-6105 **Study Skills** **3(3+0)**

The aim of this course is to groom the students linguistically in such a manner that they can operate independently on a reliable measure of communicative competence in the twin productive skills of Speech and Writing. This course also aims to train the students in acquiring all the study skills required to cope-up efficiently not only with the students' challenges of the English language but also with the demands of other subjects written in the English language which need to be dealt with at optimal level of efficiency. Study skills equip the students with the required inventory to explore as well as utilize the resources in academic and professional environment. This course helps the students to develop compatibility with the learning environment within the classroom and prepare them to achieve communication stability outside the classroom. Techniques required to master graduate level study are thoroughly discussed and practiced in the course.

Contents

1. General study skills
2. Getting organized and knowing one's target
3. Dictionary skills, using the library
4. Remembering and learning
5. Techniques for reading, critical thinking, tackling a book, brainstorming
6. Specific writing skills
7. Note-taking from lectures and books
8. Outlining and summarizing
9. Paragraph writing and essay writing
10. CV writing and job application writing
11. Dealing with examination
12. Specific oral skills
13. Discussion in tutorials
14. Effective classroom interaction presentation
15. Taking part in seminars

Recommended Texts

1. Wallace, M. J. (2004). *Study skills in English student's book: A course in reading skills for academic purposes*. Cambridge: Cambridge University Press.
2. Langan, J., & Winstanley, S. (2002). *English skills with readings*. New York: McGraw-Hill.

Suggested Readings

1. O'Brien, T., & Jordan, R. R. (1985). *Developing reference skills*. London: Collins ELT.
2. Price-Machado, D. (1998). Skills for success student's book: Working and studying in English (Vol. 1). Cambridge: Cambridge University Press.
3. Cottrell, S. (2019). *The study skills handbook*. London: Red Globe Press.

URCI-6154 **Seerat –un-Nabi (SAW)** **3(3+0)**

سیرت النبی صل اللہ علی وسلم

مطالعہ کی ضرورت و اہمیت

سیرت نگاری کا ارتقا اور ماخز و مصادر

برصغیر میں سیرت نگاری

قبل از سلام مختلف معاشرے خصوصا عرب معاشرے کی مجموعی حالت

رسول اللہ صل اللہ علی وسلم کا طریقہ انقلاب، معاشی ، اخلاقی، تعلیمی، دفاعی ، اور مزہبی پالیسیاں اور ان کے اثرات

رسول اللہ کی سیرت

غیر مسلموں کے ساتھ ر سول اللہ صل اللہ علی وسلم کا سلوک

عہد نبوی کی خارجہ پالیسی

رسول اللہ صل اللہ علی وسلم کے غزوات

رسول اللہ صل اللہ علی وسلم کی گھریلو زندگی

ناموس رسالت کے شرعی تقاضے

مجوزہ کتب

رسول رحمت ار مولانا ابوکلام آزاد

MATH-5135 **Linear Algebra** **3(3+0)**

Linear algebra is central to almost all areas of mathematics. For instance, linear algebra is fundamental in modern presentations of geometry, including for defining basic objects such as lines, planes and rotations. Also, functional analysis may be basically viewed as the application of linear algebra to spaces of functions. Linear algebra is also used in most sciences and engineering areas, because it allows modeling many natural phenomena, and efficiently computing with such models. For nonlinear systems, which cannot be modeled with linear algebra, linear algebra is often used for dealing with first-order approximations, using the fact that the differential of a multivariate function at a point is the linear map that best approximates the function near that point. The aim of the course is to arrange data in tabular forms. The course is designed for use of mathematical concepts in problem solving through matrices. This course is designed to learn special techniques of matrices. This course will provide a foundation of important mathematical ideas in particular arrangements. This focuses in making connections among the various conceptual and numerical formation. To review the knowledge and practice the skills acquired in Business. To understand the concept of matrices and determinants with their applications.

Contents

1. Quadratic Functions and Complex Numbers
2. Linear Equations and Quadratic Equations: Formation of Linear equation
3. Solving Linear equation involving one variable
4. Quadratic equation solved by factorization, square completion methods, quadratic formula
5. Matrices, Algebra of matrices, Inverses of matrices, Elementary row operations in matrices,
6. Ranks and transformation in matrices, System of linear equations, Gaussian elimination method
7. Gauss Gordan method, Determinants of squares matrices,
8. Determinants, Order of matrices, Decomposition of matrices: Transpose of a matrices
9. Crammer rule, Eigen values and Eigen vectors.
10. Bases, Dimension of a vector space, Linear Transformation, Orthogonal subspaces, Nullity of linear transformation, Similar matrices.
11. Vector differential calculus, Gradient, Divergence, and curl, and concepts of vector integral calculus.

Recommended Texts

1. Anton, H. (2014). *Elementary linear algebra, applications version*. New York: John Wiley and Sons.
2. Schneider, H., & Barker, G. P. (1989). Matrices and linear algebra. North Chelmsford: Courier Corporation.

Suggested Readings

1. Boyd, S. & Vandenberghe, L. (2018). *Introduction to applied linear algebra: vectors, matrices, and least squares*. Cambridge University press.
2. Kolman, B. & Beck, R. E. (1995). *Elementary linear programming with applications*. Germany: Gulf Professional Publishing.
3. Halmos, P. R. (1995). *Linear algebra problem book*. New York: John Wiley and Sons.
4. Nauman, K. (2019). Basic mathematics-I: algebra and trigonometry (2nd ed.). Lahore: Al-Hassan Pub.

BUSB-6151 Principles of Accounting 3(3+0)

It is very important to understand the language of the business. A business graduate must understand the language of the business i.e. accounting. Accounting is the system of recording financial transactions with both numbers and text in the form of financial statements. It provides an essential tool for billing customers, keeping track of assets and liabilities (debts), determining profitability, and tracking the flow of cash. The system is largely self-regulated and designed for the users of financial information, who are referred to as stakeholders: business owners, lenders, employees, managers, customers, and others. Stakeholders utilize financial statements to help make business, lending, and investment decisions. The objective is to give student a clear understanding of accounting cycle, nature of assets, liabilities, equities, incomes and expenditure. This will help students in understanding the nature of transactions and their recording cycle for any particular business. The course will serve as a foundation of building advance level understanding at the latter point of study.

Contents

1. Fundamental concepts in accounting
2. Accounting cycle
3. Accounting for Marketable Securities
4. Accounting for Inventories
5. Perpetual and Periodic Inventory systems
6. Cost Flow Assumptions
7. Comprehensive Problem
8. Plant Assets and Depreciation
9. Plant Asset acquisition, Determination of Cost Price
10. Capital and Revenue Classification
11. Methods of Deprecation, Straight Line, Declining Balance
12. Unit of Out, Sum of Year Digit Depreciation Schedule for Straight Line
13. Declining Balance Method,
14. Disposal of Fixed Asset,
15. Accounting for Asset trade in Accounting for Natural and Intangible Assets, Liabilities,
16. Further Readings on Income and Changes in Retained Earnings Partnership Accounting
17. Setting Up Partners Accounts
18. Distribution of Profits.
19. Admission of a Partner, Dissolution of Partnership when all partners are solvent
20. Statement of Cash Flows Further Readings on Statement of Cash Flows

Recommended Texts

1. Meigs, R. F., Williams, J. R., Haka, S. F., & Bettner, M. S. (2020). Accounting: the basis for business decisions (17th ed). New York: Mcgraw-Hill College.

Suggested Readings

1. Kioko, S., & Marlowe, J. (2016). *Financial Strategy for Public Managers* (3rd ed.). Montreal:Rebus Foundation

BUSB-6152 **Principles of Management** **3(3+0)**

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. Have you ever wondered what qualities billionaire Warren Buffet, visionary Steve Jobs, or Jeff Bezos all have in common? After you finish studying business practices in this course, you may discover that you have some of the same qualities as other successful entrepreneurs. 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. The principles learned in this course will allow the student to effectively work with and through others in an organization. The course will also encourage the students to explore and inquire the applicability of western management principles and theories in local settings.

Contents

1. Introduction to management the management process
2. Importance of management for a business
3. Organizational theories
4. Nature and types of organizations
5. The organizational culture and the management
6. The external environment and the manager
7. The internal environment and the manager
8. The manager's role as decision maker
9. Decision making process
10. Type of decision-making processes
11. Basics of strategic management
12. Organizational structure, types of organizational structure
13. Human Resource Management
14. Important of human resource for a business
15. Motivation its theories, team work and group behavior,
16. Leadership and its characteristics, leadership style and behavior
17. The process of control, case of controlling

Recommended Texts

1. Robbins, S. P., Coulter, M., & Langton, N. (2007). *Fundamentals of management* (9th ed). Upper Saddle River: Pearson Education.

Suggested Readings

1. Hannaway, J. (1989). *Managers Managing: The Workings of an Administrative System* (3rd ed.). New York: Oxford University Press

BUSB-6153 **Principles of Marketing** **3(3+0)**

The basic objective of those 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, their 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
8. Positioning for Competitive Advantage Product and Services strategy
9. New Products Development and Product Life-Cycle Strategies
10. Pricing Products: Pricing Considerations and Approaches
11. Pricing Strategies Distribution Channels and Logistics Management
12. Retailing
13. Wholesaling

Recommended Texts

1. Kotler, P., Armstrong, G., Harker, M., & Brennan, R. (1990). Marketing: an introduction (17th 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* (17th ed). Irwin/McGraw Hill.

URCE-6106 Intercultural Communication 3(3+0)

Intercultural understanding has become a very important need in today's globalized world. Effective intercultural communication skills are important in a multicultural society, particularly for those individuals who would be in positions that require effective management of cultural conflicts. Intercultural communication is a dynamic, ever-changing field, which has been studied by a number of academic disciplines. The course aims to enable students to use intercultural perspectives to develop knowledge of communication within and between different cultures. The course also focuses on fundamental conceptual and practical dimensions of intercultural communication in everyday life, in social interactions and in multicultural environments. It also aims at developing an individual's intellectual appreciation for cultural differences and sensitivity regarding intercultural interactions. This course takes an interdisciplinary approach to the field and provides students with foundational knowledge that they will practice applying to strategic communications through a semester-long class discussions and assignments. This course will be helpful for students in developing a better understanding of cross-cultural experiences at different workplace settings.

Contents

1. Introduction to intercultural communication, principles and fundamentals of intercultural
2. Culture and communication: Cultural values, morals, customs, norms
3. Problems in intercultural communication: Discrimination, Ethnocentrism, Prejudice and Stereotypes
4. Models of Cultural dimensions; Hofstede, Klockhon and Strodbech, Hall's theory
5. Deep Structure of Culture: Social institutions of culture (Family, History and Religion)
6. Diverse worldview: Religion
7. Language, culture and communication
8. Verbal and Non-verbal communication and; Different cultural values and language expressions
9. Cultural perspective and diversity: Cultural diversity, Education and cultural diversity
10. Communicative and cultural patterns of workplace settings, Cultural perspectives, Gender and class
11. Culture and perception: cultural values, beliefs, norms and attitudes
12. Intercultural communication and identity representation in work group settings
13. Intercultural communication and economic life: workplaces and businesses
14. Intercultural communication and education settings
15. Intercultural communication and business settings

Recommended Texts

1. Samovar, L.A., Porter, R. E., & McDaniel, E.R. (2010). *Communication between cultures* (7th ed.). Boston: Wadsworth.
2. Martin, J. N., & Nakayama, T. K. (2007). *Intercultural communication in context* (5th ed.). Mountain View CA: Mayfield.

Suggested Readings

1. Holliday, A., Hyde, M. & Kullman, J. (2004). *Intercultural communication: An advanced resource book.* London: Routledge.
2. Jandt, F. (2004). *An introduction to intercultural communication: Identities in a global community* (4th ed.). London: SAGE Publications.
3. Cooper, J., Calloway-Thomas, C., & Simonds, C. (2007). *Intercultural communication: a text with readings.* New York: Pearson.

URCP-6105 Pakistani Society and Culture 3(3+0)

The aim of this course is to look into the evolution of Pakistani society, patterns of social change, landscape, nation and ethnicity. It will explore the institutions of family, religion and community. Popular culture, Pakistani mind, state, society and individual, social development of a post-colonial society will also be explored in the course. Pakistani society is a mosaic of various different cultures with ethnic and linguistic variations. It provides Pakistan with a strong tradition of diversity. Pakistan is a home of many languages including, Punjabi, Pashto, Balochi, Sindhi, Urdu, Brushaski, Balti, Potohari, Seraiki etc. After studying this course, the students will be able to understand and appreciate diversity of Pakistani society and culture and contextualize it in broader South Asian perspective.

Contents

1. Definition of Society and Culture.
2. Evolution of Pakistani Society - Early History.
3. Foundation of Islamic Society -The Sufis' role in the expansion of Islam in India.
4. Turco-Iranian Impact on the Indian Society.
5. The Colonial Era-- Impact of the West.
6. The People of Pakistan - their distribution - Major groups.
7. Social Problems of Pakistan - including Population, Crime, Education system, Agriculture, etc.
8. The Culture of Pakistan - Regional versus Religious Dictates.
9. New Trends in the Pakistani Society.
10. The Cultural Heritage of Pakistan.

Recommended Texts

1. Rumi, Raza (2018). *Being Pakistani: society, culture and arts.* New Delhi: Harper Collins.
2. Hassan, Sibt (1997). *Pakistan May Tahzeeb Ka Irtiqa*. Karachi: Royal Book Club.

Suggested Readings

1. Malik, Iftikhar Haider (2006). *Culture and customs of Pakistan.* London: Greenwood Press.
2. Jalibi, Jamil (2015). *Pakistani culture*. Karachi: Oxford University Press.
3. Naheed, Kishwar (2017). *Culture and civilization in Pakistan*. Karachi: Oxford University Press.

BUSB-6154 Advance Accounting and Auditing Methods 3(3+0)

Accounting involves tracking, reporting, and analyzing financial transactions. An audit is an independent examination of accounting and financial records and financial statements to determine if they conform to the law and to generally accepted accounting principles (GAAP). Accountants and auditors are responsible for detecting and deterring fraud by evaluating accounting systems for weaknesses, designing and monitoring internal controls, determining the degree of organizational fraud risk, interpreting financial data for unusual trends, and following up on fraud indicators. The main objective of the course is to give students advance knowledge regarding corporate accounting and auditing procedures. After this course students will be able to understand, solve and interpret advance level of accounting problems related with corporations. This course presents an in-depth analysis of advanced accounting topics. The student is introduced to the consolidation of financial statements, translation of foreign currencies, the reporting requirements of business segments, international standards, estates and trusts, partnerships, and corporations in financial difficulty.

Contents

1. Share issuance and recording, Company Accounting
2. Bonds and debentures, Final Accounts
3. Consignment and Contract Accounts
4. Hire purchase, Introduction to Auditing: Definition,
5. Audit & Accounting Difference, Objects, Errors & Fraud, Advantages of Audit
6. Qualities of an Auditor, Audit Functions
7. Classification of Audit: Statutory Audit, Private Audit, Government Audit, Internal Audit
8. Continuous Audit, Final Audit, Interim Audit, Cost Audit, Management Audit.
9. Audit Standards: Principles, Procedure, Concepts, Techniques, Vouching and Verification Principles
10. Planning the Audit: Pre-requisites of Audit, Audit Program, Audit Note Book,
11. Audit Working Papers routine checking, Test checking, Teaming and Leading
12. Window Dressing, Internal Control
13. Internal Check, Difference between Internal check and Audit, Internal Check over different items
14. Internal Audit, functions, different between internal and external auditor
15. Audit of Limited Company: Appointment Procedure, Qualification, Disqualification
16. Removal and Remuneration, Rights and Duties, Status of Company Auditor
17. Auditor Report: Statutory Report, Report for insertion in prospectus, Report on insolvency
18. Report on annual accounts. Contents of Audit Report
19. Liabilities of Company Auditor: Negligence, Misfeasance
20. Criminal Liability, Dual Appointment, Liability of Honorary Auditor, Liability for Libel
21. Liability to third Party

Recommended Texts

1. Afzal .S. (2 018). *Advanced Accounting*. Lahore: Al-Hassan Pub.

Suggested Readings

1. Ghani. S. (2012). *Advanced Accounting*. Lahore: Al-Hassan Pub.

BUSB-6155 Fundamental of Financial Management 3(3+0)

Financial Management discusses the role that financial manager's play 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 student an understanding of financial environment and financial instruments and basis of evaluation of business entity. Financial Management means planning, organizing, directing and controlling the financial activities such as procurement and utilization of funds of the enterprise. It means applying general management principles to financial resources of the enterprise. Investment decisions includes investment in fixed assets (called as capital budgeting). Investment in current assets are also a part of investment decisions called as working capital decisions. Financial decisions - They relate to the raising of finance from various resources which will depend upon decision on type of source, period of financing, cost of financing and the returns thereby. Dividend decision - The finance manager has to take decision with regards to the net profit distribution.

Contents

1. Introduction to Managerial Finance: The role of Managerial Finance
2. Ultimate objective of financial management
3. Careers in Finance
4. The Financial Market Environment
5. Financial Tools: Financial statements and Ratio Analysis
6. Financial Tools: Cash Flow and Financial Planning
7. Financial Tools: Time Value of Money
8. Nature of problems in considering time value of money.
9. Valuation of Securities: Interest Rates and Bond Valuation
10. Valuation of Securities: Stock Valuation
11. Risk and the Required Rate of Return: Risk and Return
12. Long term Investment Decision: Capital Budgeting Technique

Recommended Texts

1. Van Horne, J. C., & Wachowicz, J. M. (2005). *Fundamentals of financial management* (13th ed.). London: Pearson Education.

Suggested Readings

1. Bekaert, G., & Hodrick, R. (2017). *International financial management*. Cambridge: Cambridge University Press.
2. L.J. Gitman (2013). *Priciples of Managerial Finance* (14th ed). Upper Saddle River: Pearson Prentice Hall
2. W. F. Sharpe (1970). *Portfolio Theory and Capital Markets* (5th ed). New York: McGraw-Hill

BUSB-6156 **Communication in Business** **3(3+0)**

Effective communication is a vital tool for any business. The success of a business depends upon, getting the point across. It can be the difference between sealing a deal and missing out on a potential opportunity. One should be able to clearly explain company policies to customers and clients and answer their questions about your products or services. It is crucial to communicate effectively in negotiations to ensure that one can achieve the goals. Communication is also important within the business. Effective communication can help to foster a good working relationship between you and your staff, which can in turn improve morale and efficiency. The course aims at application of business communication principles through creation of effective business documents and oral presentations. It includes study and application of team communication, and use of technology to facilitate the communication process. Program learning outcomes define the knowledge, skills, and abilities students are expected to demonstrate upon completion of an academic program. These learning outcomes are regularly assessed to determine student learning and to evaluate overall program effectiveness

Contents

1. Process of communication: Communication model, Channels of communication
2. Flow of communication, Barriers to effective communication
3. Letter-Memorandum-Circular
4. Agenda and minutes of meeting
5. 7'c of communication:
6. Conciseness-Correctness-Completeness
7. Clarity-Consideration- Courtesy-Concreteness
8. Communication theories:
9. Interaction-information-Completeness.
10. Written communication:
11. Business research report:
12. Types, Format, Language & Style
13. Market report
14. Types- Format, Thesis and assignment writing.
15. Presentation or speech
16. Types-Planning-Delivering the presentation or speech
17. Workshop and seminar: Planning-Conduct
18. Meeting: Types and conduct
19. Interview: Types and conduct
20. Communication strategy
21. Image building
22. Minus image and its implications
23. Developing a positive corporate image

Recommended Texts

1. Murphy and Hildebrandt. *Effective Business Communication* (7th ed.). New York: McGraw-Hill

Suggested Readings

1. Coutland L. Bovee, Jhon V. Thill. *Business Communication Today* (14th ed.). Upper Saddle River: Pearson Education

BUSB-6157 Quantitative Analysis in Business 3(3+0)

Business decisions have both tangible and intangible effects on a business, often resulting in quantity vs. quality trade-offs. In some cases, a strategy you pursue can provide qualitative and quantitative benefits -- or disadvantages. Understanding both the objective and subjective ways to look at your operations will help you make better business decisions. Quantitative analysis is using data from your business to determine its success. It helps you look at data to determine what needs to be changed in the company or what is working for the company. You can use quantitative analysis to make purchasing decisions, marketing decisions, and even sales decisions. The scope of the course is to see the horizon of Mathematics & Statistics application in business and financial affairs. The course stresses business applications using arithmetic, algebra, and ratio-proportion and graphing. Applications include payroll, cost-volume-profit analysis and merchandising mathematics. The course also includes Statistical Representation of Data, Correlation, Time Series and Exponential Smoothing, Elementary Probability and Probability Distributions. This course stresses logical reasoning and problem-solving skills.

Contents

1. Set theory and system of linear equation. Set Theory
2. Types of sets. Methods of Representing sets, Venn Diagram, System of Linear Equations
3. Linear system of equations as well as solution by graphically method Quadratic Inequalities.
4. Sets and properties of sets, Slopes, distance between two points,
5. graphical, understanding Rate, Ratio, proportion, percentage, Interest
6. Depreciation, and fraction. Pie chart, bar chart and word problems
7. Real number and real line, Solution of linear equations
8. Matrices Introduction of matrices, addition, subtraction and multiplication of matrices
9. Inverse of matrices and linear solution, Exponents and radicals
10. Solution of linear equations involving more than two variables introduction to optimization
11. Descriptive Statistics: Introduction to Statistics Constructing a Frequency Distribution
12. Graphing Frequency Distribution Measures of Central Tendency Percentiles
13. Deciles and Quartiles. Measures of Dispersion and skewers.
14. Range and Semi-Interquartile Range. Coefficient of Variation Chebyshev's Inequality
15. Probability Distribution, Discrete Probability Distribution
16. Expected Values and Variance, Continuous Probability Distribution
17. The Binomial Distribution, The Poisson Distribution
18. Sampling and sampling distribution: Population and Sample
19. Parameters and Estimators, Reasons for Sampling All types of sampling
20. Testing Hypothesis, Regression and Correlation Analysis:
21. The Functional Relationship between Two Variables, Assumptions of regression.
22. Time Series and Index Numbers: Introduction to Time Series

Recommended Texts

1. Bowen, E. K., & Starr, M. K. (1982). Basic statistics for business and economics. New York: McGraw-Hill Companies.

Suggested Readings

1. Chaudhry, S. M. (2011). *Introduction to statistical theory*. Lahore: Ilmi Kithab Khana.
2. Mansfield, E. (1987). Statistics for business and economics: Methods and applications. New York: Norton.

BUSB-6158 Human Resource Management 3(3+0)

The principal objective of this course is to prepare students 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 students 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. The course will explore the theory and practice of human resource management across the following areas: workforce planning; ethical and legal frameworks for HRM; employee selection; training and development; performance management; compensation; employee relations; diversity management; health, safety and wellbeing; employee separation; and HRM in a global environment. A section on business ethics is also included to ensure conceptual understanding, need and application of these concepts in daily business transactions

Contents

1. Introduction:
2. Concepts of human resource management
3. Human Resource Challenges
4. Human Resource Functions
5. Philosophical approaches to Human Resource Management Job Design and Analysis
6. An overview of Job design
7. Techniques of job design
8. Job analysis, Collection of job information
9. Applications of job analysis information Human Resources.
10. Planning & Recruitment
11. Significance of Human Resource Planning, The planning process, the implementation of program
12. Recruitment & selection policy issues, Source of recruitment, Selection process & procedure
13. Evaluation of Human Resource Planning &Recruitment, Career
14. Planning & Development: Promotion, Anachronism, Demotion
15. Separation
16. Training and Development:
17. Significance of training & development, Principles of training &development
18. Training & development methods, Evaluation of
19. training & development.

Recommended Texts

1. Werther, W. B & Davis, K. *Human Resource & Personnel*. New York: McGraw Hill

Suggested Readings

1. Bernardin & Russell. *Human Resource*. New York: McGraw Hill.

BUSB-6122 Business Research and Report Writing 3(3+0)

The learning focus for this unit is on developing business research skills and defining a business research question. 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 has to convey information that would assist in decision-making process. 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. Proficiency in this area is significant for commercial success.

Contents

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

Recommended Texts

1 Ranjit K. *Research Methodology* (3rd ed.). Boston: Sage Publications

Suggested Readings

1. C. William Emory. *Business Research Method* (12th ed.). New York: McGraw-Hill

BUSB-6123 Intermediate Finance 3(3+0)

Intermediate Financial discusses the advancement in financial market environment in which firms operate. It argues that the goal of financial manager 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 student an advanced understanding of financial environment, capital markets, mergers and international financial markets and its operations. Special attention will be given to the financial administrator's role in the area of working capital, capital budgeting, and financing decisions. Major consideration will be given to capital investment decisions, the weighted average cost of capital, and investment decision-making criteria. In addition, we will take a closer look at the examination of equity and debt investments and to investment analysis. All concepts covered will be followed by practical applications using spreadsheets; the idea is to build a strong bridge between theory and practice while strengthening the student's financial modelling skills

Contents

1. Intermediate and Long-Term Security Valuation
2. The Capital Market
3. Weighted Average Cost of Capital
4. Dividend Policy
5. Long Term Debt, Proffered Stock and Common Stock
6. Term Loan and Lease
7. Convertibles Exchangeable and Warrants
8. Mergers and other forms of Corporate Restructuring
9. International Financial Management
10. Hedging and Exchange rate risk
11. Structuring International Trade Transaction

Recommended Texts

1. Van Horne, J. C., & Wachowicz, J. M. (2005). *Fundamentals of financial management* (13th ed.). Upper Saddle River: Pearson Education.

Suggested Readings

1. Gitman, L. J., Juchau, R., & Flanagan, J. (2015). *Principles of managerial finance*. Upper Saddle River: Pearson Higher Education AU.

BUSB 6124 Entrepreneurship and SME Management 3(3+0)

This course aims at helping students develop a positive, constructive and practical approach to: Entrepreneurship venture opportunities, innovations, change, fantasies, Environment of small business, sources and resolutions. Risk failure and new venture unit, feasibility of planning and concepts of planning, stages of growth model. The entrepreneur is defined as someone who has the ability and desire to establish, administer, and succeed in a startup venture along with risk entitled to it, to make profits. The best example of entrepreneurship is the starting of a new business venture. The entrepreneurs are often known as a source of new ideas or innovator, and bring new ideas in the market by replacing old with a new invention. This course is designed to help graduate in understanding the importance of new ventures at small scale. Important is to understand the difference between a usual business venture at small scale and entrepreneurship which is need of the modern times.

Contents

1. Introduction: entrepreneurial perspective,
2. Economics and entrepreneurship,
3. Process, ventures, practices and characteristics.
4. Entrepreneurship and new free enterprise: venture opportunities, innovations,
5. Change, fantasies, environment of small business,
6. Sources and resolutions, corporate entrepreneurship,
7. new venture unit of planning and concepts of planning,
8. Stages of growth model, responsibility of feasibility plan.
9. Product and services concepts and commercial opportunities (macro over view),
10. Products and technology, identification opportunities
11. Product development life cycle, product protection,
12. Trademark and patents, process of patents,
13. Validity of property rights and accessing government information
14. Human resources side of enterprise,
15. Infrastructure of services, types of service venture, success factors.
16. Marketing and new venture development, Marketing research for new ventures,
17. Marketing concepts, startup of marketing research,
18. Market focused on organization, sources of market intelligence,
19. Competitive analysis and implications of market research
20. Marketing strategies and functions, Product concepts, 4 ps,
21. Entrepreneurial team and business formation

Recommended Texts

1. Holt, D. H. (1992). *Entrepreneurship: New venture creation*. London: Prentice Hall.

Suggested Readings

1. Bolton, B. K., & Thompson, J. (2004). *Entrepreneurs: Talent, temperament, technique* (2nd ed.). London: Routledge.

BUSB-6118 Organizational Behavior 3(3+0)

The main objective of this course is to provide better understanding of organizations. It will help students to behave well in their respective organizations. It provides better understanding of their values norms and their culture. 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.

Contents

1. Introduction and Background
2. Organizational behavior
3. Key concepts, A historical perspective on organizational behavior, Organizational behavior and
4. Contemporary issues
5. Organization, Design
6. The classical and modern concepts of organization, Span of control and organization structures,
7. Authority relations: Line functional
8. Authority: Delegation and decentralization
9. Departmentalization, Organizational life cycle stages
10. The contingency approach of organization design, Today's organizations and various designs
11. Organizational effectiveness Organizational Culture
12. The dynamics of organization's culture, the basic approaches to organizational culture
13. The cross-cultural awareness, Total quality culture creation
14. The nature and typology of organizational change, The diagnosis of forces for change
15. The models and dynamics of planned change, Techniques for managing change
16. Organizational development

Recommended Texts

1. Robert Kreitner & Angelo Kinicki (1991). *Organizational Behavior* (10th ed). New York: McGraw-Hill.

Suggested Readings

1. Langton, Robbbins and Judge (2007). *Fundamentals of Organizational Behavior* (4th ed.). London: Pearson Princeton Hall.

BUSB-6125 **Business Ethics** **3(3+0)**

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.

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. (2000). *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.

BUSB-6126 **Interpersonal Skills** **3(3+0)**

This course is intended to assist individuals in recognizing their own communication styles and how their individual styles differ from the communication styles of others in the workplace. Additionally, participants learn how to improve their interpersonal skills and how to maintain relationships over time. Through interactive activities, self-assessments, and discussions, participants gain an awareness of their communication styles and learn strategies to resolve conflict and strategies for communicating effectively with those whose styles are unlike their own. Participants learn skills to communicate and listen effectively and maintain relationships through inspiring trust and giving and receiving feedback. The Interpersonal Skills course will help participants work towards being that unforgettable person by pro viding communication skills, negotiation techniques, tips on making an impact, and advice on networking and starting conversations. They will also identify the skills needed in starting a conversation, moving a c onversation along, and progressing to higher levels of conversation.

Contents

1. Overview of Interpersonal Skills
2. The Interpersonal Skills Model
3. Awareness of Self and Others, The Communicating Styles Survey,
4. The Four CSS Styles, Effective Communication,
5. The Goal of Effective Communication, Barriers to, Communication
6. What Happens When We Communicate, What Is Listening? Four Phase Model of Listening
7. Benefits of Good Listening
8. Time Spent Listening
9. The Three Levels of Listening
10. Foundations of Emotional Intelligence
11. Misconceptions About Emotional Intelligence
12. The Four Domains of Emotional Intelligence
13. Emotional Intelligence and the Executive Core Qualification
14. What Is Trust?
15. The Benefits of Trust, Behaviors that Rebuild Trust
16. Conflict, What Is Conflict? Causes of Conflict, Effects of Conflict, Five Basic Conflicts
17. The Value of Different Conflict Styles
18. Managing Conflict, Create a Healthy Environment
19. Tools for Working Through Conflict

Recommended Texts

1. McKay, M., Davis, M., & Fanning, P. (2009). *Messages: The communication skills book*. Oakland: New Harbinger Publications.

Suggested Readings

1. Davis, M., Paleg, K., & Fanning, P. (2004). *The Messages Workbook: Powerful Strategies for Effective Communication at Work & Home*. Oakland: New Harbinger Publications.

BUSB-6127 Operations Management 3(3+0)

Businesses create value by supplying their products or services to satisfy customer demand that involves numerous activities and processes across the organization. Operations managers deal with a major issue in any business - how work gets done: setting up processes, uncovering the biggest bottlenecks, fine-tuning processes to save time and money, managing resources for smooth production of value. Since POM balances costs with revenue to achieve higher operating profits, it is in a constant quest to find 'what is the most efficient, cost-effective way to deliver goods and services. .This course introduces students to the concepts underlying effective operation and control of manufacturing and service businesses. Approaches to production control, inventory policy, facilities planning, methods improvement and technological assessment are studied. Throughout this course, the students are expected to demonstrate highest levels of involvement and commitment, in terms of efforts, quality of work, and conduct both at individual level and as groups. The potential of making learning interesting and effective lies primarily in the hands of the students and are expected to use the same for this course throughout the term.

Contents

1. Course Overview
2. Introduction to Operations
3. Operations Strategy
4. Product Design
5. Service Design
6. Form Teams
7. Process Analysis
8. Manufacturing Process Analysis
9. Job Design and Measurement
10. Business Process Reengineering
11. Quality Management and 6 Sigma
12. Quality Management and 6 Sigma
13. Statistical Process Control
14. Capacity Planning
15. Aggregate Planning
16. Enterprise Resource Planning
17. Lean Production
18. Inventory Management
19. Waiting Line Analysis
20. Project Management

Recommended Texts

1. James D. Dilworth. *Production and Operations Management* (5th ed). New York: McGraw Hill.

Suggested Readings

1. Elwood S. Buffa and Rakesh K. Sarin. *Modern Production/Operations Management* (7th ed). Hoboken: Wiley.

SPECIALIZATION IN HRM

BUSB-6129 Industrial and Labor Laws 3(3+0)

This is particularly important when the rapid pace of neoliberal economic development in Pakistan, and the dismantling of the protections that only a small fraction of the labor force had ever gained, has run ahead of scholarly analyses on industrial and labor issues. A sustainable development of the field of labor law is difficult to imagine due to this gap. Research on labor is also confined to labor conditions leading to short-term ad hoc advocacy, and is almost completely dependent on NGOs, the ILO and the EU on defining the field and scope for reform. We have seen occasional campaigns, therefore, on some of the more egregious aspects of labor relations – such as child labor or bonded labor – without any related understanding of labor markets, or the state and judicial infrastructure which has done its part to create a massively impoverished workforce at all levels. The objective of this course is to train labor law scholars to meet these challenges. This course is built upon different rules and laws which help in governing the organizations. It will help in developing the good concepts of laws regulation in the organizations. This course will help students: how to react legally when any problem occurs, it will help students to run organizations ethically, and it will help students to establish organizations by following proper rules and regulations. This course is structured to provide students with the opportunity to explore a basic theoretical approach to industrial relations with the dominant objective of the course being to develop a practical understanding of the dynamics of industrial relations

Contents

1. The Origin of the Contract
2. Definition of Contract, Communication, Breach of Contract, Damages of Breach of Contract
3. Rights of Unpaid seller against the Goods., Sale by Auction,
4. Partnership law
5. Law governing companies I
6. Law Governing Companies II
7. Laws Governing Establishment of Factories
8. Laws Governing Industrial Employment and Industrial Relations,
9. Employees Old Age Benefits Act-I
10. Employees Old Age Benefits Act, 1976 - II

Recommended Texts

1. Saeed, K. A. (2000). *Economy of Pakistan*. Institute of Business Management. Lahore: Azeem Academy

Suggested Readings

1. Qazi, A. (2010). *Business Law*. Lahore: Azeem Academy

BUSB-6130 Training and Development 3(3+0)

In the emerging global economy, only those organizations dedicated to continuous learning are expected to grow and thrive. This course is an examination of individual and organizational strategies designed to stimulate creative approaches to learning in organizations, and will facilitate an understanding of individual development from both an organizational and personal perspective. Theoretical foundations and practical issues involved in employee training and development in business organizations are explored. The course is about the training and employee development and human performance improvement in organizations; but that is not the whole story. The field of training and development is changing. There is a need for trainers to reorient their thinking from the comfort and structure of the classroom to the more ambiguous consulting area. The gap is actually not nearly as wide as some might think. Trainers have considerable expertise in job and task analysis, learning specialists, facilitators, communication experts, and professionals with a broad perspective of the human dimensions of human performance in organizations.

Contents

1. Introduction to training and HRD
2. Influences on employee behavior
3. Learning and HRD
4. Assessing training/HRD needs,
5. Designing training/HRD programs, Implementing training/HRD programs
6. Implementing training/HRD programs
7. Evaluating training/HRD programs,
8. Employee orientation
9. Skills and technical training
10. Performance management & coaching
11. Career management and development
12. Employee counseling,
13. Management development
14. Organization development and change
15. Training program presentations
16. Cultural diversity and HRD

Recommended Texts

1. Desimone, R. L., Jon M. Werner, and David M. Harris. (2002). *Human resource development*. California: Berrett-Koehler Publishers.

Suggested Readings

1. Swanson, R. A., Holton, E., & Holton, E. F. (2001). *Foundations of human resource development*. California: Berrett-Koehler Publishers.

BUSB-6131 Performance and Compensation Management 3(3+0)

Compensation management in organizations, including the role of human resources management in dealing with employees, and methods used to provide compensation. It also highlights the importance of maintaining the capable education qualification, the value of developing their skills, and the significance of providing the appropriate atmosphere for them. Several important topics will be addressed in the class such as: Compensation professionals' goals within a human resource department. Ways to strengthen the pay-for-performance link. Ways to strengthen the pay-for-performance link. Health insurance concepts. This course examines the importance of an effective performance management system in helping organizations define and achieve short- and long-term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational

Contents

1. Introduction to Compensation
2. Strategic Perspectives in Compensation Management
3. Defining Internal Alignment
4. Job Analysis
5. Job Evaluation/Person-based Structures
6. Determining External Competitiveness
7. Employee Contributions: Pay for Performance (PFP)Performance Appraisals benefits
8. Performance Appraisals
9. Contextual Issues in Appraisal
10. Benefits
11. Compensation of Special Groups
12. Legal and Administrative Issues in Compensation
13. Global Compensation

Recommended Texts

1. Martocchio, J. J. (2011). Strategic compensation: A human resource management approach (10^{th} ed.). London: Prentice Hall.

Suggested Readings

1. Burnes, B. (2004). *Managing change: A strategic approach to organizational dynamics*. London: Prentice Hall.

BUSB-6132 International HR 3(3+0)

This course provides an understanding of the role of human resource management (HRM) in international contexts. The course is divided into three areas of study: the context of international HRM, strategic and functional HRM in international contexts, and comparative international contexts. Specific topics include globalization, work and labor regulation; strategic HRM issues in international contexts; issues related to host, home and third country nationals; recruitment, selection, training, development and compensation in international contexts, expatriation and repatriation. Studies of the HR context of selected countries are also included. They can specialize in finding, recruiting, training, and developing employees, as well as maintaining employee relations or benefits. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance evaluations, and reward programs. Employee relations deals with the concerns of employees when policies are broken, such as cases involving harassment or discrimination. Managing employee benefits includes developing compensation structures, parental leave programs, discounts, and other benefits for employees. On the other side of the field are HR generalists or business partners. These HR professionals could work in all areas or be labor relations representatives working with unionized employees.

Contents

1. Introduction
2. Definition of IHRM
3. Aims of IHRM,
4. The importance of IHRM to local organizations
5. IHRM in Context
6. Comparative IHRM
7. IHRM Trends in Rwanda
8. IHRM in developing Countries CAT
9. Multinationals and the Management of Labor
10. Multinationals and Industrial Relations
11. Transfer of Best Practice HRM within Multinationals
12. International Management Development
13. Issues of - Diversity Management
14. Expatriate Management
15. Managing Internationally

Recommended Texts

1. Brewster, C., Sparrow, P., Vernon, G., & Houldsworth, E. (2016). *International human resource management*. London: Kogan Page Publishers.

Suggested Readings

1. Schuler, R. S., & Welch, D. E. (1994). *International dimensions of human resource management*. Belmont: Wadsworth Publishing Company.

BUSB-6133 **Leadership** **3(3+0)**

Identify and describe the four basic phases of team building Illustrate significant traits and behaviors of historical leaders. Understand and explain the situational, transformational, and adaptive leadership theories. Describe methods of assessing leadership styles. Understand and be able to effectively use counseling for individual and personal feedback and improvement Conduct self-evaluation of personal leader actions while in positions of authority / leadership Effectively applying leadership principles as upperclassmen Application of leadership principles learned since a Freshman) Describe and be able to use leading procedures Develop and use an effective format useful for giving guidance and instructions to an organization or team. Leadership is both a research area and a practical skill encompassing the ability of an individual or organization to "lead" or guide other individuals, teams, or entire organizations. Specialist literature debates various viewpoints, contrasting Eastern and Western approaches to leadership, and also (within the West) United States versus European approaches. U.S. academic environments define leadership as "a process of social influence in which a person can enlist the aid and support of others in the accomplishment of a common task

Contents

1. Context and challenges in leadership
2. Leadership theories overview
3. Challenges for leadership in the information services professions
4. Knowing yourself as a leader
5. Self-assessment tools and approaches
6. Leadership traits and styles (theory and application)
7. Emotional intelligence
8. Gender and leadership
9. Leading people
10. Understanding and leading individuals
11. Coaching, mentoring and facilitating
12. Creating and leading teams
13. Direction and strategy
14. Developing leaders
15. Models and theories of leadership development
16. Influential leadership
17. Influence and persuasion
18. Working with politics and power
19. Leadership beyond the information services context

Recommended Texts

1. Roberts, S. and Rowley, J. (2008). *Leadership: The challenge for the information profession* (3rd ed.). London: Facet Publishing

Suggested Readings

1. Northouse, P. G. (2007). *Transformational leadership. Leadership: Theory and practice* (4th ed). London: Sage Publisher.

BUSB-6134 **Strategic HR** **3(3+0)**

This course examines the role of HRM in business viability and relative performance. Human resource strategy is an essential part of any credible understanding of business strategy and not some kind of dubious appendage to it. When effectively handled, HRM helps the firm to operate cost-effectively in the industries in which it competes and legitimately in the societies in which it is embedded. The course considers the potential of HRM to enhance organizational flexibility and help create competitive advantage. It examines HRM in dynamic and complex contexts and discusses practical ways of improving strategic HR planning in firms. It Prepare students with a critical understanding of the theories, principles, historical trends, current issues and practices relevant to human resource management strategy in organizations, Enable students to recognize the opportunities and challenges facing contemporary human resource management, Encourage an approach which views human resource management as a core element of the overall organizational strategy rather than a purely procedural or reactive activity. Develop knowledge of the skills required by organizational leaders for successfully managing human and knowledge capital.

Contents

1. Introductions and a Model for Strategic Human Resources
2. Getting the Global Picture
3. Going from Good to Great: External Factors and Global Perspectives
4. Understanding Your Human Resources Customers
5. Understanding Human Resources Stakeholders
6. Understanding the Flow of People
7. Understanding Staffing Needs and Options
8. Core Competencies
9. Recruitment Strategies
10. Performance Management
11. Understanding the Value of Performance Management
12. Delivering Employee Feedback
13. Assessing Willingness to Work
14. Coaching & Building and Understanding Human Resources Strategy
15. Understanding Human Resources Trends and Metrics
16. The Four-Step Process for Building Human Resources Strategy

Recommended Texts

1. Schwind, H. F., Wagar, T. H., Uggerslev, K., Fassina, N., & Bulmash, J. (2016). Canadian Human Resource Management. New York: McGraw-Hill Education.

Suggested Readings

1. Sheppeck, M. A., & Militello, J. (2000). Strategic HR configurations and organizational performance. *Human Resource Management: Published in Cooperation with the School of Business*

Administration, The University of Michigan and in alliance with the Society of Human Resources Management, *39*(1), 5-16.

BUSB-6135 Special Topics & Accounting Standards 3(3+0)

This course focuses on to develop a "critical thinking" approach to financial accounting and reporting. The course seeks to develop students' understanding of the environment in which financial reporting choices are made, what the options are, how these data are used for various types of decisions. In this approach, it covers all the core topics of intermediate accounting by first describing the business transactions that affect various accounts, the technical details of IFRS, how these rules are applied in practice and what the financial statements look like. Publicly traded companies typically are subject to the most rigorous standards. Small and midsized businesses often follow more simplified standards, plus any specific disclosures required by their specific lenders and shareholders. Some firms operate on the cash method of accounting which can often be simple and straight forward. Larger firms most often operate on an accrual basis. Accounting standards prescribe in considerable detail what accruals must be made, how the financial statements are to be presented, and what additional disclosures are required.

Contents

1. Accounting profession
2. The value of information and value of reporting.
3. Winding up of Joint Stock Company
4. Amalgamation
5. Absorption
6. Reconstruction
7. Accounting and Corporate Governance:
8. Accounting and Corporate Governance
9. Presentation of financial statements (IAS 1)
10. Accounting policies, changes in accounting estimates and errors (IAS 8).
11. Accounting and reporting by retirement benefit plans (IAS 26)
12. Property, plant and equipment.
13. Related party disclosures (IAS 24).
14. Consolidated financial statements (IAS 27).
15. Investment in Associates (IAS 28).
16. First time adoption of IFRS (IFRS1).

Recommended Texts

1. Simon & Smith (2004). IFRS, Advanced Accounting. Department of Management and Engineering: Linköping.

Suggested Readings

1. Barth, M. E., Landsman, W. R., Lang, M., & Williams, C. (2012). Are IFRS-based and US GAAP-based accounting amounts comparable? *Journal of Accounting and Economics*, *54*(1), 68-93.

BUSB-6136 **Financial Statement Analysis** **3(3+0)**

The primary aim of financial statement analysis is to provide students with an introduction to the process and function of financial reporting. Whilst a large proportion of the course is aimed at understanding financial statements as a process, taking a preparer‟ perspective, we will also seek to develop an understanding of the importance of the role of financial statements in today's society. The objective of this class is to provide you with a framework for analyzing a firm's past performance, estimating its future performance, and valuing its equity. The course integrates key concepts from accounting, finance, economics, and business strategy and applies them to financial decision-making. The course focuses on teaching to interpret numbers in the financial statements. Student should leave the course with the ability to generate reasonably accurate (or at least logically consistent) forecasts of a firm's future financial performance, including revenues, earnings, asset balances and free cash flows.

Contents

1. Introduction to accounting & accounting principles, Generally accepted accounting principles (GAAP), Accounting cycle/process,
2. Limitations of trial balance, Preparing financial statements,
3. balance sheet, income statement, Expenditures Vs. Expenses,
4. Adjusting entries and their types, Statement of owner's equity
5. closing entries, Statement of Cash flows, Parts of cash flow statement
6. Notes to financial statements, Accounting policies, inventory accounting policies
7. Depreciation accounting policies, Methods of computing depreciation
8. Annual report generated by business, Audit's report
9. Types of business, Using Financial Statements Information,
10. Financial Statement Analysis, Ratio Analysis,
11. Vertical & horizontal analysis,
12. Different types of ratios, Liquidity ratio
13. Leverage ratio
14. Coverage ratio, Activity ratio
15. profitability Ratios

Recommended Text

1. Gibson, C. H., & Frishkoff, P. A. (1989). *Financial statement analysis: using financial accounting information.* Boston: Cengage Learning.

Suggested Readings

1. Foster, G. (1986). *Financial Statement Analysis* (2nd ed.). Noida: Pearson Education India.

BUSB-6137 Advanced accounting systems 3(3+0)

To equip the student with the latest tools and techniques in advance accountancy. Building on Intermediate Financial Accounting 1 and 2, students examine several complex topics and their effect on financial reporting and disclosure. Topics include an introduction to international accounting and the development of accounting standards; temporary and long-term investments in debt and equity securities; business combinations; consolidation at acquisition; consolidation subsequent to acquisition; consolidation and intercompany profit in inventory, land, and depreciable assets; foreign currency transactions; translation and consolidation of international operations; and accounting for not-for-profit organizations including public sector reporting. It functions as an accounting information system. It may be developed in-house by the organization using it, may be purchased from a third party, or may be a combination of a third-party application software package with local modifications. Accounting software may be on-line based, accessed anywhere at any time with any device which is Internet enabled, or may be desktop based. It varies greatly in its complexity and cost.

Contents

1. Preliminary engagement activities
2. Planning
3. Materiality
4. Audit risk
5. Cycle - Revenue and Receipts
6. Reporting, fraud and related parties (week 6) possibly a short theory question.
7. Reporting, fraud and related parties
8. Computers generally and computer auditing – everything covered in the notes
9. Payroll and Personnel / Advanced Computer Systems
10. Acquisitions and Payments
11. AP Act and Disciplinary rules
12. Companies Act
13. Finance and investment cycle
14. Corporate governance
15. Inventory and production
16. Reliance on other Parties / Subsequent Events

Recommended Texts

1. Beams, F. A., Anthony, J. H., Bettinghaus, B., & Smith, K. A. (2016). *Advanced accounting.* London: Pearson Education Limited.

Suggested Readings

1. Barth, M. E., Landsman, W. R., Lang, M., & Williams, C. (2012). Are IFRS-based and US GAAP-based accounting amounts comparable? *Journal of Accounting and Economics*, *54*(1), 68-93.

BUSB-6138 Advance Auditing Techniques 3(3+0)

This course builds on the knowledge base from Introductory Auditing, to provide students with an in-depth understanding of professional standards, the audit process, advanced auditing techniques, and the auditor's role in ensuring that publically issued financial statements are fairly presented. Students will apply auditing procedures to financial statement transaction cycles, and conduct audit sampling and testing techniques using specialized data analysis software. The course will also cover advanced topics concerning complex auditing judgments, and the use of audit software tools. In all material respects, an entity's financial position, results of operations, and cash flows in conformity to standard accounting practices, the purposes of an advance audit is to evaluate the system's internal control design and effectiveness. This includes, but is not limited to, efficiency and security protocols, development processes, and IT governance or oversight. Installing controls are necessary but not sufficient to provide adequate security. People responsible for security must consider if the controls are installed as intended, if they are effective, or if any breach in security has occurred and if so, what actions can be done to prevent future breaches. These inquiries must be answered by independent and unbiased observers.

Contents

1. Preparation of final accounts under Companies Ordinance 1984, Companies Ordinance 1984
2. Fourth Schedule, General, Trading Account,
3. Profit and loss Account, Profit and loss appropriation account,
4. Balance Sheet and treatment of certain items in preparing Companies
5. Financial Statements excise duty and sales tax, long term loans and current maturity,
6. issue of shares, allowances for bad debts,
7. Rectification of errors, workers profit participation fund,
8. worker's welfare fund, bank margins and guarantees.
9. Consolidated Financial Statements, IAS27.
10. Prepare Consolidated Income Statement and Balance Sheet of undertakings.
11. Treatment in Consolidated Financial Statements of Minority interest,
12. Pre and Post acquisition reserves, goodwill,
13. Dividends, bonus shares, intra group transactions, preference shares,
14. debentures and midyear acquisitions.
15. Accounting for Leases IAS-17
16. Basic lease accounting issues and procedures,
17. Accounting for finance lease in the books of lessor and lessee
18. financial statement disclosures,
19. Accounting for finance lease in the books of lessor and lessee
20. financial statement disclosures, Bargain purchase option, residual value Accounting for Franchises

Recommended Texts

1. Gupta, R.L. & Swamy, M. Radha. *Advanced Accounting*. New Delhi: Sultan Chand & Sons

Suggested Readings:

1. Barth, M. E., Landsman, W. R., Lang, M., & Williams, C. (2012). Are IFRS-based and US GAAP-based accounting amounts comparable? *Journal of Accounting and Economics*, *54*(1), 68-93.

BUSB-6139 **Corporate Finance** **3(3+0)**

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. The recommended text is comprehensive, authoritative, and modern and yet the material is presented at a common sense level.

Consents

1. An Overview of Corporate Financing: Book value vs. market value; dividend, stockholders' rights
2. Classes of stocks, convertible securities
3. How corporations Issue securities, Venture capital, the underwriters
4. General Cash offers by public companies, the private placement.
5. Corporate Payout Policy
6. Does Debt Policy Matters?
7. How much should a corporate borrow?
8. How much should a corporate borrow?
9. Financing and Valuation
10. Financing and Valuation
11. Credit Risk and the value for corporate debt
12. Credit Risk and the value for corporate debt
13. The Many different kinds of debt
14. Leasing
15. Managing Risk
16. Managing International risk
17. Working Capital Management
18. Mergers and Corporate Restructuring.

Recommended Texts

1. Brealey, R., Myers, S., & Allen, F. (2017). *Principles of Corporate Finance* (11th ed). New York: McGraw-Hill.

Suggested Readings

1. Gitman, L. J., & Zutter, C. J. (2012). *Principles of managerial finance* (14th ed.). London: Pearson Education limited.

BUSB-6140 International Finance Management 3(3+0)

International Finance is an important as it mainly discusses the issues related with monetary interactions of at least two or more countries. International finance is concerned with subjects such as exchange rates of currencies, monetary systems of the world, foreign direct investment (FDI), and other important issues associated with international financial management. Like international trade and business, international finance exists due to the fact that economic activities of businesses, governments, and organizations get affected by the existence of nations. International Finance Management will introduce students to global financial markets and operations of multinational firms. Topics to be discussed will include foreign exchange markets, international financial markets, international banking, currency derivative markets, Euromarkets, risk management, and investment decisions in the global marketplace. Financial Systems may be classified as domestic or overseas, closed or open. A 'domestic' is one inside a country. Thus financial system in the United States, is an international financial system from the India's view. The mean and objective of both domestic and international financial management remains the same but the dimensions and dynamics broaden drastically. Foreign currency, market imperfections, enhanced opportunity sets and political risks are four broader heads under which IFM can be differentiated from it.

Contents

1. An Overview of International Finance
2. The Foreign Exchange Market
3. The Balance of Payment and Effective Exchange Rate
4. Factors Affecting the Balance of Payment Position, The real effective exchange rate
5. Exchange Rate Determination: Some stylized facts about exchange rate,
6. Factors affecting demand and supply, speculation in the spot foreign exchange market
7. Purchasing power parity, the monetary model of exchange rates,
8. determination of bid offers spread and the forward spread.
9. The international monetary system and the exchange rate argument.
10. Criteria, classes, different parallel systems of exchanges.
11. The euro currency market and international banking
12. International Banking regulations and the Basel accord
13. Exchange rate forecasting, Technical Analysis and Trading rules
14. Exchange rate forecasting, Technical Analysis and Trading rules
15. Currency futures and swaps
16. Comparison of forward and future market, specification of currency futures, interest rate swap
17. International Arbitrage
18. Foreign exchange risk exposure: definition, value at risk, definition of exposure
19. Foreign exchange risk exposure: Translation, economic and transactional

Recommended Texts

1. Moosa, I. (2004). International Finance an analytical approach (3rd ed.). New York: McGraw Hill publishers.

Suggested Readings

1. Pilbeam, K. (1998). *International finance* (2nd ed.). New York: Macmillan.

BUSB-6141 Credit Management 3(3+0)

Confidential credit assessment/ratings on sample debtors / prospects. Design effective T & C's and Credit Application forms for prompt payments. Focus on improvement in Company Receipts and Cash Flows. Appreciate the essential features of a legally binding contract. Outline the main considerations in getting paid in a sales contract. Credit management is the process of granting credit, setting the terms it's granted on, recovering this credit when it's due, and ensuring compliance with company credit policy, among other credit related functions. The goal within a bank or company in controlling credit is to improve revenues and profit by facilitating sales and reducing financial risks. A credit manager is a person employed by an organization to manage the credit department and make decisions concerning credit limits, acceptable levels of risk, terms of payment and enforcement actions with their customers. This function is often combined with Accounts Receivable and Collections into one department of a company.

Contents

1. Doing Business in a Global Environment, International Commercial Terms
2. Commercial Documents, International Payment Criteria. national Payment Criteria.
3. Credit Risk Management, Credit Insurance
4. Credit Control & Collections, Terms and Conditions of sale
5. Assessing the Financial Risks, Assessing Credit Terms
6. Credit application Form, Defining Credit Limits
7. Accounts Receivables, Debtor aged analysis, days outstanding
8. The Currency Market and Exchange Rates
9. Debtor Management Using Debt Collection Agencies
10. Credit Payments Case Study & Exercise, International Banking Payment Methods
11. Documentary Letters of --Documentary Letters of Credit and Collections Credit and Collections
12. Parties to the contract, Customer Relationships, Role of Finance and Credit Management
13. Role of Finance and Credit Management
14. Operations Development Operating Procedures & Progress check list
15. Review of Key Credit Criteria
16. Communications internally / third parties
17. Effective document generation
18. Basics of Civil Litigation, Late Payments legislation

Recommended Texts

1. Colquitt, J. (2007). *Credit risk management: How to avoid lending disasters and maximize earnings*. New York: McGraw Hill Professional.

Suggested Readings

1. Saunders, A., & Allen, L. (2010). *Credit risk management in and out of the financial crisis: new approaches to value at risk and other paradigms* (Vol. 528). Hoboken: John Wiley & Sons.

BUSB-6142 Investment & Portfolio Management 3(3+0)

The module has two main objectives. First, it aims to provide students with an insight into the key issues in advance portfolio management. In particular, it will explore the theories and practices of classical and contemporary portfolio management. Besides, the module is intended to extend further students' ability to understand, critically evaluate, and carry out analytical and empirical research in the subject area, particularly in capital markets. This will be achieved by requiring students to prepare, critically evaluate, and present research articles assigned each week. We will use these published research papers to discuss and critique the most motivation for empirical research, the connection between theory and empirical work, the research design typically used, and the methods of analysis typically employed. On successful completion of this module, you are expected to Gain some knowledge of the main themes of investment management. Become aware of the practical implications of advanced portfolio management concepts and possible research avenues. Gain an insight into the classical and recent relevant published literature. Become aware of the relevant empirical finance research. Become familiar with the key research methods used in the finance literature.

Contents

1. Understanding Investment: Overall perspective, Understanding Investment Decision:
2. Investment Alternatives: Money Market Securities, Capital Market, Fixed Income, Equity Securities.
3. Indirect Investing: What is an investment Company, Major Types,
4. Detail of Indirect Investing, and Investing Internationally?
5. Security Markets and Market Indices. How Securities are traded: Brokerage,
6. How Orders work, Short sales etc.
7. The Return and Risk from Investing; Measuring return, global perspective, Measuring Risk
8. Portfolio Theory; Dealing with Uncertainty, Introduction to Modern Portfolio Theory,
9. Analyzing Portfolio Risk, Calculating Portfolio Risk
10. Portfolio Selection and Asset Allocation,
11. Alternative Methods of obtaining Efficient Frontier; Capital Market Theory
12. Capital Market Theory and Asset Pricing Model; CAPM, SML, APT etc.
13. Revision of Common Stock Valuation, Common Stock Analysis and Strategies
14. Market Efficiency: Weak, Semi strong, and strong.
15. Economy/Market Analysis, Economy and Stock Market Boom, Modeling Market Forecasts
16. Sector/Industry Analysis
17. Company Analysis; Financial Statement Analysis
18. Company Analysis: Earning Estimates, P/E Ratio, Fundamental Security Analysis
19. Technical Analysis: Stock Price and Volume Techniques
20. Technical Analysis; Chart Reading

Recommended Text

1. Jones, C. P., Utama, S., Frensidy, B., Ekaputra, I. A., & Budiman, R. U. (2009). Investment: Analysis and Management (An Indonesian Adaptation). *Jakarta: Salemba Empat*.

Suggested Readings

1. Reilly, F. K., & Brown, K. C. (2011). *Investment analysis and portfolio management*. Boston: Cengage Learning.

BUSB-6143 **Sales Management** **3(3+0)**

There are two primary purposes for the Sales Management course: To gain a solid understanding of professional B2B sales including its planning and staffing, structure, and evaluation: To understand how to manage and motivate a professional B2B sales force from the perspectives of a sales manager (authority) and a marketing manager. Upon completion of the course, students will be able to understand, design, and manage the role of salespeople and sales forces in the marketing strategies of organizations. Sales management is a business discipline which is focused on the practical application of sales techniques and the management of a firm's sales operations. It is an important business function as net sales through the sale of products and services and resulting profit drive most commercial business. These are also typically the goals and performance indicators of sales management. Sales planning involves strategy, setting profit-based sales targets, quotas, sales forecasting, demand management and the execution of a sales plan. A sales plan is a strategic document that outlines the business targets, resources and sales activities. It typically follows the lead of the marketing plan, strategic planning and the business plan with more specific detail on how the objectives can be achieved through the actual sale of products and services.

Contents

1. Setting the Foundation; Customer Service
2. Success as a Large Retail Store Department Manager
3. Success as a Small Retail Store Entrepreneur
4. The Exciting Retail World
5. Multichannel Retailing & Consumer Behavior
6. Strategic Planning & Financial Performance
7. Location & Site Selection
8. Managing Human Resources; Customer Relations; Information Systems
9. Merchandise Assortment, Buying Systems & Vendor Relations
10. Pricing & the Retail Communication Mix
11. Store Management

Recommended Texts

1. Ford, J. B., Honeycutt, E., & Simintiras, A. (2003). *Sales management: A global perspective*. London: Routledge.

Suggested Readings

1. Ulrich, K. T. (2003). *Product design and development*. New York: McGraw-Hill Education.

BUSB-6144 **Advertising Management** **3(3+0)**

Preparing graduates with knowledge, skills and competencies for being able to become a Strategic Planner, a Media Planner, and a Creative Advertising & Marketing Communication profession. Students will be able to: Identify basic advertising terminology: Explain the application of advertising principles as they relate to the marketing of goods and services for profit and non-profit businesses. Produce a comprehensive advertising campaign. Assess the types of media, such as: print, broadcast, interactive and out of- home media. Outline the relationship between ethics, social responsibility and advertising. Marketers use different types of advertising. Brand advertising is defined as a non-personal communication message placed in a paid, mass medium designed to persuade target consumers of a product or service benefits in an effort to induce them to make a purchase. Corporate advertising refers to paid messages designed to that communicate the corporation's values in an effort to influence public opinion. Yet other types of advertising such as not-for-profit advertising and political advertising present special challenges that require different strategies and approaches.

Contents

1. Role of advertising in society
2. The Evolution of Advertising
3. Advertising and Consumer Behavior
4. Ethics and social responsibility
5. Social, and Regulatory Aspects of Advertising
6. Advertising and the marketing mix
7. Planning and Strategy
8. Advertising research
9. Media strategy in print, broadcast, out-of-home, and interactive media
10. Creative Strategy and the Creative Process
11. Creative aspects of advertising in print, broadcast, out-of-home, and interactive media
12. Direct -Response advertising
13. Interactive, Direct Mail & Out of Home Media
14. Promotions
15. Public Relations
16. Developing an integrated advertising campaign

Recommended Texts

1. Arens, W. F. (1996). *Contemporary advertising* (11th ed.). New York: McGraw-Hill Education.

Suggested Readings

1. Sheehan, K. B. (2013). *Controversies in contemporary advertising*. Boston: Sage Publications.

BUSB-6145 **Brand Management** **3(3+0)**

Brands are strategic assets that can provide firms with long-lasting competitive advantage. How to achieve this is the central theme of Brand Management. Topics include: the development, launch and naming of new brands; brand and line extensions; life-cycle management, rejuvenating and retiring brands; brand architecture, multi-brand portfolios, brand alliances and co-branding; international branding, standardization and globalization; corporate and employer branding; brand metrics and audits. An inter-disciplinary approach is taken, drawing on marketing and management, design and aesthetics, packaging and graphics, accounting for brands as intangible assets, and the legal protection of brands and trademarks. Brand Management is practical, drawing on best practice cases, but also raised are critical questions about the legitimacy and authenticity of brands. Students will get in-depth knowledge and understanding of the important issues in planning and evaluating product and brand strategies, be able to work with the appropriate theories, models and other tools to ensure better branding decisions, and to make these concepts relevant for any type of organization:

Contents

1. Nature of Products and Brands
2. Importance of Strong Brands
3. Building Successful Brands
4. Powerful Brands and Competition
5. Global Branding
6. Corporate Identity Management
7. Managing Brands Over Their Life Cycle
8. Brand Evaluation
9. Financial Value of Brands and Measurement

Recommended Text

1. K. Okoso-Amaa, Compendium on Brand Management and Corporate Identity. FBM – OUT

Suggested Readings

1. Greco, F., & Polli, A. (2020). Emotional Text Mining: Customer profiling in brand management. *International Journal of Information Management*, *51*, 101934.

BUSB-6146 International Marketing 3(3+0)

This course is designed to provide students with an understanding of the decision variables a marketing manager may use in developing and implementing marketing decisions in an international marketing environment. The theories covered in this course include the basis of analyzing international consumer behavior and the international marketing environment, the logic of adaptation versus standardization of the marketing mix and those guiding market entry decisions. This course will present various concepts and tools for analyzing international marketing strategies, and evaluating the marketplace (competitors, external environment: cultural, economic, technological, political/legal, marketing opportunities, etc.). Specifically, the focus will be on developing, evaluating and implementing international marketing strategy at the corporate, regional and local levels. By learning about both theory and practice, the student will obtain a good conceptual understanding of the field of international marketing as well as become firmly grounded in the realities of the global marketplace.

Contents

1. Introduction
2. Environmental Variables in International Marketing
3. Multinational Market Groups
4. The International Marketing Mix
5. Global Marketing Management
6. Target Market Identification
7. Product Strategy
8. Pricing Strategy
9. Promotion Strategy
10. Distribution Strategy
11. International Negotiation

Recommended Texts

1. Cateora, P. R., Gilly, M. C., & Graham, J. L. (1999). *International Marketing* (15th ed.). New York: McGraw-Hill Education.

Suggested Readings

1. Douglas, S. P., & Craig, C. S. (1983). *International marketing research*. Englewood Cliffs. NJ: Prentice-Hall.

BUSB-6147 **Marketing Research** **3(3+0)**

Marketing Research aims to present an overview of the field of market research. The emphasis will be upon research for marketing managers and as such will pay particular attention to the role of research in management decision making. The course looks at each stage of the research process – from problem definition, to research design, to design implementation, to data analysis, to reporting of results. Both qualitative and quantitative research methods are discussed. In order to gain a deeper understanding of what is involved in marketing research, the course is conducted through the implementation of a 'live' project, whereby students work with a client to develop a research proposal, design a questionnaire, collect data and analyze and present the findings of the research. There is an assumed knowledge that students are familiar with basic statistical methods, as they will learn how to use statistical software to analyze data and present findings in their final project. It is strongly recommended that students have had at least one course in statistics prior to enrolling into this course.

Contents

1. The Marketing Research Environment
2. How to Design A Marketing Research Project?
3. Statistical Analysis of Survey Data
4. How to Design A Questionnaire?
5. How to Measure Attitudes, Behavior and Traits?
6. How to Manage the Mechanics of Research?
7. How to Carry Out Qualitative Research: Focus Groups and In-Depth Personal Interviews
8. How to Draw Samples
9. Ethics in Marketing Research
10. How to Present Research Findings

Recommended Texts

1. Boyd, H. W., Westfall, R., & Stasch, S. F. (1972). *Marketing research: text and cases*. New York: RD Irwin.

Suggested Readings

1. Feinberg, F., Kinnear, T., & Taylor, J. (2012). *Modern marketing research: Concepts, methods, and cases*. Toronto: Nelson Education.

BUSB-6148 **Digital Marketing** **3(3+0)**

The internet and other information technologies have created many interesting and innovative ways to provide customer value since its inception in 1969. Web sites for marketing communication and customer support; one-to-one communication to many different receiving devices; consumer behavior insights based on offline and online data combination; inventory optimization through CRM-SCM integration; a single-minded focus on ROI and associated performance metrics are all important strategies. The social media provide perfect platforms for connecting with today's consumer: High readership blogs, social networks (such as Facebook and LinkedIn), and online communities (such as YouTube, Twitter and Second Life), gave consumers the opportunity to be heard in large numbers, and smart marketers have learned how to tap into these "citizen journalists" for improving products and marketing communication. Students will learn all about these strategies and more in this course. The course uses a mix of lecture/discussion, interesting individual and group projects, outside speakers, and exams. Prepare for an exciting and dynamic learning experience.

Contents

1. Introduction and industry trends
2. Strategic e – marketing
3. Site design basics
4. Site design usability
5. Site design
6. Building trust
7. E marketing communications
8. Search and intelligent search
9. Search marketing

Recommended Texts

1. Strauss, J., El-Ansary, A., & Frost, R. (2006). E-Marketing: International Edition (4th ed.). London: Prentice Hall.

Suggested Books

1. Hanson, W., & Kalyanam, K. (2007). *Principles of Internet marketing*. Cincinnati: South-Western college publishing.

B.COM

BACHELORS OF COMMERCE

URCI-5105 Islamic Studies 2(2+0)

Islamic Studies engages in the study of Islam as a textual tradition inscribed in the fundamental sources of Islam; Qur'an and Hadith, history and particular cultural contexts. The area seeks to provide an introduction to and a specialization in Islam through a large variety of expressions (literary, poetic, social, and political) and through a variety of methods (literary criticism, hermeneutics, history, sociology, and anthropology). It offers opportunities to get fully introductory foundational bases of Islam in fields that include Qur'anic studies, Hadith and Seerah of Prophet Muhammad (PBUH), Islamic philosophy, and Islamic law, culture and theology through the textual study of Qur'an and Sunnah..

Islamic Studies is the academic study of Islam and Islamic culture. It majorly comprises of the importance of life and that after death. It is one of the best systems of education, which makes an ethical groomed person with the qualities which he/she should have as a human being. The basic sources of the Islamic Studies are the Holy Qur'an and Sunnah or Hadith of the Holy Prophet Muhammadﷺ. The learning of the Qur'an and Sunnah guides the Muslims to live peacefully.

Contents

1. Study of the Qur'an (Introduction to the Qur'an, Selected verses from *Surah Al-Baqarah, Al-Furqan, Al-Ahzab, Al-Mu'minoon, Al-An'am, Al-Hujurat, Al-Saff*)
2. Study of the Hadith (Introduction to Hadith literature, Selected Ahadith (Text and Translation)
3. Introduction to Qur'anic Studies
4. Basic Concepts of Qur'an
5. History of Quran
6. Basic Concepts of Hadith
7. History of Hadith & Kinds of Hadith: Uloom –ul-Hadith, Sunnah & Hadith
8. Seerat ul-Nabi (PBUH), necessity and importance of Seerat, role of Seerah in the development of personality, Pact of Madinah, Khutbah Hajjat al-Wada' and ethical teachings of Prophet (PBUH).
9. Legal Position of Sunnah
10. Islamic Culture & Civilization
11. Characteristics of Islamic Culture & Civilization
12. Historical Development of Islamic Culture & Civilization
13. Comparative Religions and Contemporary Issues
14. Impact of Islamic civilization

Recommend Texts

1. Hassan, A. (1990). *Principles of Islamic jurisprudence*. New Dehli: Adam Publishers.
2. Zia-ul-Haq, M. (2001). *Introduction to al-Sharia al-Islamia*. Lahore: Aziz Publication.

Suggested Readings

1. Hameedullah, M. (1957). *Introduction to Islam*. Lahore: Sh M Ashraf Publisher.
2. Hameedullah, M. (1980). *Emergence of Islam*. New Dehli: Adam Publishers.
3. Hameedullah, M. (1942). *Muslim conduct of state.* Lahore: Sh M Ashraf Publisher.

URCE-5101 **Grammar** **3(3+0)**

The course introduces the students to the underlying rules to acquire and use language in academic context. The course aims at developing grammatical competence of the learners to use grammatical structures in context in order to make the experience of learning English more meaningful enabling the students to meet their real-life communication needs. The objectives of the course are to, reinforce the basics of grammar, understand the basic meaningful units of language, and introduce the functional aspects of grammatical categories and to comprehend language use by practically working on the grammatical aspects of language in academic settings. After studying the course, students would be able to use the language efficiently in academic and real-life situations and integrate the basic language skills in speaking and writing. The students would be able to work in a competitive environment at higher education level to cater with the long-term learners' needs.

Contents

1. Parts of speech
2. Noun and its types
3. Pronoun and its types
4. Adjective and its types
5. Verb and its types
6. Adverb and its types
7. Prepositions and its types
8. Conjunction and its types
9. Phrases and its different types
10. Clauses and its different types
11. Sentence, parts of sentence and types of sentence
12. Synthesis of sentence
13. Conditional sentences
14. Voices
15. Narration
16. Punctuation
17. Common grammatical errors and their corrections

Recommended Texts

1. Eastwood, J. (2011). *A basic English grammar*. Oxford: Oxford University Press.
2. Swan, M. (2018). *Practical English usage* (8th ed.). Oxford: Oxford University Press.

Suggested Readings

1. Thomson, A. J., & Martinet, A. V. (1986). *A practical English grammar*. Oxford: Oxford University Press
2. Biber, D., Johansson, S., Leech, G., Conrad, S., Finegan, E., & Quirk, R. (1999). *Longman grammar of spoken and written English*. Harlow Essex: MIT Press.
3. Hunston, S., & Francis, G. (2000). *Pattern grammar: A corpus-driven approach to the lexical grammar of English*. Amsterdam: John Benjamins.

(BUSC-5101) Introduction to Business 3 (3+0)

Introduction to Business is designed to present a broad introduction of different functions of modern business in today's global marketplace. The course shows the student how these functions exist in a changing society and the type of decisions that must be made within that environment. It will acquaint students with a full range of functions of business management, including planning, organizing, leadership, and control. Apprehend about business people and entrepreneurial activities, creating awareness of various legal forms of a business, and about their respective pros and cons. To know about the multiple resources desired for a successful business, and the sources of finance. To familiarize students with pattern, practices, operational, factors, etc. for operating domestically and internationally. Recognize the spectrum of social and ethical values and their impact on business and society. Upon completion of this course, proficient students will be equipped with the foundational skills to succeed in any of the business.

Contents:

1. Forms of Business Organization, Sole Proprietorships – Nature, Advantages and Disadvantages
2. Partnership, Classification, Advantages and Disadvantages, Rights, Duties and Liabilities of Partners
3. Joint Stock Company, Cooperative Ownership and Business Combinations
4. Finance: Definition, Components, Importance, Kinds and Sources
5. Long Term and Short-Term Financing. Some Important Financial Institutions.
6. Stock Exchange and Commodity Exchange, Nature, Role and Significance.
7. Risk & Insurance, Protection Against Risks, Importance and Types of Insurance, Types of Risks
8. Marketing: Process of Marketing, Definition
9. The Study of Marketing. Marketing Mix for Physical Goods and Service Products, Importance
10. Channels of Distribution for Consumer Good and Organizational Goods.
11. Marketing Communication and Promotion.
12. Trade: Wholesale and Retail, Foreign Trade, Imports and Exports, Economic Development.
13. Selecting Business Location, Factors Influencing Locations, Small Business, Vs Large Business
14. Purchasing and Inventory Control
15. The Personnel Department: Employment Division, Recovering, Placement Promotion.
16. Wages and Salary Section, Analysis & Job Classification, Training Program, Apprentice etc.

Recommended Texts

1. Rober C. A. (2013). *Modern Business Administration* (6th ed.). London: Prentice Hall.

Suggested Readings

1. Shoukat A. (2012). *Introduction to Business*. Lahore: Rehber Publisher.

BUSC-5102 Principles of Accounting 3 (3+0)

This course prepares the accounting student in the theory and techniques of accounting necessary for the advanced courses and provides a basic introduction to accounting for those students pursuing an accounting degree. Students will be introduced to financial statements and the accounting cycle for a service and merchandise business. The course begins with the definition of accounting, types of accounting, basic concepts of accounting and covers basic accounting topics such as accounting cycle; accounts hierarchy (account classes, account groups, accounts, subsidiary accounts); journal entries related to sales, purchases, collections, payments, and expenses; posting; accounting of value added tax; payroll accounting; accounting of current assets (except inventories that will be covered in the subsequent course); trial balance, preparation of financial statements, and closing/opening entries. This is the first term of the traditional accounting principles sequence. The course emphasizes the theoretical foundations of accounting and analytical skills needed by business and accounting students.

Contents

1. Introduction to Accounting and Book keeping, Purpose and Nature of Accounting,
2. Definition of Accounting, Users of Accounting information
3. Branches of Accounting, Basic Accounting Terminology
4. Resources and Claims Against Resources, The Accounting Equation
5. Business Entity Principle, Money measurement principle, Class Activity.
6. The Accounting Process: Objectivity Principle, Time Period Principle
7. Going Concern Assumption, Rules of Recording, Debit and Credit
8. The Recording Process, Journal and types of Journal, recording in Journal
9. Posting into Ledger, Running and Balanced form of ledger
10. Ledger Accounts and Preparation of Trial Balance, Methods of Trial Balance
11. Types of Accounting Errors. Basic Financial Statements, Income Statement
12. Balance Sheet, Cash Flow Statement
13. Preparation of Final Accounts from Trial Balance without Adjustments
14. Preparation of 6 Column Work Sheet, Closing entries and Post Closing Trial Balance
15. Making Accounting information more realistic
16. Adjustment for Depreciation on Fixed Assets, Interest on Capital and Drawings
17. Manager's Commission and Goods on Sale or return Basis and Closing Stock
18. Two Systems of Inventory Handling, Computing the Cost of Goods Sold
19. Adjustment for Bad and Doubtful Debts, Ten Column Work Sheet
20. Final Accounts with Adjustments
21. Completion of Accounting Cycle
22. Further Practice on Ten Column Work Sheet, Final Accounts with Adjustments
23. Completion of Accounting Cycle, Accounting for Financial Assets: Control over Cash
24. Cash Book, Control over Cash, Methods of Reconciliation,
25. Checking Frauds and embezzlement through Reconciliation

Recommended Texts

1. Williams, J. R., & Haka, S. F. (2015). *Financial & Managerial Accounting: The Basis for Business Decisions* (17th ed.). New York: McGraw-Hill Education.

ECON 5113 Micro Economics 3(3+0)

The objective of the course is to clarify and extend further the microeconomic concepts and to develop analytical skills and solving petty problems. In addition to diagrammatic approach the course intend to get accustomed the students to simple mathematics and numerical tools. The teacher is expected to draw examples from surroundings for exposition. The students may be given assignments to collect information from the markets and to analyze the data. They may have tours to the industrial units and to observe the process of production and problems in supply and demand. The objective is to confront them to advanced theoretical concepts and rigorous analysis with mathematical tools at hand. They have to develop analytical skills and to enhance the capabilities to solve somewhat complicated problems. Moreover, this course examines how economic decisions are made by households and firms, and how they interact to determine the quantities and prices of goods and the allocation of resources under different market structures. It also studies the equilibrium in presence of externalities/public goods and information asymmetry. The course examines microeconomic policy and the role of government in allocating resources. It will develop students' ability to apply the knowledge acquired to the analysis of specific economic cases, recognizing proper framework of analysis and constructing and analyzing adequate economic model within this framework.

Contents

1. Scope of Microeconomics and areas of its concern
2. Theory of Consumer Behavior, Cardinal and ordinal approach to utility
3. The indirect utility functions
4. Homothetic and Non-homothetic Preferences, Introduction to the Revealed Preference Theory.
5. Demand & Elasticity: Derivation of demand functions using indifference curves,
6. Elasticity of demand, its Importance and different types
7. Production Functions, Different production functions: Cobb Douglas and CES etc.
8. Iso-quant maps, the cost line and equilibrium of the firm
9. Cost of Production, Different types of costs
10. Cost minimization subject to given/pre-determined level of output.
11. Monopoly and Monopsony, bilateral monopoly, price discrimination.
12. Monopolistic Competition and Oligopoly, Pricing of the Factors of Production.

Recommended Texts

1. Koutsoyiannis, A. (1975). *Modern Microeconomics* (2nd ed.). London, Macmillan.
2. Nicholson, W. (2002). *Microeconomic Theory: Basic Principles and Extensions* (11th ed.). Boston: Cengage Learning.

Suggested Readings

1. Silberberg, E. (2000). *The Structure of Economics: A Mathematical Analysis* (3rd ed.). New York: McGraw Hill.
2. Henderson, J. M. & Quandt, R. E. (1990). *Microeconomic Theory* (3rd ed.). New York: Melliwra H. A. Book Co.

URCM-5101 Introduction to Mathematics 3 (3+0)

This course is built upon the mathematical concepts, principles and techniques that are useful in almost all undergraduate programs. The main objectives of the course are to enhance student's competency in application of mathematical concepts in solving problems and to improve their level of quantitative approach. Upon the successful completion of this course students would be able to develop understanding: Mathematical functions, Building and solving linear and quadratic equations, Matrices and Determinants with application, sequences and series, and basic Financial Mathematics. To prepare the students, not majoring in mathematics, with the essential tools of financial, algebra and geometry to apply the concepts and the techniques in their respective disciplines.

Contents

1. Linear Equations and Quadratic Equations: Formation of Linear equation
2. Solving Linear equation involving one variable
3. Solution of Quadratic equation by factorization method
4. Solution of quadratic equation by square completion methods
5. Solution of quadratic equation by quadratic formula
6. Application of quadratic equation
7. Sequences and Series
8. Matrices and Determinants: Introduction of matrices
9. Types of matrices: Matrix operations, Inverse of matrix
10. The determinants and its properties
11. Solution of system of linear equations by determinants: Cramer's rule, Inverse Matrices Method
12. Mathematics of Finance: Simple interest
13. Compound interest
14. Annuities
15. Sets and Sets Operations
16. Permutation and combinations
17. Introduction to mathematical induction and binomial theorem
18. Basic Concepts of Trigonometry
19. Fundamental Identities of Trigonometry

Recommended Texts

1 Frank, S. B. (1993). *Applied mathematics for business, economics, and the social Sciences* (4th ed.). New York: McGraw-Hill publisher.

2 Nauman, K. (2019). *Basic mathematics-I: algebra and trigonometry* (2nd ed.). Lahore: Al-Hassan Pub.

Suggested Readings

1 Kaufmann, J. E. (1994). *College algebra and trigonometry* (3th ed.). Boston: PWS-Kent Pub. Co.

2 Swokowski, E. W. (1993). *Fundamentals of algebra and trigonometry* (8th ed.). Boston: PWS-Kent Pub. Co.

URCP-5106 Pakistan Studies 3 (3+0)

The course is designed to acquaint the students of BS Programs with the rationale of the creation of Pakistan. The students would be apprised of the emergence, growth and development of Muslim nationalism in South Asia and the struggle for freedom, which eventually led to the establishment of Pakistan. While highlighting the main objectives of national life, the course explains further the socio-economic, political and cultural aspects of Pakistan's endeavors to develop and progress in the contemporary world. For this purpose, the foreign policy objectives and Pakistan's foreign relations with neighboring and other countries are also included. This curriculum has been developed to help students analyze the socio-political problems of Pakistan while highlighting various phases of its history before and after the partition and to develop a vision in them to become knowledgeable citizens of their homeland.

Contents

1. Contextualizing Pakistan Studies
2. Geography of Pakistan: Geo-Strategic Importance of Pakistan
3. Freedom Movement (1857-1947)
4. Pakistan Movement (1940-47)
5. Muslim Nationalism in South Asia
6. Two Nations Theory
7. Ideology of Pakistan
8. Initial Problems of Pakistan
9. Political and Constitutional Developments in Pakistan
10. Economy of Pakistan: Problems and Prospects
11. Society and Culture of Pakistan
12. Foreign Policy Objectives of Pakistan and Diplomatic Relations
13. Current and Contemporary Issues of Pakistan
14. Human Rights: Issues of Human Rights in Pakistan

Recommended Texts

1. Kazimi, M. R. (2007). *Pakistan Studies.* Karachi: Oxford University Press.
2. Sheikh, Javed Ahmad (2004). *Pakistan's Political Economic and Diplomatic Dynamics.* Lahore: Kitabistan Paper Products.

Suggested Readings

1. Hayat, Sikandar (2016). *Aspects of Pakistan Movement.* Islamabad: National Institute of Historical and Cultural Research.
2. Kazimi, M. R (2009). *A Concise History of Pakistan.* Karachi: Oxford University Press.
3. Talbot, Ian (1998). *Pakistan: A Modern History*. London: Hurst and Company.

URCE-5102 Language Comprehension & Presentation Skills 3(3+0)

The course aims at developing linguistic competence by focusing on basic language skills in integration to make the use of language in context. It also aims at developing students' skills in reading and reading comprehension of written texts in various contexts. The course also provides assistance in developing students' vocabulary building skills as well as their critical thinking skills. The contents of the course are designed on the basis of these language skills: listening skills, pronunciation skills, comprehension skills and presentation skills. The course provides practice in accurate pronunciation, stress and intonation patterns and critical listening skills for different contexts. The students require a grasp of English language to comprehend texts as organic whole, to interact with reasonable ease in structured situations, and to comprehend and construct academic discourse. The course objectives are to enhance students' language skill management capacity, to comprehend text(s) in context, to respond to language in context, and to write structured response(s).

Contents

1. Listening skills
2. Listening to isolated sentences and speech extracts
3. Managing listening and overcoming barriers to listening
4. Expressing opinions (debating current events) and oral synthesis of thoughts and ideas
5. Pronunciation skills
6. Recognizing phonemes, phonemic symbols and syllables, pronouncing words correctly
7. Understanding and practicing stress patterns and intonation patterns in simple sentences
8. Comprehension skills
9. Reading strategies, summarizing, sequencing, inferencing, comparing and contrasting
10. Drawing conclusions, self-questioning, problem-solving, relating background knowledge
11. Distinguishing between fact and opinion, finding the main idea, and supporting details
12. Text organizational patterns, investigating implied ideas, purpose and tone of the text
13. Critical reading, SQ3R method
14. Presentation skills, features of good presentations, different types of presentations
15. Different patterns of introducing a presentation, organizing arguments in a presentation
16. Tactics of maintaining interest of the audience, dealing with the questions of audience
17. Concluding a presentation, giving suggestions and recommendations

Recommended Texts

1. Mikulecky, B. S., & Jeffries, L. (2007). *Advanced reading power: Extensive reading, vocabulary building, comprehension skills, reading faster*. New York: Pearson.
2. Helgesen, M., & Brown, S. (2004). *Active listening: Building skills for understanding*. Cambridge: Cambridge University Press.

Suggested Readings

1. Roach, C. A., & Wyatt, N. (1988). *Successful listening*. New York: Harper & Row.

2. Horowitz, R., & Samuels, S. J. (1987). *Comprehending oral and written language*. San Diego: Academic Press.

URCI-5109 Introduction to Information & Communication Technologies 3 (2+1)

The course introduces students to information and communication technologies and their current applications in their respective areas. Objectives include basic understanding of computer software, hardware, and associated technologies. They can make use of technology to get maximum benefit related to their study domain. Students can learn how the Information and Communications systems can improve their work ability and productivity. How Internet technologies, E-Commerce applications and Mobile Computing can influence the businesses and workplace. At the end of semester students will get basic understanding of Computer Systems, Storage Devices, Operating systems, E-commerce, Data Networks, Databases, and associated technologies. They will also learn Microsoft Office tools that includes Word, Power Point, Excel. They will also learn Open office being used on other operating systems and platforms. Specific software's related to specialization areas are also part of course. Course will also cover Computer Ethics and related Social media norms and cyber laws.

Contents

1. Introduction, Overview and its types.
2. Hardware: Computer Systems & Components, Storage Devices and Cloud Computing.
3. Software: Operating Systems, Programming and Application Software,
4. Introduction to Programming Language
5. Databases and Information Systems Networks
6. The Hierarchy of Data and Maintaining Data,
7. File Processing Versus Database Management Systems
8. Data Communication and Networks.
9. Physical Transmission Media & Wireless Transmission Media
10. Applications of smart phone and usage
11. The Internet, Browsers and Search Engines.
12. Websites Concepts, Mobile Computing and their applications.
13. Collaborative Computing and Social Networking
14. E-Commerce & Applications.
15. IT Security and other issues
16. Cyber Laws and Ethics of using Social media
17. Use of Microsoft Office tools (Word, Power Point, Excel), mobile apps or other similar tools depending on the operating system.
18. Other IT tools/software specific to field of study of the students if any

Recommended Texts

1. Vermaat, M. E. (2018). *Discovering computers: digital technology, data and devices.* Boston: Course Technology Press.

Suggested Readings

1. Timothy J. O'Leary & Linda I. (2017). *Computing essentials* (26th ed.). San Francisco: McGraw Hill Higher Education.
2. Schneider, G. M., & Gersting, J. (2018). *Invitation to computer science*. Boston: Cengage Learning.

BUSC-5103 Financial Accounting 3 (3+0)

The scope of the course is broad to cover, in considerable detail, the accounting concepts, policies, and practices for most types of economic transactions of businesses. The material is organized by groups of transactions primarily affecting assets vs. liabilities vs. equities. The purpose is to describe how accounting for these transactions is usually done, or in some cases what are options in prevailing practice, and to give adequate preparation to accountants for treatment of most of the corporate sector transactions. Students should be able to understand the procedures to be followed in formation of companies, identify and explain accounting treatment of expenses incurred during the course of formation of a company, identify and explain reasons for profit appropriation, identify and explain reasons why any loss/gain is debited or credited to retained earnings, prepare and present financial statements of companies, according to local laws and International Accounting Standards, with appropriate notes.

Contents

1. Corporation, Companies 'formation, recording of issue of shares
2. Account for purchased stock
3. IAS-33 Earnings per share
4. Long term liabilities
5. The Information System:
6. Introduction of Transaction Processing
7. The Revenue cycle,
8. The Expenditure Cycle Part- I
9. purchase and cash disbursement procedure,
10. The Expenditure Cycle Part- II
11. Payroll processing and fixed asset procedures.
12. Conversion cycle,
13. Coding schemes
14. Computerized Accounting System

Recommended Books

1. Meigs, B. Walter., Johnson, E. Charles. & Meigs, F. Robert (2003). *Accounting: the basis of Business decisions* (15th ed). New York: McGraw Hill.

Suggested Readings

1. Larson, K. D., Wild, J. J., & Chiappetta, B. (2005). *Financial Accounting* (18th ed.). New York: McGraw Hill Irwin.
2. Hall A. James., (2009). *Accounting Information System* (6th ed). Kentucky: Thomson South-Western.

ECON 5114 **Macro Economics** **3(3+0)**

This course offers the student a comprehensive introduction of macroeconomics so as they develop the capacity to understand the issues and problems of the economy in a global scenario. In particular, they have to capture the nature and scope of various public policies. In addition to diagrammatic approach, the students are confronted to simple mathematical analysis. We will attempt to explain why government intervention is needed, how it influences the behavior of the private sector and what the welfare effects of such influences are. We will also survey political economy, which regards actions of the public sector as determined by political processes. Topics covered may include welfare economics, market failures, and political economy. At the end student will be familiar with the main policy instruments used to mitigate market failures and the principles that guide their optimal use, but also understand the limitations of government intervention - for instance, understand how the presence of information problems both explains the forms that policy intervention take and imposes limits on what can be achieved by it.

Contents

1. The introduction of Keynesian revolution and growth of Macroeconomics
2. Oken's Law and unemployment, Price Indices and Inflation
3. Exogenous and Endogenous variables and their functional relationships
4. Introduction to the Classical and Keynesian Schools of Thought
5. Measurement of National Income
6. Injections into and Leakages from the economy: Saving and Investment
7. The closed and open economy models
8. Real and Financial investment, Autonomous and Induced investment
9. Lags in Investment Demand, Volatility of Investment, Equilibrium in the goods market
10. The demand for money, The Quantity Theory of Money, The Liquidity Preference
11. The supply of money: M1, M2, M3 concepts
12. Derivation of LM Curve (graphic)
13. Aggregate Supply and the Labour Market
14. Inflation and Unemployment

Recommended Texts

1. Branson, W. H. & Litvack, J. M. (2005). *Macroeconomics: Theory and Policy* (3rd ed.). NJ: Princeton University.

Suggested Readings

1. Froyen, R. T. (2000). *Macroeconomics: Theories and Policies* (10th ed.). New York: Pearson.

STAT-5127 **Business Statistics** **3 (3+0)**

This course designed for under graduate programs of business administration and commerce education. Statistics is how we gather, analyze, present and interpret data. In the business community, managers must make decisions based on what will happen to such things as demand, costs, and profits. These decisions are an effort to shape the future of the organization. Business Statistics refers to the application of statistical tools and techniques to business and managerial problems for the purpose of decision making. This course will introduce you to statistical analysis and how it relates to business. The course will enable the students to understand the basic concepts of statistics in descriptive form and learn the quantitative techniques to solve complex business problems. This course will also enable the students to find the reasons of business issues with the help regression analysis. This course is a pre-requisite for inferential statistics course. This course will also cover the knowledge of some statistical softwares such as SPSS, Minitab etc. This computational learning will improve the analytical skills of students

Contents

1. Introduction: Statistics and its Importance, Types of statistics, variables and its types, data its types, scale of measurements
2. Graphical representation of data
3. Measures of central tendency
4. Measures of variability & Moments and skewness
5. Simple Linear Regression
6. Multiple regression
7. Correlation: Simple, Multiple, Partial and Rank correlation
8. Index numbers
9. Time series analysis
10. Probability
11. Discrete Probability Distributions
12. Continuous Probability Distributions
13. Normal Probability Distribution
14. Computer applications in Statistics

Recommended Texts

1. Wathen, S., Marchal, W. & Lind, D. (2017). *Statistical Techniques in business and economics*. New York: McGraw-Hill.
2. Sharma, J. K. (2012). *Business statistics*. India: Pearson Education India.

Suggested Readings

1. Berenson, M., Levine, D., Szabat, K. A. & Krehbiel, T. C. (2012). *Basic business statistics: Concepts and applications*. AU: Pearson Education.
2. Black, K. (2009). *Business statistics: Contemporary decision making*. UK: John Wiley & Sons.
3. Wegner, T. (2010). *Applied business statistics: Methods and Excel-based applications*. Claremont: Juta and Company Ltd.

URCC-5110 Citizenship Education and Community Engagement 3 (1+2)

The course will teach students the importance and role of active citizenship in promoting a productive, harmonious and developed society world. It will educate students about the importance of concepts, skills and philosophy of community linkages in developing a sustainable society. It inculcates the importance of community involvement for ensuring an improved, tolerant and generative society / world. It will provide an opportunity to the students to develop their relationship with the community.

Contents

1. introduction to Citizenship Education and Community Engagement: Orientation
2. Introduction to Active Citizenship: Overview of the ideas, Concepts, Philosophy and Skills
3. Identity, Culture and Social Harmony: Concepts and Development of Identity
4. Components of Culture and Social Harmony, Cultural & Religious Diversity
5. Multi-cultural society and inter-cultural dialogue: bridging the differences, promoting harmony
6. Significance of diversity and its impact, Importance and domains of inter-cultural harmony
7. Active Citizen: Locally active, Globally connected: Importance of active citizenship at national and global level
8. Understanding community, Identification of resources (human, natural and others)
9. Human rights, Constitutionalism and citizens' responsibilities: Introduction to human rights
10. Universalism vs relativism, Human rights in constitution of Pakistan, Public duties and responsibilities
11. Social Issues in Pakistan: Introduction to the concept of social problem, Causes and solutions
12. Social Issues in Pakistan (Poverty, Equal and Equitable access of resources, unemployment, agricultural problems, terrorism & militancy, governance issues, corruption
13. Social action and project: Introduction and planning of social action project
14. Identification of problem, Ethical considerations related to project, Assessment of existing resources

Recommended Texts

1. Kerry J. Kennedy, Andreas Brunold (2016). *Regional Context and Citizenship Education in Asia and Europe*. New York: Routledge Falmer.
2. John J. Macionis, Linda Marie Gerber (2010). *Sociology.* New York: Pearson Education.

Suggested Readings

1. British Council, (2017) *Active Citizen's Social Action Projects Guide.* Scotland: British Council.
2. Larsen, A. K., Sewpaul, V., & Hole, G. O. (Eds.). (2013). Participation in community work: International perspectives. London: Routledge.

BUSC-5105 **Business Law** **3 (3+0)**

Business law courses develops critical thinking skills and focus on teaching students the substantive legal basics of law that inform every aspect and stage of industry. This subject is the foundation subject for all other study for the BCOM. The subject commences with an introduction to Pakistan's law and its legal system, including: basic jurisprudential perspectives; - legal system taxonomy, including public and private law, other families of legal systems, including the international legal system and the common law/civil law divide; - the historical background and the development of the Pakistan's legal system; the roles of the courts in Pakistani, the law making processes and statutory interpretation. This course introduces the ethics and legal framework of business. Emphasis is on contracts, negotiable instruments, Uniform Commercial Code, and the working of the court systems. Upon completion, students should be able to apply ethical issues and laws covered to selected business decision making situations.

Contents

1. Law of Contract: Essentials of valid contract, Performance of the contract, Discharge of contract
2. The Law of Sales of Goods: Rights of unpaid seller against the goods, Sale by auction
3. Breach of contract
4. Law Governing Partnership: Types of Partnership, Essential elements of partnership,
5. Registration of partnership firms, Partnership becoming illegal, Partnership agreement
6. Personal profit earned by partnership, Implied authority of a partnership
7. Dissolution of partnership
8. The Law of Negotiable Instruments
9. Notes, bills and cheques, Parties to instruments Negotiation, Endorsement, Liabilities of parties
10. Payment, discharge from liabilities Dishonor of instrument, Notice and protesting
11. Acceptance and payment for honor, Factories act,
12. Industrial relations ordinances and payment of wages act

Recommended Texts

1. Saeed, K. A. (2013). *Mercantile and Industrial Law in Pakistan* (2nd ed.). Oxford University Press.
2. Adams, A., Caplan, S., & Lockwood, G. (2020). *Law for business students*. London: Pearson Higher Ed.

Suggested Readings

1. Clarkson, K. W., & Miller, R. L. (2020). *Business law: Text and cases*. Boston: Cengage Learning.

BUSC-5106 **Business Taxation** **3 (3+0)**

The main objective of this course is to provide an understanding of the tax system, the importance of taxation in business, and the mechanism of business taxation. The course provides an overview of the taxation system. Introduces students with the principles of taxation law, examines in detail selected topics in Pakistan's income tax law. Develop skills in recognizing tax issues in factual situations. Enhance student's ability to solve tax problems through the development of skills in interpreting legislation and cases and in finding the applicable law. Students will be acquainted with, undertaking research on taxation-related issues, which includes identifying sources of tax law and key cases. Define the principles of assessable income and identify the differences between revenue and capital receipts and as between ordinary and exempt income, identifying when the general limitations apply and demonstrate an awareness of timing issues. Defining the principles of allowable deductions and identify the differences between revenue and capital outgoings and between general and specific deductions with an awareness of timing issues. Understand the taxation implications of individuals, companies, trusts, look through companies, partnerships, and investment vehicles.

Contents

1. Introduction
2. Introduction of taxation system in Pakistan
3. Sources of Tax Law
4. Definitions in Taxation
5. Tax Calculation for Salary
6. Tax Calculation for business
7. Tax Calculation for property
8. Tax Calculation for other income
9. Tax Calculation for depreciation
10. Set off of losses
11. Carry forward of losses
12. Capital value tax
13. Sales tax
14. Custom and excise duty

Recommended Texts

1. Mughal, M. M. (2018). *Income Tax Principles & Practice* (33rd ed). London: Bloomsbury Publishing.

URCE-5103 Academic Writing 3 (3+0)

Academic writing is a formal, structured and sophisticated writing to fulfill the requirements for a particular field of study. The course aims at providing understanding of writer's goal of writing (i.e. clear, organized and effective content) and to use that understanding and awareness for academic reading and writing. The objectives of the course are to make the students acquire and master the academic writing skills. The course would enable the students to develop argumentative writing techniques. The students would be able to the content logically to add specific details on the topics such as facts, examples and statistical or numerical values. The course will also provide insight to convey the knowledge and ideas in objective and persuasive manner. Furthermore, the course will also enhance the students' understanding of ethical considerations in writing academic assignments and topics including citation, plagiarism, formatting and referencing the sources as well as the technical aspects involved in referencing.

Contents

1. Academic vocabulary
2. Quoting, summarizing and paraphrasing texts
3. Process of academic writing
4. Developing argument
5. Rhetoric: persuasion and identification
6. Elements of rhetoric: Text, author, audience, purposes, setting
7. Sentence structure: Accuracy, variation, appropriateness, and conciseness
8. Appropriate use of active and passive voice
9. Paragraph and essay writing
10. Organization and structure of paragraph and essay
11. Logical reasoning
12. Transitional devices (word, phrase and expressions)
13. Development of ideas in writing
14. Styles of documentation (MLA and APA)
15. In-text citations
16. Plagiarism and strategies for avoiding it

Recommended Texts

1. Swales, J. M., & Feak, C. B. (2012). *Academic writing for graduate students: Essential tasks and skills* (3rd ed.). Ann Arbor: The University of Michigan Press.
2. Bailey, S. (2011). *Academic writing: A handbook for international students* (3rd ed.). New York: Routledge.

Suggested Readings

1. Craswell, G. (2004). *Writing for academic success*. London: SAGE.
2. Johnson-Sheehan, R. (2019). *Writing today*. Don Mills: Pearson.
3. Silvia, P. J. (2019). *How to write a lot: A practical guide to productive academic writing*. Washington: American Psychological Association.

BUSC-5107 Advanced Accounting-I 3 (3+0)

Advanced Accounting in the Professional Competence Course concentrates on conceptual understanding of the crucial aspects of accounting and reporting of financial statements. This course provides basic coverage of business combinations and consolidated financial statements, comprehensive coverage of accounting and financial reporting of state and local governments, and in-depth study of partnerships and fiduciary accounting. This course presents an in-depth analysis of advanced accounting topics. The student is introduced to the consolidation of financial statements, the reporting requirements of business segments, international standards, estates and trusts, partnerships, and corporations in financial difficulty. This course also covers important financial statements. It also includes equity method of accounting for investments; consolidation of subsidiaries; foreign currency transactions and translations; hedging foreign exchange risk; financial instruments - including derivatives; segment reporting; international accounting standards; and partnerships. Upon completion, students should be able to solve a wide variety of problems by advanced application of accounting principles and procedures.

Contents

1. Preparation of final accounts under Companies Ordinance 1984.
2. Balance Sheet and treatment of certain items in preparing company's Financial Statements
3. Consolidated Financial Statements, IAS27
4. Prepare Consolidated Income Statement and Balance Sheet of undertakings.
5. Treatment in Consolidated Financial Statements of Minority interest
6. Pre and Post acquisition reserves, goodwill, dividends,
7. bonus shares, intra group transactions, preference shares
8. debentures and mid-year acquisitions, Business Combinations.
9. Branch Accounting: Types of Branches, Debtor System,
10. Stock and Debtor system, Sale of goods above and below invoice price
11. Final account system, whole sale and retail profit at branch.
12. Joint Venture and consignment
13. Valuation of unsold stock. Cost price method and invoice price method
14. Accounting for Leases IAS-17, Basic lease accounting issues and procedures
15. Bargain purchase option, residual value (guaranteed and un guaranteed),
16. Depreciation, initial direct costs. Accounting for Construction Contracts and IAS-11
17. Basic concepts and rules: Contract revenues and costs Profit and loss recognition
18. Percentage completion method- cost to cost method
19. Accounting entries and financial statement disclosures Work certified and uncertified

Recommended Texts

1. Zuberi, J. H. (2009). *Advanced Accounting.* Karachi: Petiwala Book Depot.

Suggested Readings

1. Mukherjee, A. H. *Modern Accountancy* (2nd ed.). New Delhi: Tata McGraw-Hill Publishing.
2. Gupta, R.L. & Swamy, M. Radha. *Advanced Accounting*. New Delhi: Sultan Chand & Sons.

ECON 5115 **Pakistan Economics** **3(3+0)**

This course is intended to give students with an introduction to the field of economic systems and regional dynamics. Political economy seeks to understand and explain policy outcomes and political behavior of economies along with regional importance. This course aims to enable students to apply and study economic theories with respect to Pakistan's economy. The objectives of the course include: i) providing students with knowledge of a range of theoretical approaches to the study of global and international political economy; ii) presenting the major economic themes in the historical development with reference to Pakistan's economy; iii) providing students with an understanding of debates about the emergence and consequences of a globalized economy, with its patterns of inequality; iv) exploring the prospects and politics of managing the global economy; and v) reviewing recent research which emphasizes the importance of the politics of human and environmental security in studies of political economy.

Contents

1. Economic and Political Integration
2. Policy Reform and Popular Organization, key Social and Economic indicators
3. Political and Economic Institutions and their role in decision making
4. Political Economy and World Order
5. Problem of Power and Knowledge, Politics and Neo-Liberal Political Economy
6. New Voices in the Globalization Debate: Green Perspective, Regional Phenomena and State
7. Regionalism and Globalization
8. Political Economy of Economic Development
9. International Politics and Transfer of Technology
10. Sector Specific Development Limitation
11. Agriculture and Industry
12. International challenge of poverty
13. Pakistan - Dynamics of Elitist Model, Strategies for self-preservation
14. Economic Aspects, Poverty Eradication, Trade & Economic Cooperation
15. Issues in Lawlessness and Development
16. Socio Economic Developments & Crime

Recommended Texts

1. Kardar, S. (1987). *The Political Economy of Pakistan* (1st ed.). Kolkata: Progressive Publishers.
2. Nadeem, A. H. (2002). *Pakistan: The Political Economy of Lawlessness* (1st ed.). Oxford: Oxford University Press.

Suggested Readings

1. Hussain, I. (2004). Dollars, Debt and Deficits, Reform and Management of Pakistan Economy (1st ed.). Oxford: Oxford University Press.
2. Gupta, S. D. (1997). The Political Economy of Globalization (1st ed.). Philadelphia: Kluwer Academic Publisher.

BUSC-5108 **Auditing** **3 (3+0)**

The course will Comprehend and Interpret Audit Reports of any organization. Assess the risk of material misstatements Assess the strengths and weaknesses of internal control systems. This course is designed to provide an introduction to auditing. The objectives include principles and practices used by public accountants and internal auditors in examining financial statements and supporting data. Special emphasis is given to assets and liabilities. This course is a study of techniques available for gathering, summarizing, analyzing and interpreting the data presented in financial statements and procedures used in verifying the fairness of the information. Also emphasizes ethical and legal aspects and considerations. The course will be a collaborative effort of all the students, moderated by the instructor. Each of you will be expected to be extensively involved in each class. Students will become familiar with the underlying concept and Topic. By the end of the semester, students will be able to understand the whole auditing process.

Contents

1. Nature and Purpose of Auditing:
2. Legal and Professional Considerations:
3. Audit Planning and Control (ISA 300,320):
4. Audit Procedures and Techniques (ISA 210, 315,330):
5. Audit Evidence and Documentation (ISA 500,230):
6. Completion of an Audit:
7. Performance of Audit:
8. The Reporting of Audit:
9. Applicable Auditing Standards
10. ISA 200, 210, 230, 240, 300, 315, 320, 330, 500, 505, 700, 705, 706.
11. Understanding the Risk:
12. Internal Controls
13. Internal Audit:

Recommended Texts

1. Millichamp, A. H. (2002). *Auditing*. Boston: Cengage Learning.

Suggested Readings

1. Knechel, W. R., Thomas, E., & Driskill, M. (2020). Understanding financial auditing from a service perspective. *Accounting, Organizations and Society*, *81*, 101080.

BUSC-5109 Business Psychology 3 (3+0)

This course deals with the science of how people and groups behave at work. The course builds theoretical knowledge and research skills used in organizational psychology. To equip the student with latest techniques of psychology. Business Psychology or as it is also known, Industrial/Organizational Psychology, is designed to introduce the student to the study of psychology as it is applied to the workplace. In this course you will be introduced to the basic concepts and theories of I/O Psychology. Students will learn various research methods used in I/O psychology, in the areas such as human resources, psychological testing in the workplace, performance appraisal, leadership and employee motivation just to name a few. The information attained in this course can be applied to enhance the student's own work experience. The goal in this course will be apply the basic concepts to real world situations so that the student will begin to think critically and creatively about work psychology. The information attained in this course can be applied to enhance the student's own work experience.

Contents

1. Psychologists at work
2. Neurons: the basic elements of behavior
3. The nervous system
4. The brain:
5. Sensing the world around us
6. Hearing and the other senses
7. Perceptual organization
8. States of consciousness
9. Hypnosis and meditation
10. Learning
11. Memory
12. Cognition and language
13. Intelligence
14. Motivation and emotion:
15. Social psychology

Recommended Texts

1. Feldman., & Robert. S, (2005). *Understanding Psychology* (10th ed.). New York: McGraw Hill

Suggested Readings

1. Langton, N., Robbins, S. P., & Judge, T. A. (2013*). Fundamentals of organizational behavior*. North York: Pearson Education Canada.

BUSC-5110 **Cost Accounting** **3 (3+0)**

This course is designed to discuss the theoretical foundation of cost accounting, the basic issues related to cost measurement in job costing systems and process costing systems and the problems of overhead application rates and how to refine the plant- wide application rates of over- head. The course aims to highlight the basic and advance principles of cost accounting which includes the concepts, terminologies, methods, and how to the use of accounting information for the management decisions. Discussion also covers the role of accountants in decision making; cost behavior; cost planning and control; and costing methods, such as standard costing, budgeting, and inventory valuation. Most important goal of the subject is to equip students with better understanding of the environment in which costing and management accounting information developed & used. However, for the business and commerce students it is necessary to have updated knowledge about cost accounting to manage the business accordingly.

Contents

1. Concepts and Scope of Cost Accounting
2. Concept of cost, Cost object, Cost elements, Sources and uses of cost data,
3. Cost accounting v/s financial accounting,
4. Role of cost accounting in a management information system,
5. Uses of cost data. Cost Classification and Flows:
6. Material Costing and Control: Procedure of material procurement, application of IAS-2.
7. Two-bin system, The use of FIFO, LIFO and weighted average for material,
8. Valuation and the pricing for material issue, Stock taking periodic and perpetual inventory,
9. Treatment of differences between physical and book stock, Economic order quantity,
10. Effect of quantity discount on EOQ, Reorder level, safety stock and maximum stock, ABC Control.
11. Labor Costing and Control: Objectives of payroll accounting.
12. Calculations and recording of payroll, payroll taxes and deductions. Direct and indirect labor,
13. Productivity and efficiency, Remuneration methods, Straight piece rate and differential piece rate,
14. Incentive wage plan, Group bonus, Time sheet and job cards, Overtime and idle time;
15. Labor turnover rate.
16. Factory Overhead Costing and Control
17. Types of Costing Systems: Establishment of cost accounting system,
18. Integrated and interlocking cost accounts, Chart of account and coding for costing,
19. Introduction to process costing, Incomplete process and concept of equivalent units,
20. Format of process account and cost of production report, Job order costing, Operation *I* service costing.

Recommended Texts

1. Usry, H. H., & Matz, A (1988). *Cost Accounting* (8th ed.). Cincinnati: South-Western Publishing Company.

Suggested Readings

1. Lucy, T. (2014). *Cost Accounting* (4th ed.). London: DP Publications.

BUSC-5111 Advanced Accounting-II 3 (3+0)

This course is designed to serve the needs of modern accounting principles, procedures and methods that are applied in preparations of financial statements and the proper uses that can be made of financial data. This course will have different relationships with the requirements of the various professional accountancy bodies like ICAP, ICMAP, PIPFA and other universities in Pakistan. This course involves understanding, analyzing, and recording business transactions and preparing, analyzing, and interpreting financial reports as a basis for decision-making. Advanced Accounting expands on the Generally Accepted Accounting Principles (GAAP) and procedures for proprietorships and partnerships using double-entry accounting covered in Introduction to Accounting. Preparation of Financial Statements of Companies in accordance with statutory requirements of Companies Ordinance and International Financial Reporting Standards (IFRS) / International Accounting Standards (IAS) with appropriate notes to a preliminary extent. Course also Identify and explain reasons for Profit Appropriation and application and selection of accounting techniques and procedures to specific circumstances like leases, branches, departmental stores, consignment, joint venture and construction contracts.

Contents

1. International financial reporting standards (IFRS 1 First-Time Adoption on International Financial Reporting Standard)
2. IFRS-5 Non-Current Assets held for sale and discontinued operation
3. Revenue recognition (IAS-18)
4. Balance sheet issues
5. Additional valuation issues of Inventory IAS-2 Lower of cost or market
6. IAS-16, Property Plant and Equipment
7. IAS_38, Intangible Assets
8. Long term liabilities
9. Stockholders 'Equity
10. Dilutive Securities and Earnings Per Share
11. IAS-33 Earning Per Share
12. IAS-34 Interim Financial Reporting Investments
13. Accounting for income tax
14. Accounting changes and error analysis
15. Error Analysis
16. Accounting Policies, changes in accounting estimates and errors
17. Full Discloser in financial reporting

Recommended Texts

1. Kieso, D. E., Weygandt, J. J., Warfield, T. D., Wiecek, I. M., & McConomy, B. J. (2019). *Intermediate Accounting*. Hoboken: John Wiley & Sons.

Suggested Readings

1. Meigs, W. B., Williams, J. R., Haka, S. & Bettner, M. (2002). *Financial and Managerial Accounting* (12th ed.). New York: McGraw-Hill Publishing Co.
2. Gupta, R.L. (2013). *Advanced Accountancy: Theory, Method and Application* (1st ed.). New Delhi: Sultan Chand & Sons.

STAT-5128 **Statistical Inference** **3(3+0)**

This course is based on different statistical concepts and techniques that are useful in business management. The goal is to provide students, to the community with high skills to play the major role in science and technology by statistical ideas and methods. This course enables the students, 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. Included are the study of estimation and hypothesis testing, finite probability, probability distributions, statistical inferences from large and small samples, multiple regression, and multiple correlation. A particular emphasis is placed on developing the ability to interpret the numerical information that forms the basis of decision-making in business. Most of the examples are drawn from a variety of business and commerce applications. It examines aspects of business and marketing with regards to basic statistical analysis. Students will be provided with the theoretical concepts, tools and methods of statistics as well as the opportunity to work through example problems.

Contents

1. Inferential Statistics and its importance
2. Sampling Theory & Estimation Theory.
3. Testing of Hypothesis: One sample Tests, Two Sample Tests, Multiple sample tests
4. Testing Regression and correlation coefficients, Analysis of Variance.
5. The Chi-Square Distribution,
6. Chi-square test for single and multiple population variance testing
7. Testing of independence
8. Goodness of fit test
9. Contingency table
10. F-test for two variances
11. Computer applications in Statistics

Recommended Texts

1. Levin, R. I., & Rubin, D. S. (2011). *Statistics for management* (7th ed.). New Delhi: Pearson Education.
2. Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2010). *Essentials of statistics for business and economics*. (6th ed.). Boston: Cengage.

Suggested Readings

1. Berenson, M. L., Levine, D. M., & Krehbiel, T. C. (2011). *Basic business statistics: Concepts and applications* (12th ed.). New Delhi: Pearson Education.
2. Özdemir, D. (2016). *Applied statistics for economics and business* (12th ed.). USA: Springer I.
3. Barrow, M. (2006). *Statistics for economics, accounting and business studies* (4th ed.). New Delhi: Pearson Education.

BUSC-6113 Research Methods for Business 3 (3+0)

Building on Principles of Research Design this course aims to extend and deepen the understanding of different research approaches and methodologies in order to prepare students for their own research projects in their business discipline. This course will assist students in identifying, discussing and formulating a research problem, in selecting and applying appropriate research approaches and methods of inquiry (both quantitative or qualitative), and in presenting their results. Successful completion of this course should be sufficient for students to undertake a research project. Students receive an overview of the scientific method, research preparation, and the styles of communication used to disseminate research at the graduate level. Topics include the role of business research, theory and the business research process, organization structure and ethical issues, defining a research problem, qualitative research tools, survey research, observation methods and experimental research, measurement and scaling concepts, sampling and sample size, working with data, quantitative statistical analysis, and writing a research report.

Contents

1. Introduction to research
2. Scientific investigation
3. The research process: steps 1 to 3
4. The research process: step 4 and
5. Theoretical framework and hypothesis development
6. The research process: step 6: elements of research design
7. Measurement of variables: operational definition and scales
8. Data collection methods
9. Sampling
10. Data analysis and interpretation
11. The research report including research proposal

Recommended Texts

1. Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. Hoboken: John Wiley & Sons.
2. Ghauri, P., Grønhaug, K., & Strange, R. (2020). *Research methods in business studies*. Cambridge: Cambridge University Press.

Suggested Readings

1. Quinlan, C., Babin, B., Carr, J., & Griffin, M. (2019). *Business research methods*. Boston: South Western Cengage.
2. Cooper, D. R., & Schindler. (2006). *Business Research Methods* (9th ed.). New York: McGraw Hill Higher Education.

3. Zikmund, W. G. (2002). *Business Research Methods* (7th ed.). Boston: Cengage Learning.

BUSC-6114 Managerial Economics 3(3+0)

Managerial Economics course is of importance to business students expecting to deal with business and professional lives in the future. This course is carefully designed keeping in view the changing global managerial perspectives in today's global economy. This course introduces and discusses various management concepts from an economic point of view. Using integrated approaches, the course will emphasize discussion on the design and implementation of risk management practices along with the theory of the firm. It purports to help students realize, understand, and master various economic problems and the way the firm tries to resolve such problems. Students focus on the application of economic models and rationale choice to business decision making. Topics include an overview of managerial economics, demand and supply, costs of production and the organization of the firm, market structure and pricing and output decisions, game theory and pricing strategies, and the economics of information and the role of government in the marketplace.

Contents

1. Opportunity Cost, Theories and Models, Quantitative Methods, Role of Govt,
2. Theory of Firm, Agency Problem, Mathematical Economics, Functional Relationship
3. Linear Equations, Graphs, Geometric Progressions
4. Derivative of a function, Implicit Differentiation, Average and Marginal relationships,
5. First Order condition, Partial Derivative, Constraints optimization
6. Partial Derivative (Revision), Constraints Optimization (Revision)
7. Determinants of market demand, market demand equation, law of supply.
8. Estimation of Demand Function using OLS, Fundamentals of Managerial Economics
9. The market mechanism, Rationing Function of Prices
10. Price ceiling, price floor, allocation function & Concepts in Price elasticity of demand
11. A formal relationship between the price elasticity of demand and total revenue. Decision making
12. Role of the firm, production function, law of diminished marginal utility, output elasticity
13. Three stages of production, Isoquants, long-run production function
14. Production and cost, short-run cost, key relationships in cost
15. The mathematical relationship between ATC and MC
16. economies of scale, multi-product cost function, Profit maximization
17. optimal input combination, unconstraint optimization
18. total revenue maximization, Characteristics of market structure, equilibrium price, monopoly
19. Monopolistic competition, short-run monopolistic equilibrium
20. advertising in monopolistically competitive industries
21. Characteristics of duopoly and oligopoly, Game theory
22. Price discrimination, no marginal pricing, multiproduct pricing
23. Capital budgeting, time value, capital rationing, cost of capital,
24. Risk and uncertainty, measuring risk, firm behavior
25. Game theory, game trees, Decision making under uncertainty, Insurance.

Recommended Texts

1. Webster, T. J. (2003). *Managerial Economics: Theory and Practice*. West Yorkshire: Emerald Publishing

Suggested Readings

1. Baye, M. (2017). *Managerial Economics and Business Strategy* (9th ed.). New York: McGraw-Hill.

BUSC-6115 Financial Management 3 (3+0)

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 student 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 areas include capital structure, working capital management, and estimation of cash flows, capital budgeting techniques and valuation. Through analyzing cases, as well as completing assigned exercises and problems, this course will further develop and strengthen the financial management skills required to meet the challenges facing today's complex organizations. The course is needed for management/business students because they have to work in organizations and fund management process in a critical part in every organization.

Contents

1. Introduction to Managerial Finance: The role of Managerial Finance,
2. The Financial Market Environment
3. Financial Tools: Financial statements and Ratio Analysis
4. Financial Tools: Cash Flow and Financial Planning
5. Financial Tools: Time Value of Money
6. Valuation of Securities: Interest Rates and Bond Valuation
7. Valuation of Securities: Stock Valuation
8. Risk and the Required Rate of Return: Risk and Return
9. Risk and the Required Rate of Return: The Cost of Capital
10. Long term Investment Decision: Capital Budgeting Technique
11. Long term Investment Decision: Capital Budgeting Cash Flows

Recommended Texts

1. Van Horne, J. C. (2009). *Fundamentals of Financial Management* (13th ed.). London: Prentice Hall.

Suggested Readings

1. Gitman, L. J., Apte, P. G., & Kapshe, S. (2020). *International Financial Management*. New York: McGraw-Hill
2. Education.., & Zutter, C. J. (2015). *Principles of managerial finance* (14th ed.). London: Pearson Education.
3. Huang, W. (2019). *Project Financial Management*. In *Built on Value* (pp. 247-274). Singapore: Palgrave Macmillan.

BUSC-6116 Principles of Marketing 3 (3+0)

Marketing is a dynamic and an exciting field, a key tool in confronting the challenges American enterprises are facing at home and abroad. People often confuse marketing with advertising and sales. The students will also learn about the strategic importance of marketing to an enterprise, whether it be a profit oriented business firm (e.g., Burger King or Royal Caribbean Cruise Lines) or non-profit organization (e.g., the Department of Agriculture-a government agency, York Hospital-a hospital, Penn State University-an educational establishment, or United Way-a charity). Perhaps most important of all, you will learn that the fundamental asset of a corporation is its customers. Hence, the supreme importance of the "marketing concept" is an attempt to identify and satisfy its customers' needs and wants. In other words, the marketing concept is a corporate orientation to business that starts with consumers and integrates marketing into every other corporate function. From this point of view, a primary task of marketing is to develop and maintain a business' customer base. To meet these goals, this course will require the integration of theory and practice. Students will have to make strategic marketing decisions based on analytical techniques they will learn in this course. They will have to devise a plan that is based on a sound conceptual framework, to implement the decision.

Content:

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
8. Positioning for Competitive Advantage Product and Services strategy
9. New Products Development and Product Life-Cycle Strategies
10. Pricing Products: Pricing Considerations and Approaches
11. Pricing Strategies Distribution Channels and Logistics Management
12. Retailing
13. Wholesaling

Recommended Texts

1. Kotler, P. & Gary A. (2017). *Principle of Marketing* (17th ed.). New York: McGraw Hill Co.

Suggested Readings

1. Perreault, W. D., J.P Cannon, J. P., & McCarthy, E. J. (2009). *Basic Marketing: A Marketing Strategy and Planning Approach.* (17th ed.). New York: McGraw Hill.

BUSC-6117 Principles of Management 3 (3+0)

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. Have you ever wondered what qualities billionaire Warren Buffet, visionary Steve Jobs, or Jeff Bezos all have in common? After you finish studying business practices in this course, you may discover that you have some of the same qualities as other successful entrepreneurs. 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. The principles learned in this course will allow the student to effectively work with and through others in an organization. The course will also encourage the students to explore and inquire the applicability of western management principles and theories in local settings.

Contents

1. Introduction to management the management process
2. Importance of management for a business
3. Organizational theories
4. Nature and types of organizations
5. The organizational culture and the management
6. The external environment and the manager
7. The internal environment and the manager
8. The manager's role as decision maker
9. Decision making process
10. Type of decision making processes
11. Basics of strategic management
12. Organizational structure, types of organizational structure,
13. Human Resource Management
14. Important of human resource for a business
15. Motivation its theories, team work and group behavior,
16. Leadership and its characteristics, leadership style and behavior,
17. The process of control, case of controlling

Recommended Texts

1. M. Coulter & Robbins (2017). *Management.* International edition (14th ed). New York: Pearson.

Recommended Readings

1. Hannaway, J. (1989). *Managers Managing: The Workings of an Administrative System* (3rd ed.).

New York: Oxford University Press.

SOCI-5101 General Sociology-I 3 (3+0)

Sociology is the study of society, patterns of social relationships, social interaction, and culture that surrounds everyday life It is a social science that uses various methods of empirical investigation and critical analysis to develop a body of knowledge about social order and social change. Subject matter can range from micro-level analyses of society to macro-level analyses .The course is designed to introduce the students with basic sociological concepts and to get familiarity with the overall discipline. The focus of the course shall be on basic concepts like scope and significance of Sociology, How Sociology is related as well as distinct from other social sciences. It focuses on the constituent parts of the society i.e. social systems and structures, socio-economic changes and social processes. This will also give an understanding of the Culture, elements of culture and the relationship of culture and personalities. The course will provide due foundation for further studies in the field of sociology.

Contents

1. Introduction to Sociology: The Science of Society, Scope and significance
2. Fields of Sociology: Sociology and other Social Sciences
3. Social interaction and social structure: The Nature and Basis of Social Interaction
4. Social Processes: Social structure Status, Roles, Power and Authority, Role Allocation
5. Culture: Meaning and nature of culture, Elements of culture: Norms, values beliefs, sanctions
6. Culture and Socialization, Transmission of Culture, Cultural Lag, Cultural Variation
7. Cultural Integration, Cultural Evolution, Cultural Pluralism, Culture and personality
8. Socialization & personality: Socialization, Agents of socialization
9. Personality: components of personality
10. Deviance and social control: Deviance and conformity
11. Mechanism and techniques of social control, Agencies of social control
12. Social organization: Definition, meaning and forms, Social groups; Functions of groups
13. Social Institutions: forms, nature and inter-relationship
14. Community: definition and forms (Urban and rural).
15. Social Institutions: Structure and functions of Institutions
16. Family, Religion, Education, Economy and political institution

Recommended Texts

1. Giddens, Anthony. (2018). *Sociology* (11thed). Cambridge*:* Cambridge Polity Press
2. Macionis, John J. (2016). *Sociology* (16th ed). London: Prentice-Hall

Suggested Books

1. Anderson, Margaret and Howard F. Taylor. (2014). *Sociology the Essentials* (8thed) Toronto: Nelson Education.

2. Richard, T. Schaefer. (2012). *Sociology* (13thed). New York: McGraw Hill College
3. James M. Henslin. (2011) *Sociology: A Down to Earth Approach* (11thed) Toronto: Nelson Education.

BUSC-6118 Logical & Critical Thinking 3 (3+0)

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. It would not be an exaggeration to say that the quality of our life depends in crucial ways on the quality of our thinking. Excellence in thought, however, 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.

Contents

1. Introduction:
2. Basic Concepts Recognizing Arguments Diagramming arguments
3. Deduction and Induction: Classical Deductive Logic: The logic of terms
4. Truth, Validity and Soundness, Problem Solving: Immediate Inferences
5. Square of Opposition: Obsession, Conversion Contraposition
6. Categorical Syllogism: Mood and Figure, Categorical Proposition
7. Validity with the help of Venn Diagram Validity with the help of Rules and Fallacies
8. Translation of Ordinary language propositions into standard categorical Form
9. Categorical Syllogism in ordinary language Enthymemes Sorites, Disjunctive Syllogism
10. Hypothetical Syllogism: Modus Ponens, Modus Tollens and Pure HS
11. Dilemma, Reduction ad Absurdum
12. Modern Deductive Logic: The Logic of Propositions, Propositional Calculus: Syntax and Semantics
13. Logical Connectives: Negation, Conjunction, Disjunction, Conditional, & Bi conditional
14. Truth Table: Truth value of molecular proposition, Equivalence, Contradiction and Tautologies
15. Validity, Shorter Truth Table: Validity and Counter example, Truth Tree and its applications
16. Formal Deduction and validity, Predicate Logic: Quantifiers
17. Translation of ordinary language proposition into Predicate Logic Validity
18. Counter example, Predicate Logic

Recommended Texts

Hurlez, P.J. (2003). *A Concise Introduction to Logic* (10th ed.). Woodsworth: Thomason.

Suggested Readings

1. Copi, I.M. (2002) *Introduction to Logic* (11th ed.). New York: Pearson Education Inc.

BUSC 6119 **Human Resource Management** **(3+0)**

The principal objective of this course is to prepare students 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 students 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. The course will explore the theory and practice of human resource management across the following areas: workforce planning; ethical and legal frameworks for HRM; employee selection; training and development; performance management; compensation; employee relations; diversity management; health, safety and wellbeing; employee separation; and HRM in a global environment. A section on business ethics is also included to ensure conceptual understanding, need and application of these concepts in daily business transactions.

Contents

1. Introduction:
2. Concepts of human resource management
3. Human Resource Challenges
4. Human Resource Functions,
5. Philosophical approaches to Human Resource Management Job Design and Analysis
6. An overview of Job design
7. Techniques of job design
8. Job analysis
9. Planning & Recruitment
10. Significance of Human Resource Planning, The planning process, the implementation of program
11. Recruitment & selection policy issues, Source of recruitment, Selection process & procedure
12. Evaluation of Human Resource Planning &Recruitment, Career
13. Planning & Development: Promotion, Anachronism, Demotion
14. Separation., Training and Development:
15. Significance of training & development, Principles of training &development,
16. Training & development methods, Evaluation of
17. training & development.

Recommended Texts

1. 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.

BUSC-6120 Managerial Accounting 3 (3+0)

Managerial accounting is an important course which is designed to help the student to understand the fundamental concepts of managerial accounting. This course is meant to develop the skills in students so that they should be able to make proper distinction between different types of cost, and their respective uses. This course also equips the students with emerging new concepts and its application in the field of managerial accounting. However, it will develop the skills in students to design the costing system that help in optimal decision making. This course is an introduction to the fundamental concepts of managerial accounting appropriate for all organizations. Students will study information from the entity's accounting system relevant to decisions made by internal managers, as distinguished from information relevant to users who are external to the company. The emphasis is on the identification and assignment of product costs, operation budgeting and planning, costs control, and management decision making.

Contents

1. The changing role of managerial accounting in a dynamic business environment:
2. Activity based Costing
3. Activity based management and Cost Management Tools:
4. Setting of standards for costing
5. Cost Volume Profit Analysis
6. Direct and Absorption Costing
7. Decision Making, Pricing Decisions
8. Responsibility Accounting and Cost Allocation
9. Profit Centre and Transfer Pricing
10. Budgeting, Capital Budgeting
11. Financial Reporting and Changing Price
12. Responsibility accounting, quality control, and environmental cost management

Recommended Texts

1. Horngen, C. T. (2013). Introduction to Management Accounting (16th ed.). London: Prentice Hall Inc.

Suggested Readings

1. Hilton W., & Ronald. (2014). *Managerial Accounting* (7th ed.). New York: McGraw-Hill Irwin.

BUSC-6121 Entrepreneurship 3 (3+0)

This course aims at helping students develop a positive, constructive and practical approach to: Entrepreneurship venture opportunities, innovations, change, fantasies, Environment of small business, sources and resolutions. Risk failure and new venture unit, feasibility of planning and concepts of planning, stages of growth model. The entrepreneur is defined as someone who has the ability and desire to establish, administer, and succeed in a startup venture along with risk entitled to it, to make profits. The best example of entrepreneurship is the starting of a new business venture. The entrepreneurs are often known as a source of new ideas or innovator, and bring new ideas in the market by replacing old with a new invention. This course is designed to help graduate in understanding the importance of new ventures at small scale. Important is to understand the difference between a usual business venture at small scale and entrepreneurship which is need of the modern times.

Contents

1. Introduction: entrepreneurial perspective,
2. Economics and entrepreneurship
3. Process, ventures, practices and characteristics.
4. Entrepreneurship and new free enterprise: venture opportunities, innovations
5. Change, fantasies, environment of small business
6. Sources and resolutions, corporate entrepreneurship
7. new venture unit of planning and concepts of planning
8. Stages of growth model, responsibility of feasibility plan.
9. Product and services concepts and commercial opportunities (macro over view),
10. Products and technology, identification opportunities
11. Product development life cycle, product protection,
12. Trademark and patents, process of patents,
13. Validity of property rights and accessing government information
14. Human resources side of enterprise,
15. Infrastructure of services, types of service venture, success factors.
16. Marketing and new venture development, Marketing research for new ventures,
17. Marketing concepts, startup of marketing research,
18. Market focused on organization, sources of market intelligence
19. Competitive analysis and implications of market research
20. Marketing strategies and functions, Product concepts, 4 ps,
21. Entrepreneurial team and business formation

Recommended Texts

1. Holt, D. H. (1992). *Entrepreneurship: New venture creation*. London: Prentice Hall.

Suggested Readings

1. Bolton, B. K., & Thompson, J. (2004). *Entrepreneurs: Talent, temperament, technique* (2nd ed.). London: Routledge.

BUSC-6122 Communication Skills 3 (3+0)

The course will provide the students with a general overview of scientific contents regarding basic communication and leadership skills. Application of business communication principles through creation of effective business documents and oral presentations. Includes study and application of team communication and use of technology to facilitate the communication process. Students will learn further how to analyze their own message and use the most effective method of achieving their aim, by empathizing with the intended recipient. They will be shown how to analyze people and how to adapt Communication Styles to best effect for different types of personality. There is a section on Written Communication and this shows how the same basic Communication Principles should be applied through many different forms of communication, again with empathy for the recipient being the key. There is a section on Body-Language for students not only to be aware of signals they are getting from another, but also to understand what unintentional messages they may be sending out and how to mitigate them.

Contents

1. Paragraph writing: Practice in writing a good, unified and coherent paragraph
2. Essay writing: Introduction
3. CV and job application
4. Translation skills Urdu to English
5. Study skills: Skimming and scanning, intensive and extensive, and speed reading
6. Summary and précis writing and comprehension
7. Academic skills: Letter/memo writing, minutes of meetings
8. Use of library and internet
9. Presentation skills
10. Personality development (emphasis on content, style and pronunciation)
11. Body-Language and Communication

Recommended Texts

1. Thomson, A. J. & Martinet, A. V. (1986). *Practical English Grammar* (3rd ed.). Oxford University Press.

Suggested Readings

1. Huseman, R. C., Lahiff, J. M., & Penrose, J. M. (1988). *Business communication: Strategies and skills* (Vol. 38). Chicago: Dryden Press.
2. Van der Molen, H. T., & Gramsbergen-Hoogland, Y. (2018). *Communication in organizations: Basic skills and conversation models*. London: Routledge.
3. Worth, R. (2004). *Communication skills*. New York: Infobase Publishing.

BUSC-6123 E-Commerce 3 (3+0)

The growth of the Internet continues to have a tremendous influence on business. Companies and organizations of all types and sizes are rethinking their strategies and how they run their operations. This new course challenges students to explore the realities and implications of internet business (i.e., e-commerce) from a marketer's perspective. Electronic Commerce provides an overview of the fundamental concepts of online marketing, creating a web site, gaining customers online. Business-to-consumer (B2C) and business-to-business (B2B) e-commerce markets are examined. The course introduces students to a wide range of electronic commerce issues for marketers, as a foundation for continual learning in the dynamic e-commerce environment. This course focuses on principles of e-commerce from a business perspective, providing an overview of business and technology topics, business models, virtual value chains and social innovation and marketing strategies. In addition, some of the major issues associated with e-commerce—security, privacy, intellectual property rights, authentication, encryption, acceptable use policies, and legal liabilities—will be explored

Contents

1. Defining E-Commerce and E-business, Reasons for going Online
2. Differentiating between E-Business Categories, using the new Paradigm of E-business
3. Pure and Partial E-Commerce, Preparing the Online Business: Competitor Analysis on the Internet
4. The Fourth Channel, Paradigms in the New Economy
5. Driving Business Process Re-engineering, Designing, Developing and Deploying the System,
6. Supply Chain Management. Technical Infrastructure: Exploring the IT Infrastructure
7. Deciding on the Enterprise, Middleware, Choosing the Right Enterprise Application
8. Building the E-business applications, Marketing Strategies on the Web
9. Web Design, Attracting Visitors to your Site, Virtual Societies, Localization
10. Promoting your E-business, Banner and Campaigning, Online Measurement
11. Direct Marketing, Search Engine Optimization Technique
12. Interactive Communication Experiences: The Basics, Moderating Online Meetings
13. Internet Chat Solutions, Internet-based Trainings, Discussion Forums
14. Internet Information Security: Creating a Security Strategy
15. Cryptographic Tools, Applications of Cryptology, Privacy on the Internet
16. Security Threats in E- Commerce, Use of Third-Party Security Services
17. Paying Via Internet: The Payment Business, Merchant Accounts
18. Shopping and ORM Solutions: Online Shopping, Shopping Solutions
19. Implications of the new Economy Electronic Software Distribution
20. Operational Resources Management, Policies, Standards and Laws: Internet Security Policies,
21. Standards for E-Commerce Infrastructure, Cyber Laws for Secure E-Commerce Transactions,
22. Privacy and Information Rights, Social, Legal and Ethical Issues in E-commerce

Recommended Texts

1. Rayport, J. F., & Jaworski, B. J. (2002). *Introduction to e-commerce*. New York: McGraw-Hill

Suggested Readings

1. Varey, R. J. (2002). *Relationship marketing: dialogue and networks in the e-commerce era.* Chichester: Hoboken: Wiley.

BUSC-6124 Business Ethics & CSR 3 (3+0)

Students become more effective decision makers by examining the meaning and role of ethics in the business environment, and the social responsibility of business organizations. This course sensitizes the students to the ethical dimensions of business and to train them to identify ethical dilemmas, analyze them systematically and resolve them based on ethical principles and moral theory. Examining the ethical dimensions of business from different perspectives (American/British, European/Japanese, etc.) and to introduce tools of ethical analysis of management decisions involving difficult choices between right and right and wrong and wrong. To convey the importance and functionality of core values, codes of contact and a culture of ethical behavior as powerful management tools in the workplace and sources of trust and reputation in the marketplace. Furthermore, differentiating between responsive and strategic CSR in terms of shareholder and social value, competitive advantage and sustainability. To help participants evaluate the CSR standards of their own companies, identify CSR initiatives and convey competencies for their effective implementation and evaluation.

Contents

1. Why be Ethical?
2. Business/ Professional Ethics
3. Common Ethical Dilemmas in Business
4. Ethical Theories
5. Ethical Decisions Making and Governance
6. Core, Values, Codes of Conduct as Management and Branding Tools
7. Functional Area Application of Business Ethics
8. Ethics in the Global Business Environments
9. Corporate Social Responsibility
10. Does it Pay to be Ethical and Socially Responsible?
11. Cases for Discussion (Latest).

Recommended Texts

1. Trevino, L., & Nelson, K. (2017). *Managing Business Ethics: Straight Talk about How to Do It Right.* (7th ed.). Hoboken: John Wiley & Sons.

Suggested Readings

1. Paul. Griseri and Nina Seppala *Business Ethics and Corporate Social Responsibility* (Latest Edition). Boston: Cengage Education
2. Constantinescu, M., & Kaptein, M. (2020). *Virtue ethics and CSR: The two sides of sustainable organizational performance. In Intrinsic CSR and Competition*. London: Palgrave Macmillan: Cham.

BUSC-6125 Operations Management 3 (3+0)

This course is an introduction to the concepts, principles, problems, and practices of operations management. Emphasis is on managerial processes for effective operations in both goods-producing and service-rendering organization. Topics include operations strategy, process design, capacity planning, facilities location and design, forecasting, production scheduling, inventory control, quality assurance and project management. The topics are integrated using a systems model of the operations of an organization. This course aims to familiarize students with the major operational problems and issues that confront managers, and provide them with language, concepts, insights and tools to deal with these issues in order to gain competitive advantage through operations. The course uses a variety of problem-solving techniques to aid in effective decision making. The course also includes latest issues, such as sustainable supply chains, logistics management, e-supply chains and green operations management. The course equips students with the use of latest ERPs available for effective operations management.

Contents

1. Introduction to Operations, Operations Strategy & Product Design
2. Service Design
3. Form Teams
4. Process Analysis. Manufacturing Process Analysis
5. Job Design and Measurement
6. Business Process Reengineering
7. Quality Management and 6 Sigma
8. Statistical Process Control
9. Capacity Planning
10. Aggregate Planning
11. Enterprise Resource Planning
12. Lean Production
13. Inventory Management
14. Waiting Line Analysis
15. Project Management
16. Supply Chain Strategy & Logistics
17. Materials Requirements Planning, Japanese style of manufacturing utilizing
18. techniques and trends for attaining quality assurance with the use of techniques such “kanban”.
19. Capacity planning, process design, facility layout and location
20. Implementation of an effective operational strategy
21. Sustainable and Green Supply Chains

Recommended Texts

1. 1. Krajewski, L. J., Ritzman, L., & Malhotra, M. K. (2006). *Operations Management, Processes and Supply Chains* (8th ed). Upper Saddle River: Prentice Hall.

Suggested Readings

1. Mahadevan, B. (2001). *Operations Management: Theory and Practice* (3rd ed.). New Delhi: Pearson Education.

BUSC-6126 Organizational Behavior 3(3+0)

The main objective of this course is to provide better understanding of organizations. It will help students to behave well in their respective organizations. It provides better understanding of their values norms and their culture. 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.

Contents

1. Introduction and Background:
2. Organizational behavior:
3. Key concepts, A historical perspective on organizational behavior, Organizational behavior and
4. Contemporary issues.
5. Organization, Design
6. The classical and modern concepts of organization, Span of control and organization structures,
7. Authority relations: Line functional,
8. Authority: Delegation and decentralization,
9. Departmentalization, Organizational life cycle stages,
10. The contingency approach of organization design, Today's organizations and various designs,
11. Organizational effectiveness Organizational Culture
12. The dynamics of organization's culture, the basic approaches to organizational culture,
13. The cross-cultural awareness,
14. Total quality culture creation
15. Changing and developing cohesive organization's culture
16. Organizational Change and envelopment
17. The nature and typology of organizational change, The diagnosis of forces for change
18. The models and dynamics of planned change, Techniques for managing change
19. Organizational development:

Recommended Texts

1. Robert. K. & Angelo, K. Organizational Behavior (10th ed). Irwin: McGraw-Hill.

Suggested Readings:

1. Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior* (15th ed.). London: Pearson education limited.

BUSC-6127 **Corporate Governance** **3 (3+0)**

This course clearly discusses the two main aspects of internal and external forms of governance. You will learn the relationships between managers, employees, and the owners of a firm as well as the system of laws, regulations, and market forces that ensure a fair and transparent organization. You will also learn about watchdog organizations which are usually driven by non-profit groups or government agencies whose purpose is to alert the public about the misdeeds of organizations. This course will teach the fundamental theories and practice of corporate governance. This course covers the history of the corporation, boards of directors, the division of profit sharing and various forms of employee ownership and equity ownership among insiders, regulation, shareholder activism, the impact of takeovers and mergers and acquisitions on governance, ethical issues such as conflicts of interest and insider trading, international corporate governance, and policy developments likely to impact the corporation. Class will be a mix of lecture, case and topic discussion.

Contents

1. The corporate Governance Problem
2. Introduction
3. The conflict between managers and shareholders Agency Theory: The implications of the conflict
4. The Principal – agent Conflict
5. The Impact of Ownership Structure Ownership and agency theory
6. Institutional ownership
7. Inside Ownership Family Ownership
8. Pyramidal Ownership and Business Groups
9. Enlarging the Stakeholder Perspective
10. Resolving the Agency Problem
11. Board of directors
12. Executive Compensation
13. Corporate Governance – Broader Issues
14. Additional Influences on Corporate Governance Convergence & divergence – Issues in Corporate Governance

Recommended Texts

1. Mallin, C. (2018). *Corporate Governance* (6th ed). Oxford: Oxford University Press.

Suggested Readings

1. Cadbury, A. (2002). *Corporate Governance and Chairmanship* (1st ed). Oxford: Oxford University Press.

BUSC-6128 **Strategic Management** **3 (3+0)**

The business world today is considerably different and more complex than it was in the previous years. Both the challenges and opportunities facing organizations of all sizes today are greater than ever. Organizations are required to continuously find better ways to compete in the rapidly changing global business environment. Survival and competition have become imperative for organizations in the current global scenario. In this context, the course develops the strategic thinking and decision-making abilities of students, especially in relation to understanding the employability of various strategies in different situations. This course gives a student the knowledge about the changing environment, it builds up the skill to solve many business problems, it also changes the attitude to become the generalist rather than to become specialist. Its basic objective is to know about the opportunity and threats in the environment as well as to detect the strength and weakness within themselves

Contents

1. Concept of Strategic Management
2. The Nature and Importance of Business Policy/Strategy
3. The Role of Policy /Strategy in Organization
4. The changing Social Role of Business
5. 5.Managerial & Organizational Style
6. Strategic Management Elements
7. Environmental Analysis and Diagnosis
8. Strategic Advantage Analysis and Diagnosis
9. Considering Strategic Alternatives
10. Implementing Strategy
11. Evaluating the Strategy
12. Applying the Strategic Management Process – The Case Methods

Recommended Texts

1. Steinar, G. B., & Miner, G. A. (1986). *Management Policy & Strategy* (3rd ed.). New York: McMillan Publishing.
2. Løwendahl, B. (2005). *Strategic management of professional service firms*. Copenhagen: Copenhagen Business School Press DK.

Suggested Readings

1. Clueck, W. F., & Jauch, W. R. (1988). *Business Policy and Strategic Management* (4th ed.). New York McGraw-Hill.
2. Løwendahl, B. (2005). *Strategic management of professional service firms*. Copenhagen: Copenhagen Business School Press DK.

BUSC-6129 Research Project & Viva Voce 3(3+0)

The objective of this course is to overview the conceptual and philosophical basis of research methodology in the field of business and commerce. It also intends to develop an understanding of estimation techniques used in Primary and secondary data analysis. Last but not least it provides an opportunity to learn the process of thinking, planning and executing a research project. This course is based on "learning by doing" approach.

Contents

1. Introduction of various types of research and their methodology
2. Contents of a standard research 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 HEC (available on HEC website)
6. Learning Turnitin software. Visual demonstration of Plagiarism test.
7. Testing and generating report of individual research projects.
8. Introduction Part of research report. Explaining the main theme of introduction section.
9. Philosophical foundation. Research problem,
10. Research Questions, objectives and significance of study.
11. Literature Review.
12. Sources and Data basis from where research papers can be downloaded.
13. Ethics in citation. (in Computer Lab).
14. Measurement and scaling techniques.
15. Testing for reliability and validity. Test of practicality,
16. Techniques of developing measurement tools. Scale construction techniques.
17. Summation of scales. (in Computer Lab), Methodology Data Collection process.
18. Introducing and developing Questionnaire.
19. Data collection will be started in this week.
20. A Comprehensive demonstration of Principal Component Analysis.
21. Factor Analysis (in Computer Lab)
22. Section from their instructor. Coding a questionnaire and entering data
23. Learning SPSS and AMOS and performing analysis (in Computer Lab)
24. Understanding outputs (PCA/FA/Regression), Interpretation of results (in Computer Lab)
25. Writing research analysis part. Student will complete and present his/her analysis
26. Complete write up of analysis section and submit.
27. Styles of referencing and bibliography, various styles of referencing (APA and others),
28. Introducing End Note (in Computer Lab)
29. Funding Agencies in Pakistan,
30. Downloading and filling sponsorship forms of funding agencies NRPU research grant form of HEC

Recommended Texts

1.Krishnaswami, O. R., & Ranganatham, M. (2011). *Methodology of Research in Social Sciences* (4th 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.

BUSC-6130 SEMINAR IN FINANCE 3 (3+0)

The research seminar is aimed to introduce the students to the world of research in the area of finance. Research in this area applies specific mathematical and econometrical methods, as well as the perfect data mining skills. To learn some contemporary issues in finance and investment area and to bridge the gap between theory and real-world practices is the purpose of this course. The main objective of this course is to equip students with the competencies necessary to acquire and to structure information efficiently as well as to apply this knowledge to a specific problem. In addition, the seminar helps fostering presentation and discussion skills and serves in preparing students for their future thesis. This course explores some quantitative techniques with which one can deal with issues relating to portfolio construction and management. Critical areas to be explored are risk-return analysis, modern portfolio theory and portfolio management. This course is an application-oriented review of finance theory, techniques and strategies that are essential for portfolio management

Contents:

1. The CAPM and an econometric review
2. Methodology: CAPM, OLS, and tests of the CAPM.
3. Early evidence on the CAPM: Fama and French (1992)
4. Methodology: review of asymptotic for OLS.
5. Multifactor models I: Methodology, and standard linear K factor models
6. The Fama-French Model and critiques
7. General linear factor models
8. Momentum
9. Methodology: GMM tests of models with an observable stochastic discount factor
10. Time-series properties of returns: Predictability
11. Beyond the (static) CAPM: Conditional linear factor models, Value, growth, and duration
12. Investor heterogeneity
13. Geometric evaluations of asset pricing models
14. What is total wealth and does it matter? Explaining asset price innovations.
15. Stock return volatility: The term structures: Motivation and some facts
16. Financial modeling.

Recommended Texts

1. Relevant latest research published in world reputed international journals.
2. John H. Cochrane. (2004). *Asset Pricing*. Princeton: Princeton University Press

Suggested Readings

1. Greene, W. (2003). *Econometric Analysis* (5th ed.). Upper Saddle River: Prentice Hall.

BUSC-6131 Derivate Securities 3 (3+0)

This course presents and analyzes derivatives, such as forwards, futures, and options. These instruments have become extremely popular investment tools over the past several decades, as they allow one to tailor the amount and kind of risk one takes, be it risk associated with changes in interest rates, exchange rates, stock prices, commodity prices, inflation, weather, etc. They are used by institutions as well as investors, sometimes to hedge (reduce) unwanted risks, sometimes to take on additional risk motivated by views regarding future market movements. Students learn to value the main types of derivative securities and how to effectively utilize them in risk management, asset speculation and financial engineering. Topics include an introduction to forward and futures markets and hedging; mechanics of future markets; hedging with future contracts; theoretical and forward prices; introduction to options; calculating option contract profits; put-call parity and arbitrage bounds; option pricing models; exotic options; and swaps.

Contents

1. What are derivatives? The main types of derivatives, Derivatives markets
2. Reasons for trading derivatives, Derivative pricing
3. Forwards and Futures Options
4. The market for options
5. Option payoffs
6. Factors affecting option prices
7. No-arbitrage restrictions; the put-call parity
8. Early exercise of American options
9. Trading strategies involving options
10. Valuing Options
11. The binomial model
12. The Black-Scholes model
13. Monte-Carlo simulation
14. Volatility estimation and implied volatility
15. Hedging and the “Greeks”
16. Value-at-risk
17. Special topics
18. Financial engineering
19. Exotic options
20. Employee stock option

Recommended Texts

1 Hull, J. C. (2016). *Fundamentals of Futures and Options Markets* (9th ed). Upper Saddle River: Prentice Hall.

Suggested Readings

1 Arkadev, C. (2019). *Introduction to Derivative Securities, Financial Markets, And Risk Management.* Singapore: World Scientific Publishing Company

BUSC-613) International Financial Management 3 (3+0)

This course will introduce students to global financial markets and operations of multinational firms. It is concerned with the financial management of the firms that operate in the increasingly globalized business environment. Emphasizing broad concepts and real-world practices rather than extensive quantitative material, the course offers a concise introduction to international finance and provides a clear, conceptual framework for analyzing key financial decisions in multinational firms. The approach of the course is to treat international financial management as a natural and logical extension of the principles learned in the introductory financial management course. Topics in financial management, viewed primarily from the perspective of managers doing business overseas, include the management of foreign exchange exposure, foreign direct investment decisions, and multinational capital budgeting. Other topics covered include trends in international banking, the balance of payments, the determination of exchange rates, the LDC debt crisis, and the Asian meltdown. We will also examine the challenges and problems faced by firms planning on doing business in Western Europe, Eastern Europe, the Far East, Mexico, Canada, South America, Africa, India, and other regions during the next decade.

Contents

1. International Finance: Introduction
2. International Flow of Funds
3. Exchange Rate Determination
4. Currency Derivatives
5. Government Influence on Exchange Rates
6. International Arbitrage and Interest Rate Parity
7. Relationships between Inflation, Interest Rates, and Exchange Rates:
8. Forecasting Exchange Rates:
9. Direct Foreign Investment:
10. Country Risk Analysis:
11. Managing Transaction & Translation exposure

Recommended Texts

1. Eun, C. S., & Resnick, B. G. (2018). *International financial management* (8th ed.). New York: McGraw-Hill Education.

Suggested Readings

1. Krugman, P. R., Obstfeld, M., & Melitz, M. J. (2018). *International finance: Theory & Policy* (11th ed.). London: Pearson Education Limited.
2. Madura, J. (2015). *International financial management* (12th ed.). Boston: Cengage Learning.

BUSC-6133 Quantitative Techniques in Finance 3 (3+0)

The course provides coverage of important topics in modern Quantitative Finance and Risk Management at the advanced undergraduate level. It provides students with an understanding of the quantitative methods for finance and investment. This includes the ability to formulate problems into quantitative models, to aid the successful resolution of the problem. Students will learn how to apply statistical methods to analyses past data and infer future trends. Using output from mathematical and statistical models, students will learn to analyses, interpret and derive potential outcomes from quantitative information. Particular attention is given to the topics such as the Efficient Market Hypothesis, financial markets micro-structure and types of arbitrage, general principles of modelling the price dynamics of financial assets, market risk and other types of financial risks, Value-at-Risk (VaR) approach and applications, modelling of extreme market events, VaR analysis for financial derivatives using the Kolmogorov equations framework, foundations of the copula methods, modelling of periodic and quasi-periodic trends in time series in connection with technical analysis, and the foundations of high-frequency arbitrage trading.

Contents

1. Basic time series concepts
2. Modeling asset return volatility
3. Modeling asset return volatility
4. Evaluating forecasts of risks and returns
5. The efficient market hypothesis and market predictability
6. Risk management and Value-at-Risk
7. Risk management and Value-at-Risk
8. Modeling high frequency financial data

Recommended Texts

1. Wilmott, P. (2007). *Paul Wilmott introduces quantitative finance*. London: John Wiley & Sons.

Suggested Readings

1. Christoffersen, *P.F.* (2003). *Elements* of Financial Risk Management. Academic Press: London.
2. Diebold, F.X. (2006). *Elements of Forecasting* (4th ed). Thomson South-Western: Canada.

BUSC-6134 **Venture Finance** **3 (3+0)**

The course is for students considering a career in commercial banks, investment banks, private equity firms, venture capital firms, as well as in corporate venture investments. This course differs from a typical corporate finance course in that it highlights the special and unique considerations when planning the financial needs of new ventures and young companies. Many typical avenues of funding (such as bank borrowing, issuing of bonds or issuing of liquid equities) for established or public listed companies are not accessible to small and young companies due to the lack of business track record. The analyses and requirements of investors who are considering providing finances to small and young companies may also be different from that of public equity investments. This course will provide students with the understanding of various aspects and processes in financial planning and financial management of new ventures or young companies, as well as investment analyses and considerations for investors providing funding to such companies.

Contents

1. Introduction – Overview
2. From Idea to the Business Plan
3. Organizing and Financing a New Venture
4. Measuring and Evaluating Financial Performance
5. Short-Term Financial Planning
6. Long-Term Financial Planning
7. Types and Costs of Financial Capital
8. Valuing Early-Stage Ventures
9. Venture Capital Valuation Methods
10. Professional Venture Capital
11. Other Financing Alternatives
12. Security Structures and Determining Enterprise Values
13. Harvesting the Business Venture Investment Financially Troubled Ventures: Turnaround Opportunities

Recommended Texts

1. Leach, J., & Melicher, R. W. (2017). *Entrepreneurial Finance*. South-Eastern: Cengage Learning.

Suggested Readings

1. Demaria, C. (2020). *Introduction to Private Equity, Debt and Real Assets: From Venture Capital to LBO, Senior to Distressed Debt, Immaterial to Fixed Assets*. John Wiley & Sons.
2. Imarhiagbe, B. O., Saridakis, G., & Smallbone, D. (2019). Firm Growth: Access to Venture Capital Finance. In *Entrepreneurial Orientation and Opportunities for Global Economic Growth* (187-221). IGI Global

BUSC-6135 **Corporate Finance** **3 (3+0)**

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. The recommended text is comprehensive, authoritative, and modern and yet the material is presented at a common sense level.

Consents:

1. An Overview of Corporate Financing: Book value vs. market value; dividend,
2. Stockholders' rights, classes of stocks, convertible securities
3. How corporations Issue securities, Venture capital, the underwriters
4. General Cash offers by public companies, the private placement.
5. Corporate Payout Policy
6. Does Debt Policy Matters?
7. How much should a corporate borrow?
8. How much should a corporate borrow?
9. Financing and Valuation
10. Financing and Valuation
11. Credit Risk and the value for corporate debt
12. Credit Risk and the value for corporate debt
13. The Many different kinds of debt
14. Leasing
15. Managing Risk
16. Managing International risk
17. Working Capital Management
18. Mergers and Corporate Restructuring.

Recommended Texts

1. Brealey, R., Myers, S., & Allen, F. (2017). *Principles of Corporate Finance* (11th ed). London: McGraw-Hill.

Suggested Readings

1. Gitman, L. J., & Zutter, C. J. (2012). *Principles of managerial finance* (14th ed.). London: Pearson Education Limited.

BUSC-613 Behavioral Finance 3 (3+0)

The objective and purpose of this course is to provide an in-depth discussion of the modern development in behavioral finance. Both theory and empirical evidence will be discussed. We will review the decision-making process along with the different biases and paradoxes that go with it, learn about the major theories (Prospect Theory and SP/ A Theory), study the formation and burst process of speculative bubbles, and introduce the so-called Behavioral Portfolio Theory (BPT). Behavioral biases attracted the attention of the academia and investors' world in late 1990s. The key question was whether these biases from the rational behavior might have significant impact over market estimations and investment decisions. Empirical tests demonstrate that behavioral biases may significantly change even classical asset pricing models. Based on key concepts of cognitive psychology decision theory, behavioral finance studies how real-life investors interpret and act on available information. This course is a finance course of advanced level.

Contents:

1. Traditional vs. Behavioral Theory
2. The Decision-Making Process and Behavioral Biases
3. Limits to Arbitrage Decision Theory Paradoxes
4. Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma
5. The Monthly Hall Paradox
6. The St. Petersburg Paradox
7. The Allais Paradox
8. The Ellsberg Paradox
9. Behavioral Finance Theory
10. Prospect Theory
11. SP/A Theory
12. Behavioral Portfolio Theory
13. Bubbles: Empirical and Statistical detection tests

Recommended Texts

1. Forbes, W. (2009). *Behavioral Finance.* (1st ed.). NY: John Wiley & Sons.

Suggested Readings

1. 1.Thaler, R. H. (2005). Advances in Behavioral Finance. (2nd ed.). Princeton: Princeton. University Press
2. Baker, H. K., & Nofsinger, J. R. (Eds.). (2010). *Behavioral finance: investors, corporations, and markets* (Vol. 6). NY: John Wiley & Sons.

BUSC-6137 Financial Theory 3 (3+0)

This course provides a rigorous introduction to the fundamentals of modern financial analysis and applications to business challenges in valuation, risk analysis, corporate investment decisions, and basic security analysis and investment management. The four major sections of the course are: (A) an introduction to the financial system, the financial challenges firms and households face, and the principles of modern finance in tackling these challenges; (B) valuation of stocks, bonds, forwards, futures, and options; (C) methods for incorporating risk analysis into valuation models, including portfolio theory, mean-variance optimization, and the Capital Asset Pricing Model; and (D) applications to corporate financial decisions, including capital budgeting and real options. Scientific insights develop and change over time. Traditional views on financial markets are changing rapidly and many of the standard paradigms and theory are nowadays questioned. On the one hand because of recent developments like the recent financial crisis, on the other hand because of new theoretical and empirical developments in the academic literature.

Contents

1. Financial decisions of households and corporations, Objectives of corporate financial managers
2. Approaches to valuing financial and real assets
3. Opportunity of cost of capital, the role of financial markets
4. Unifying principles of finance, Present value (PV) and net present value (NPV)
5. Discount rates and the time value of money, Mechanics of NPV calculations, Compound interest
6. Annuity and perpetuity formulas, Real vs. nominal cash flows
7. Valuation: Fixed-income markets, Term structure of interest rates
8. Market conventions, Properties of bond prices, Measuring and hedging interest rate risk,
9. Inflation risk, credit risk, Discounted cash flow (DCF) model, Earnings per share (EPS),
10. Price-to-earnings ratio (P/E), discount rates, Definitions of forwards and futures,
11. Arbitrage pricing relations, using forwards and futures to hedge
12. Basic properties of options, Valuation of options, Binomial and Black-Scholes pricing models
13. Risk and Return, Historical asset returns, Risk/reward trade-off, Measures of risk
14. Risk and investment horizon, Diversification, systematic and idiosyncratic risk,
15. Portfolio optimization, Efficient risk/return trade-offs
16. The CAPM and linear risk/return trade-offs Applications of the CAPM
17. Empirical evidence and extensions of the CAPM
18. Corporate Finance: Capital budgeting criteria, NPV rule, cash flow calculations, discount rates,
19. Project interactions, Real options,
20. Case discussion: Acid Rain, Origins of the efficient markets hypothesis (EMH)
21. Implications and empirical tests of the EMH, Recent developments

Recommended Texts

1. Brealey, R., Myers, S., & Allen, F. (2017). *Principles of Corporate Finance* (11th ed). New York: McGraw-Hill.

Suggested Readings

1. Gitman, L. J., & Zutter, C. J. (2012). *Principles of managerial finance* (14th ed.). England: Pearson Education Limited.

BUSC-6138 Financial Engineering 3 (3+0)

This course offers an analysis of advanced derivative pricing models. It aims at reviewing the main models and modeling techniques used in practical applications, understanding their applicability and limitations, and at building an integrated framework allowing students to: 1) decide what stochastic factors (e.g., volatility, jumps, one or more interest rate factors, default intensities) should be incorporated in a reasonable pricing model for a given derivative; 2) formulate a consistent model incorporating the chosen factors; 3) calibrate the model using market data; 4) price the derivative and identify a hedging strategy. To allow sufficient flexibility in the choice of the pricing model, the class will not place any special emphasis on closed-form valuation formulas, relying instead on the full generality afforded by the martingale approach to asset pricing as numerically implemented by Monte-Carlo simulation. Students will be asked to implement and calibrate the models introduced in the class using software of their choice: Mathematica or Matlab, in conjunction with Crystal Ball (an Excel add-in for Monte Carlo simulation), are strongly recommended.

Contents

1. Introduction to Stochastic Calculus Martingales. Brownian motions.
2. The Fundamental Theorem of Asset Pricing Arbitrage
3. Martingale Pricing and Monte Carlo Simulation: The martingale approach to derivative pricing..
4. Introduction to Equity Derivatives
5. Modeling Volatility Local volatility models
6. Modeling Jumps
7. Advanced Topics in Equity Derivatives Volatility derivatives.
8. Introduction to Fixed Income Derivatives Basic instruments (swaps, caps and floors, swap options).
9. Modeling Spot Rates One-factor models
10. Modeling Forward Rates Modeling forward rates
11. Introduction to Credit Derivatives

Recommended Texts

1. Hull, J. C. (2017). *Options, Futures, and Other Derivatives* (10th ed). London: Prentice Hall.

Suggested Readings

1. Paul G. (2003). *Monte Carlo Methods in Financial Engineering* (1st ed). Van Nostrand Reinhold: Springer
2. Riccardo, R. (2004). *Volatility and Correlation* (2nd ed). UK: Wiley Publishers.

BUSC-6139 Cases in Corporate Finance 3 (3+0)

This course is designed to introduce the students to the importance and functions of financial management in the overall business/ corporate environment. Concept of time value of money, discounted cash flow techniques, investment appraisal / capital budgeting techniques and concept of cost of capital along with determination of the cost of capital under various arrangement is part of course. Dividend policy is very effective tool used by financial managers so it has been made a part of course. Students will also be introduced with concept international financial management The course is designed in such a way as to encourage students to participate in the class assignments and case studies. This is totally an interactive course and it will require a full participation from students. Its goal is to bring financial management decisions from the business world to the classroom, through the case method approach, by helping students develop decision-making skills in unstructured, uncertain, and complex (i.e., realistic) situations. The assigned cases cover a broad range of financial analysis with an emphasis on strategic valuations (mergers, acquisitions, and restructurings) and corporate financial strategy.

Contents

1. capital budgeting techniques –NPV, ARR, IRR. PBP.
2. case study – sales strategy
3. case study – Daewoo company.
4. capital budgeting when life of project is different
5. case study – rapid fire batteries
6. case study – Disney land
7. capital structure theories and patterns
8. cost of capital
9. case study – Marriott corporation
10. case study - marginal WACC
11. merger and acquisitions
12. case study- CSX and Conrail merger
13. dividend theories policies and patterns
14. case study- fuzzy tronics
15. case study: cash budgeting
16. case study- Islamic finance

Recommended Texts

1. Gitman, L. J., & Zutter, C. J. (2012). *Principles of managerial finance* (14th ed.). England: Pearson Education Limited.

Suggested Readings

1. Ross, S., Westerfield, R., & Jaffe, J. (2012). *Corporate Finance* (10th ed.). New York: McGraw-Hill Education.
2. Brealey, R., Myers, S., & Allen, F. (2017). *Principles of Corporate Finance* (11th ed.). New York: McGraw-Hill.

BUSC-6140 Financial Risk Management 3 (3+0)

This course will focus on variety of risks faced by financial managers and the tools available for managing these risks. Particularly, we shall focus on credit risk, interest rate and liquidity risks, market risk, foreign exchange risk, and country risk. We shall learn about the tools and techniques available for managing these risks such as future contracts, option contracts, swaps, value-at-risk (VaR) and other standard risk-hedging techniques, and methods of measuring volatility. Students attending this course are expected to have studied basic courses of investment and portfolio management and have good understanding of asset pricing models. It further focuses on the ways in which businesses and society assess, control, and transfer risk. This process, known as the risk management process, is becoming an increasingly important tool in the management of business and personal financial health. An effective and efficient corporate risk management program leads to knowledge and control of costs and an improved bottom line. The risk management process involves identification of risks and associated potential costs, analysis of the causes of risk of financial loss, determination of various strategies to treat risk, selection of strategies appropriates to the goals and objectives of the business, implementation of the selected strategies, management and monitoring of results.

Contents

1. Introduction to Financial Risk Management,
2. Motivation for risk management, Why risk management?
3. Measuring risk for a single asset and for a portfolio of assets
4. Financial Engineering & Hedging
5. Forwards, pricing of forward contracts under assumptions of dividends,
6. carrying costs, Futures, settlement mechanism, clearing house concept
7. hedging with futures and forwards, Basics of option valuations
8. valuation options using Black-Scholes Model
9. Measuring volatility and Correlations
10. Conditional and unconditional volatility,
11. Weighted and unweighted conditional volatility,
12. EWMA and CARCH (1,1) approaches to volatility, Estimating covariance
13. Market Risk: Value at Risk (VaR) measurement,
14. Historical and Monte Carlo Simulation approaches, Back-testing, Stress-testing,
15. Capital charge for market risk under Basel rules
16. Credit Risk: Credit analysis Capital charge for credit risk under Basel rules.
17. Calculating default probabilities with actuarial and market prices-based methods,
18. Measuring loss given defaults with actuarial methods, Credit Derivatives
19. Operational Risk

Recommended Texts

1. Hull, J. C. *Risk Management and Financial Institutions (RMFI*) (5th ed.). NJ: Prentice-Hall.

Suggested Readings

1. Hull, J. C. (2006). *Options, Futures, and Other Derivatives* (6th ed.). NJ: Prentice-Hall.

BUSC-6141 Advanced Financial Analysis 3 (3+0)

This course on financial statement analysis provides students with a fundamental understanding of how to interpret accounting data presented in financial statements issued by corporations. The course introduces and analyses the relationship between business activities (planning, financing, investing and operating) and financial statements. It demonstrates popular tools and techniques in analyzing and interpreting financial statements with an emphasis on the need of users of financial statements. The course aims to provide students with relevant theories, methods and models for valuing companies and their securities, primarily equity (common stock). The course deals with the analysis of financial statement information and the use of this information for business strategy analysis, performance evaluation and investment decisions. Accounting and discounted cash flow approaches to valuation are discussed as are forecasting of dividends, earnings, cash flows and pro forma analyses. It examines the principles of financial statement analysis (reported using both IFRS and US GAAP). It provides participants with a framework to understand how the value that businesses generate are captured in financial statements and how to link these to a company's share price

Contents

1. Introduction
2. Introduction to Financial Statements and Other Financial Reporting Topics
3. Balance sheet
4. Income statement
5. Basics of Analysis
6. Liquidity of Short Term Assets
7. Long Term Debt Paying Ability
8. Profitability Analysis
9. For the Investor
10. Statement of cash flows and its Ratios
11. Special Industries Ratios

Recommended Texts

1. Gibson, H.C. (2013). *Financial Reporting & Analysis* (13th ed.). Thomason: South-Western College Publishing.

Suggested Readings

1 Easton. (2014). *Financial statement analysis and valuation* (4th ed.). Cambridge: Cambridge Business publishers.

BUSC-6142 Issues in Financial Reporting (3+0)

The course aims to enhance students' understanding of contemporary issues in financial accounting and regulation, looking at some of the major contexts, such as business entities, key economic and political institutions, and society, in which financial reporting plays a quintessential role. Throughout the course, taken-for-granted "wisdoms" will be critically evaluated and challenged. As future accountants, managers, directors, regulators or in any other role that is affected by the universal presence of accounting, students will need to negotiate and manage change. This course encourages and prepares them to acquire such skills through critical evaluation, skepticism, and informed debate of cutting-edge financial accounting and reporting issues. The objective of this course is to apply knowledge, skills and exercise professional judgment in the application and evaluation of financial reporting principles and practices in the range of business contexts and complex situations. further, Discuss, debate and defend a variety of topics in emerging areas of accounting and their relevance to business financial decisions including the ethical and global perspectives.

Contents

1. Financial Instruments- Shareholder's Equity
2. Financial Instrument- Financial Liabilities
3. Financial Instrument- Financial Liabilities
4. Financial Instrument- Disclosure and other issues
5. Leases – Accounting by lessee & lessor
6. Agriculture Assets
7. Earnings Per Share
8. The Effects of Changes in Foreign Exchange Rates
9. Changes in Accounting policies and fundamental errors
10. Interim financial statements, disposal of assets and sundry
11. Company Taxation
12. Contemporary issues in accounting

Recommended Texts

1. International Financial Reporting Standards (IFRS)

Suggested Readings

1. Kieso, D. E., Weygandt, J. J., & Warfield, T. D. (2016). *Intermediate Accounting* (16th ed). UK: Wiley Publishers.

BUSC-6143 Advance Portfolio Management 3 (3+0)

Advanced portfolio management provides an insight related to the functionality of financial markets. This course will provide an understanding about investment and helps the learners to seek the opportunities in different portfolios specifically in context of the economy of Pakistan. However, it will also help in making wise investment decisions in the changing market environment; recognizing where investment problems arise and knowing how to deal with them. This course is an elective course that focuses on the theory and practice of modern portfolio management. In addition to providing in-depth discussions of portfolio construction, monitoring and evaluation, it will allow students to gain hands-on experience through case study and portfolio simulation. Major topics will include asset pricing models, equity and bond portfolio management, performance evaluation and new developments in professional asset management. This course applies portfolio theory to understand and evaluate these products and strategies in the context of the empirical evidence about return patterns across assets (i.e., the factors such as value/growth, momentum, and carry that drive returns) in multiple markets/asset classes (e.g., US and international equities and bonds, currencies, and commodities).

Contents

1. Investment and its Perspective
2. Investment Companies and Fund Management
3. Trade of Securities and Types of Orders
4. Return Calculation
5. Theories of Portfolio and Portfolio Selection
6. Asset Pricing Models
7. Stock and Bonds Analysis and Strategy
8. Market and Market Efficiency
9. Index Calculation

Recommended Texts

1. Jones, C. P., & Jensen, G. R. (2016). *Investments: Analysis and management* (13th ed.). UK: John Wiley & Sons.

Suggested Readings

1. Reilly, F. K., & Brown, K. C. (2012). *Investment Analysis and Portfolio Management* (10th ed.). Cengage Learning. Pearson.
2. Bodie, Z., Kane, A., & Marcus, A. (2018). *Investments* (11th ed.). NY: McGraw-Hill Education.

BUSC-6144 **SME Finance** **3 (3+0)**

In this course, participants get introduced to the role of small and medium enterprises in economic development and bank financing for these enterprises. They will also get trained on how to recognize the risks associated with lending such enterprises, assess and mitigate them. The principal objective of this course is to impart knowledge and expertise in the field of SME financing. It enables the student to understand the global perspective and growth opportunities in the SME sector; popular business models and challenges faced by SMEs in Pakistan. The course will also cover the strategies to promote SME financing and development. This course provides students with insight on key aspects and challenges of small and medium sized enterprises (SMEs). Students will gain knowledge of systems and techniques to manage and strategically position SMEs in the national and international context. Furthermore, this course will focus on the uniqueness of the managerial process, control and accountability issues of SMEs.

Contents

1. Basic Concepts of Small and Medium Enterprises
2. Characteristics of small and medium enterprises
3. The strategic importance of small and medium enterprises
4. Challenges facing small and medium enterprises
5. The basic requirements of financing SME
6. Requirements of Financing Small and Medium Enterprises
7. How to communicate and deal effectively with the borrowers
8. The general rules of financing small and medium enterprises
9. The general framework of credit analyses
10. The credit worthiness and determining financing gaps
11. The elements of the credit study
12. Loan cycle, Mechanisms of Financing Small and Medium Enterprises,
13. Design and implement the full loan cycle
14. The executive mechanisms of loan cycle,
15. Role of risks and management information systems in the loan cycle, Identify and measure profits
16. The difference between corporate and small and medium enterprises
17. The different financing tools for small and medium enterprises
18. Risks of Financing Small and Medium Enterprises
19. Types of banking risks, the factors that affect the increase in credit risks
20. The method of credit risk management
21. Analysis of small and medium enterprises risks
22. Loan portfolio risk management for small enterprises
23. Reading management information systems reports (MIS reports)
24. Impact of risks on portfolio profits

Recommended Texts

1 Munro, M. (2013). *A Guide to SME Financing*. Cham: Palgrave Macmillan.

Suggested Readings

1 Yoshino, N., & Taghizadeh-Hesary, F. (2019). *Unlocking SME Finance in Asia: Roles of Credit Rating and Credit Guarantee Schemes*. New York: Routledge.

BUSC-6150 Intermediate Accounting 3 (3+0)

This intermediate financial accounting course emphasizes the critical concepts of assets, liabilities and shareholders' equity. This course is designed to provide the students with the opportunity to identify, interpret and apply current accounting standards in the areas of: investments, capital and intangible assets; current and long-term liabilities, and Shareholders' Equity. Upon successful completion of this course the student will have reliably demonstrated the ability to: Calculate and record detailed transactions relating to investments, capital and intangible assets: differentiate between and use various techniques of reporting for current and long term liabilities and contingencies: account for the various components of Shareholders' Equity: Prepare financial statement notes to meet disclosure requirements: Identify and differentiate between requirements under Generally Accepted Accounting Principles (GAAP) for Private Enterprise and International Financial Reporting Standards (IFRS) for all elements of the financial statements under study. It focuses on the conceptual framework underlying financial reporting by business enterprises, the processes by which authoritative accounting guidelines are promulgated, the preparation, presentation, interpretation and use of financial statements.

Contents

1. Capital assets,
2. Intangible assets and goodwill
3. Evaluation at acquisition
4. Disposal, exchange, post-acquisition expenditures
5. Depreciation and impairment
6. Alternative methods, impairment testing,
7. Capital assets held for sale
8. Investments: classification,
9. Cost, fair value and equity methods
10. Liabilities: current liabilities - known and estimated,
11. Contingencies, bonds - pricing
12. effective interest and straight-line methods of discount/premium amortization, retirement,
13. Foreign currency denominated debt
14. Shareholders' Equity
15. Inventories: Measurement
16. Foreign currency denominated debt
17. Disclosure note requirement for above areas

Recommended Texts

1. Kieso, D. E., Weygandt, J. J., & Warfield, T. D. (2016). *Intermediate Accounting* (16th ed.). UK: Wiley Publishers.

BUSC-6151 Advanced Financial Accounting (3+0)

This course covers advanced financial reporting issues and accounting methods for company accounting. It introduces different types of inter-entity relationships and related accounting issues and accounting treatments. Students will learn how to prepare, read, analyze and evaluate the consolidated financial statements based on the guidelines provided under the relevant Accounting Standards. This course in Advanced Accounting will emphasize the following accounting topics: recording and reporting of intercorporate investments and business combinations, consolidation of subsidiaries, foreign currency transactions, foreign operations reporting, and financial reporting in the not-for-profit sector. Standard setting will be discussed relating to IFRS and ASPE. Professional judgment and the ability to apply conceptual principles and accounting policies will be developed and enhanced so that students may embark on a successful career in the accounting profession. This course is intended to further develop understanding of fundamental concepts and principles underlying financial reporting, to assist you in comprehending and applying complex accounting principles and concepts, to further develop your skills in preparation and use of accounting information, and to develop your basic skills in applied accounting research. After completion of the course, you should possess a working knowledge of consolidated financial statements prepared in accordance with current accounting standards, and the ability to solve advanced financial accounting problems

Contents

1. Conceptual and Case Analysis Framework for Financial Reporting
2. Investments in Equity Securities
3. Business Combinations
4. Consolidation of Non-Wholly Owned Subsidiaries
5. Consolidation Subsequent to Acquisition Date
6. Intercompany Inventory and Land Profits
7. Intercompany Profits in Depreciable Assets
8. Intercompany Bondholding
9. Consolidated Cash Flows and Changes in Ownership
10. Other Consolidation Reporting Issues
11. Foreign-currency Transactions
12. Translation and Consolidation of Foreign Operations
13. Accounting for Not-for-Profit and Public Sector Organizations

Recommended Texts

1. Meigs, M., Williams, J. R.,Haka, S., Bettner, M., & Carcello J.V. (2010). *Financial and* Managerial Accounting (15th ed.). New York: McGraw-Hill Publishing Co.

Suggested Readings

1. Hilton, M. W., & Herauf, D. (2016). *Modern Advanced Accounting in Canada* (8th ed.). Ryerson: McGraw-Hill

BUSC-6152 Advance Auditing 3 (3+0)

In this course, you'll tackle internal control and auditing issues including the organization, equipment, and applications controls; statistical sampling issues; and audit issues relating to certain operating cycles. You'll learn the important role and reasons behind public company financial statement audits and gain insight into the audit firm's process for accepting an audit client and performing the audit. Advanced Auditing aims to build on students' principles level understanding by delving deeper into its key assurance/audit dynamics, critically analyzing auditing practices, and understanding the role of assurance in enhancing governance of businesses and managing their risks. The course revisits the stages (acceptance, planning, managing through to conclusion) of the audit process with an emphasis on case-lets. The course introduces a conceptual regulatory framework by elucidating key legal, professional and social/ethical concerns and then discusses how pre-audit and planning phases must comply with cautious quality and independence concerns on part of the assurance provider. This pursuit is governed by a set of professional procedures which the course highlights. Students shall apply learned International Auditing Standards (ISAs) and International Accounting Standards (IASs) under an IFRS (International Financial Reporting) framework to business scenarios, thereby invoking specialist knowledge gained from auditing and financial reporting courses.

Contents

1 Preliminary engagement activities
2 Planning
3 Materiality
4 Audit risk
5 Cycle - Revenue and Receipts
6 Reporting, fraud and related parties (week 6) possibly a short theory question.
7 Reporting, fraud and related parties
8 Computers generally and computer auditing – everything covered in the notes
9 Cycle - Payroll and Personnel / Advanced Computer Systems (see Note 5 below)
10 Cycle –Acquisitions and Payments (see Note 4 below)
11 APAct and Disciplinary rules (week 11) possibly a short theory question.
12 APAct and Disciplinary rules
13 Companies Act
14 Cycle – Finance and investment cycle Everything to date including: Corporate governance Cycle – Inventory and production Reliance on other Parties / Subsequent Events

Recommended Texts

1. Afzal, S., & Ishtaiq, M. N. (2012). *Principles of Auditing.* Lahore: Azeem Academy.

Suggested Readings

1. Latest ISA

BUSC-6153 Accounting for Islamic Banking Institutions 3 (3+0)

This course introduces students with contemporary accounting practices of accounting for Islamic financial institutions (Islamic banks and takaful companies). This course emphasizes the need of appropriate accounting framework and acceptable accounting practices to support the sustainable growth of Islamic finance industry. Students will learn the accounting treatment of products of Islamic finance like Murabaha, mudaraba, musharka, salam etc. under IFRS and AAOIFI frameworks. Students will also learn assessing the performance of Islamic banks and takaful companies. The objectives of the course are to develop an understanding of: contemporary accounting practices of accounting for Islamic Financial Institutions; accounting treatment of products of Islamic Finance under IFRS and AAOIFI frameworks; accounting for Zakat; preparation and interpretation of financial statements of IBs; and Importance of ethical accounting practices. On completion of this course, students should be able to: Explain Contemporary accounting practices of accounting for Islamic Financial Institutions; Apply appropriate accounting treatment to products of Islamic Finance under IFRS and AAOIFI frameworks; Account for Zakat for businesses and individuals; Prepare and interpret financial statements of IBs; and Appreciate importance of ethical accounting practices.

Contents

1. Introduction to Accounting for Islamic Banks
2. Alternative financial reporting framework – AAOIFI
3. General presentation of financial statements of Islamic banks
4. Deferred Payment Sale and Murabaha transactions
5. Mudaraba financing
6. Musharaka financing
7. Equity and investment account holder
8. Salam and parallel salam
9. Ijarah and Ijarah Muntahia Bittamleek
10. Istisna'a and Parallel Istisna'a
11. Provisions and reserves in Islamic banks
12. Zakat accounting, Foreign transactions and window operations
13. Disclosure of transfer of assets and segment reporting
14. Investment accounts
15. Financial statements of Takaful Companies and Investment Banks
16. Reading and analyzing financial statements of Islamic banks
17. Ethics

Recommended Texts

1. AAOIFI framework and accounting standards IFRS framework and accounting standards.

Suggested Readings

1.Meigs, M., Williams, J. R.,Haka, S., Bettner, M., & Carcello J.V. (2010). *Financial and Managerial Accounting* (15th ed.). New York: McGraw-Hill Publishing Co.

BUSC- 6154 Forensic Accounting 3 (3+0)

This course is intended to help students understand the role of the Forensic Accountant. Upon completion of this course the students will learn special skills in accounting, auditing, fraud examination, finance, quantitative methods, certain areas of the law, research, and investigative skills to collect, analyze, and evaluate evidential matter and to interpret and communicate findings. Finance, accounting and quantitative skills will be addressed since they are especially important to Forensic Accountants who calculate damages and prepare reports. This subject disseminates the skills in accounting, auditing, and investigation in the fraud cases, preparation of evidences, reports, affidavits, giving oral evidence and sup- port in courts, arbitration, medication as well as fraud detection and prevention. The Forensic Accountants are specialist in conduct of inquiries, research, law, quantitative techniques Financial auditing, accounting and legal agreements. Upon completion of this course, students will learn responsibilities of management and auditors, red flags of financial statement fraud, and audit procedures to detect fraud.

Contents

1. Forensic Accounting and Traditional Auditing Comparison and Contract
2. Role of Forensic Accountant
3. Fraud: An Introduction
4. Accountant's Responsibilities
5. Fraud Detection
6. Forensic Accounting Investigation
7. Teaming with Forensic Accounting Investigator
8. Analyzing Financial Statement
9. Data Mining: Computer-Aided Forensic Ac-Counting Investigation Techniques
10. Evidence Created by The Forensic Accountant
11. Report of Investigation
12. Working with Attorney
13. Forensic Accountant as an Expert Witness
14. General Criteria and Standard for Evaluating and Expert's Qualifications
15. Other Dimensions of Forensic Accounting
16. Looking Forward: The Future of Forensic Ac-Counting

Recommended Texts

1. Stone, H., & Sheetz, M. (2012). *Forensic Accounting & Fraud Investigation* (3rd ed). UK: Wiley.

BUSC-6155 Advanced Management Accounting 3 (3+0)

In this course, students explore the integrative and interdisciplinary role of management accounting and its contribution to the strategic management process. Students discuss the provision of quantitative and non-quantitative information for planning, control, and decision making. Topics include costing systems; allocating costs and revenues including support service costs, fixed costs, joint product costs, bundled product revenues, and customer profitability; management information systems; the importance of budgeting; the importance of variance analysis; capital budgeting and investment decision making; quality issues and supply chain strategies; transfer pricing; performance measurement; compensation issues; and strategic processes and balanced scorecards. The objective of this course is to enable the students to develop: a sound analytical and critical abilities: a detailed knowledge of the principles and practice of cost accumulation systems: a comprehensive understanding of the role of accounting information in planning and control: a comprehensive understanding of the role of accounting information in decision-making and performance evaluation.: an awareness of current development and newly evolving practices in management accounting (including an ability to apply these practices.

Contents

1. Cost accumulation systems
2. Job costing and process costing
3. Budgetary control , Standard costing and variance analysis
4. Planning and operational variances
5. Non-financial measures of performance
6. Information for decision making, Decision making under conditions of risk and uncertainty
7. Cost estimation techniques, Cost-volume profit analysis
8. Accounting information for pricing decisions, Target costing, Information for planning and control
9. Performance evaluation
10. Activity based cost management
11. Current developments in management accounting
12. Cost of quality management
13. Strategic management accounting
14. Benchmarking

Recommended Texts

1. Kaplan, R., Anthony, A., & Atkinson, A. A. (1998). *Advanced Management Accounting* (3rd ed.). Upper Saddle River, NJ: Prentice Hall

Suggested Readings

1. Duro, C. (2018). *Management and Cost Accounting* (10th ed.). Boston: Cengage Publisher.

BUSC- 6156 **Seminar in Accounting** **(3+0)**

This course provides an introduction into research in accounting. The primary objective of this seminar is to expose students to ongoing and emerging accounting issues and to acquaint them with various research methodologies used in empirical accounting research. This seminar provides a broad overview of contemporary analytical research in accounting. Emphasis is placed on competing theories of the role accounting in organizations and society, as well as the issues and problems surrounding the implementation of accounting techniques in practice. The scope of the course is broad to cover, in considerable detail, the accounting concepts, policies, and practices for most types of economic transactions of businesses. The material is organized by groups of transactions primarily affecting assets vs. liabilities vs. equities. The purpose is to describe how accounting for these transactions is usually done, or in some cases what are options in prevailing practice, and to give adequate preparation to accountants for treatment of most of the corporate sector transactions.

Contents

1. Introduction
2. Introduction to Professional Research
3. Critical Thinking and Effective Writing Skills for the Professional Accountant
4. The Environment of Accounting Research
5. Financial Accounting Research Tools
6. The Environment of International Research
7. Other Research Databases and Tools
8. Tax Research For Compliance and Tax Planning
9. Assurance Services and Auditing Research
10. Refining the Research Process
11. Fraud Investigative Techniques

Recommended Texts

1. Thomas, R. W., Thomas, C. P., Natalie T. C. (2017). *Accounting & Auditing Research Tools & Strategies* (9th ed.). London: Wiley.

Suggested Readings

1. Meigs, M., Williams, J. R.,Haka, S., Bettner, M., & Carcello J. V. (2010). *Financial and Managerial Accounting* (15th ed.). New York: McGraw-Hill Publishing Co.

BUSC-6157 Accounting Information System 3 (3+0)

This course is designed to present an understanding of accounting information systems and their role in the accounting environment. Particular attention is paid to transaction cycles and internal control structure. Topics to be covered include the software development life cycle, contemporary technology and applications, control concepts and procedures, auditing of information systems, internets, intranets, electronic commerce, and the role of information systems in a business enterprise. This course will cover accounting information systems—both computerized and non-computerized—with particular emphasis on internal controls. This course focuses on the use of information systems in the accounting process with an emphasis on computer systems and internal controls. This course provides students with analytical tools necessary to evaluate users' accounting information needs, and to design, implement, and maintain an accounting information system to support business processes and cycles. Among the topics covered are: the components of a contemporary accounting information system (AIS); security and internal controls, particularly within Internet and e-commerce environments; traditional flowcharting and data-flow diagrams; computer networks; theory and application of relational databases; and relational database management systems (RDBMS).

Contents

1. Accounting information systems: an overview
2. Introduction to business processes/transaction cycles
3. Systems documentation techniques
4. Database concepts/Relational Databases
5. Computer Fraud and Abuse Techniques
6. Control and accounting information systems
7. Controls for Information security
8. Confidentiality and privacy controls
9. Auditing computer-based information systems
10. The revenue cycle: sales to cash collections
11. The expenditure cycle: purchasing to cash disbursements
12. Use of big data, data analytics and cloud solutions in accounting profession (Guest Speaker)
13. Introduction to Systems Development and Systems Analysis
14. AIS Development Strategies
15. Systems Design, Implementation, and Operation
16. Presentations and Revision

Recommended Texts

1. Romney, M. B., & Steinbart, P. J. (2018). *Accounting Information Systems* (4th ed.). India: Pearson.

Suggested Readings

1. Simkin, M. G., Rose, J. M., and Norman, C. S. (2012). *Core Concepts of Accounting Information Systems* (12th ed.). John Wiley & Sons, Inc.

BUSC-6158 Computerized Accounting 3 (3+0)

Computerized accounting is an important and essential course that introduces students to the integrated computerized accounting system. Students participating in this computerized accounting programs will learn essential computer, accounting, and professional skills. They will gain in-depth knowledge of the accounting software applications, word processing, and spreadsheet. Upon completion, students will be able to establish company records: ‣ maintain daily transactions using the general ledger, accounts payable, accounts receivable, inventory, account reconciliation and payroll and create financial statements. Analyze the differences and similarities of manual and computerized accounting systems. Convert a manual accounting system to a computerized accounting system. Evaluate and select appropriate accounting software based on basic elements. Use, compare, and evaluate several accounting software packages. Show you a wide variety of techniques for using Accounting Software's to make models of business processes. Let's to practice these techniques in a series of problems that are each designed to illustrate use of a specific technique.

Contents

1. Introduction about Computerized Accounting, Definition of Accounting,
2. Uses of Accounting and Main Accounting Heads
3. Introduction about Peachtree Accounting Software or QuickBooks
4. Overview of Software, Implementation in Different fields, Importance & Uses of Software
5. Enter Company Information, Selection of Business Type
6. Accounting Method, Posting Method and Accounting Periods, Maintain Chart of Accounts Types
7. Definition of Account Types, Active or Inactive an Account, Budgeting,
8. Opening Balances of Accounts, Date of Balance,
9. Making Journal Entries: Entering Journal Entry, Set a Date,
10. Reverse a Transaction and Opening an Existing Entry, Maintain Customers Account.
11. Receiving Purchase Order: Selection of Vendor, Current Date, Invoice No. Apply to Purchases.
12. Entering Received Entry, Selecting Vendor, Checking the Payment and Receiving Account
13. Purchase Return: Selection of Vendor, Selecting Item, Enter the Credit No
14. Entering Adjusting Quantity and Reason, Payment Method: Maintain Sales Tax Code & Authority
15. Rate of Tax, Account of Tax and Tax Code, Maintain Sales Order: Selection of Customer.
16. Receiving Sales Order: Selecting Customer, Sales Invoicing
17. Receipts, apply to Revenue and Selecting Account, Sales Return, Selection of Customer
18. Selecting Item, Enter the Credit No Entering Adjusting Quantity and Reason.
19. Receipts Method, Checking Reports on Different Accounts, Reports on chart of Account,
20. Reports on Journal, Reports on Ledger, Reports on Trial Balance
21. Reports on Income Statement, Reports on Financial Statements
22. Reports on Inventory, Other Relevant Reports

Recommended Texts:

1. QuickBooks, Peach Tree

Suggested Readings

1. Meigs, M., Williams, J. R.,Haka, S., Bettner, M., & Carcello J.V. (2010). *Financial and Managerial Accounting* (15th ed.). New York: McGraw-Hill Publishing Co.

MBA

MASTERS IN BUSINESS ADMINISTRATION

BUSM-7102 Advanced Organizational Behavior 3(3+0)

The main objective of this course is to provide better understanding of organizations. It will help students to behave well in their respective organizations. It provides better understanding of their values norms and their culture. 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.

Contents

1. Perception
2. Personality and emotions
3. Values
4. Attitude
5. Impact of personality
6. Motivation
7. Groups and teams
8. Communication Power and politics Conflict
9. Decision making
10. Creativity
11. Ethics
12. Organizational structure and change

Recommended Texts

1. Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior*. NY: Pearson education limited.
2. Robbins, S. P., Coulter, M., & Langton, N. (2007). *Fundamentals of Management*. (5th ed.). NJ: Pearson Prentice Hall.

Suggested Readings

1. Davis, K., & Newstrom, J. W. (1981). *Human Behavior at Work: Organizational Behavior*. New York: McGraw-Hill.
2. Newstrom, J. W., Davis, K., & Pierce, J. L. (1993). *Organizational behavior: Human behavior at work*. New York: McGraw-Hill.

BUSM-7103 **Advanced Research Methods** **3(3+0)**

The course addresses a wide range of business research methods including various methods of data collection and analysis. The learning focus for this unit is on developing business research skills and defining a business research question. 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. Research in areas of business has grown, and continues to grow very rapidly. The ability not only to structure one's own investigations, but also to evaluate and critique the work of others, is of great importance. The course will therefore also provide a forum in which students can actively develop their critical skills.

Contents

1. Introduction of Course
2. Objective of learning advanced course in research methods
3. Concepts related to population and sampling
4. Types of Data and Basis Statistical Tools
5. Concepts of Distributions.
6. Basics of Hypothesis Testing,
7. Questionnaire Development/coding and Primary Data Analysis
8. Reliability and validity and complex models (Software)
9. Report Writing and References (End Note Software)
10. Project Presentation
11. Project Presentation

Recommended Texts

1. Krishnaswamy, K. N. (2016). *Management Research Methodology: Integration of Principles, Medthods and Techniques*. India: Pearson Education

Suggested Readings

1 Burns, Robert B. (2000). *Introduction to Research Methods*: N. Delhi: Sage Publications

BUSM-7104 **Project Management** **3(3+0)**

The basic purpose of teaching this subject is to give awareness of project, how much a project is important? What is project management? How we can manage different elements of projects? It provides all awareness of project and its life cycle. This course guides students through fundamental project management concepts and behavioral skills needed to success-fully launch, lead, and realize benefits from projects in profit and nonprofit organizations. Successful project managers skillfully manage their resources, schedules, risks, and scope to produce a desired outcome. In this course, students are required to explore project management with a practical, hands-on approach through case studies and class exercises. A key and often overlooked challenge for project managers is the ability to manage without influence—to gain the support of stakeholders and access to resources not directly under their control. Special attention is given to critical success factors required to overcome resistance to change.

Contents

1. The Project Initiation Stage
2. Determining Project Goals
3. Determine Project Constraints; Presenting the Business Case;
4. Completing the Project Definition Document, The Project Planning Stage
5. The Planning Stage: Determine the Scope of Work; Creating the Work Breakdown Structure WBS
6. Unique WBS Identifiers; Determine Deliverable-Specific Task List
7. Define Task Descriptions
8. Planning the Time Element: Time Estimates;
9. The Project Schedule: Project Schedule Charts Updating Project Assumption & Time Constraints
10. Assigning Resources and Responsibility
11. Planning the Cost Element: Resource Identification, Cost Estimation Methods,
12. Administrative Costs, Buffer Costs
13. Procurement Plan: Human Resource Management Plan,
14. Project Cost Constraints and Assumptions
15. Planning
16. Team Selection: Team Communication, what is Conflict Resolution?
17. Motivating Teams; Coaching Teams
18. Motivation: Implementing the Project Plan: Implementing the Project Plan;
19. The Closing Stage; Acceptance of Deliverables; Releasing Resources; Acceptance of Contracts; Disassembling Project Team Members; Project Documentation

Recommended Texts

1. King, W. R., & Cleland, D. I. (1988). *Project Management Handbook*. Van Nostrand Reinhold: Springer

Suggested Readings

1. Burke, R. (2013). *Project Management: Planning and Control Techniques*: New Jersey, *USA*.
2. Munns, A. K., & Bjeirmi, B. F. (1996). The role of project management in achieving project success. *International Journal of Project Management*, *14*(2), 81-87.

BUSM-7105 Supply Chain Management 3(3+0)

A supply chain is comprised of all the parties involved in fulfilling a customer request. The integrated management of this network is a critical determinant of success in today's competitive environment. Companies like Nokia, Toyota, Dell, Procter & Gamble, and a relatively new comer like Tata Motors are proof that excellence in supply chain management is a must for financial strength and industry leadership. With increasing competition around the globe, supply chain management is both a challenge and an opportunity for companies. Hence a strong understanding of supply chain management concepts and the ability to recommend improvements should be in the toolbox of all managers. The objective of this course is to introduce you to the key concepts and techniques that will allow you to analyze, manage and improve supply chain processes for different industries and markets. At completion of this course, you will have the skills to assess supply chain performance and make recommendations to increase supply chain competitiveness.

Contents

1. Understanding the supply chain
2. Supply chain performance: achieving strategic fit and scope
3. Supply chain drivers and metrics
4. Designing distribution network and application to online sales
5. Network design in the supply chain
6. Planning supply and demand in a supply chain
7. Coordination in a supply chain
8. Managing economies of scale in supply chain
9. Cycle inventory managing uncertainty in a supply chain
10. Safety inventory
11. Transportation in a supply chain
12. Pricing and revenue management distribution in a supply chain
13. Sustainability in a supply chain

Recommended Texts

1. Chopra, S., Meindl, P., & Kalra, D. V. (2013). *Supply Chain Management: Strategy, Planning, and Operation* (Vol. 232). Boston: MA Pearson.

Suggested Readings

1. Buurman, J. (2002). *Supply Chain Logistics Management* (3rd ed.). New York: McGraw-Hill.

BUSM-7106 Strategic HR & Leadership 3(3+0)

This course introduces students to the key concepts and policies underlying international human resource management (HRM) in organizations. With the growth of 'knowledge work' and what some see as a 'knowledge economy', human resources have increased in importance for the firm, and therefore appropriate strategies for managing these resources have become critical to competition between companies. As firms internationalize and integrate their production and services across national borders, they find that they need to coordinate workforces that are accustomed to contrasting management styles and with skills and competences that have been differently constructed. The course examines knowledge work and more mobility within labor markets as firms internationalize and globalize their operations. This course will also examine the impact of labor markets and other factors on the changing nature of human resource management over recent years, focusing on the core HR issues that firms have to deal with in a globalizing economy.

Contents

1. Introduction of HRM
2. strategic HRM and difference between HRM & strategic HRM
3. key concepts and policies underlying international human resource management (HRM)
4. Impact of labor markets and other factors on the changing nature of HRM
5. Focusing on the core HR issues
6. HRM in multinational corporations
7. 'transfer' of HRM practices from one country setting to another
8. Relationship between leadership and the management of culture
9. Relationship between meaning and dysfunctional forms of leadership
10. Organizational politics and business ethics
11. Morality and sustainability
12. Management of diversity and difference.

Recommended Texts

1. Sheppeck, M. A., & Militello, J. (2000). Strategic HR configurations and organizational performance. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, *39*(1), 5-16.

Suggested Readings

1. Jamrog, J. J., & Overholt, M. H. (2004). Building a strategic HR function: Continuing the evolution. *Human Resource Planning*, *27*(1).

BUSM-7107 Seminar in Business Management 3(3+0)

This course is designed to present business management from the point of view of the practicing manager. It focuses on specific knowledge and skills that are required to understand strategy and the process by which it is developed in business organizations, and provides information on the situation and context in which strategy is formed and implemented. This course will integrate knowledge and skill development in the core courses of the MBA program, but that is not only its goal. Specific new information about activities and skills of general managers will be presented. Students are expected to combine knowledge from the basics with information presented here to develop sophisticated interpretations and analysis of actual problems and opportunities. Emphasis is on critical thinking, effective communication, ethical decision-making, and application of appropriate research methods. They are required to relate and discuss the potential functions and applications of various management processes in the areas of planning, organizing, staffing, directing, leading, and controlling.

Contents

1. Introductions and Course Overview
2. Doing Research for Knowledge and Development in business management
3. Identifying Viable Research Topics; what is a Contribution? Seminal, Contributions, Extensions
4. Replications; Developing and Stating, Research Questions; Establishing, Research Scope.
5. Empirical, Generalization, Business Management Module,
6. Business Organizational Structures and functions of Management
7. Types of Organizational Structure
8. A Functional Approach to Business Management, planning, Organizing,
9. Leading/Directing and Controlling/Monitoring
10. Management Information Systems, discussion topics
11. Entrepreneurial ventures and small businesses
12. strategic issues in entrepreneurial ventures and small businesses
13. Business module Customer Relationship Management (CRM),Customer Satisfaction,
14. Guerrilla Marketing
15. Green Marketing
16. Marketing Mix
17. Marketing Research
18. Six Sigma
19. Total Quality Management (TQM)

Suggested Readings

Reading materials contain a number of recently published articles and classic articles; as well as different types of cases which are selected from respected, practical oriented journals in the field of business & management.

BUSM-7109 **Industrial Relations** **3(3+0)**

This course offers you a multidisciplinary, theoretical and practical introduction to some key concepts, processes, practices and debates associated with employment relationships in Pakistan. In addition, we examine the organizational, institutional and market contexts that affect employment relations in any industrial society. By the end of the course, you should have an understanding of the key participants in any industrial relations system – workers, employers, trade unions, employer organizations and the state – and how they interact, sometimes cooperatively and sometimes in conflict. Adopting a robust and critical approach, our discussions will always seek to assess how this wider context affects the perennial concerns of managers and employees in their day-to-day activities in the workplace. Furthermore, this course is also oriented towards discussing questions that have an immediate resonance in current public debates about the workplace to increase your ability to engage knowledgably with these discussions as a manager, employee and/or citizen.

Contents

1. The Employment Relationship
2. Pre-industrial and Industrial Forms of Employment
3. The Common Law Contract of Employment
4. The Contemporary Labor Market
5. Unitarism and Theory in Industrial Relations
6. Conflict in Employment Relationships and The Floor of Rights
7. Trade Unions: Rationale and Development
8. Pluralism and Collective Bargaining
9. Labor Law: Rationale and Framework
10. Collective Bargaining
11. Collective Agreement and Grievance Arbitration
12. Strikes, Lockouts, and Interest Arbitration
13. Trade Union Limits and Incorporation and Critiquing the Floor of Rights
14. Radicalism and the Rights of Labor
15. Globalization and the Changing Role of the State Public Sector Labor Relations
16. Regional Differences in Canadian Industrial Relations Human Capital Theory

Recommended Texts

1. Rose, Ed. (2004). *Employment Relations: Policies & Practices* (2nd ed.). Financial Times: Harlow, England. Prentice-Hall

Suggested Readings

1. Sloane, A. A., & Witney, F. (2007). *Labor relations* (10th ed.). Saddle River: Prentice-Hall
2. Salamon, M. (2000). *Industrial relations: Theory and practice* (4th ed.). India: Pearson Education Ltd.

BUSM-7110 **Advance HR Practices** **3(3+0)**

This is an advanced course on human resource practices. This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. This course may provide the students advanced knowledge about effective business strategies in HR context. Likewise, it may help them to understand the multinational business cultures, Leadership agendas for HR functions. This course is designed to enhance student's competence as both a member of your management teams and be leaders of the human resource function in the firms. Thus, a basic understanding of human resource management is essential whether the student works in a government agency, financial services, hospital, high technology industry, retail, educational institution, or other type of organization. A key objective of this course is to show that HR management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance.

Contents

1. Participating and Contributing to the Management
2. Changing roles for HR professionals and Developing Effective Business Strategy
3. Creating and prioritizing strategic goals and agendas Driving Business Strategy Through HR
4. Amplifying HR's impact on business results
5. Optimizing Global Competitiveness
6. Organizing to enter global markets
7. Balancing multinational and business cultures
8. Building the Competitive Culture
9. Measuring HR Effectiveness and Creating the right HR metrics for the workplace
10. Preparing a Leadership Agenda for the Human Resource Function
11. Assuring Talent Management
12. Defining a talent management agenda that delivers results
13. Creating a Leadership Brand
14. Meeting the strategic needs of the business and Managing from the outside in
15. Shaping a personal agenda and Developing a personal agenda for change

Recommended Texts

1. Sparrow, P., Brewster, C., & Chung, C. (2016). *Globalizing Human Resource Management* (2nd ed.). New York: Routledge.

Suggested Readings

1. Mom, T. J., Chang, Y. Y., Cholakova, M., & Jansen, J. J. (2019). A multilevel integrated framework of firm HR practices, individual ambidexterity, and organizational ambidexterity. *Journal of Management*, *45*(7), 3009-3034.

BUSM-7111 Organizational Development 3(3+0)

This course is designed to provide students with different perspectives on Organizational Development at the individual, group, and organizational levels of analysis. Theoretical models will be studied, along with Practitioner examples of organizations utilizing organization development interventions. The primary purpose of this course is to introduce learners to the basic theories and concepts of human resource development from a multi-disciplinary perspective. This course will examine a variety of topics on human resource development research and practice including: historical development, definitions, philosophies, paradigms and theoretical foundations, ethics and legal issues, core functions and structures, concepts in training, and workplace learning. Students will read the textbook and supplemental materials and then apply concepts within a structured learning project. Organizational Development (OD) is a conscious, planned process of developing an organization's capabilities so that it can attain and sustain an optimum level of performance as measured by efficiency, effectiveness, and health. Through the process of OD, we attempt to bring about successful change efforts in individual employees, groups and teams, inter-groups, and organizations as well.

Contents

1. Overview of Course and Introduction to OD and OD defined
2. Growth and relevance of OD, Short history of OD, Evolution of OD
3. Diagnosing Organizations and Entering an OD Relationship
4. Elements of Contracting and Need for Diagnosis
5. The Diagnostic Relationship and Techniques for Analyzing Data
6. Feeding Back Diagnostic Data and Determining the Content of the Feedback
7. Characteristics of the Feedback Process, Survey Feedback and Determining Next Steps
8. Designing Interventions; Leading and Managing Change
9. How to Design an Effective Intervention
10. Overview of Interventions (Human Process, Techno-structural, Human Resource, Strategic)
11. Interpersonal and Group Process and Organization Process Approaches
12. Large Group Interventions, Organization Conflict Meeting
13. Intergroup Relations Interventions
14. Redesigning Organization; Employee Involvement
15. Performance Management and Developing and Assisting Members
16. Special Focus Psychologically Healthy Work Places
17. Organizational Development in Global Settings

Recommended Text

1. Cummings, T. G., & Worley, C. G. (2014). *Organization development and change* (9th ed.). Boston: Cengage Learning.

Suggested Readings

1. Rothwell, W. J., & Sullivan, R. L. (2005). Organization development. *Practicing Organization Development: A Guide for Consultants*. San Francisco: Pfeiffer

BUSM 7112 **Seminar in HRM** **3(3+0)**

This course is designed to examine the empirical and theoretical research on the work environment, compensation, unions, and workers performance. Emphasis on legislation affecting employee selection, rewards, and the quality of work life. The core purpose of this course is to provide students opportunity of application of research methods learned in the earlier semesters. The course is designed to review the empirical research of the different areas of management sciences. Scheme of course includes the on-hand training on research software and presentation of research papers by the course participants. Course contents include SPSS and Amos training in the module. To provide a broad coverage of topics in the human resources field. The course will be research-focused and discussions will involve critical review and evaluation of existing work and potential avenues for future research. Through reading assignments and a research paper, students should gain an appreciation for the existing state of research and begin to articulate major issues and challenges facing this field.

Contents

1. Introductions and Course Overview; Doing Research for Knowledge, Development in HRM
2. Identifying Viable Research Topics; what is a Contribution? Seminal
3. Contributions, Extensions and Replications
4. Developing and Stating, Research Questions; Establishing, Research Scope
5. Empirical, Generalization
6. Theory, Method, and Validity in Scholarly HRM Research
7. Research Programs and Generalization of Findings
8. Falsifiable Propositions, Testable Hypotheses, and Empirical Conjectures
9. Discussion topics: Building high performance teams; Recruitment, Reward and Retention
10. Career Success & Mentoring; Training Employees
11. Discussion topics: Leadership During Times of Complexity and Change
12. Getting the Best Employees; Performance & Performance Appraisal
13. Discussion topics: Employee Handbook Design: Policies, Procedures and Practices
14. Helping Employees Achieve Better Work/Life Balance; Organizational Citizenship Behavior
15. Discussion topics: Challenges for HR; Sexual Harassment/Harassment in the Workplace
16. Discussion topics: Organizational Commitment; Managing a Diverse Workforce
17. Basic Overviews of Human Resource Management Change Management & Today's Marketplace
18. Discussion topics: Recruitment & Job Search; Ensuring Compliance to Regulations
19. Discussion topics: Employee Laws, Topics and Issues; Ensuring Safe Work Environments
20. Dealing with Drugs in the Workplace
21. Discussion topics: Employee Assistance Programs; Human Relations Movement.

Recommended Texts

1. Aurand, T. W., Gorchels, L., & Bishop, T. R. (2005). Human Resource Management's Role in Internal Branding: An Opportunity for Cross-Functional Brand Message Synergy. *Journal of Product & Brand Management*. *14*(3), 163-169

Suggested Readings

1 Huselid, M. A., & Becker, B. E. (1996). Methodological issues in cross-sectional and panel estimates of the human resource-firm performance link. *Industrial Relations: A Journal of Economy and Society*, *35*(3), 400-422.

BUSM-7113 EDP and Computerized Accounting 3(3+0)

Through this "EDP and C*omputerized Accounting*" course, the student will be able to describe the basic concepts of accounting about revenue, expense, assets, liability and equity. Likewise, students may acquire competency to enter accounting transactions in the accounting software and have the capability of generating different accounting reports/documents, making cost analysis reports, profit & loss accounts, balance sheets, and cash flow statements etc. The students may learn to make all business transactions using computerized accounting systems and software's efficiently. It will enable them to learn some contemporary issues in finance and investment area and to bridge the gap between theory and real-world practices and explore to broader area of study and works in financial world. This course provides a general overview of vital computer system structures, including major hardware components, software applications, various query and definition languages and logical data file organization. Students are also introduced to the structured hierarchies essential to designing and implementing an effective database system.

Contents

1. Basic Concepts & the Balance Sheet
2. Accounting Systems & Revenues
3. Expenses, Inventories & Depreciation
4. Liabilities; Equity; Statement of Cash Flows
5. Non-Profits & Financial Statement Analysis
6. Getting Started; Setting Up a Company
7. Entering Transactions for a Cash Business Transactions
8. Accounts Receivable & Payable for a Services Business
9. Processing Cash Payments & Receipts
10. Preparing Financial Statements
11. Purchases & Sales of Inventory in a Merchandise Business
12. Payroll & Job Costing
13. Fixed Assets, Partnerships & Corporations

Recommended Text

1. Bragg, S. M. (2002). *Just-in-Time Accounting: How to Decrease Costs and Increase Efficiency* (2nd ed.). London: John Wiley & Sons.

Suggested Readings

1. Buell, E. K., Cavico, F., Mujtaba, B. G., & Rentfro, R. (2009). The Relationship of Ethics Education to the Moral Development of Accounting Students: *International Handbook of Academic Research and Teaching*.

BUSM-7114 **Taxation Management** **3(3+0)**

The main objective of this course is to provide understanding of tax system, importance of taxation in business and the mechanism of business taxation, federal provincial and local taxation laws. It will provide students understanding about the tax systems in Pakistan such as tax Calculation for Salary and business, off and carry forward of losses, exemption under taxation laws set custom and excise duty, capital value tax. The complexity and comprehensiveness of the taxation system demands that tax considerations must be taken into account in nearly every business decision. This course provides concentrates on income tax law in Pakistan, and also provides an introduction to fringe benefits tax and goods and services tax. The technical legal rules relating to the taxes discussed are examined against a background of the policy reasons underpinning the rules. A list of individual topics covered in the course are set out in the Course Schedule.

Contents

1. Introduction:
2. Introduction of taxation system in Pakistan
3. Sources of Tax Law
4. Definitions in Taxation
5. Tax Calculation for Salary
6. Tax Calculation for business
7. Tax Calculation for property
8. Tax Calculation for other income
9. Tax Calculation for depreciation
10. Set off of losses
11. Carry forward of losses
12. Capital value tax
13. Sales tax
14. Custom and excise duty

Recommended Texts

1. Muazzam. M. (2019). *Income Tax* (34th ed.). Lahore: Azeem

Suggested Readings

1. Income Tax, Sales Tax and Custom & Excise Tax Acts. June 2019

BUSM-7115 Industrial Accounting 3(3+0)

This course Industrial Accounting is an essential tool that enhances a manager's ability to make effective economic decisions. The course objective is to give students a good understanding about the concepts and techniques of industrial accounting. The issues related to industrial accounting are required to be explained against the background of a fast-changing global market. Industrial accounting focuses primarily on understanding the cost accounting including different cost terms, costing systems and Cost Behavior and Estimation. This course also helps in understanding budgeting and monitoring system. The Industrial Accounting is suitable for students pursuing careers in the industrial accounting. Industrial Accounting course is designed after research to understand the pressing needs of the industry. The courses prepare students for relevant industry positions. In today's corporate world accountants play a significant role in decision making and are an integral part of strategic thinking of the company. This course is designed to give hands-on-expertise in Accounting and Taxation.

Contents

1. Introduction: Managerial accounting
2. Cost terms, concepts and classification.
3. Responsibility Accounting and Cost Allocation concepts
4. Responsibility accounting centers and performance reports.
5. Cost Flows and Accumulation, The basic cost flow model
6. Cost accumulation: Merchandising organizations- Manufacturing organizations-
7. Cost accumulation: Service organizations.
8. Costing Systems: Job order-costing systems
9. Process costing system, Hybrid product costing system
10. Cost management systems for new manufacturing environment.
11. Cost Behavior and Estimation: Cost behavior patterns,
12. Cost estimation methods. Cost – Volume – Profit Analysis
13. The breakeven point, CVP analysis, CVP with multiple products
14. Cost structure and leverage analysis.
15. Standard Costing Systems: Standard costs and control, setting cost standards,
16. Overhead application in a standard costing system,
17. Analysis of cost variances. Differential Cost Analysis: Differential costs versus variable costs
18. Differential costs versus total costs, Cost analysis for pricing decisions
19. Make-or-buy decision. Variable Costing: Variable costing versus full absorption costing
20. Appropriateness of variable costing & full absorption costing methods.
21. Flexible Budgeting: Static budget versus Flexible budget, Sales activity (Volume) Variance,
22. Profit variance analysis, Variable, manufacturing costs variance.
23. Budgeting & Monitoring, Budget under uncertainty, Reports for monitoring

Recommended Texts

1. Hilton, R. W. (1999). *Managerial Accounting* (Latest Ed.). New York: Irwin/McGraw-Hill.

Suggested Readings

1. Matz, A., & Usry, M. F. (1980). *Cost Accounting: Planning and Control* (7th ed.). Cincinnati: South-Western Publishing Company.

BUSM-7116 Seminar in Accounting 3(3+0)

The course of "Seminar in Accounting Theory" is intended to be a capstone graduate level course for students pursuing the Master degree in business administration. The course provides students with opportunity to hone their knowledge and mastery in a number of the below five areas which comprise the learning goals and program objectives: Functional Competencies: Identify and interpret accounting issues within the framework of generally Accepted Accounting Principles. Analytical Problem Solving: Apply quantitative measures and professional judgment to solve business problems. Communication: Communicate financial information to decision makers in an effective and professional manner. Professional Integrity: Recognize ethical challenges facing business and embrace ethical standards required by the accounting profession and the regulatory environment. Global Perspective: Understand how the impact of the global business environment impacts financial reporting. The course will be will involve critical review and evaluation of existing work and potential avenues for future research. Through reading assignments and a research paper, students should gain an appreciation for the existing state of research and begin to articulate major issues and challenges facing this field.

Contents

1. Doing Research for Knowledge
2. Development in accounting
3. Identifying Viable Research Topics; What is a Contribution?
4. Seminal Contributions, Extensions and Replications;
5. Developing and Stating; Research Questions
6. Establishing Research Scope;
7. Empirical Generalization
8. Theory, Method, and Validity in Scholarly Marketing Research
9. Research Programs and Generalization of Findings
10. Falsifiable Propositions
11. Testable Hypotheses,
12. Empirical Conjectures.
13. Introduction to seminar, Introduction to the class
14. Development of Accounting Theory
15. Pursuit of the Conceptual Framework
16. International Accounting
17. Income Concept, Income Statement
18. Balance Sheet and Statement of Cash Flows
19. Investments and Intangibles
20. Accounting for Income Taxes
21. Equity
22. Financial Reporting, Disclosures, and Ethical Responsibilities

Recommended Texts

Relevant latest research published in world reputed international Journals.

BUSM-7117 Stock Markets & Efficiency 3(3+0)

This course is specially designed to help students understand the basics of investments and the functions of capital markets. In this course we will emphasize both the academic and practical aspects of fundamental investment and portfolio management. Students will learn concepts that are applicable in the field of investments. The course integrates an understanding of basic market fundamentals, determinants of stock prices, basic chart analysis, importance of corporate governance, trading services, disciplined investing approach, practical investment skills and use of free web tools and financial reports to improve students' financial knowledge. Moreover, the course covers the characteristics of popular products such as exchange traded funds and real estate investment trusts traded on the Stock Exchanges. The course also indicates how these investment products may meet the needs of investors. The active and growing IPO activities will also be discussed. The course is unique in that it gives students the practical tools and knowledge they will not find in other courses.

Contents

1. Course Introduction (Dos and Don'ts), Investment Background
2. Environment, Issues, Market and Instruments
3. How Securities are Traded, Mutual Funds and Other Investment Companies
4. Risk and Return: Past and Prologue
5. Efficient Diversification
6. Efficient Market Hypothesis, Empirical Evidence on Stock Returns
7. Anomalies of EMH
8. Efficient Markets and the Behavioral Critique
9. Efficiency Estimation: Methods and Techniques, Capital Market Research
10. Macro Economics and Industry Analysis
11. Equity Valuation Model, Financial Statement Analysis
12. Portfolio Performance Evaluation, Process of Portfolio Management
13. The Theory of Active Portfolio Management
14. Technical Analysis
15. Reading Volume Signals
16. Stock Index Calculation
17. How information affects Pakistani Stock Market

Recommended Texts

1. Bodie, Z., Kane, A., & Marcus, A. J. (2013). *Essentials of Investments* (11th ed.). Irwin: McGraw-Hill
2. Woo, K. Y., Mai, C., McAleer, M., & Wong, W. K. (2020). Review on efficiency and anomalies in stock markets. *Economies*, *8*(1), 20.

Suggested Readings

1. Liao, T. L., Tsai, L. C., Ke, M. C., Chiang, Y. C., & Hsu, C. H. (2019). Financial crisis and market efficiency: evidence from European stock markets. *The European Journal of Finance*, *25*(13), 1194-1210.

BUSM-7118 Seminars in Finance 3(3+0)

This is an important course for students specializing in the area of finance. It exposes students to a wide range of finance related topics, including issues affecting the current financial environment of business firms. The course integrates material from previous courses taken in the finance concentration and introduces the topics of capital budgeting and the process of obtaining long-term funds. Students will articulate the principles and tenets of a significant, contemporary issue relevant to financial decision-making. This course may enhance the understanding of the students regarding the recent research in the area of finance. Integrate critical-thinking skills in evaluating significant contemporary financial issues. Analyze a capital budgeting project using the net present value and internal rate of return techniques and provide a supportable recommendation. Estimate the cost of capital for a firm. Analyze competing long-term financing alternative and provide a supportable recommendation. The course will involve critical review and evaluation of existing work and potential avenues for future research.

Contents

1. Introductions and Course Overview; Doing Research for Knowledge; Development in Finance
2. Identifying Viable Research Topics; what is a Contribution?
3. Seminal Contributions, Extensions and Replications;
4. Developing and Stating; Research Questions; Establishing; Research Scope;
5. Empirical Generalization
6. Theory, Method, and Validity in Scholarly Research
7. Research Programs and Generalization of Findings
8. Falsifiable Propositions, Testable Hypotheses, and Empirical Conjectures
9. Introduction to corporate finance/governance. corporate ownership structure
10. capital Structure and Agency Issues Capital Structure and Informational Asymmetry
11. Panel Analysis in Corporate Finance Corporate Investment
12. Corporate Diversification and focus; The market for corporate control
13. Executive Compensation; Incentives inside the firm
14. International corporate finance
15. Labor economics and corporate finance
16. Asset valuation and risk management
17. corporate policies; preparing a complete financial analysis

Recommended Texts

Relevant latest research published in world reputed international journals

BUSM-7119 Advanced Financial Instruments and Markets 3(3+0)

This course will provide students with an introduction to financial markets and an evaluation of the institutions, instruments and participants involved in the industry. The mainstream markets to be evaluated include the equity, money, bond, futures, options and exchange rate markets. The subject systematically reviews each of the mainstream financial markets and investigates the various institutional participants and the different types of financial instruments offered an overview of the ideas, methods, and institutions that permit human society to manage risks and foster enterprise. Description of practices today and analysis of prospects for the future. Introduction to risk management and behavioral finance principles to understand the functioning of securities, insurance, and banking industries. The major objective of this course is to develop an understanding and appreciation of finance theories as they apply to corporate financial decisions and to understand the implications for problem solving. The focus is on how financial management can create value for the firm.

Contents

1. What this course will do for you and your purpose to attend. Scheme of study Why Study Financial Markets
2. Over view of Financial System
3. Interest Rate and Its Role in Valuation
4. Why Do Interest Rate Change?
5. How do Risk and Term Structure Affect Interest Rate
6. Why Do Financial Institutions Exist?
7. Risk and Financial Market Crisis
8. Institution of Insurance.
9. Institutions for Portfolio Diversification
10. Market for Government and Corporate Securities
11. Organization and Structure of Market
12. Introduction to Financial Instruments
13. Collateral Present Value and Vocabulary of Finance
14. Mechanics of Future Markets
15. Hedging Strategies using futures
16. Interest rates and Determinants of Forward and Future prices
17. Interest Rate Futures and Swaps
18. Mechanics of Option Markets
19. Insurance: The Archetypal Risk Management Institution
20. Financial Instruments and Major World Financial Crisis
21. Recent Financial Crashes, reasons and preventions

Recommended Texts

1. Mishkin, F. S., & Money, B. (1995). *Financial Markets. Institutions and Money* (7th ed.). New York: Harper Collins Publishers.

Suggested Readings

1. Fabozzi, F. J., Modigliani, F., & Jones, F. J. (2013). *Foundations of Financial Markets and Institutions.* (4th ed.). London: Prentice Hall.

BUSM-7120 Risk Management 3(3+0)

This course deals with the ways in which risks are quantified and managed by financial institutions Risk management course is of importance to business students expecting to deal with business and professional lives in the future. This course is designed to introduce and discuss various risk management concepts, tools, and techniques. Using integrated approaches, the course will emphasize discussion on the design and implementation of risk management practices. Basically, it purports to help students realize, understand, and master various state-of-the-art risk management theories and practices. The first part of the course studies how to model the risk of portfolios emanating from fluctuations in market prices, or market risk. A parametric structure on the distribution of returns may be imposed, or the realized distribution of returns can be used to generate a non-parametric distribution of returns. Furthermore, applications and short-comings of market risk management tools in banking and financial stability regulation will be studied. The second part of the course gives an introduction to commonly used models of credit risk. Students will develop their skills in dealing with the ways in which risks are quantified and managed by financial institutions.

Contents

1. The Regulatory Context, Precautionary Surveillance, Basel Committee
2. Changes in Financial Risk Management, A new Risk Return World
3. Evaluation of Equities & Bonds, Portfolio management,
4. Financial Asset Equilibrium and Application, Equity Dynamic Model
5. Evaluation of Equities & Bonds, Characteristics and Financial Risk Involved
6. Risk Management in Equities, Estimation and Evaluations through asset pricing
7. Risk Management in Bonds, Deterministic structure of interest
8. Passive and Active strategies, Stochastic Bond dynamic model, The Cox, Ingersoll and Ross model
9. Evaluation of Options, Binomial valuation model, Strategies in Risk Management
10. Evaluation of Options, Black Scholes, More complex strategies
11. Theory of VaR, The concept of risk per share, VaR in Single Asset, VaR for a portfolio
12. Var Estimation Techniques
13. General questions in estimation of VaR, Estimated Variance-Covariance Matrix
14. Var Estimation Techniques, Monte Carlo Simulations in VaR
15. Setting Up a VaR Methodology, Putting together the data base Calculations
16. Setting Up a VaR Methodology, The normality hypothesis
17. Portfolio Risk Management, Investment strategies, Risk Framework
18. Portfolio Risk Management, Sharp Simple Index Method
19. Project Presentations

Recommended Texts

1. Esch, L., Kieffer, R., & Lopez, T. (2005). *Asset and Risk Management: Risk-Oriented Finance*. UK: John Wiley & Sons.

Suggested Readings

1. Schneeweis, T., Crowder, G. B., & Kazemi, H. B. (2010). *The New Science of Asset Allocation: Risk Management in a Multi-Asset World* (Vol. 551). UK: John Wiley & Sons.

BUSM-7121 Retail Marketing 3(3+0)

This course offers an in-depth examination of the retail industry for students interested in the field of retail marketing management-whether employed with a large organization or in their own business. Students develop an in-depth understanding of retail and services management as well as non-store retailing. Topics include an overview of retail marketing; retail marketing, financial and location strategy; merchandising; pricing and distribution; promotion including communications, store layout, store design, visual merchandising; and customer service. Covering planning, management, and execution of activities taking place in the buying and selling of goods and services for the end consumer, the course addresses the challenges of this dynamic industry. Through analysis of the retail marketing mix, the course looks at branding in the retail industry, product placing and development, pricing alternatives, location options, and the promotion of goods and/or services. Because of their importance in today's competitive environment, the course covers matters such as the application of technology to retail marketing management, e-commerce, international retailing, and customer relationship management.

Contents

1. Retail Marketing Management, Introduction to Retailing, Types of Retailers
2. Global Retailing, Consumer Buying Behavior in Retailing, Retail Marketing
3. Retail Marketing Strategy, Retail Marketing Strategy, Financial Strategy
4. Retail Location Strategy, Retail Site Location Strategy
5. Retail Marketing Mix-Product, Product Category Structure and Management
6. Merchandise Management
7. Merchandise Planning Systems
8. Buying Merchandise
9. Retail Marketing Mix-Price and Distribution, Retail Pricing
10. Distribution
11. Multi-Channel Retailing
12. Supply Chain Management and Information Systems
13. Retail Marketing Mix-Promotion, Retail Communication Mix
14. Customer Relationship Management
15. Store Layout, Design, and Visual Merchandising
16. Customer Service

Recommended Texts

1. Levy, M., Weitz, B. A., & Grewal, D. (2004). *Retailing Management* (6th ed.). New York: McGraw-Hill Irwin. New York: McGraw-Hill Irwin.

Suggested Readings

1. Zhu, G., & Gao, X. (2019). Precision retail marketing strategy based on digital marketing model. *Science. Journal of Business and Management,7*(1), 33-37.

BUSM-7122 **Services Marketing** **3(3+0)**

To provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services. Participants will be introduced to and have the opportunity to work with tools and strategies that address these challenges. · To develop an understanding of the 'state of the art' service management thinking. To promote a customer service-oriented mindset. Student will develop their skill and knowledge of the unique challenges inherent in managing and delivering quality services. They will be introduced to and have the opportunity to work with tools and strategies that address these challenges. Moreover, students examine the important issues facing service providers and the successful implementation of a customer focus in service-based businesses. Topics include an overview of services marketing; understanding the customer in services marketing; standardizing and aligning the delivery of services; the people who deliver and perform services; managing demand and capacity; and promotion and pricing strategies in services marketing.

Contents

1. Introduction to Services Marketing, The Scope of Services Marketing
2. The Gaps Model of Services Quality
3. Focus on the Customer-Consumer Behavior, focus on the Customer-What Do Customers Expect?
4. Services Marketing: Understanding the Customer, Customer Perceptions in Services
5. Listening to Customers Through Research
6. Building Customer Relationships
7. Building Customer Relationships
8. Standardizing and Aligning the Delivery of Services, Service Development and Design
9. Customer-Defined Service Standards, Physical Evidence and the Services cape
10. The People Who Deliver and Perform Services, Employees' Roles in Service Delivery
11. Customers' Roles in Service Delivery
12. Delivering Service Through Intermediaries and Electronic Channels
13. Managing Demand and Capacity
14. Promotions and Pricing Strategies in Services Marketing
15. Integrated Services Marketing Communications, Pricing of Services
16. The Financial and Economic Impact of Service

Recommended Texts

1. Wilson, A., Zeithaml, V., Bitner, M. J., & Gremler, D. (2016). *Services marketing: Integrating customer focus across the firm* (3rd ed.). Irwin: McGraw-Hill

Suggested Readings

1. Chatzigeorgiou, C., & Christou, E. (2020). Adoption of social media as distribution channels in tourism marketing: A qualitative analysis of consumers' experiences. *Journal of Tourism, Heritage & Services Marketing*, *6*(1), 25-32

BUSM-7123 Tourism Marketing 3(3+0)

This course examines the guidelines for formulating destination-oriented marketing goals and strategies; covers the trend issues and challenges influencing tourism destination marketing and the elements that combine to create an integrated destination marketing system. Increasing the development and promotion of sustainable tourism is a planned and progressive strategy. Marketing of Tourism Destinations Examines the guidelines for formulating destination-oriented marketing goals and strategies; covers the trend issues and challenges influencing tourism destination marketing and the elements that combine to create an integrated destination marketing system. The course will create in depth working knowledge of the essential concepts and skills required for developing, operating and sustaining a tourism industry. This course looks at the philosophies involved in tourism marketing, managing customer relationships and maximizing the human capital of your organization. Tourism covers a wide range of topics in the tourism industry such as the business of tourism, developing and supplying tourism demand, types of tourism, tourism management, marketing, hospitality, customer service and communication skills in tourism. It also covers emerging issues in tourism like tourist safety and security

Contents

1. Understand the function of positioning in tourism marketing.
2. Explain the impact of competition and its impact in tourism marketing.
3. Develop a marketing plan or a destination.
4. Explain how intangibles are a part of marketing a tourism destination.
5. Analyze the importance of target marketing.
6. Understand how the target market perceives competition.
7. Define the top ten activities used to market a destination.
8. Understand the pricing mix in the marketing of tourist destinations.
9. Identify attributes features, or customer benefits of a destination.
10. Explain the various positioning approaches used in marketing destination.
11. Identify current trends influencing tourism destination marketing.
12. Explain the components of an integrated destination marketing system.
13. Develop a strategic marketing plan.
14. Understand how the SOWT analysis is used in destination marketing.
15. Develop a presentation to "Sell" a destination.
16. Understand the role of symbiotic relationships in destination marketing.

Recommended Texts

1. Fyall, A., & Garrod, B. (2005). *Tourism Marketing: A Collaborative Approach* (Vol. 18). Bristol: Channel View Publications.

Suggested Readings

1. Middleton, V. T., Fyall, A., Morgan, M., Morgan, M., & Ranchhod, A. (2009). *Marketing in Travel and Tourism* (7th ed.). London: Routledge.

BUSM-7124 **Export Marketing** **3(3+0)**

This course is designed to demonstrate the student regarding export marketing, introduction, explanation, scope, concepts, trade barriers, internationals export policies and all the topics regarding international markets. Export Marketing is designed to provide comprehensive background knowledge, conceptual understanding, tools and strategies to help companies make informed export marketing decisions and to set companies' products or services apart from the competition. The students will be able to demonstrate an understanding of export, marketing as a managerial challenge learn about the strategic aspects of the of export marketing acquire knowledge about the procedural aspect of export marketing. Students will develop skills in the exports process. Learn the value of segmentation, targeting and positioning (STP) of your product or service. Identify export marketing research methodologies and the international marketing environment. Incorporate the marketing mix of product, price, place (distribution), and promotion into the marketing strategies. Utilize e-exporting tools and understand contemporary issues in export marketing.

Contents

1. Introduction to Export Marketing, basic definitions and terms related to Exports
2. Explanations of shipping terminologies
3. Explanation of Incoterms 2000. Methods of Payments
4. Scope, Concepts and Drivers of International Marketing
5. Trade Barriers and Facilitators: Regional Economic and Political Integration
6. Impact of culture on International Marketing
7. Country Attractiveness.: Macro and Micro Segmentation
8. Global Targeting and Positioning strategies and techniques
9. Market Entry mode selection
10. Standardization Vs Adaptation: Product/Service Stereotypes
11. International Product Life Cycle. International Product and Service strategies.
12. Managing International Distribution Operations. International Retailing
13. International Promotional Mix and Advertising strategies.
14. International Publicity and Public relations.
15. Sales promotion strategies. Global Services
16. Services Vs products: Global Distribution, Retailing and Wholesaling
17. International Pricing Strategies
18. International Personal Selling and Personnel Management

Recommended Texts

1. Lascu, D. N. (2008). *International Marketing* (5th ed). Mason, OH: Cengage Learning.

Suggested Readings

1. Cateora, P. R., Meyer, R. B. M. F., Gilly, M. C., & Graham, J. L. (2020). *International marketing* (18th ed.). NY: McGraw-Hill Education.

BUSM-7125 Agriculture Marketing 3(3+0)

The objective of this course is to provide practical knowledge and application capabilities to the student for the marketing of agricultural products. The course covers the principles of agricultural marketing including consumers demand and supply. The course will also provide an overview of the role of agriculture in Liberia and some world economies. Students in this course may complete a market analysis to show that they understand how managers firms, wholesalers, retailers' transporters, packagers and storage, etc. function in the agricultural marketing system This course will also explore current marketing methods for agricultural products and services, thereby providing knowledge toward efficient and effective marketing schemes. The student will be able to demonstrate and understanding of these techniques through a semester long marketing project as well as exams. The purpose of this syllabus is to guide the student through the requirements and evaluation criteria of the course, as well as aid in time management.

Contents

1. Market System
2. Economic Environment
3. Public Policy and the Market & Government Programs
4. Two Functional & Organizational issues
5. Market and Bargaining Power
6. Risk Management and Futures Market
7. Market Development and Demand Expansion
8. Post-Harvest handling of Farm products
9. Post-Harvest handling of Farm products
10. Goat Marketing System and Milk Marketing System
11. Marketing System of Fish Feed
12. Silk Marketing

Recommended Texts

1. Kohls, R. L., & Uhl, J. N. (2002). *Marketing of Agricultural Products* (9th ed.). Prentice-Hall Inc.
2. Akhmadeev, R., Redkin, A., Glubokova, N., Bykanova, O., Malakhova, L., & Rogov, A. (2019). Agro-industrial cluster: Supporting the food security of the developing market economy. *Entrepreneurship and Sustainability Issues, 7*(2), 1149-1170.

Suggested Readings

1. Pyzhikova, N., Smirnova, T., Chepeleva, K., & Shmeleva, Z. (2020). The Brand as a Tool for Agricultural Products Promotion in the Region. *In Ecological-Socio-Economic Systems: Models of Competition and Cooperation* (ESES 2019) (pp. 178-184). Atlantis Press.

BUSM-7126 **Promotion** **3(3+0)**

The primary objective of this course is to provide a hands-on understanding of IMC concepts. This is an advanced course in the field of Marketing which focuses on the role of promotion efforts in our society and how they can be used by organizations to further their Marketing objectives. Emphasis will be on the practical application of learning gained in earlier courses, including the development of an Integrated Marketing Communications (IMC) campaign. In a saturated market and challenging economic times, Promotions are more than ever a way to both increase sales and act as a key differentiator for your brand. This course will teach you how to be successful in the short-term goal of the promotion and how to translate that success into long term marketing potential. This subject at the end may guarantee that students are well aware how IMC interacts with the other elements of the Marketing mix.

Contents

1. Introduction and Understanding Promotion Strategy
2. The role and purpose of Promotions & Developing Promotion strategies
3. The Marketing Mix – Marketing Strategy and Promotion Planning
4. Exploring the role of Promotions within the Marketing Mix
5. Review of the corporate structure and external influences in promotional planning
6. Understanding Segments & Promotion Objectives – B2B/B2C New Customer
7. Acquisition and Client Up-Sell
8. Identifying, developing promotion strategies for client up-sell objectives
9. Promotion Strategy in Loyalty Marketing and Defining Loyalty Marketing
10. Developing the client relationship strategy
11. The "Net Effect" – Paying the Benefit Forward
12. Optimal measurement criteria and integrating results into future planning potential
13. Maximizing Redemption Opportunities
14. Role of Customer Insight and Market Research in developing Promotion Strategy
15. Media opportunities and integrating into a comprehensive communications plan by segment
16. Promotion Redemption Design and Strategy Assessing online and offline redemption strategies

Recommended Texts

1. Rossiter, J. R., & Percy, L. (1987). *Advertising and Promotion Management* (4th ed.). New Delhi: McGraw-Hill Book Company.

Suggested Readings

1. Arora, A. S., & Sanni, S. A. (2019). Ten years of 'social media marketing 'research in the Journal of Promotion Management: Research synthesis, emerging themes, and new directions. *Journal of Promotion Management*, *25*(4), 476-499.
2. Rashid, H. (2020). A Study on Digital Marketing and its Impact. *Purakala UGC CARE Journal*, *31*(8), 972-974.

BUSM-7127 **Seminar in Marketing** **3(3+0)**

The broad purpose of this course is to develop the student's knowledge, skills, and abilities as a marketing scholar. In particular, this course aims to develop a high level of understanding and a critical analytic perspective across a diverse range of marketing scholarship by focusing on conceptual, theoretical and substantive research findings found in the academic research literature in marketing. The course will emphasize theory construction and theory development in a number of substantive domains of marketing thought with a particular focus on selected topics in managerial marketing and strategic marketing theory. Upon successful completion of this course, a student will be able to lead and manage group dynamics and use analytical skills to understand business problems. Students would be able to identify key issues involved in a problem, and develop alternative solutions. Use conceptual knowledge and analytical skills in market segmentation, product positioning, product portfolio analysis, and analysis of competition and industry. Moreover, use conceptual knowledge and analytical skills to develop marketing mix strategies.

Contents

1. Introductions and Course Overview
2. Identifying Viable Research Topics
3. Developing and Stating Research Questions and establishing Research Scope
4. Theory, Method, and Validity in Scholarly Marketing Research
5. Falsifiable Propositions, Testable Hypotheses, and Empirical Conjectures
6. The Research Domain of Marketing Strategy
7. Market Segmentation Theory: The Core Classics
8. Marketing Strategy or Competitive Business Strategy?
9. Theories of Marketing Information and Market Segmentation
10. Distribution Channel Structure and Relationships
11. Contingency and Transaction Cost Theories
12. Testing Theories of Marketing
13. Innovation Performance and Disruptive
14. Management and Marketing Strategy

Recommended Texts

1. Relevant latest research published in world reputed international journals

M.COM

MASTERS OF COMMERCE

BUSC-6201 Accounting for Decision Making 3 (3+0)

This course provides an introduction to the field of accounting and to the development and use of accounting information in the business world. It is intended for everyone, not just those students who may pursue careers in accounting and finance. This course will start by addressing the two "big questions" of accounting: "What do I have?" and "How did I do overtime?" The two key financial statements – the balance sheet and the income statement - are designed to answer these questions and then move on to consider how individual transactions aggregate to make up these financial statements. After developing a broad understanding of accounting and financial statements, the course will begin to develop a more nuanced understanding of individual components of doing business, such as making a sale or building inventory. The course will build an understanding of accounting and explore these concepts by applying them across various types of transactions.

Contents

1. Forms of Business enterprises, Purpose, and Nature of Accounting, GAAP.
2. Conventions. Business transactions,
3. Business Entity Concept and its application in the accounting equation.
4. Recording changes in financial position, Double-entry Accounting system
5. Rules of Debit & Credit. Journal the Book of Original Entry. Ledger Accounts, Chart of Accounts.
6. General, Control, and Subsidiary Ledgers. Posting.
7. Process, running form, and balancing form. Normal Balances of Various Accounts.
8. Trial Balance, Causes of Difference, and Rectification methods. Suspense Account.
9. The Accounting cycle, Measuring business income.
10. Introduction to Income Statement and Balance Sheet. Adjusting process,
11. Systems of Accounting, Main Types of Adjustments.
12. Accrue Expenses, Prepaid Expenses, Accrued Revenue, And Unearned Revenue.
13. Depreciation, Provision for Discounts, Drawings,
14. Adjustments: Interest on Capital & Drawings, Income Tax.
15. Good Distributed as Free Samples, Mutual Indebtedness.
16. Debtors arising out of Dishonor of cheque, Abnormal Loss of Stock,
17. Goods sent of sale or return basis, Interest on loan not yet paid. Closing Stock.
18. Accounts Receivables, Bad Debts Estimation, Provision for Bad Debts.
19. Adjusted Trial Balance, Completion of Accounting Cycle, Worksheet.
20. Financial Statements; Closing Entries & Post Closing Trial Balance Special Journals,
21. The Cash Book and Banking Accounts. Bank Reconciliation Statement
22. Inventories accounting Methods, Perpetual and Periodic Inventory System,
23. Inventories accounting Methods, Bin Card, Store Ledger Card, Specific Costing.
24. Writing up Asset Account. Disposal of Plant Assets, Profit & Loss.
25. Trading off the Plant Assets. Intangible Assets, Amortization, and Depletion Methods.
26. Liabilities: Current Liabilities, Accounts Payables, Notes Payables,
27. Unearned Revenue, Accrued Liabilities. Liabilities, Division of Income and Partnership,
28. Meaning of Stock, Classes of Stock. Issue of Stock, Stock value, Stock Dividend Treasury Stock.
29. Stock split, Stock holder's Equity statement,
30. Stock holder's Equity statement, Bonus, and Right Issues.
31. Measuring Corporation Income, and Earnings per Share;
32. Measuring Cash Flows: Sources of Funds, Uses of Funds. Funds Flow Statement.
33. Classification of cash flows, Statement of Cash Flows (Indirect Method). Cash Flow Statement

Recommended Texts

1. Birt, J., Chalmers, K., Byrne, S., Brooks, A. & Oliver, J. (2012). *Accounting: Business reporting for decision making* (4th ed.). Hoboken: Wiley & Sons.

Suggested Readings

1. Bazley, M. & Hancock, P. (2013). *Contemporary Accounting* (8th ed.). Boston: Cengage Learning.

BUSC-6202 Principles of Marketing 3 (3+0)

Marketing is a dynamic and exciting field, a key tool in confronting the challenges American enterprises are facing at home and abroad. People often confuse marketing with advertising and sales. The students will also learn about the strategic importance of marketing to an enterprise, whether it be a profit-oriented business firm) or a non-profit organization. Perhaps most important of all, you will learn that the fundamental asset of a corporation is its customers. Hence, the supreme importance of the "marketing concept" is an attempt to identify and satisfy its customers' needs and wants. In other words, the marketing concept is a corporate orientation to the business that starts with consumers and integrates marketing into every other corporate function. From this point of view, a primary task of marketing is to develop and maintain a business's customer base. To meet these goals, this course will require the integration of theory and practice. Students will have to make strategic marketing decisions based on analytical techniques they will learn in this course. They will have to devise a plan that is based on a sound conceptual framework to implement the decision.

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.
8. Positioning for Competitive Advantage Product and Services strategy.
9. New Products Development and Product Life-Cycle Strategies; Pricing Products.
10. Pricing Strategies Distribution Channels and Logistics Management.
11. Retailing
12. Wholesaling

Recommended Text:

1. Kotler, P. & Gary, A. *Principles of Marketing* (17th ed.). New York: McGraw Hill, Co.

Suggested Readings:

1. Perreault, W. D., Cannon, J. P., & McCarthy, E. J. (2009). *Basic Marketing: A marketing strategy and planning approach* (17th ed.). UK: Irwin/McGraw Hill.
2. Brennan, R., Canning, L., & McDowell, R. (2020). *Business-to-business marketing*. Thousand Oaks: SAGE Publications Limited.
3. Putra, Q. E., Tarigan, Z. J. H., Sitepu, R. B., & Singh, S. K. (2020). The Impact of Marketing Mix on the Consumer Purchase Decision in the Surabaya-Indonesia Hotel Residence. In *SHS Web of Conferences* (Vol. 76, p. 01038). EDP Sciences.
4. Cateora, P. R., Meyer, R. B. M. F., Gilly, M. C., & Graham, J. L. (2020). *International marketing*. UK: McGraw-Hill Education.

STAT-6232 Quantitative Techniques and Statistical Inference 3 (3+0)

This course is designed for graduate programs of commerce and business administration. The course provides a background in different Estimation Methods of population parameters based on a sample as well as the application of mathematical tools to business problems. It also develops a student's skills to interpret statistical data and results. The goal of this course is to provide students with enough background in probability and statistics so that they can successfully: evaluate basic quantitative empirical research in business and commerce. It enables the students to explain the merits and limitations of various statistical techniques. This course will enable the students to support their research with advanced quantitative methods. Moreover, this course will also cover the statistical software's to analyze the data. This activity will improve the analytical skills of the students. After completing this course, students will be able to apply quantitative techniques to solve a variety of business problems.

Contents

1. Linear Equations, Single variable equations
2. Simultaneous systems of equations
3. Compounding and discounting techniques
4. Permutations and combinations of Differential calculus
5. Collection and classification of data
6. Measures of central tendencies
7. Measures of dispersions
8. Probability: Random Experiment. Event and its types. Probability Rules
9. Addition and Multiplication laws of Probability
10. Introduction to Statistics
11. Estimation: Definition, Estimates and estimators, Point and interval estimate
12. Confidence interval estimation for the population mean
13. Definition, Types of hypotheses, Acceptance and rejection regions, type 1 and type 11 errors
14. Significance level
15. One-tailed and two-tailed test
16. Hypothesis testing for a population mean
17. Hypothesis testing for the difference of population means
18. Regression and Correlation: Regression, Correlation
19. Coefficient of determination
20. Time series analysis
21. Index numbers

Recommended Texts

1. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2020). *Modern business statistics with Microsoft Excel.* Boston: Cengage Learning.

Suggested Readings

1. Wathen, S., Marchal, W. & Lind, D. (2017). Statistical techniques in business and economics (10th ed.). New York: McGraw-Hill
2. Black, K. (2009). Business statistics: Contemporary decision making. UK: John Wiley & Sons.

BUSC-6204 Business Management 3 (3+0)

This course provides beginning M.com students an overview of Management, characteristics of successful organizations, the impact of entrepreneurial firms on economies and societies, case studies of successful managers, etc. The course is designed to provide a broad exposure on management issues that have general applicability to all types of enterprises; management philosophy and decision making; principles involved in planning, organizing, leading, and controlling; and modern concepts in management. The intent is to develop a viable business vocabulary, foster critical and analytical thinking, and refine your business decision-making skills. The principles learned in this course will allow the student to work with and through others in an organization effectively. The course will also encourage the students to explore and inquire about the applicability of western management principles and theories in local settings.

Contents

1. Introduction to management, organization, the management process
2. History and evaluation of management, organizational theories, Approaches to management
3. The organizational culture and the management, the external environment and the manager,
4. The internal environment and the manager
5. Foundations and basic elements of planning, process of planning and MBO
6. Decision making, decision-making process
7. Basics of strategic management, case of strategic management, strategic management process
8. Organizational structure, types of organizational structure
9. Case Decision making
10. Human Resource Management, HRM processes
11. Motivation its theories, currents issues in motivation
12. Team work and group behavior, case of team and team work
13. Leadership and its characteristics, leadership style and behavior
14. The process of control, the control standards
15. Case of controlling, presentations
16. Staffing, presentations
17. Conclusion session

Recommended Texts

1. Robbins, S. P., & Coulter, M. A. (2014). *Management* (14th ed.). London: Pearson.

Suggested Readings

1. Hannaway, J. (1989). *Managers Managing: The workings of an administrative system* (3rd ed.). New York: Oxford University Press.
2. Eccles, R. G., Nohria, N. & Berkley, J. D. (1992). *Beyond the hype: Rediscovering the essence of Management*. Boston: The Harvard Business School Press.

BUSC-6205 Business Communication & Report Writing 3 (3+0)

This course helps students build the proficiency needed to succeed in today's technologically enhanced workplace by focusing on the development of professional oral and written communication skills. Students will improve memo, letter, email, writing and presentation skills, and the ability to effectively participate in and chair meetings. Students will also develop skills in resume writing and study the strategies and techniques needed for success in interviews. Application of business communication principles through the creation of effective business documents and oral presentations. Includes study and application of team communication and the use of technology to facilitate the communication process. Program learning outcomes define the knowledge, skills, and abilities students are expected to demonstrate upon completion of an academic program. These learning outcomes are regularly assessed to determine student learning and to evaluate overall program effectiveness.

Contents

1. Process of communication: Communication model, Channels of communication
2. The flow of communication, Barriers to effective communication, Making communication effective
3. Letter-Memorandum-Circular, Agenda and minutes of meeting
4. 7'c of communication
5. Communication theories: Interaction-Information-Completeness
6. Written communication: Business research report: Types, Format, Language & Style,
7. Market report: Types- Format, Thesis and assignment writing
8. Presentation or speech: Types-Planning-Delivering the presentation or speech,
9. Workshop and seminar: Planning-Conduct
10. Meeting: Types and conduct, Interview: Types and conduct
11. Communication strategy: Image building, minus image and its implications,
12. Developing a positive corporate image
13. Messages choice: Favorable, unfavorable, negative and persuasive
14. Précis writing: Methods of précis writing
15. Invitation to Guest Speaker
16. The principle points to be kept in mind while writing précis Specimen of passages and their précic
17. Essay writing: Characteristic of a good essay, Classification
18. Hints on essay writing, general preparation
19. Special Preparation

Recommended Texts

1. Thill, J. V., Bovee, C. L., Schatzman, B. E., & Bovee, C. L. (2008). *Business communication today*. Upper Saddle River: Pearson Prentice Hall.

Suggested Readings

1. Thill, J. V., Bovee, C. L., Schatzman, B. E., & Bovee, C. L. (2008). *Business communication today*. NJ: Pearson Prentice Hall.

BUSC-6206 Business Software & Database Management 3 (3+0)

Developing and managing efficient and effective database applications requires understanding the fundamentals of database management systems, techniques for the design of databases, and principles of database administration. This course emphasized database concepts, developments, use, and management in three main sections: database concepts, practice, and emerging trends. Relational database systems are the main focus, but other types, including object-oriented databases, are studied. The practical design of databases and developing database applications using modern software tools will be emphasized. Business Software and Data Base Management will cover computer terminology, hardware, software, operating systems, and information systems relating to the business environment. The course will also explore business applications of software, including spreadsheets, databases, presentation graphics, word processing, and business-oriented utilization of the Internet. The objectives of the course are to teach students the theoretical approach to information technology and management information systems within a business/computer science environment. Practical business computer applications will emphasize word processing, spreadsheets, databases, presentation software, and electronic commerce of the Internet.

Contents

1. Introduction to Computers and history of computer
2. Types of computer and generations of computer
3. Computer Hardware and its peripherals.
4. Software – its types, basic operations.
5. Basic concepts regarding System Software
6. Windows XP Features
7. Printers and Printing, Managing Files and Folders, Windows Explorer
8. Types of documents created with a word processing program (MS Word)
9. Spreadsheet basics, its vocabulary, principles
10. Define the purpose, components of a database.
11. Examine purpose, examples of a presentation; explain components of a presentation
12. Add clip art, charts, and sound to a presentation
13. Guest Speaker: Use of Networks; Its Common Types
14. Introduction to the Internet, the terminology, its advantages/disadvantages
15. Security on the Internet – Tools & Tips
16. Viruses and errors

Recommended Texts

1. Norton, P. *Peter Norton's introduction to computers* (6th ed.). Irwin: McGraw-Hill
2. O'Brien, J. A., & Marakas, G. M. (2010). *Management information systems* (Vol. 6). Irwin: McGraw-Hill

Suggested Readings

1. Zygiaris, S. (2018). *Database Management Systems: A Business-Oriented Approach Using ORACLE, MySQL and MS Access*. Emerald Group Publishing.

BUSC-6207 Research Methods for Business 3 (3+0)

This course is designed to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem (basic or applied) and, using this understanding, develop and use an actionable research proposal. In this process, the students will gain an understanding of relevant approaches and elements of undertaking a research inquiry specifically to provide insights to solving a relevant problem. They will develop critical core competencies and skills required to carry out such an inquiry. These competencies and skills include: defining research questions; setting appropriate research objectives; study design that incorporates research objectives and budgetary constraints; secondary and primary data collection and instruments; sampling and analysis methods; and effective reporting of results; as well as the importance of ethical conduct in researching in both a domestic and in international business contexts. At the end of the course students will have deeper knowledge and experience of the principles of Research Design to provide in applying commonly used qualitative and qualitative research methods to the research process.

Contents

1. Introduction to Business Research: Business Research: Definition & Nature; The Scientific Method
2. The Business Research Process, Errors in Business Research. Research Design and Data Sources
3. Types of research and research designs, Primary data and its sources, Secondary data and its sources
4. Data Collection Procedures: The Measurement Process.
5. Concepts of validity and reliability, the casual design procedures
6. Data Collection Methods, Observation, Documentary-Historical Method
7. The Survey Method, Data Collection
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 & Selection of sample. Data Processing and Analysis
11. Basic concepts of data processing: Computer representation, Data Matrix, Data Storage.
12. Data Processing, Editing, Coding, Handling Blank Responses, Coding, Categorization
13. Converting, Weighting, Storing, etc.
14. Data analysis, Measurement of central tendency, Measurement of dispersion
15. Hypothesis Testing Bavaria data analysis
16. Linear Correlation, Simple Regression, The Chi-Square Test, The Cross-Tabular Tables
17. Elaboration of relationships, Multivariate data analysis: Interdependence Methods, Factor analysis
18. Cluster analysis, multidimensional analysis, and Multivariate data analysis:
19. Dependence methods, Multiple Regressions, Analysis of Variance & Covariance
20. Invitation to Guest Speaker, Discriminate analysis.
21. Research Project, Proposal: Rationale for the study defining the problem, Research.
22. Objectives, Information needs.
23. Research design, data collection procedure, Data processing & Analysis
24. Research Team and its profile, Budget, Time Table.

Recommended Texts

1. Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill-building approach* (7th ed.). London: John Wiley & Sons.
2. Cooper, D. R., Schindler, P. S., & Sun, J. (2006). *Business research methods (Vol. 9).* New York: McGraw-Hill Irwin.

Suggested Readings

1. Zikmund, W. G., Carr, J. C., Babin, B., & Griffin, M. (2009). *Business research methods* (8th ed.). Toronto: Nelson Education.

BUSC-6208 Financial Management 3 (3+0)

Financial Management discusses the role that financial managers play 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 students an understanding of the financial environment and financial instruments and basis of the evaluation of business entity. It is one of the core areas for those majoring in Finance, Accounting and Business Administration programs. The course covers the current best practices in financial analysis and planning through the application of financial concepts. These include financial performance ratios, time value of money, financial markets and institutions, securities and valuation of firms, cost of capital, risks and return, long-term financial budgeting, and working capital management. Also, the course also introduces topics on lease financing, hybrid securities and derivatives, trust funds, mergers and acquisitions, and international corporate finance.
After qualifying this course, students will be able to understand the nature and structure of the business organization and shall be able to address basic issues related to financial statements, instruments, and business operations.

Contents

1. Introduction to Managerial Finance: The role of Managerial Finance
2. The Financial Market. Environment
3. Financial Tools: Financial Statements and Ratio Analysis
4. Financial Tools: Cash Flow and Financial Planning
5. Financial Tools: Time Value of Money
6. Valuation of Securities: Interest Rates and Bond Valuation
7. Valuation of Securities: Stock Valuation
8. Risk and the Required Rate of Return: Risk and Return
9. Risk and the Required Rate of Return: The Cost of Capital
10. Long term Investment Decision: Capital Budgeting Cash Flows
11. Long term Investment Decision: Capital Budgeting Technique

Recommended Texts

1. Houston, J. F., & Brigham, E. (2009). *Fundamentals of financial management* (9th ed.). South Western: Cengage Learning.
2. Van Horne, J. C., Wachowicz, J. M. *Fundamentals of Financial Management* (13th ed.). Prentice Hall: Financial Times.

Suggested Readings

1. Ross, S. A., Westerfield, R. W., Jordan, B. D., & Robert, G. S. *Fundamentals of Corporate Finance* (9th ed.). Ryerson: McGraw Hill

BUSC-6209 Human Resource Management 3 (3+0)

The principal objective of this course is to prepare students to gain knowledge in the field of human resource management and enabling them to understand the human resource functions and practices in banks/organizations for improved performance and help create a transparent organizational culture. The course also provides an overall understanding of organizational behavior concepts to assist students 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. A section on business ethics is also included to ensure conceptual understanding, need, and application of these concepts in daily business transactions.

Students are introduced to the management of an organization's workforce through the design and implementation of effective human resources policies and procedures. Topics include the need for human resources management and its growing professionalism; human resource planning including job design and analysis; recruitment and selection; compensation; employee development; workplace health and safety; and employee relations.

Contents

1 Introduction:
2 Concepts of human resource management
3 Human Resource Challenges
4 Human Resource Functions,
5 Philosophical approaches to Human Resource Management Job Design and Analysis:
6 An overview of Job design,
7 Techniques of job design,
8 Job analysis, Collection of job information, Applications of job analysis information for HR.
9 Planning & Recruitment:
10 Significance of Human Resource Planning, The planning process, the implementation of program,
11 Recruitment & selection policy issues, Source of recruitment, Selection process & procedure
12 Evaluation of Human Resource Planning &Recruitment, Career
13 Planning & Development: Promotion, Anachronism, Demotion,
14 Separation.
15 Training and Development:
16 Significance of training & development, Principles of training &development,
1 Training & development methods, Evaluation of training & development.

Recommended Texts

1. Werther, W. B & Davis, K. *Human Resource & Personnel* (5th ed.). NJ: McGraw Hill.

Suggested Readings

1. Bernardin, H. J., & Russell, J. E.A. *Human Resource Management* (6th ed.). NJ: McGraw Hill.

BUSC-6210 Company Law and Secretarial Practices 3 (3+0)

The corporate sector is a potential and purposeful monetary-based media that nourishes and streamlines the socio-economic growth of a developing country. The role it plays in the sectoral growth in all the industry undoubtedly constitutes an integral organ of the overall development. The corporate sector is apt to have its own peculiar legal and operational problems. Thus, the subject of corporate Law inevitably demands a systematic and comprehensive study of the laws and regulations governing the functions of corporate entities and secretarial practices. The course also aims to provide the students with a thorough knowledge of Corporate Laws and Secretarial Practices to enable them to: advise and assist the management for taking an appropriate and prompt decisions, and carry out secretarial work more effectively.

Contents

1. Introduction to Companies
2. Introduction to Corporate Law
3. Kinds of Companies and Company Courts in Pakistan
4. Securities & Exchange Commission of Pakistan
5. Formation of Company: Registration & Incorporation
6. Formation of Company: II-Company Promotors, III-Pre-Incorporation Contracts
7. IV-Memorandum of Association (MOA)
8. Articles of Association
9. Prospectus of Company – Introduction to public Subscription
10. Shares in Company, Transfer, and Transmission of Shares
11. Share Capital of Company
12. Debentures of Company
13. Company Management (Appointment of Directors, CEO, Chairman, and Secretary)
14. Company Meetings – Kinds of company meetings
15. Voting, Polling, Proxies, and Resolution
16. Company Books of Accounts and Annual Accounts
17. Dividend Declaration
18. Auditors of Company
19. Commencement of Business
20. Winding Up of Company
21. Detailed introduction to Secretarial Practices in Pakistan

Recommended Texts

1. Baig, L. (1990). *Company Law* (3rd ed.). Lahore: Ghazanfar Academy

Suggested Readings

2. K. A. Saeed (2018). *Mercantile Law of Pakistan.* Lahore: Accountancy & Taxation Services Institute.

BUSC-6211 Managerial Economics 3(3+0)

Managerial Economics course is of importance to business students expecting to deal with business and professional lives in the future. This course is designed to introduce and discuss various management concepts from an economic point of view. Using integrated approaches, the course will emphasize discussion on the design and implementation of risk management practices along with the theory of the firm. It purports to help students realize, understand, and master various economic problems and the way the firm tries to resolve such problems. Students focus on the application of economic models and rationale choice to business decision making. Topics include an overview of managerial economics, demand and supply, costs of production and the organization of the firm, market structure and pricing and output decisions, game theory and pricing strategies, and the economics of information and the role of government in the marketplace.

Contents

1. Introduction, Opportunity Cost, Theories and Models, Quantitative Methods, Role of Govt,
2. Theory of Firm, Agency Problem, Mathematical Economics, Functional Relationship,
3. Linear Equations,
4. Graphs, Geometric Progressions
5. Derivative of a function, Implicit Differentiation, Average and Marginal relationships,
6. First Order condition, Partial Derivative, Constraints optimization
7. Partial Derivative (Revision), Constraints Optimization (Revision)
8. Determinants of market demand, market demand equation, law of supply.
9. Estimation of Demand Function using OLS
10. Fundamentals of Managerial Economics
11. The market mechanism, Rationing Function of Prices,
12. Price ceiling, price floor, allocation function.
13. Concepts in Price elasticity of demand,
14. A formal relationship between the price elasticity of demand and total revenue. Decision making
15. Role of the firm, production function, law of diminished marginal utility, output elasticity
16. Three stages of production, Isoquants, long-run production function
17. Production and cost, short-run cost, key relationships in cost,
18. The mathematical relationship between ATC and MC,
19. economies of scale, multi-product cost function
20. Profit maximization, optimal input combination, unconstraint optimization,
21. total revenue maximization
22. Characteristics of market structure, equilibrium price, monopoly,
23. evaluating perfect competition and monopoly
24. Monopolistic competition, short-run monopolistic equilibrium,
25. advertising in monopolistically competitive industries
26. Characteristics of duopoly and oligopoly, Game theory
27. Price discrimination, no marginal pricing, multiproduct pricing
28. Capital budgeting, time value, capital rationing, cost of capital
29. Risk and uncertainty, measuring risk, firm behavior,
30. Game theory, game trees, Decision making under uncertainty, Insurance.

Recommended Texts

1. Datta, D. (2017). Managerial Economics. NJ: PHI Learning Pvt. Ltd.

Suggested Readings

1. Baye, M. (2017). *Managerial Economics and Business Strategy* (9th ed). Boston: McGraw-Hill Irwin,

BUSC-6212 Financial Statement Analysis 3 (3+0)

Financial Statement Analysis is essential for all individuals working in the business world. Understanding financial accounting information is critical for a wide range of business decision making. Being able to ask for and understand the appropriate financial information is particularly important for financial analysts and individuals seeking or already in management positions at all levels of organizations. The course specifically designed to meet the needs of individuals who have sufficient background in accounting and finance. The course forges a unique path in financial statement analysis that responds to the needs of modern-day business analysts. In particular, it provides a framework for using financial statement data in a variety of business analysis and valuation context. The most important knowledge and skill for managers attempting to understand financial statement information is a good knowledge of how important business transactions are accounted for, and how these transactions appear in the financial statements. Accordingly, this course focuses on teaching the skills to be able to understand the complexities of financial statements and untangle important information that is not visible to the untrained eye.

Contents

1. Introduction to accounting & accounting principles
2. Generally accepted accounting principles (GAAP), Accounting cycle/process
3. Rules of Debit and Credit, Steps in the accounting cycle
4. Limitations of trial balance, preparing financial statements
5. Balance sheet, income statement, Expenditures Vs Expenses
6. Adjusting entries and their types, Statement of owner's equity
7. Closing entries, Statement of Cash flows, Parts of cash flow statement
8. Notes to financial statements, Accounting policies, inventory accounting policies
9. Depreciation accounting policies, Methods of computing depreciation
10. Annual report generated by the business, Audit's report
11. Types of business, Using Financial Statements Information,
12. Financial Statement Analysis, Ratio Analysis
13. Vertical & horizontal analysis
14. Different types of ratios, Liquidity ratio
15. Leverage ratio
16. The coverage ratio, Activity ratio
17. Profitability Ratios

Recommended Texts

1. Gibson, C. H. (2013). *Financial Statement Analysis* (13th ed.). Canada: South-Western Cengage Learning.

Suggested Readings

1. Subramanyam, K. R. (2014). *Financial Statements Analysis* (11th ed.). McGraw-Hill: New York.

BUSC-6213 Production and Operations Management 3 (3+0)

This course is an introduction to the concepts, principles, problems, and practices of operations management. Emphasis is on managerial processes for effective operations in both goods-producing and service-rendering organization. Topics include operations strategy, process design, capacity planning, facilities location and design, forecasting, production scheduling, inventory control, quality assurance and project management. The topics are integrated using a systems model of the operations of an organization. This course aims to familiarize students with the major operational problems and issues that confront managers and provide them with language, concepts, insights, and tools to deal with these issues to gain competitive advantage through operations. The students will demonstrate an awareness and an appreciation of the importance of the operations and supply management to the sustainability of an enterprise. Furthermore, they will demonstrate a basic understanding of project management, facility layout design, quality control, aggregate planning. materials requirement schedules. operations scheduling, lean and green operations management.

Contents

1. Introduction to Operations
2. Operations Strategy
3. Product Design
4. Service Design
5. Form Teams
6. Process Analysis
7. Manufacturing Process Analysis
8. Job Design and Measurement
9. Business Process Reengineering
10. Quality Management and 6 Sigma
11. Statistical Process Control
12. Capacity Planning
13. Aggregate Planning
14. Enterprise Resource Planning
15. Lean Production
16. Inventory Management
17. Waiting Line Analysis
18. Project Management
19. Supply Chain Strategy
20. Materials Requirements Planning, the Japanese style of manufacturing utilizing
21. techniques and trends for attaining quality assurance with the use of techniques such “kanban”.
22. Capacity planning, process design, facility layout and location
23. Implementation of an effective operational strategy.

Recommended Texts

1. Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. *Operations Management, Processes, and Supply Chain (*8th ed.). NJ: Prentice Hall.

Suggested Readings

1. Elwood S. Buffa and Rakesh K. Sarin. (2017). Modern Production/Operations Management (8th ed.). London: Wiley.

BUSC-6214 Managerial Accounting-I 3 (3+0)

Management Accounting is an essential tool that enhances a manager's ability to make effective economic decisions. This course will introduce the student to the principles and practice of management accounting. As a discipline, Management 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 volume-profit relationships, job-order costing, variable costing and segment reporting, activity-based costing, and differential analysis. This course is an introduction to the fundamental concepts of managerial accounting appropriate for all organizations. Students will study information from the entity's accounting system relevant to decisions made by internal managers, as distinguished from information relevant to users who are external to the company. The emphasis is on the identification and assignment of product costs, operation budgeting and planning, costs control, and management decision making. Topics include product costing methodologies, cost behavior, operational and capital budgeting, and performance evaluation.

Contents

1. Introduction to Managerial an Accounting
2. Organization and Overview of the Course
3. Cost of Goods Sold
4. Cost of Goods Manufactured
5. The nature, concepts, and classification of the cost
6. Product cost accumulation systems
7. Costing and Control of material
8. Costing and control of labor
9. Costing and control of factory overhead
10. Job order costing system
11. Process Costing
12. Joint Product and Product Costing
13. Direct and Absorption Costing
14. Budgeting
15. Break-Even Analysis and Cost Volume Profit Analysis

Recommended Texts

1. Usry, M. F., Hammer, L. H., & Carter, W. K. (1991). *Cost accounting: planning and Control*. (10th ed.). Cincinnati: South-Western Publishing Company.

2. Polimeni, R. S., Fabozzi, F. J., & Adelberg, A. H. (1991). *Cost Accounting: Concepts and applications for managerial decision making* (3rd ed.). McGraw-Hill Companies.

Suggested Readings

1. Hilton, R. W., Ramesh, G., & Jayadev, M. (2009). *Managerial Accounting* (7th ed.). London: McGraw-Hill Companies.

BUSC 6215 Entrepreneurship and SME Management 3(3-0)

This course aims at helping students develop a positive, constructive and practical approach to: Entrepreneurship venture opportunities, innovations, change, fantasies, Environment of small business, sources, and resolutions. Risk failure and new venture unit, the feasibility of planning and concepts of planning, stages of the growth model. The entrepreneur is defined as someone who has the ability and desire to establish, administer, and succeed in a startup venture along with risk entitled to it, to make profits. The best example of entrepreneurship is the starting of a new business venture. The entrepreneurs are often known as a source of new ideas or innovator, and bring new ideas in the market by replacing old with a new invention. This course is designed to help graduate in understanding the importance of new ventures at a small scale. Important is to understand the difference between a usual business venture at a small scale and entrepreneurship, which is need of modern times.

Contents

1. Introduction: entrepreneurial perspective.
2. Economics and entrepreneurship.
3. Process, ventures, practices, and characteristics.
4. Entrepreneurship and new free enterprise: venture opportunities, innovations.
5. Change, fantasies, the environment of small business,
6. Sources and resolutions, corporate entrepreneurship,
7. New venture unit of planning and concepts of planning,
8. Stages of the growth model, the responsibility of feasibility plan.
9. Product and services concepts and commercial opportunities (macro overview),
10. Products and technology, identification opportunities
11. Product development life cycle, product protection,
12. Trademark and patents, the process of patents,
13. The validity of property rights and accessing government information
14. Human resources side of enterprise,
15. The infrastructure of services, types of service venture, success factors.
16. Marketing and new venture development, Marketing research for new ventures,
17. Marketing concepts, startup of marketing research, Market focused on organization,
18. Sources of market intelligence,
19. Competitive analysis and implications of market research
20. Marketing strategies and functions, Product concepts, 4 ps,
21. Entrepreneurial team and business formation

Recommended Texts

1. Holt, D. H. (2016). Entrepreneurship: New venture creation (9th ed.). NJ: Prentice Hall.

Suggested Readings

1. Bolton, B. K., & Thompson, J. (2004). *Entrepreneurs: Talent, temperament, technique* (2nd ed.). London: Routledge.

BUSC-6216 Total Quality Management 3 (3+0)

Total quality management (TQM) is a philosophy, methodology, and system of tools aimed to create and maintain the mechanism of the organization's continuous improvement. It involves all departments and employees into the improvement of processes and products. It helps to reduce costs and to meet and exceed the needs and expectations of customers and other stakeholders of an organization. TQM encompasses the concepts of business and social excellence that is a sustainable approach to the organization's competition, efficiency improvement, leadership, and partnership. The objectives of this course are to introduce the main principles of business and social excellence, to generate knowledge and skills of students to use models and quality management methodology for the implementation of total quality management in any sphere of business and public sector. This highly interactive course will help participants apply the powerful quality tools used in leading organizations. Participants will leave with best practices on how to select, design or apply quality structures and tools in their organizations.

Contents

1. Introduction to Total quality approach to quality management
2. Quality pioneers, Views and key elements of quality
3. Quality and global competitiveness
4. Hallmarks of TQM Six Sigma concept
5. Leadership. Roles, habits. Types and characteristics
6. Leadership, ethics and Deming's philosophy
7. Customers satisfaction, service quality, mass customization
8. Employee involvement, theories of motivation
9. Employee empowerment, teams and types of teams, team development
10. Continuous process improvement/ Presentations
11. Benchmarking/ Presentations
12. Performance management/ Presentations
13. Supplier relationship/ Presentations
14. Quality tool/ Presentations
15. ISO 9000 and total quality
16. Discussion of important random topics of TQM

Recommended Texts

1 Goetsch, D. L., & Davis, S. (2006). *Introduction to total quality: Quality management for production, processing, and services* (2nd ed.). NJ: Prentice Hall.

2 Besterfield, D. H., Besterfield-Michna, C., Besterfield-Sacre, M., Besterfield, G., & Urdhwareshe, H. (2011). *Total Quality Management* (3rd ed.). New Delhi: Pearson Education India.

Suggested Readings

1. Oakland J. S.., & Evans, J.R. (2003). *Total Quality Management: Quality and Performance* (3rd ed.). Oxford: Oxford Press.
2. Goetsch, D. L. & Davis, S. (2010). *Quality Management for Organizational Excellence: Introduction to Total Quality* (6th ed.). Pearson: Prentice Hall.

BUSC-6217 International Business 3 (3+0)

The forces of globalization have increased the permeability of traditional boundaries around countries, economies, and industries. These forces include the expansion of international trade and investment, the growth of multinational corporations (MNCs), the ability of information and communications technology to span time and distance, and the shift of the world's economic center of gravity from the West to Asia. Because of globalization, the environment of business is now more complex, more dynamic, more uncertain, and more competitive than ever before. This course examines important strategic, organizational and operational issues from the perspective of managers working for local Australian firms or subsidiaries of MNCs based in Australia, as well as entrepreneurs who are looking to expand their venture overseas. Its main objective is to develop an understanding of the international business opportunities and challenges facing these firms and individuals, and how they can best address these issues when competing in the global marketplace.

Contents

1. The International Business Imperatives: Introduction and Overview
2. Culture: Elements and Sources of Culture
3. Trade & Investment Policies
4. Politics & Law in IB: International Relations and Laws
5. The Theory of Trade & Investment
6. The Balance of Payments
7. Financial Markets and International Business
8. Economic Integration
9. Emerging Markets of 21st Century
10. Entry & Expansion in Global Business
11. Organization, Implementation and Control
12. International Marketing and Services
13. International Logistics and Supply Chain Management
14. International Financial Management
15. International Human Resource Management & Role of CPEC in Global Trade

Recommended Texts

1. Hill, Charles, W.L. *International Business* (10th ed.). New York: McGraw Hill Company.

Suggested Readings

1. Pustay, M. W., & Griffin, R. (2014). *International business: A managerial perspective.* London: Prentice Hall.
2. Reeb, D., Sakakibara, M., & Mahmood, I. P. (2020). Endogeneity in International Business Research. In *Research Methods in International Business* (pp. 359-375). Cham: Palgrave Macmillan.
3. Kahiya, E. T. (2020). Context in international business: Entrepreneurial internationalization from a distant small open economy. *International Business Review*, *29*(1), 101621.

BUSC-6218 Managerial Accounting-II 3 (3+0)

This course is an extension of the Managerial Accounting-I. It will provide an introduction to the fundamental concepts of managerial accounting appropriate for all organizations. As a discipline, Management Accounting is both a process and a function of supplying managers and employees in an organization with relevant information, both financial and non-financial, for making decisions, allocating scarce resources, monitoring, and evaluating performance. Students will study information from the entity's accounting system relevant to decisions made by internal managers, as distinguished from information relevant to user's whore external to the company. The emphasis is on the identification and assignment of product costs, operation budgeting and planning, costs control, and management decision making. Topics include Product costing methodologies, cost behavior, operational and capital budgeting, and performance evaluation. The course objective is to give students a good understanding about the concepts and techniques of management accounting. These issues will be explained against the background of a fast-changing global market.

Contents

1. Introduction
2. Managerial Accounting: A Perspective
2. Cost Terms
3. Concepts and Classification
4. Responsibility Accounting and Cost Allocation Concepts
5. Responsibility Accounting Centers and Performance Reports
6. Cost Flows and Accumulation: The basic cost flow model
7. Cost Accumulation: Merchandising Organizations
8. Cost Accumulation: Services Organizations
9. Cost Systems: Job Order Costing System
10. Cost Systems: Activity Based Costing System

Recommend Texts

1. Miller-Nobles, T. L., Mattison, B. L., & Matsumura, E. M. (2017). H*orngren's Financial & Managerial Accounting* (6th ed.). Pearson.
2. Polimeni, R. S., Fabozzi, F. J., & Adelberg, A. H. (1991). *Cost Accounting: Concepts and applications for managerial decision making* (3rd ed.). McGraw-Hill Companies.

Suggested Readings

1. Peter, A. & McLaney, E. (2009). *Management Accounting for Decision Makers*. (6th ed.). Essex: Prentice Hall.
2. Drury, C. (2008). *Management and Cost Accounting* (7th ed.). London. Cengage Learning EMEA.

BUSC-6219 Accounting Information Systems 3 (3+0)

This course is designed to present an understanding of accounting information systems and their role in the accounting environment. Particular attention is paid to transaction cycles and internal control structure. Topics to be covered include the software development life cycle, contemporary technology and applications, control concepts and procedures, auditing of information systems, internets, intranets, electronic commerce, and the role of information systems in a business enterprise. This course will cover accounting information systems—both computerized and non-computerized—with particular emphasis on internal controls. This course is an introduction to Accounting Information Systems: their role in organizations, particularly in support of strategic and operational decision-making and problem-solving, as well as operations support and management. Systems thinking; systems design & development; management perspectives on the IT support role to business (particularly security & ethics); trends, issues, and concerns in IS; and end-user application software including accounting packages, reporting, and database management, are studied and assessed.

Contents

1. Accounting information systems: an overview
2. Introduction to business processes/transaction cycles
3. Systems documentation techniques
4. Database concepts/Relational Databases
5. Computer Fraud and Abuse Techniques
6. Control and accounting information systems
7. Controls for Information security
8. Confidentiality and privacy controls
9. Auditing computer-based information systems
10. The revenue cycle: sales to cash collections
11. The expenditure cycle: purchasing to cash disbursements
12. Use of big data, data analytics and cloud solutions in accounting profession (Guest Speaker)
13. Introduction to Systems Development and Systems Analysis
14. AIS Development Strategies
15. Systems Design, Implementation, and Operation
16. Presentations and Revision

Recommended Texts

1 Romney, M. B., Steinbart, P. J. (2018) *Accounting Information Systems* (14th ed.). London: Pearson.

2 Parkes, A., Considine, B., Olesen, K. & Blount, Y. (2016). *Accounting information systems* (5th ed.). Milton Qld.: John Wiley & Sons.

Suggested Readings

1. Simkin, M. G., Rose, J. M., and Norman, C. S. (2012). *Core Concepts of Accounting Information Systems.* (12th ed.). London: John Wiley & Sons, Inc.
2. Baltzan, P., Lynch, K., Blakey, P. (2010). *Business Driven Information Systems* (1st ed.). NY: McGraw-Hill.
3. Gourlay D. & Flanders D. (2009). *MYOB Accounting Plus Version 19*. Boston: Cengage Learning.

BUSC-6220 Intermediate Accounting 3 (3+0)

The course is designed to discuss the theoretical foundation of financial accounting, basic issues related to measurement, reporting of financial statements, and disclosure issues related to current assets. Also, the course provides information relating to revenue recognition. This intermediate financial accounting course emphasizes the critical concepts of assets, liabilities, and shareholders' equity. This course is designed to provide the students with the opportunity to identify, interpret and apply current accounting standards in the areas of investments, capital and intangible assets; current and long-term liabilities, and Shareholders' Equity. Upon successful completion of this course the student will have reliably demonstrated the ability to: Calculate and record detailed transactions relating to investments, capital and intangible assets: differentiate between and use various techniques of reporting for current and long term liabilities and contingencies: account for the various components of Shareholders' Equity: Prepare financial statement notes to meet disclosure requirements: Identify and differentiate between requirements under Generally Accepted Accounting Principles (GAAP) for Private Enterprise and International Financial Reporting Standards (IFRS) for all elements of the financial statements under study.

Contents

1. Capital assets, intangible assets, and goodwill: valuation at acquisition, disposal exchange
2. Post-acquisition expenditures
3. Depreciation and impairment: alternative methods, impairment testing, capital assets held for sale
4. Investments: classification, cost, fair value, and equity methods, reclassification
5. Liabilities: current liabilities - known and estimated
6. Contingencies bonds - pricing,
7. Effective interest and straight-line methods of discount/premium amortization, retirement
8. Foreign currency-denominated debt
9. Shareholders' Equity
10. Inventories: Measurement
11. Disclosure note requirement for above areas

Recommended Texts

1. Kieso, D., Weygandt, J. & Warfield, W., (2010). *Intermediate Accounting* (13th ed.). UK: John Wiley& Sons.
2. Kieso, D. E., Weygandt, J. J., Warfield, T. D., Young, N. M., Wiecek, I. M., & McConomy, B. J. (2013). *Intermediate Accounting* (10th ed.). UK: Wiley Global Education.

Suggested Readings

1. Slater, J., & Good, D. (2018). *College Accounting: A Practical Approach* (13th ed.). Don Mills: ON Pearson Education

BUSC-6221 Accounting and Investigation Audit 3 (3+0)

The course is designed to provide an in-depth study of auditing principles, concepts, and practices as it applies mainly to business and investors. Further, it will provide the student with a working knowledge of auditing procedures and techniques, standards, ethics and legal environment, statistical audit tools as well as audit reports.

At the end of this program students should be able to: Demonstrate awareness, knowledge, and appreciation in the application of auditing principles and practices in global business operations, Demonstrate knowledge of different functions of business and appreciation of integrated functional business areas; and make use of adaptive and innovative skills in solving business problems, Demonstrate practical working experience attained through participation in teamwork and contribution to the community and societal causes; and the ability to collect and analyze data to provide business solutions, Demonstrate understanding of diversity, and ability to work harmoniously with individuals and groups in organizations; and competencies in oral and written communication skills and use of technology, Demonstrate mastery of knowledge, skills and values relevant to a career in the selected disciplines; and effective, efficient and ethical leadership.

Contents

1. Introduction to Audit: Needs for an Audit, Types of Audit, Objectives of Auditing.
2. Appointment, rights, and duties of an Auditor
3. Audit Planning
4. Planning, Quality Control
5. Audit Evidence
6. Audit Evidence, Audit Risk, Statistical and Other Sampling Methods, Reliance on other specialists
7. Internal Controls and Internal Audit
8. Internal Auditing, Reliance on Internal Audit
9. Audit of Final Accounts
10. Audit of Stock, Audit of WIP, Debtors, Audit of Goodwill, Audit of Patent, Audit of Liabilities
11. Audit of Cash Balances
12. Audit Reports and Communication with Management
13. Introduction, The qualified audit report, Qualifications in audit reports
14. Reporting on accounts of sole traders and Partnership, Reports to Management
15. Auditing Of Group Accounts
16. Introduction and Legal Background, SSAP 14 - Group Accounts.
17. The auditor's responsibility, Auditing group Account, The auditor's report
18. Application of Modern Auditing Techniques by the Use of Statistical Sampling
19. Investigations and Reports: Investigations, Reports, Prospectus Reports

Recommended Texts

1. Whittington, O. R., Pany, K. (2000). *Principles of Auditing and Other Assurance Services* (13th ed.). NY: McGraw-Hill.

Suggested Readings

1. Arens, A. A. et al. (2008). *Auditing and assurance services, an integrated approach* (12th ed.). New Jersey: Pearson Prentice Hall

BUSC-6222 Taxation Policy in Pakistan 3 (3+0)

This course concentrates on income tax law in Pakistan, and also provides an introduction to fringe benefits tax and goods and services tax. The technical legal rules relating to the taxes discussed are examined against a background of the policy reasons underpinning the rules. The primary emphasis in this course is the determination of Net Income for Tax Purposes. The course gives detailed attention to the components that make up this figure, including employment income, business and property income, and capital gains. Detailed attention is given to both the Taxable Income of individuals and Tax Payable for individuals. This course aims to provide an overview of the Pakistani taxation system's basic principles of Pakistani taxation law. Examine-in detail selected topics in Pakistani income tax law Develop skills in recognizing tax issues in factual situations. Enhance your ability to solve tax problems through the development of skills in interpreting legislation and cases and in finding the applicable law. Develop your written presentation skills. Develop your oral presentation skills. Assist you in developing systematic approaches to organizing and retaining knowledge

Contents

1. General Philosophy, theory and justification of taxation
2. Statutory obligation
3. Interpretation of fiscal laws
4. Direct and indirect taxation
5. Philosophy of Taxation, Administration of tax system
6. Charge of Tax
7. Computation of total income
8. Allowance and Relief
9. Payment of tax before assessment, Assessment
10. Tax liability in special cases
11. Recovery of tax
12. Refund and tax credit
13. Penalties, Offences and prosecutions
14. Appeals reference and revision
15. Charge of Taxation, Assessment of Taxation
16. Recovery Drawback
17. Practical Problems
18. Sales Tax Act, 1990
19. 4Zakat and Ushar
20. Philosophy and legal justification Zakat and Ushar
21. Whether Zakat a tax or charity
22. Enforceability
23. Concept of Nisab

Recommended Texts

1. Mughal M. M. (2018). *Income Tax: Principles and Practice.* Lahore: Syed Mobin Mahmud & Co

Suggested Readings

1. Income Tax Ordinance 2001.

BUSC-6223 Advanced Accounting Problems 3 (3+0)

This course presents an in-depth analysis of advanced accounting topics. The student is introduced to the consolidation of financial statements, translation of foreign currencies, the reporting requirements of business segments, international standards, estates and trusts, partnerships, and corporations in financial difficulty. This course deals with various concepts and procedures needed for the preparation of financial statements under the following specialized topics: installment sales accounting, accounting for the long-term construction contracts, franchise accounting, home office, and branch accounting, accounting for companies undergoing liquidation and accounting for joint ventures.
To equip the student with the latest tools and techniques in advance accountancy after studying the course, the student will be able to: Understand advance accounting, its characteristics, and application, Understand consolidation and amalgamation in its financial aspect and effects on financial record, Understand and apply the lease accounting by latest International standard on accounting, Understand and apply branch accounting, Joint venture accounting, and contract accounting at an advanced level, Understand and enhance concepts in final accounts of limited companies as studied at bachelor level.

Contents

1. Partnership: Formation, Dissolution, and Liquidation of partnership firm
2. Consolidations: Business Combinations
3. Consolidation: Acquisition of Subsidiary Company
4. Consolidation: Investments carried by the equity method
5. Consolidation: Investments carried by the cost method
6. Consolidation: Special problems in consolidation
7. Consolidation: Changes in interest in Subsidiary
8. Consolidation: Indirect and Mutual Holdings
9. Consolidation: Income and Retained Earnings Statements
10. Consolidation: Foreign branches and subsidiaries
11. Actuarial Science: Compound Interest-Amounts
12. Actuarial Science: Compound Interest-Present Value
13. Actuarial Science: Compound Interest-Special problems
14. Accounting for Leasing

Recommended Texts

1. Hoyle, J. B., Schaefer, T., & Doupnik, T. (2015). *Advanced Accounting* (12th ed.). NJ: McGraw Hill.
2. Simons, H., & Karrenbrock, W. E. (1968). *Advanced Accounting (Comprehensive Volume).* Cincinnati: South-Western Publishing Company.

Suggested Readings

1. Hilton, D., & Herauf, M. (2013). *Modern Advanced Accounting in Canada.* Ryerson: McGraw-Hill Ryerson Ltd.

BUSC-6224 **Corporate Finance** **3 (3+0)**

This course presents the foundations of finance with an emphasis on applications vital for corporate managers. We discuss most of the major financial decisions made by corporate managers both within the firm and in their interactions with investors. Essential in most of these decisions is the process of valuation, which will be emphasized throughout the course. Topics include criteria for making investment decisions, valuation of financial assets and liabilities, relationships between risk and return, capital structure choice, payout policy, the effective use and valuation of derivative securities (futures, options, and convertible securities), and risk management. 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.

Contents

1. An Overview of Corporate Financing: Book value vs. market value; dividend
2. Stockholders' rights, classes of stocks, convertible securities
3. How corporations Issue securities, Venture capital, the underwriters
4. General Cash offers by public companies, private placement.
5. Corporate Payout Policy
6. Does Debt Policy Matters?
7. How much should a corporate borrow?
8. Financing and Valuation
9. Financing and Valuation
10. Credit Risk and the value for corporate debt
11. Credit Risk and the value for corporate debt/Guest Speaker
12. The Many different kinds of debt
13. Leasing
14. Managing Risk
15. Managing International risk
16. Working Capital Management
17. Mergers and Corporate Restructuring

Recommended Texts

1. Brealey, R. A., Myers, S. C., Allen, F., & Mohanty, P. (2012). *Principles of corporate finance* (10th ed.). Tata: McGraw-Hill Education.
2. Ross, S. A., Westerfield, R. W., & Jaffe, J. (2013). *Corporate Finance* (10th ed.). NY: McGraw-Hill.

Suggested Readings

1. Van Horne, J. C. & Wachowicz, J. M. Jr. *Fundamentals of Financial Management* (13th ed.). London: Pearson Education.

BUSC-6225 International Finance 3 (3+0)

The course aims at providing a solid understanding of international finance within a complex capital markets context. It emphasizes the managerial perspective of finance for a multinational corporation (MNC). Based on macroeconomic and institutional foundations, advanced techniques, and instruments for managing the foreign exchange exposure and risk of MNCs are developed. The course further addresses international banking and money markets. Students will be prepared to and provided with the skills required for international investment management, cross-border acquisitions, international capital budgeting, and multinational cash management and trade financing.
Moreover, the balance of payments is studied, and its impact on exchange rates and country risk is considered. The course examines various concepts of exchange risk and analyzes hedging with forwarding contracts and foreign currency options. It also considers longer-term operational exposures and discusses the need to manage foreign exchange risk in a continually operating international business. Furthermore, valuation of foreign investment projects is analyzed.

Contents

1. An Overview of International Finance
2. The Foreign Exchange Market
3. The Balance of Payment and Effective Exchange Rate
4. Factors Affecting the Balance of Payment Position, The real effective exchange rate
5. Exchange Rate Determination: Some stylized facts about the exchange rate,
6. Factors affecting demand and supply, speculation in the spot foreign exchange market
7. Purchasing power parity, the monetary model of exchange rates
8. determination of bid-offer spread and the forward spread
9. The international monetary system and the exchange rate argument
10. Criteria, classes, different parallel systems of exchanges.
11. The euro currency market and international banking
12. International Banking regulations and the Basel accord
13. Exchange rate forecasting, Technical Analysis, and Trading rules
14. Exchange rate forecasting, Technical Analysis, and Trading rules
15. Currency futures and swaps
16. Comparison of the forward and futures market, specification of currency futures, interest rate swap
17. International Arbitrage
18. Foreign exchange risk exposure: definition, value at risk, the definition of exposure
19. Foreign exchange risk exposure: Translation, economic and transactional

Recommended Texts

1. Eun, C.S., & Resnick, B. G. (2015). *International Financial Management* (7^{th} ed.). Irwin: McGraw-Hill.

Suggested Readings

1. Dreher, A., Lang, V. F., & Richert, K. (2019). The political economy of International Finance Corporation lending. *Journal of Development Economics, 140,* 242-254.

BUSC-6226 Investment & Portfolio Management 3 (3+0)

The module has two main objectives. First, it aims to provide students with an insight into the key issues in advance portfolio management. In particular, it will explore the theories and practices of classical and contemporary portfolio management. Besides, the module is intended to extend further students' ability to understand, critically evaluate, and carry out analytical and empirical research in the subject area, particularly in capital markets. This will be achieved by requiring students to prepare, critically evaluate, and present research articles assigned each week. We will use these published research papers to discuss and critique the most motivation for empirical research, the connection between theory and empirical work, the research design typically used, and the methods of analysis typically employed. On successful completion of this module, you are expected to Gain some knowledge of the main themes of investment management. Become aware of the practical implications of advanced portfolio management concepts and possible research avenues. Gain an insight into the classical and recent relevant published literature. Become aware of the relevant empirical finance research. Become familiar with the key research methods used in the finance literature.

Contents

1. Understanding Investment: Overall perspective
2. Understanding Investment Decision: Investment Alternatives
3. Money Market Securities, Capital Market, Fixed Income, Equity Securities
4. Indirect Investing: What is an Investment Company
5. Major Types, Detail of Indirect Investing, and Investing Internationally
6. Security Markets and Market Indices. How Securities are Traded: Brokerage
7. The Return and Risk from Investing; Measuring return, global perspective
8. Measuring Risk
9. Portfolio Theory
10. Portfolio Selection and Asset Allocation, Alternative Methods of obtaining Efficient Frontier
11. Capital Market Theory and Asset Pricing Model; CAPM, SML, APT
12. Revision of Common Stock Valuation, Common Stock Analysis, and Strategies
13. Market Efficiency: Weak, Semi, strong, and strong.
14. Economy/Market Analysis, Economy and Stock Market Boom, Modeling Market Forecasts
15. Sector/Industry Analysis
16. Company Analysis; Financial Statement Analysis
17. Technical Analysis

Recommended Texts

1. Jones, C. P. (2019). *Investments: analysis and management* (14th ed.). NY: John Wiley & Sons.

Suggested Readings

1. Gitman, L., & Joehnk, M. (2005). *Fundamentals of Investing & Wharton's OTIS Student Access Kit Package* (9th ed.). Boston: Addison Wesley Publishing.

BUSC-6227 Financial Planning and Control 3 (3+0)

This course will provide a basic understanding of how to prepare a financial plan or budgeted financial statements. It will cover best practices in budgeting and the problems associated with budgeting and how to solve them. It will also enhance the ability to prepare, interpret, and use financial information in managerial decision-making. It has been designed to transform the non-financial and finance manager into a more effective team member who can propose, analyze and evaluate financially; planning, and forecasting decisions. The Program is designed to help students: Understand the principles of financial planning and forecasting and the practical problems and how to overcome them, Understand how economic outcomes of business decisions are planned for and reflected in your organization's financial reports, Communicate more effectively with the financial executives in your organization, Improve your financial vocabulary so that you are better able to understand and interpret financial information, Increase your comprehension of current analytical financial planning and forecasting practices and techniques, Learn to use financial forecasting information in managerial decision-making, Discuss current financial problems, Understand the impact of operating decisions on financial performance.

Contents

1. Objectives and practices in financial planning and control
2. Analyzing the financial resources of the business
3. Forecasting Demand
4. Income and Expenditures Budget
5. Capital Budgeting
6. Financial Models
7. Financial Planning in conditions of change
8. Strategic Management Accounting
9. Assessment of performance
10. Cost Control
11. Activity-Based Costing and Balanced Scorecard
12. Controlling the funds
13. New Performance Measures
14. Internal Audit and Infernal Control
15. Financial Control in the public sector
16. Financial Control in small business

Recommended Texts

1. Greenwood, R. P. *Financial Planning and Control* (3rd ed.). New York: Routledge.

2. Carmichael, D. G. (2006). Project planning and control (1st ed.). New York: Routledge.

Suggested Readings

1. Clark, J. J., Hindelang, T. J., & Pritchard, R. E. (1989). *Capital budgeting: planning and control of capital expenditures* (9th ed.). Englewood Cliffs: Prentice-Hall.

BUSC-6228 Leasing and Insurance Management 3 (3+0)

This course examines the nature of risk and how it can be managed. Insurance is one of the tools we use to respond to risk, but it is only one of the multitudes of options available to manage risk within our risk tolerance. We open with the basic principles of risk management and continue with the major forms of insurance and risk management programs in today's business world. We survey the insurance delivery systems as well as insurance company operations. We cover legal principles as they relate to insurance, explore government regulation of insurance, and examine insurance contracts. Life and health plans, personal and commercial policies all receive attention in this course. As an introductory course, students will become familiar with several concepts, programs, and insurance policies found in personal and business applications today. Overall course objectives include familiarization with:
Classification and definitions of risk Characteristics of an insurable risk, Steps in the risk management process, Techniques of risk management, Role of insurance in risk management, Insurance market operations, Insurance company operations, Government regulation of insurance, Legal principles of risk transfer, Analysis of an insurance contract, Enterprise risk management.

Contents

1. Introduction and source of law
2. Definition and essentials of lease types of lease
3. Rights and Duties of lessor and lessee
4. Decision making process lease option or buy option
5. Property law and its essentials
6. Formation and termination of lease
7. Residential lease and the Rental house
8. International article on lease
9. Introduction and source of law
10. The basic principle of insurance
11. Types of insurance
12. Role of insurance in globalization
13. Formation and termination of insurance
14. Insurance and risk
15. Risk management and insurance
16. International article on insurance

Recommended Texts

1. Lilleholt, K., Victorin, A., & Fötschl, A. (2015). *Lease of Goods* (1st ed.). Berlin, DE: Hamburger Edition HIS.

Suggested Readings

1. Robert, M. (2020). Hearing Aid Leasing Solves Technology, Cost Challenges. *The Hearing Journal*, *73*(3), 8-9.
2. Cheberako,O., & Hantyuk, O. (2020). Leasing Services in Foreign Countries: Experience for Ukraine. *World of finance, 1* (62), 118-127.

BUSC-6229 Issues in Financial Reporting 3 (3+0)

The initial aim of the course is to equip students with the requirements and techniques found in various accounting standards. The primary aim of the course is to develop students' capabilities to analyze and assess financial reporting problems and financial reporting issues using theoretical frameworks. This is achieved by addressing questions about the recognition and measurement of assets, liabilities, revenues, or expenses whether accounting information is useful to investors. The role of accounting information in contracting. The incentives that managers face to report truthfully versus their incentives to distort financial reports. The political and economic forces that shape regulatory and corporate responses to accounting issues. Ethical issues related to accounting policy choices. This course also covers controversial issues in financial reporting, for example, leases, share-based payments, extractive industries, biological assets, and derivative financial instruments. The course also covers topical issues related to the scope and quality of financial reports. Students are required to use relevant accounting standards, accounting theories, and ethical theories to address particular accounting issues.

Contents

1. Financial Instruments- Shareholder's Equity
2. Financial Instrument- Financial Liabilities
3. Financial Instrument- Financial Liabilities
4. Financial Instrument- Disclosure and other issues
5. Leases – Accounting by lessee & lessor
6. Agriculture Assets
7. Earnings per Share
8. The Effects of Changes in Foreign Exchange Rates
9. Changes in Accounting policies and fundamental errors
10. Interim financial statements, disposal of assets and sundry
11. Company Taxation
12. Contemporary issues in accounting

Recommended Texts

1. Loftus, J., Leo, K., Daniliuc, D., Boys, N., Luke, B., Ang, H., & Byrnes, K. (2020). *Financial Reporting* (3rd ed.). Australia: John Wiley & Sons.

Suggested Readings

1. Muttakin, M. B., Mihret, D., Lemma, T. T., & Khan, A. (2020). Integrated reporting, financial reporting quality and cost of debt. International Journal of Accounting & Information Management.
2. Williams, P. F. (2019). Really Rethinking Financial Reporting: A Discussion of Rethinking Financial Reporting: Standards, Norms and Institutions by Shyam Sunder. *Accounting, Economics, and Law: A Convivium*, *9*(2), 1-8.
3. Roychowdhury, S., Shroff, N., & Verdi, R. S. (2019). The effects of financial reporting and disclosure on corporate investment: *A review. Journal of Accounting and Economics, 68*(2-3), 101246.
4. Florou, A., Morricone, S., & Pope, P. F. (2020). Proactive financial reporting enforcement: Audit fees and financial reporting quality effects. *The Accounting Review, 95*(2), 167-197.


MS
MANAGEMENT
SCIENCES

BUSM 7201 Advanced Statistics and Econometrics 3(3+0)

The objective of this course is to prepare the first-year graduate students for the study of econometrics, by providing a rigorous introduction to mathematical statistics, and the classical multivariate linear regression model. The course provides an opportunity to learn skills that are important for later stages of the Business programme, and many future career and life contexts. It aims to ensure that all Business MS students have a sound grasp of the basic techniques of modern Statistics and Econometrics. The course will include weekly lab sessions to reinforce lectures, with exercises which foster 'learning-by-doing'. The course provides an opportunity to develop and practice key practical skills in computing, data gathering, processing, analysis and presentation.

Contents

1. Introduction to probability
2. Random Variables and Distributions
3. Multivariate Distributions
4. Hypothesis testing
5. Classical Linear regression model: Assumptions and Applications
6. Multiple regression model
7. Estimation Principles and Classifications of Estimators
8. Hypothesis testing with multiple regression
9. General Principles of Econometric Modeling
10. Simultaneous Equations and Time Series Econometric

Recommended Texts

1.Magnus, J. R., & Neudecker, H. (2019). *Matrix differential calculus with applications in statistics and econometrics*. London: John Wiley & Sons.

Suggested Readings

1. Dumitrache, A., & Nastu, A. (2019). *Techniques of Data Analysis. An Approach to Business Statistics and econometrics*. Network Intelligence Studies, (13), 61-70.
2. Racine, J. S. (2019). *An Introduction to the Advanced Theory of Nonparametric Econometrics: A Replicable Approach Using R*. Cambridge University Press.

BUSM 7202 Management Theory and Practice 3(3+0)

The course deals in detail with the 4 basic management functions of planning, organizing, leading and controlling. Special consideration has been given to highlight the applied or practical side of management rather than theories alone. For this purpose, examples from Pakistani and international context of business and management are presented which are real life situations as I encountered in my career as a manager and a management consultant. Another aspect which adds depth to this course is the extensive use of cases and managerial situations so that the students acquire the skills and knowledge to encounter these issues when faced in their work life. Two hundred years ago, before the industrial revolution, the concept of professional management and managers did not exist. Today millions of people around the world are managers. These managers coordinate and control organizational resources, lead their people into the future, and help their organizations respond to everything from technological changes to social expectations. Management touches everyone's daily lives in a variety of ways: managers run the largest and smallest businesses, hospitals and schools, charities and art organizations, government and military organizations. Even for a manager as experienced as Bill Gates (Chairman of Micro Soft), management is a complex, challenging activity. Next it highlights the detail concepts based on grounded theories that supports todays advance management process in different manufacturing and service organizations.

Contents

1 The organizational and managerial environment
2 Organizations and Organizational Effectiveness.
3 Stakeholders, Managers, and Ethics. Managing in a Changing Global Environment.
4 Organizational design in management: Basic Challenges of Organizational Design
5 Designing Organizational Structure
6 Organizational Design and Strategy in a Changing Global Environment.
7 Organizational Design, Competences and Technology.
8 Organizational change management: Types and forms of Organizational Change.
9 Organizational Transformation: Birth Growth, Decline, and Death.
10 Decision Making, Learning, Knowledge Management, and Information Technology.
11 Innovation, Intrapreneurship and Creativity. Managing conflict, Power and Politics

Recommended Texts

1. Johnson, G., K. Scholes & R. Whittington (2011). *Exploring Corporate Strategy: Text and Cases* (8th ed.). Upper Saddle River: Prentice Hall.

Suggested Readings

1. Williams, C., Kondra, A., & Vibert, C. (2004). *Management* (1st ed.). Toronto: Thomson Publishing.

BUSM 7203 Advanced Research Methods and Designs 3(3+0)

After studying the course, the students will be able to Conduct research in Management Sciences and other interdisciplinary topics. Think scientifically towards the solutions of research problems in Management Sciences. Respect the ethics of research in Management Sciences. Differentiate the concepts and use of qualitative and quantitative research methodologies in Management Sciences. Understand, distinguish and apply various types of research methods and designs in 'Management Sciences Research'. Understand and conduct mixed-methods research in Management Sciences. Understand and apply different types of sampling designs. Develop different kinds of research instruments addressing practical problems in Management Sciences. Develop quality research proposals in the areas of their interests. Write a good research report and evaluate those of others. The overall purpose of the course is to introduce vocabulary, concepts, and methods of educational research. Students learn the advance techniues of research, various methods for conducting research, how to identify and synthesize research literature, how to plan a research study that improves the practice of education or training, and how to formally report research findings.

Contents

1. Introduction to Nature Research in Management Sciences,
2. Epistemology of Management Research
3. Identifying, Developing and Stating Research Problems and Questions,
4. Types of Variables
5. Classification based on nature measurement; Classification based on level of measurement:
6. Classification based on Association/Inter-relationships of variables:
7. Building Theoretical/Conceptual Framework of the Study through Literature Review
8. Sampling Theory and Designs
9. Instrumentation --- Measurement and Data Collection
10. Internal Validity, Generalizability and Reliability of Research
11. Quantitative Research Methods and Designs
12. Qualitative Research Methods and Designs
13. Action Research – Research by Management Practitioners
14. Mixed, Modeling and Delphi Methods of Research
15. Preparing and Evaluating Research Proposals and Reports

Recommended Texts

1. Creswell, J.W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches.* (3rd ed.). London: Sage Publications.
2. Eriksson, P. and Kovalainen, A. (2008). *Qualitative Methods in Business Research. London.* (2nd ed.). London: SAGE Publications Ltd.

Suggested Readings

1. Field, A. and Hole G. (2007). *How to design and report experiments* (1st ed.). London: Sage Publications.
2. Groves, R.M. et al (2009). Survey Methodology (2nd ed.). NY: Wiley Int. Inc.

BUSM 7204 **Applied Data Analysis** **3(3+0)**

Important decisions that we take every day are often based on univariate analysis that does not necessarily tell the full story or might not even be accurate. Most people have heard of the mean, median, standard deviation, normal distribution etc. These are univariate or classical statistics which can be useful, but are limited by only looking at one variable at a time. In reality, there's often more than one variable involved, so univariate analysis can lead to the wrong conclusions. It is often necessary to sample, observe, study or measure more than one variable simultaneously to understand a process or any set of samples with numerous measurements. So, because most of the problems in the world are multivariate in nature - meaning that there are many variables that contribute to them. Hence, we need advanced data analysis techniques for this. Applied data analysis is an intermediate statistics course focused on fundamentals of statistical inference and applied data analysis tools. Emphasis on thinking statistically, evaluating assumptions, and developing practical skills for real-life applications to fields such as medicine, politics, education, and beyond. Topics include t-tests and non-parametric alternatives, multiple comparisons, analysis of variance, linear regression, model refinement, missing data, and causal inference. Students can expect to gain a working knowledge of the statistical software's, which will be used for data analysis and for simulations designed to strengthen conceptual understanding.

Contents

1. Introduction to Univariate, Bivariate and Multivariate Statistics:
2. Data Cleaning --- Pre-processing, Screening and Testing Assumptions:
3. Data Reduction through Factor/Principal Component Analysis:
4. Multiple Linear Regression Analysis:
5. Introduction to Time Series Analysis:
6. Multilevel Linear Modeling (MLM) or Hierarchical Linear Modeling (HLM):
7. Multiple Discriminant Analysis and Logistic Regression:
8. Multivariate Analysis Variance (MANOVA) and Covariance (MANCOVA):
9. Cluster Analysis in Business Research:
10. Multidimensional Scaling (MDS) in Business Research:
11. Canonical Correlation Analysis
12. Introduction to Structural Equation Modeling (SEM) _ I – Path Models:
13. Structural Equation Modeling_ II – Structural Regression Models:
14. Data Analysis in Qualitative Research:
15. Recommended Text Books

Recommended Texts

1. Aiken, L. S. and West, S. G. (1991). *Multiple Regression: Testing and Interpreting Interactions.* Newbury Park: Sage.
2. Field, A. (2010). *Discovering Statistics Using SPSS* (3rd ed.). London. Sage Publications Ltd.

Suggested Readings

1. Hair, J. F. Jr.; Anderson, R. E.; Tatham, R. L. and Black, W. C. (2009). *Multivariate Data Analysis*. New Jersey: Prentice-Hall.

BUSM 7205 Advance Studies in Organization Theory and Behavior 3(3+0)

This course is designed to expose the student to the fundamental principles with which to understand human behavior inside public organizations. The course examines various theories developed in an attempt to explain and predict employee behavior in an organizational context. This course investigates individual and interpersonal behavior in organizations, including personality, decision-making, personal perceptions, teamwork, conflict, leadership, power, ethics and influence. In addition, this course seeks to analyze organizational-level factors affecting behavior, including change management, internal reward systems, culture, and organizational communication. Students will develop their knowledge in advance concepts in organization theory and behavior, Apply advance concepts in organization theory and behavioral real settings. Know and comprehend the latest research in the field of organization theory and behavior. Design and conduct practical research in the field of organization theory and behavior. Comprehend the psychological underpinnings of the organization theory and behavior.

Contents

1. Introduction to Organizations and OT
2. Designing organizations for the international environment
3. Fundamentals of Organization Structure
4. Organizational Culture and Ethical Values
5. Manufacturing and Service Technologies
6. Decision-making process
7. Un Conflict, Power and Politics
8. Organization Size, Life cycle and decline
9. Innovation and Change
10. Managing Diversity: Releasing Every Employee's Potential
11. Organizational Culture, Socialization, and Mentoring
12. International OB: Managing across Cultures
13. Individual Behavior in Organizations
14. Group and Social Processes in the organization – Group Dynamics, Teamwork, and conflicts
15. Organizational Processes: leadership, change, communication and politics

Recommended Texts

1. Daft, R.L.; Murphy, J. and Willmott, H. (2010). *Organization theory and design* (12th ed.). NY: Cengage Publishing EMEA.

Suggested Readings

1. Kreitner, R. and Kinicki, A. (2009). *Organizational behavior* (9th ed.). NY: McGraw-Hill, Inc.
2. Damanpour, F. (2020). Organizational Innovation: Theory, Research, and Direction. Edward Elgar Publishing.
3. Coccia, M., & Watts, J. (2020). A theory of the evolution of technology: Technological parasitism and the implications for innovation management. Journal of Engineering and Technology Management, 55, 101552.

BUSM 7206 Career Planning and Management (3+0)

Career Development is a process where employees strategically explore, plan, and create their future at work by designing a personal learning plan to achieve their potential and fulfil the organization's learning, seeking opportunities, taking risks, and finding ways to contribute to the organization in a productive and motivated fashion. This course is designed to help employees take responsibility for their careers by offering courses in career Planning (CP) and management and. It will serve the employees in conducting individual assessments and establishing a professional career development plan that helps them reach their full potential and fulfil the organization's mission. Moreover, this course aims to provide an understanding of the strategic role that effective career planning and management plays in a successful career and life. Because successful career management has been empirically linked to intrinsic and extrinsic career satisfaction, career management skills should be learned and practiced. To do so necessitates first an understanding of the extant career literature and how you can apply it to your career path. To this end, concepts, techniques, and processes are explored, with an emphasis on linking theory and research with practical lifelong skill development. Topics covered include self-assessment, decision making, personality, career pathways, inter-personal communication and behavior, as well as social issues surrounding careers.

Contents

1. Career: Concept, meaning and importance
2. Career Theories and Models
3. Fundamentals of career planning
4. Career management
5. Individual-based career planning and management
6. Organization-based career planning and management
7. Career planning and management strategies
8. Career anchor theory
9. Protean career theory
10. Boundary less careers

Recommended Texts

1. Baruch, Y. (2004). *Managing careers theory and practice*. London: Prentice Hall.
2. Arthur, M. B., & Rousseau, D. M. (1996). *A career lexicon for the 21st century*. *Academy of Management Executive*, *10*(4), 28-39.

Suggested Readings

1. Erskine, M. A., Zaza, S., Brooks, S., & Armstrong, K. (2020, June). Developing an IT Career Anchor Fit Construct: An Organizational Equilibrium Theory Approach. *In Proceedings of the 2020 on Computers and People Research Conference* (pp. 99-100).
2. Chen, C. P., & Hong, J. W. L. (2020). The Career Human Agency Theory. *Journal of Counseling & Development, 98*(2), 193-199.
3. Holtschlag, C., Masuda, A. D., Reiche, B. S., & Morales, C. (2020). Why do millennials stay in their jobs? The roles of protean career orientation, goal progress and organizational career management. *Journal of Vocational Behavior, 118*, 103366.

BUSM 7207 Leadership and Change Management 3 (3+0)

Leadership and change are two hot topics in the business studies and any MS program in management sciences cannot ignore the importance and relevance of these topics. This course, therefore, is designed to address the role of leadership in managing a successful business. It also addresses the issues related to how leaders can manage change in modern enterprises present in a highly turbulent environment where change is regarded as the only constant factor. After studying this course, the students would be able to: Know and understand the key concepts of leadership. Comprehend various roles, functions and characteristics of leadership in the modern enterprises. Appreciate the role of leadership in making a business successful by formulating and executing the strategies. Understand the basic concepts and dynamics of bringing and managing change in the organization. Appreciate the role of leadership in managing the organizational change. The Leadership and Change Management specialization also helps students develop their leadership potential and their understanding of the challenges, techniques, and burdens associated with initiating and implementing major change in an organization. The course is especially useful for students who plan careers in management consulting, general management, entrepreneurship, and corporate venturing.

Content

1. Overview of class: Introduction to Leadership
2. Defining Leadership Distinguishing Leadership and Management
3. Leadership Fundamentals: Individual Factors and Situational factor
4. Approaches to defining leaders and leadership: Trait, Behavioral Approach, Skills approach
5. Approaches to defining leaders and leadership: Contingency Theories Path Goal Theory
6. Leader-member exchange theory
7. Full Range and Extended Full Range models: Transformational, Transactional
8. Instrumental Leadership
9. Women in Leadership
10. Ethical Leadership
11. Dark Side of Leadership Followership Culture and Leadership
12. Developing Leaders: Leadership Assessments Leadership Training
13. Coaching, Mentoring and Experiential Learning
14. Leading Change Managing the change process Attributes for being an effective change leader
15. The Process of Change
16. Planning for Successfully Leading Change
17. Holding the Gains...and the Attitudes

Recommended Texts

1. Harvard Business School, (Ed.) (2011). *HBR's 10 Must Reads on Leadership. Boston*: Harvard Business School Publishing.
2. Canterino, F., Cirella, S., Piccoli, B., & Shani, A. B. R. (2020). Leadership and change mobilization: The mediating role of distributed leadership. *Journal of Business Research*, *108*, 42-51.

Suggested Readings

1. Weiner, B. J. (2020). A theory of organizational readiness for change. In Handbook on Implementation Science. Edward Elgar Publishing.

BUSM 7208 International Human Resource Management 3 (3+0)

The world of organizations is no longer defined by national boundaries and, hence, HRM is no longer involved with employees within only one national boundary. Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organizations. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks. Research in international human resource management (IHRM) can be grouped into three broad approaches: cross-cultural management approach: HRM in multinational companies: Comparative human resource management: Each approach takes a somewhat different view of IHRM, as we will see during the course. One aim of this course is to let researcher explore the meaning and implications of these three approaches.

Contents

1. Introduction and Overview to Human Resource Management
2. International HRM as a Perspective
3. International HRM- Issues and Strategies
4. International HRM- Moving Beyond Models, Challenges and Implications
5. International HRM- The Paradigm of Cross-Cultural Management

Recommended Texts

1. West, M.A**.** (2012) *Effective teamwork: practical lessons from organizational research* (3rd ed.). Chichester: The British Psychological Society Blackwell.

2. e Cunha, M. P., Gomes, E., Mellahi, K., Miner, A. S., & Rego, A. (2020). Strategic agility through improvisational capabilities: Implications for a paradox-sensitive HRM. *Human Resource Management Review*, *30*(1), 100695.

Suggested Readings

1. Brewster, C., Sparrow, P.R., Vernon, C. and Houldsworth, L. (2011). *International human resource management*. (3rd ed). London: Chartered Institute of Personnel and Development.
2. Shahhoseini, M., Haghighi, M., & Moazen, S. (2020). Developing a Model for Alignment of Strategies of HRM with Macro-level Strategies in National Iranian Oil Company. *Human Resource Management in The Oil Industry*, *11*(42), 93-126.
3. Thakur, P. (2020). Green HRM: An Innovative Way to Sustainable Development. *Studies in Indian Place Names*, *40*(70), 3427-3444.
4. Farndale, E., McDonnell, A., Scholarios, D., & Wilkinson, A. (2020). Human Resource Management Journal: A look to the past, present, and future of the journal and HRM scholarship. *Human Resource Management Journal*, *30*(1), 1-12.

BUSM 7209 Advances in Performance& Appraisal Management 3 (3+0)

This course examines the importance of an effective performance management system in helping organizations define and achieve short- and long-term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance. Upon successful completion of this course, the student will have reliably demonstrated the ability to design an organizations performance management process that is compliant with law and supports organizational mission and strategy. Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems. Employ job-related performance standards and performance indicators that reflect the employees' range of responsibilities. Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development. Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

Contents

1. The importance of performance management Performance Planning
2. Creating a performance management culture through HR
3. programs and practices
4. Steps in Performance Management
5. Performance planning process and employee performance
6. Rewards and performance
7. Designing jobs to enhance performance
8. Performance assessment, including 360-degree feedback
9. Performance improvement planning - identifying root causes
10. of performance issues and developing appropriate responses
11. Coaching and performance management
12. Team management
13. Progressive discipline
14. Performance management system review and enhancement

Suggested Readings

1. Majidi, S., Daneshkohan, A., Zarei, E., & Ashktorab, T. (2020). Perspectives of health workers on annual performance appraisal: A study in primary health care. *International Journal of Healthcare Management*, 1-8.
2. Kinyanjui, H. W., & Wambua, P. P. (2020). Performance management practiceses, organization structures and service delivery. *Journal of Human Resource and Leadership, 5*(1), 1-14.
3. Lavanya, N., Shankar, K. G., & Sabari, V. (2020). Impact of Performance Appraisal in the Production System. *UGC CARE* Journal, 31(49), 70-76.
4. Meghdad, R., Nayereh, R., Zahra, S., Houriye, Z., & Reza, N. (2020). Assessment of the performance of nurses based on the 360-degree model and fuzzy multi-criteria decision-making method (FMCDM) and selecting qualified nurses. *Heliyon, 6*(1), e03257.

BUSM-7210 Scale Development and Validation 3 (3+0)

Proper measurement of constructs is of utmost significance in behavioral and social sciences. This workshop aims to give students a nuanced understanding of the foundations underlying the development and validation of multi-item scales. The workshop will present a non-technical, practical overview of the principles and practices involved in scale construction, use, evaluation and interpretation. Students will be exposed to relevant theoretical approaches, both classical and contemporary, guiding the development and evaluation of measurement scales. The course aims to give students a nuanced understanding of the foundations underlying the development and validation of multi-item scales. By the end of this course, participants will understand the importance and issues associated with proper, measurement across the social sciences. Develop advanced knowledge about how to create high quality multi-item scales. Learn how to evaluate the quality of existing multi-items scales and how to adapt/modify original scales.

Content

1. Measurement in Social Sciences like Management
2. Measurement Scales (Nature of variables)
3. Evaluation of Models
4. Methods for Converting Responses to Stimuli Scales.
5. Types of Scales/ Measures
6. Paradigms of Approaches to Scales Development:
7. An Overview of Psychometric Properties of a Scale
8. Assessment of Scale Reliability and Validity
9. Constructions of Conversation Measures of Tests: Classical Test Theory.
10. Psychometric Properties of Scales through Exploratory Factor Analysis (EFA).
11. Psychometric Properties of Scales through Confirmatory Factor Analysis (CFA).
12. Psychometric Properties of Scales through Item Analysis (Item Response Theory, IRT).
13. Steps involved in Developing, Adapting and Validating a Scale.

Recommended Texts

1. Baron, R. M., & Kenny, D. A. (1986). *The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations*. *Journal of Personality and Social Psychology, 51*(6), 1173-1182.

Suggested Readings

1. Field, A. (2010). *Discovering Statistics Using SPSS* (3rd ed). London: Sage Publications Ltd.
2. Cacciotti, G., Hayton, J. C., Mitchell, J. R., & Allen, D. G. (2020). Entrepreneurial fear of failure: *Scale development and validation. Journal of Business Venturing, 35*(5), 106041.
3. Ahmed, S., & Ting, D. H. (2020). Anticipated emotion in planned versus unplanned purchase: scale development and validation. *The Service Industries Journal*, 1-20.

BUSM 7211 Strategic Business Management 3 (3+0)

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. "What is Strategy?"
2. External Environment
3. How to do industry Analysis
4. Cost and Differentiation Analysis
5. Introduction to Business Unit Level Strategy
6. Discussion on competitive strategy (Cases)
7. Implementation and Control
8. Merger's Acquisitions
9. Strategy and Innovation
10. Industry Evolution
11. Creating Competitive
12. Strategic Management Tools: ARC, PEST, SWOT
13. Ethics

Recommended Texts

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.

Suggested Readings

1. David, Fred R. (2011). *Strategic Management: Concepts and cases* (13th ed). Ny: Prentice Hall, Inc.
2. 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.

BUSM 7212 Advance Financial Management and Policy 3 (3+0)

The major objective of this course is to develop an understanding and appreciation of Finance theories as they apply to corporate financial decisions and to understand the implications for problem solving. The focus is on how financial management can create value for the firm. To apply relevant knowledge, skills and exercise professional judgment as expected of a senior financial executive or advisor, in taking or recommending decisions relating to the financial management of an organization in private and public sectors. This is an advanced course in Financial Management. The participants are assumed to have a background in managerial finance. During the course, students will revise and develop such concepts as corporate valuation, real option valuation, financing decisions, dividends and repurchases, mergers & acquisitions, corporate restructuring, risk management. Each topic shall be illustrated with case studies. The analyses shall be made from the perspective of the decision maker or the viewpoint of the analyst.

Contents

1. Goals and Functions of Finance, Concepts in Valuation, Market Risk and Returns,
2. Multivariable and Factor Valuation, Option Valuation.
3. Principles of Capital Investment, Risk and Real Options in Capital Budgeting,
4. Creating Value through Required Returns.
5. Theory of Capital Structure, Making Capital Structure Decisions,
6. Dividend and Share Repurchase: Theory and Practice.
7. Financial Ratios and Industries, Financial Planning.
8. Liquidity, Cash and Marketable Securities.
9. Management of Accounts Receivable and Inventories.
10. Liability Management and Short/Medium-Term Financing.
11. Foundations for Longer-term Financing.
12. Lease Financing, Issuing Securities.
13. Fixed-Income Financing and Pension Liability.
14. Hybrid Financing through Equity-Linked Securities. Managing Financial Risk.
15. Mergers and the Market for Corporate Control.
16. Corporate and Distress Restructuring, International Financial Management.
17. Present-Value Table and Normal Probability Distribution Table.

Recommended Texts

1. Ehrhardt, M. C., & Brigham, E. F. (2016). *Corporate finance: A focused approach*. Boston: Cengage learning.

Suggested Readings

1. Jame C. Van (2008). Horne, *Financial Management and Policy* (13th ed.). NJ: Princeton Hall.

BUSM 7213 Advance Financial Instruments & Markets 3 (3+0)

This course focuses on the role of financial markets and financial institutions in facilitating the flow of funds to finance investments by corporations and governments. This course systematically evaluates each market and describes the participants and types of instruments offered. We examine four key markets: equity markets, debt markets, foreign exchange markets, and derivative markets. We will also examine the role of financial institutions such as commercial banks and mutual funds. This course builds on the foundations provided by FNCE101 Finance but focuses on learning how the principles of finance can be applied in a market setting. This course will also prepare students for other more advanced finance courses. By the end of this course, students will be able to: Explain the role of each financial market and compare the differences between each market ; Describe the linkages between each market ; Describe the instruments in each market and how they are valued and traded • Describe derivative instrument profiles and their use in hedging risk; Explain the role of banks and other financial institutions; Apply the knowledge learnt to current happenings in financial markets.

Contents

1. Overview of Market Participants and Financial Innovation
2. Depository Institutions, Non depository Institution, Investment Banking Firms
3. Organization and Structure of Markets: The primary and Secondary Market
4. Risk and Return Theories
5. Derivative Markets
6. Introduction to Financial Futures Markets, Introduction to Options Markets, Introduction to Swap
7. Caps and Floor Markets.
8. The Equity Market: Common Stock Market, Stock Option Market, Stock Index Derivative Market
9. Interest Rate Determination and Bond Valuation, The Theory and Structure of Interest
10. Valuation of Debt Contract and Their Price Volatility Characteristics
11. The Term Structure of Interest
12. Debt Market, Money Market, Treasury and Agency Securities Market
13. Corporate Senior Instruments Markets, Municipal Securities Markets, The Mortgage Market
14. The Market for Mortgage Backed Securities,
15. The Market for Assets Backed Securities, Exchange Traded Interest Rate Futures and Options
16. OTC Interest Rate and Credit Derivative Market
17. Foreign Market, The Market for Foreign Exchange and Risk Control Instruments

Recommended Texts

1. Vandezande, N. (2020). Regulating initial coin offerings and DAO tokens under the EU's financial instruments framework. *Law and Financial Markets Review*, *14*(1), 33-38.

Suggested Readings

1. Marszk, A., & Lechman, E. (2020). Application of Diffusion Models in the Analysis of Financial Markets: Evidence on Exchange Traded Funds in Europe. *Risks*, *8*(1), 18.
2. Iqbal, M. (2020). Islamic finance: An attractive new way of financial intermediation. *International Journal of Banking and Finance*, *10*(2), 1-24.

BUSM 7214 Portfolio Theories and Investment Analysis 3 (3+0)

This course covers contemporaneous issues in investments and builds on knowledge acquired in earlier finance courses. This is a graduate course geared towards students who will conduct research in the form of dissertation or thesis. The course is designed to give students exposure to a wide variety of research in the area of empirical asset pricing. The course is based on seminars in which the students present assigned papers.

This course helps students to understand and research the investment environment, different types of financial investment instruments and financial institutions; to analyze and evaluate the investment purposes, the efficiency of key stages of the investment process; to calculate the risk and expected return of various financial instruments and investment portfolios; to implement in practice the quantitative methods of investment decision making; to apply the principles of portfolio theory in the process of investment portfolio management; analyze and evaluate the fair value of stocks and bonds, explain the main factors affecting the values; use financial derivatives in the investment management process, distinguish between active and passive investment strategies; apply those strategies in practice; assess the efficiency of portfolio management; use Excel's software skills during investment analysis and portfolio management calculations and researches.

Contents

1. CAPM and factor models
2. Conditional factor models
3. More on Asset pricing (MPT, APT etc.)
4. Short-selling
5. Individual investors
6. Fundamental and Technical Analysis
7. Market microstructure
8. Empirical regularities
9. Behavioral Finance
10. Dynamics of expected returns
11. Firm performance and equity return

Suggested Readings

1. Maiti, M. (2020). A critical review on evolution of risk factors and factor models. *Journal of Economic Surveys*, *34*(1), 175-184.
2. Ma, S., Lan, W., Su, L., & Tsai, C. L. (2020). Testing Alphas in Conditional Time-Varying Factor Models With High-Dimensional Assets. *Journal of Business & Economic Statistics*, *38*(1), 214-227.
3. Meng, Q., Li, X., Chan, K. C., & Gao, S. (2020). Does short selling affect a firm's financial constraints?. *Journal of Corporate Finance*, *60*, 101531.
4. Gupta, S., & Sharma, K. (2020). Research paper on Behavioral Finance in Banking; Analysis of Investment Preferences of Individual Investors. *UGC CARE Journal*, *19*(39), 296-299.
5. Momen, O., Esfahanipour, A., & Seifi, A. (2020). A robust behavioral portfolio selection: model with investor attitudes and biases. *Operational Research*, *20*(1), 427-446.

BUSM 7215 **Advance Risk Management** **3 (3+0)**

This course is designed to extend your practical knowledge and understanding over the breadth and depth of financial risk management as practiced by institutions in today's volatile and complex markets. Picking up where many other courses leave off, it explores the connected nature of risk across market, credit, operational, liquidity, reputational and other risks. In particular, it looks at the techniques and methodologies employed in risk estimation and their strengths and weaknesses including their relationship to regulation and capital. Moreover, it looks at how risk is really managed (or not!) currently. The course itself is a perfect balance of theory and practice with great emphasis on practicality and hands-on issues. It carefully examines techniques such as value-at-risk, credit modeling, stress testing and scenarios. It also looks at how Basel II and III impact risk and risk management, as well as risk management techniques in fund management.

The course will deal with specific types of risk faced by financial institutions, focusing on market risk and credit risk. Students will learn about concepts and techniques to model and manage these risks. This includes topics such as modeling volatilities and dependence, value-at-risk estimation and hedging using financial derivatives. Portfolio models of credit risk will also be discussed. In hands-on exercises students will learn how to apply these concepts using MS-Excel.

Contents

1. Risk management, Risk management vs. risk measurement
2. Risk management, regulation and capital
3. What is advanced risk management?
4. Market Risk - Methodology
5. Market Risk – Stress and Scenarios
6. The Division between Market and Credit Risk
7. Funding and Liquidity Risk Management
8. Market Risk Management for Funds
9. Portfolio Credit Risk
10. Managing Credit Risk
11. Credit Derivatives
12. The Role of Capital and the Relationship to Other Risks
13. Basel II and Further Developments
14. What Risks Have Been Missed?

Recommended Texts

1. Hull, John C., 2005, *Options, Futures, and Other Derivatives* (6th ed). Prentice Hall.

Suggested Readings

1. Bodie, Z, Alex K . and Alan M. (2008). *Essentials of Investments* (7th ed.) Irwin: McGraw-Hill
2. Brealey, Richard and Stewart M. (2008). *Principles of Corporate Finance*. (9th ed.). Irwin.: McGraw-Hill

BUSM 7216 **Seminar in Finance** **3 (3+0)**

The research seminar is aimed to introduce the students to the world of research in the area of finance. Research in this area applies specific mathematical and econometrical methods, as well as the perfect data mining skills. To learn some contemporary issues in finance and investment area and to bridge the gap between theory and real-world practices is the purpose of this course. The main objective of this course is to equip students with the competencies necessary to acquire and to structure information efficiently as well as to apply this knowledge to a specific problem. In addition, the seminar helps fostering presentation and discussion skills and serves in preparing students for their future thesis. This course explores some quantitative techniques with which one can deal with issues relating to portfolio construction and management. Critical areas to be explored are risk-return analysis, modern portfolio theory and portfolio management. This course is an application-oriented review of finance theory, techniques and strategies that are essential for portfolio management
This is a capstone course for students specializing in the area of finance. It exposes students to a wide range of finance related topics, including issues affecting the current financial environment of business firms. The course integrates material from previous courses taken in the finance concentration and introduces the topics of capital budgeting and the process of obtaining long-term funds.

Contents

1. The CAPM and an econometric review
2. Methodology: CAPM, OLS, and tests of the CAPM.
3. Early evidence on the CAPM: Fama and French (1992)
4. Methodology: review of asymptotic for OLS.
5. Multifactor models I: Methodology, and standard linear K factor models
6. The Fama-French Model and critiques
7. General linear factor models
8. Momentum
9. Methodology: GMM tests of models with an observable stochastic discount factor
10. Time-series properties of returns: Predictability
11. Beyond the (static) CAPM: Conditional linear factor models, Value, growth, and duration
12. Investor heterogeneity
13. Geometric evaluations of asset pricing models
14. What is total wealth and does it matter? Explaining asset price innovations.
15. Stock return volatility: The term structures: Motivation and some facts
16. Financial modeling.

Recommended Texts

1. Relevant latest research published in world reputed international journals.
2. Chib, S., Zeng, X., & Zhao, L. (2020). On comparing asset pricing models. *The Journal of Finance, 75*(1), 551-577.

Suggested Readings

1. Campbell, J. Y., Andrew, W. L., & MacKinlay, C. A. (1996). *The Econometrics of Financial Markets* (2nd ed.). Princeton University Press.
2. Greene, W. (2003). *Econometric Analysis* (5th ed.). New York: Prentice Hall.

BUSM 7217 **International Finance** **3 (3+0)**

The course aims at providing a solid understanding of international finance within a complex capital markets context. It emphasizes the managerial perspective of finance for a multinational corporation (MNC). Based on macroeconomic and institutional foundations, advanced techniques, and instruments for managing the foreign exchange exposure and risk of MNCs are developed. The course further addresses international banking and money markets. Students will be prepared to and provided with the skills required for international investment management, cross-border acquisitions, international capital budgeting, and multinational cash management and trade financing.
Moreover, the balance of payments is studied, and its impact on exchange rates and country risk is considered. The course examines various concepts of exchange risk and analyzes hedging with forwarding contracts and foreign currency options. It also considers longer-term operational exposures and discusses the need to manage foreign exchange risk in a continually operating international business. Furthermore, valuation of foreign investment projects is analyzed.

Contents

1. An Overview of International Finance
2. The Foreign Exchange Market
3. The Balance of Payment and Effective Exchange Rate
4. Factors Affecting the Balance of Payment Position, The real effective exchange rate
5. Exchange Rate Determination: Some stylized facts about the exchange rate,
6. Factors affecting demand and supply, speculation in the spot foreign exchange market
7. Purchasing power parity, the monetary model of exchange rates,
8. determination of bid-offer spread and the forward spread.
9. The international monetary system and the exchange rate argument.
10. Criteria, classes, different parallel systems of exchanges.
11. The euro currency market and international banking.
12. International Banking regulations and the Basel accord
13. Exchange rate forecasting, Technical Analysis, and Trading rules
14. Exchange rate forecasting, Technical Analysis, and Trading rules
15. Currency futures and swaps
16. Comparison of the forward and futures market, specification of currency futures, interest rate swap
17. International Arbitrage
18. Foreign exchange risk exposure: definition, value at risk, the definition of exposure
19. Foreign exchange risk exposure: Translation, economic and transactional

Recommended Texts

1. Eun, C.S., & Resnick, B. G. (2015). *International Financial Management* (7th ed.). New York: McGraw-Hill.

Suggested Readings

1. Dreher, A., Lang, V. F., & Richert, K. (2019). The political economy of International Finance Corporation lending. *Journal of Development Economics, 140,* 242-254.

BUSM 7218 Financial Modeling and Forecasting 3 (3+0)

This comprehensive course gives you every sales and financial forecasting formula and modeling techniques you need to analyze your operation both as a whole and by segment. You'll be provided with proven techniques that help you identify and fix problem areas, analysis techniques that help you evaluate proposals for profit potential, proven methods that improve the accuracy of your short- and long-term forecasting, analysis tools that help you better manage working capital, cash, and accounts receivable, plus much more. You also receive dozens of worked-out models and modeling techniques that simplify your most difficult business decisions, and are easy to adapt to any computer spreadsheet program. This course supplies company accountants, treasurers, CFOs with all the forecasting techniques needed to financially analyze a business as a whole or a segment. It includes analysis techniques, methods for improving forecasting accuracy, analysis tools for managing capital, and more.

Contents

1 Break-Even and Contribution Margin Analysis
2 Understanding and Applying the Time Value of Money
3 How to Assess Capital Expenditure Proposals
4 Analyzing Financial Statement for Financial Fitness, Analyzing Quality of Earnings
5 Analysis of Variance Analysis for Cost Control
6 Analysis of Segmental Performance and Profit Variance, Evaluating Divisional Performance
7 Analyzing Working Capital, Corporate Investments
8 Obtaining Funds: Short-Term and Long-Term Financing, Analyzing Mergers and Acquisitions
9 Forecasting and Financial Planning, Forecasting Methodology
10 Forecasting with Regression and Markov Methods
11 Financial Forecasting and Budgeting Tools, Forecasting Cash Flows
12 How to Use Corporate Planning Models, Financial Modeling for "What If" Analysis
13 Using Optimization Techniques to Build Optimal Budgets, Using Spreadsheet and Financial Modeling Packages, Using Management Games for Executive Training

Recommended Texts

1. Nguyen, D. K., & Walther, T. (2020). Modeling and forecasting commodity market volatility with long-term economic and financial variables. *Journal of Forecasting*, *39*(2), 126-142.
2. Russel, E., Fajrin, S., Rialdi, A., & Usman, M. (2020). Dynamic modeling and forecasting stock price data by applying AR-GARCH model. *TEST Engineering and Management*, *82*(1), 6829-6842.

Suggested Readings

1. Karanasos, M., Yfanti, S., & Christopoulos, A. (2020). The long memory HEAVY process: modeling and forecasting financial volatility. *Annals of Operations Research*, 1-20.
2. Luo, J., & Chen, L. (2020). Modeling and Forecasting the Multivariate Realized Volatility of Financial Markets with Time-Varying Sparsity. *Emerging Markets Finance and Trade*, *56*(2), 392-408.

BUSM 7219 Strategic Financial Management 3 (3+0)

Finance offers a rigorous analytical framework with which to analyze such financing and investment decisions of individuals and firms. This framework is the result of several decades of research by many scholars, some of whom (Miller, Scholes, Sharpe, Markowitz, Merton) have won the Nobel Prize for their contributions to finance. A study of this framework will help you make value-creating financial decisions for yourself and your firm. Participants will learn in this class how the decisions of a company affect shareholder value. To understand this perspective, we will study basic principles of financial economics: time value of money, law of one price, valuation of debt and equity securities, discounted cash flow as a foundation for stock prices, the impact of diversification and leverage on portfolio risk, the relationship between risk and expected return in securities markets, and capital market efficiency. We will use these principles to analyze capital investment decisions by estimating cash flows and discounting them at the appropriate cost of capital. We will also study how shareholder value is affected by a firm's financing decisions, such as the choice of using debt or equity capital.

Contents

1. The strategic role of finance
2. The value creation formula
3. Tools & techniques for financial management
4. How to measure value creation?
5. Creating shareholder value: presentation of case (simulation)
6. The cost of capital
7. Mergers & Acquisition (case application)
8. The impact of cultural differences on financial management practices

Suggested Readings

1. Goldmann, K. (2020). Use of Financial Analysis in Operational and Strategic Management in Practice of Polish Business. In *Eurasian Business Perspectives* (pp. 115-125). Springer, Cham.
2. Vázquez, J. P. A. (2020). The Financial Function in Era 4.0: Challenges of Digital Transformation in SMEs. In *Emerging Tools and Strategies for Financial Management* (pp. 59-80). IGI Global.
3. Çiçek, H. G., & Dikmen, S. (2020). Strategic Planning and Budgeting in Local Governments. In *Public Financial Management Reforms in Turkey: Progress and Challenges, Volume 2* (pp. 89-104). Springer, Singapore.
4. Goldmann, K. (2020). Use of Financial Analysis in Operational and Strategic Management in Practice of Polish Business. In *Eurasian Business Perspectives* (pp. 115-125). Springer, Cham.
5. Al Janabi, M. A. (2020). Risk Management in Emerging and Islamic Markets in Light of the Subprime Global Financial Crisis: Optimization Algorithms for Strategic Decision Making Under Intricate Market Outlooks. In Impact of Financial Technology (FinTech) on Islamic Finance and Financial Stability (pp. 98-127). *IGI Global*.

BUSM-7220 Seminar in Marketing 3 (3+0)

Upon successful completion of this course, a student will be able to lead and manage group dynamics and use analytical skills to understand business problems. Students would be able to identify key issues involved in a problem, and develop alternative solutions. Use conceptual knowledge and analytical skills in market segmentation, product positioning, product portfolio analysis, and analysis of competition and industry. Moreover, use conceptual knowledge and analytical skills to develop marketing mix strategies. The broad purpose of this course is to develop the student's knowledge, skills, and abilities as a marketing scholar. In particular, this course aims to develop a high level of understanding and a critical analytic perspective across a diverse range of marketing scholarship by focusing on conceptual, theoretical and substantive research findings found in the academic research literature in marketing. The course will emphasize theory construction and theory development in a number of substantive domains of marketing thought with a particular focus on selected topics in managerial marketing and strategic marketing theory. The reason for the focus of this course on topics in marketing management and strategic marketing is that most if not all research students in the School of Marketing will be expected to complete a seminar in consumer research which would focus on more purely behavioral topics in marketing. The two courses combine to provide an exposure to a wide range of marketing scholarship. To achieve its objectives, this course involves a study and critique of published journal articles across a wide range of marketing topics.

Contents

1. Introductions and Course Overview
2. Identifying Viable Research Topics
3. Developing and Stating Research Questions and establishing Research Scope
4. Theory, Method, and Validity in Scholarly Marketing Research
5. Falsifiable Propositions, Testable Hypotheses, and Empirical Conjectures
6. The Research Domain of Marketing Strategy
7. Market Segmentation Theory: The Core Classics
8. Marketing Strategy or Competitive Business Strategy?
9. Theories of Marketing Information and Market Segmentation
10. Distribution Channel Structure and Relationships
11. Contingency and Transaction Cost Theories
12. Testing Theories of Marketing
13. Innovation Performance and Disruptive
14. Management and Marketing Strategy

Suggested Readings

1. Bösehans, G., & Walker, I. (2020). Do supra-modal traveler types exist? A travel behavior market segmentation using Goal framing theory. *Transportation*, *47*(1), 243-273.
2. Yang, H. (2020). Targeted search, endogenous market segmentation, and wage inequality. *Economic Theory*, *69*(2), 367-414.
3. Bian, J., Zhao, X., & Liu, Y. (2020). Single vs. cross distribution channels with manufacturers' dynamic tacit collusion. *International Journal of Production Economics*, *220*, 107456.
4. Jiang, C., & Zhao, X. (2020). The Role of Foreignness in the Relationship between Disruptive Innovation and MNE Performance. *American Business Review*, *23*(1), 3.

BUSM-7221 Services Marketing 3 (3+0)

The course is designed to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. Problems commonly encountered in marketing services -- such as inability to inventory, difficulty in synchronizing demand and supply, difficulty in controlling quality -- will be addressed. Strategies used by successful services marketers to overcome these difficulties will be discussed. The emphasis in the course will be on service universals rather than on any particular industry (such as bank marketing). However, concepts will be illustrated using cases, examples, and exercises in service industries such as banking, health care, financial planning, consulting, the professions, and communication as well as manufacturing and high-tech industries (both of which depend heavily on services to provide value). The course is designed not just for students with careers in services industries but also careers in goods industries with high service components (e.g., industrial products, high tech products, durable products).

Contents

1. Introduction - The services concept- Service Industry –Nature of Services
2. Characteristics of Services, Classification of Services – I
3. Importance of Services Marketing - The Growth in Services
4. Distinctive Characteristics of Services - Four I's of services - Intangibility
5. Inconsistency, Inseparability and Inventory
6. Services Market Segmentation – Positioning and Differentiation of Services
7. Issues in Marketing of services – Extended Services Marketing Mix
8. Going Beyond the 4 Ps. (7 Ps of Services Marketing)
9. Service Delivery Process – Service Blueprints – Service Mapping
10. Managing Employees for service orientation
11. Distribution Strategies for Services – Challenges in Distribution of Services
12. Personal Selling – Advertising and Sales Promotion in Service Industry
13. Customer Satisfaction & Service Quality in Service Marketing
14. Service Encounter -Role of HR & Internal Marketing
15. Monitoring and Measuring customer satisfaction
16. SERVQUAL & GAP model – Handling complaints effectively - Service Failure – Recovery
17. E-services – online Consumer Behavior – Self-service technologies
18. Marketing of Social Services of Non-Profit Organizations

Recommended Texts

1. Chatzigeorgiou, C., & Christou, E. (2020). Adoption of social media as distribution channels in tourism marketing: A qualitative analysis of consumers' experiences. *Journal of Tourism, Heritage & Services Marketing*, *6*(1), 25-32.

Suggested Readings

1. Farha, A. K. A., Koku, P. S., Al-Kwifi, S. O., & Ahmed, Z. U. (2019). Services marketing practices in diverse cultures: Canada compared to Qatar. *Journal of Services Marketing*.

BUSM-7222 Product & Brand Management 3 (3+0)

To increase understanding of the important issues in planning and evaluating product and brand strategies: To provide and be able to work with the appropriate theories, models and other tools to ensure better branding decisions, and to make these concepts relevant for any type of organization: To provide "real world" experience and understanding of product and branding strategies: To understand product and branding concepts from the consumer's point-of-view: To explore contemporary issues in product and branding development and sustainability: To provide a strategic approach to product and branding issues. Moreover, this course considers the theories and concepts of products/services and brands and the implications of this for marketing managers. The course considers how companies introduce and manage product portfolios and individual brands so as to meet the needs of consumers and the strategic goals of the organization. It provides students with insights into the management of products/services throughout their life cycles, including new product development, and the use of branding strategies through a consideration of the relevant literature and real-life examples in a variety of sectors.

Contents

1. Nature of Products and Brands
2. Importance of Strong Brands
3. Building Successful Brands
4. Powerful Brands and Competition
5. Global Branding
6. Corporate Identity Management
7. Managing Brands Over Their Life Cycle
8. Brand Evaluation
9. Financial Value of Brands and Measurement

Recommended Texts

1. Razak, M., Hidayat, M., Launtu, A., Putra, A. H. P. A. K., & Bahasoan, S. (2020). Antecedents and consequence of brand management: empirical study of Apple's brand product. *Journal of Asia Business Studies.*

Suggested Readings

1. Cullinan, J. A., Abratt, R., & Mingione, M. (2020). Challenges of corporate brand building and management in a state-owned enterprise. *Journal of Product & Brand Management*.
2. Iyer, P., Davari, A., Srivastava, S., & Paswan, A. K. (2020). Market orientation, brand management processes and brand performance. *Journal of Product & Brand Management*.
3. Greco, F., & Polli, A. (2020). Emotional Text Mining: Customer profiling in brand management. *International Journal of Information Management*, *51*, 101934.

BUSM-7223 **Consumer Behavior** **3(3+0)**

Consumer behavior is a discipline that examines how and why people make purchases. This marketing discipline applies knowledge from such areas as psychology, sociology, anthropology, and economics to describe and understand how consumers are likely to behave in many different consumption situations. Knowledge of consumer behavior principles allows marketers and other managers to become more effective because they have a better understanding of their customers. They can better predict consumer purchase decisions, determine the needs of target markets, and understand how consumers perceive and make use of marketing information. An awareness of consumer behavior may also assist individuals in understanding their own buying decisions. Consumer behavior is a changing and interesting area because new research findings improve our understanding of consumers. It is likely you will be surprised and challenged by some of the concepts presented in the course. Students develop an appreciation for the influence consumer behavior has on marketing activities. Students apply psychological, social and cultural concepts to marketing decision making.

Contents

1. *Introduction to Consumer Behavior (CB):* Nature and Importance of CB
2. Application of CB in Marketing
3. Consumer Research process.
4. *Individual Determinants of CB:* Perception: process, Consumer Imagery, perceived risk
5. Learning: principles, theories: Personality: nature, theories, self-concept
6. Psychographic and life style
7. Attitude: Structural model of attitude, attitude formation & change
8. Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories
9. *Group Determinants of CB:* Reference group influence
10. Types of consumer relevant groups, factors affecting group influence
11. application of reference group concept.
12. Family: functions of family, family decision making, family life cycle (FLC)
13. Opinion Leadership and Personal influence
14. Diffusion of Innovation: Adoption process. Diffusion process
15. *Environmental Influences on CB*
16. *Consumer Decision making Process*
17. Models of CB- Nicosia, Howard & Sheth, Engel-Kollat Blackwell
18. Green Consumer Behavior

Recommended Texts

1. De Mooij, M. (2019). *Consumer behavior and culture: Consequences for global marketing and advertising*. Thousand Oaks: SAGE Publications Limited.

Suggested Readings

1. Miles, D. A., Garcia, J., Gerald, R., Goodnough, W., Mendez, L., Olagundoye, E., ... & Seay, E. L. (2019). Ethnic Consumer Markets and Movie Marketing: An Empirical Study on Marvel's 'Black Panther'and Predictive Analytics of Ethnic Consumer Behavior of Moviegoers. *Journal of Economics and Business*, *2*(4).

BUSM-7224 International and Export Marketing 3 (3+0)

Demonstrate knowledge and understanding within international marketing and export marketing, including both a broad command of the field and deeper knowledge of certain parts of the field, together with insight into current research and development work; and Demonstrate deeper methodological knowledge in the field of international marketing and brand management. Demonstrate an ability to identify relevant research topics within the broad area of international Marketing and brand management and to independently design and carry out a study that investigates the issue in a relevant way. Export Marketing course is designed to provide comprehensive background knowledge, conceptual understanding, tools and strategies to help companies make informed export marketing decisions and to set companies' products or services apart from the competition. Students will be able to Understand the export process skill sets required, key marketing concepts and the differences between export marketing and domestic marketing, assess the value of segmentation, targeting and positioning (STP) of your product or service, Identify export marketing research methodologies and the international marketing environment, incorporate the marketing mix of product, price, place (distribution), and promotion in to your marketing strategies, assess the different modes of export market entries, selection criteria and the planning process, utilize e-exporting tools and understand contemporary issues in export marketing.

Contents

1. Identify and analyze the impacts of the international marketing environment on strategic decisions.
2. Identify and analyze the impacts of the international marketing environment on tactical decisions.
3. Understanding the methods for determining which overseas markets to target.
4. Evaluating the different approaches to internationalization and modes of market entry.
5. Benefits and limitations of standardization versus adaptation in international marketing strategy.
6. Identify and evaluate opportunities for international market development.
7. Research and design a market entry strategy for a selected international market opportunity.
8. Prepare an international market entry plan.
9. Export marketing (implementation of marketing strategies and the management of the firm).
10. Future challenges and main issues related to international marketing and exports.
11. Theories related to international and export marketing.

Recommended Texts

1 Cateora, P. R., Meyer, R. B. M. F., Gilly, M. C., & Graham, J. L. (2020). *International marketing* (18th ed.). Tata: McGraw-Hill Education.

Suggested Readings

1. Avornyo, F., Mahmoud, M. A., Adeola, O., Hinson, R. E., & Boateng, R. (2020). Social Media Technologies and Export Marketing. In *Digital Transformation in Business and Society* (pp. 83-102). Palgrave Macmillan, Cham.
2. Martin, S. L., Javalgi, R. R. G., & Ciravegna, L. (2020). Marketing capabilities and international new venture performance: The mediation role of marketing communication and the moderation effect of technological turbulence. *Journal of Business Research, 107*, 25-37.

BUSM-7225 Integrated Marketing Communications 3 (3+0)

The course provides students with a contemporary view of the role and importance of integrated marketing communications in the planning and coordinating of the various communication functions. Educate students in generic skills for oral communication, career and vocational skills, problem solving & decision-making, conceptual & analytical skills, through the application and integration of marketing practice and theory. Provide students with an opportunity to examine the social and ethical considerations in marketing communications. Provide students with advanced theoretical and applied understanding of advertising and promotional theories and concepts involved in marketing communication. Thus, this course contributes to the development of the generic skills in the areas of effective communication, problem-solving, critical evaluation, creativity and innovation. Furthermore, ethical workplace and professional behavior will be promoted throughout the course. Students examine the promotional mix including advertising, publicity, personal selling and sales promotion from an integrative perspective. Students create and manage these promotional tools to successfully execute a business' strategic plan.

Suggested Readings

1. Journal of Advertising Research
2. International Journal of Advertising
3. Journal of Advertising
4. Journal of Marketing Communications
5. Advances in Consumer Research
6. Journal of Consumer Research
7. Journal of Marketing
8. Journal of the Academy of Marketing Science
9. Journal of Retailing
10. Psychology & Marketing
11. Recommended Trade Literature/Newspapers
12. Harvard Business Review
13. The Bulletin
14. Advertising Age, Marketing, B&T

Recommended Texts

1. Muhammedrisaevna, T. M. S., Bayazovna, G. N., & Kakhramonovna, D. A. (2020). Goal and objectives of integrated marketing communications. *Economics*, *2* (45).

Suggested Readings

1. Whitburn, D., Karg, A., & Turner, P. (2020). The Effect of Digital Integrated Marketing Communications on Not-for-Profit Sport Consumption Behaviors. *Journal of Sport Management*, *1*, 1-18.
2. Šerić, M., Gil-Saura, I., & Mollá-Descals, A. (2020). *The Impact of Integrated Marketing Communications on Hotel Brand Equity:* Does National Culture Matter in Global Branding: Breakthroughs in Research and Practice (pp. 63-91). IGI Global.

BUSM-7226 Industrial and Agricultural Marketing 3 (3+0)

The course is designed to equip students with fundamental terms, including market, marketing, Agri marketing, agribusiness marketing, industrial marketing and E-commerce. They will create their skills in Identify the meaning and importance of consumers and consumer choices in industrial and agricultural marketing. Reading would apply information and concepts derived from printed materials of latest journal publications. Students will learn new strategies applied in industrial and agricultural marketing in today's latest global business environment. This is a capstone course utilizing economic concepts to address the interaction between the political process that legislates domestic agricultural, environmental and international trade policy, micro and macro-economic principles, private business decisions taken by firms in response to public policies, and ethical considerations in developing and implementing public policy. Competition is fierce among agri-food firms because supply exceeds demand for most agricultural commodities and food products. Consumers have choices and because of the IT revolution your competitors are not just the firms around the corner, but also those around the world. To succeed in this environment an agri-food firm must have a sustainable competitive advantage in the market.

Contents

1. Nature of Industrial Marketing: Industrial Marketing Vs. Consumer Marketing
2. Relational approach to Industrial Marketing
3. The Nature of Industrial Demand & Industrial Customer
4. Types of Industrial Products: Major Equipment; Accessory Equipment
5. Raw and Processed Materials; Component Parts and Sub- Assemblies
6. Operating Supplies; Standardized and Non-standardized parts, Industrial services
7. Factors influencing Organizational Buying: Buying Roles
8. Organizational Buying Decision Process; Environmental & organizational Influences
9. Organizational Influences on Buying Behavior: Buying Roles
10. The Buy Grid Model; The Organizational Buying Decision Process
11. Industrial Product Decisions, Channel Structure for Industrial Products
12. Pricing for Industrial Products, Purchasing systems – Auctions-Documentation – bids
13. Order placement – follow up – receipt and inspection
14. Promotion for Industrial products, Agriculture Marketing –Definition, Scope,
15. Concept and Objectives, Differences in Agricultural and Consumer Marketing,
16. Constraints in Agricultural marketing, Agribusiness –Emerging Branches
17. Non-Conventional forms of Agribusiness Export potential for farm products
18. Supporting Services, Cooperative Marketing –Concept, History, Functions
19. Reasons for slow progress of cooperative sector
20. Advantages & Limitations of Organized retailing in Agri Inputs and Outputs
21. Recruitment of Human Resources in Agri marketing and new trends in Agri Marketing
22. SCM In Agri Business i.e. Cold Chains, Organized procurement & warehousing

Recommended Texts

1. Pyzhikova, N., Smirnova, T., Chepeleva, K., & Shmeleva, Z. (2020). The Brand as a Tool for Agricultural Products Promotion in the Region. In Ecological-Socio-Economic Systems: Models of Competition and Cooperation (ESES 2019) (pp. 178-184). Atlantis Press.

Suggested Readings

1. Akhmadeev, R., Redkin, A., Glubokova, N., Bykanova, O., Malakhova, L., & Rogov, A. (2019). Agro-industrial cluster: Supporting the food security of the developing market economy. *Entrepreneurship and Sustainability Issues, 7*(2), 1149-1170.

BUSM-7227 **Strategic Marketing** **3 (3+0)**

Strategic Marketing Management encompasses marketing strategy elements and their integration. Focus will be upon developing your abilities to apply various principles and theories to specific problems. Competitive marketing strategies are introduced, and theories are applied to different economic environments as well as to different competitive environments. Encouraging a practical approach to strategy, students engage in interactive problem solving, field work and contemporary case analysis. Students learn how to effectively analyze marketing problems and opportunities and develop successful marketing strategies. Topics include strategic marketing practices; the marketing plan; implementing, monitoring and controlling marketing strategy programs; and analysis and solutions to marketing problems. A marketing strategy simulation is used to reinforce course concepts. The course describes make students understand the current strategic marketing practices in a changing environment, formulate a marketing strategy based on environmental opportunities and threats, the firm's resources, corporate and business-unit strategies, and the need to attain an enduring competitive edge.

Contents

1. Introduction to strategy, strategic concepts and strategic levels
2. Alternative marketing strategies: Generic, Specific
3. Strategy and the Marketing Planning process
4. Marketing strategy formulation: Industry and business definition
5. Product-market definition and analysis, Customer and stakeholder analysis
6. Competitor analysis
7. Strategy selection, adjustment or re-confirmation
8. Strategic application of the Marketing Mix
9. Product and packaging strategy
10. Pricing strategy
11. Positioning and Brand strategy
12. Marketing communication strategy
13. Distribution, selling and customer service strategies
14. The role of the Internet
15. Implementation and organizational strategic focus
16. Industry evolution, monitoring and strategic adjustments
17. Strategies for different environments

Recommended Texts

1. Cravens, D. W., & Piercy, N. (2006). *Strategic marketing* (7th ed.). Columbus: McGraw-Hill.

Suggested Readings

1. Wilson, R. M., & Gilligan, C. (2012). *Strategic marketing management* (3rd ed.). New York: Routledge.
2. Kotabe, M. M., & Helsen, K. (2020). *Global marketing management* (7th ed.). London: John Wiley & Sons.