



# UNIVERSITY OF SARGODHA

Office of the Registrar

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F-143

## Notification

The Academic Council in its meeting held on 18.06.2020 has approved the following recommendations made by the Board of Faculty of Social Sciences in its meeting held on 04.06.2020 regarding changes in the course codes, titles and course contents on the directions of NCRC and HEC. The Syndicate in its meeting held on 27.07.2020 has also endorsed the decision of Academic Council:

1. Scheme of studies of BBA (after 12 years Education) (Annex-'A')
2. Scheme of studies of BBA (after 14 years Education) (Annex-'B')
3. Scheme of studies of MBA (for relevant 16 years education) (Annex-'C')
4. Scheme of studies of B.Com (after 12 year education) (Annex-'D')
5. Scheme of Studies of M.Com (Annex-'E')
6. Scheme of Studies of MS Management Sciences (MSMS) (Annex-'F')

Muhammad Farooq  
Deputy Registrar (Acad)

### Distribution:

- Director, Noon Business School
- Director, Sub-Campus Bhakkar
- Controller of Examinations
- Deputy Registrar (Affiliation) *(with the request to forward the syllabus/syllabi to Principals of all affiliated colleges concerned; if affiliation is granted in the program /discipline concerned)*
- Web-Developer *(for uploading on university web-site)*

### C.C:

- Dr. Masood Sarwar Awan
- Focal Person, Faculty of Social Sciences
- Deputy Registrar (Registration)
- Secretary to the Vice-Chancellor
- P.A to Registrar



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

Revised Uniform Codes Applicable w.e.f Fall 2019



**Noon Business School  
University of Sargodha**

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# **Bachelors of Business Administration (BBA)**

## **2 Years BBA Program (Semester System)**

### **Designed in the light of**

#### **Vision Statement**

To become leading contributor towards modern business economy in the era of globalization through excellence in academics and research.

#### **Mission Statement**

Grooming future business leaders by employing best of human resources and technology to produce business intellectuals, professionals and entrepreneurs to meet local and global challenges.

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# **Bachelors of Business Administration (BBA)**

## **2 Years BBA Program (Semester System)**

### **Program Learning Objectives**

Bachelors of business administration program aims

1. To give chance to the business graduates who have completed 14 years of education with 2 years Bachelors recently ruled out by HEC.
2. To produce well trained business graduate who have the capacity for independent thought and work, as well as for team work.

The innovative BBA 2 Years program develops critical and conceptual thinking skills in the participants. It also provides them exposure of cutting edge business issues being faced by the real world. This program has been devised keeping in view the current market needs and global demands.

### **Structure:**

(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

### **1. Eligibility criteria**

#### **2.1 Qualifications**

Candidates having graduate degree after 14 years of education will be eligible to apply. The candidate must have at least 45% marks to apply for admission. Subject based additional marks for Mathematics, Statistics and Economics will be awarded as per university policy, if applicable.

### **2. Degree Awarding Requirements**

#### **3.1 Course Work**

Minimum pass percentage for each course shall be 50% along with other degree completion requirements.

#### **3.2 Internship/Report**

Students enrolled in BBA program will be required to do an internship of 6 weeks duration in any commercial organization and submit the internship report for evaluation.

#### **3.3 Final Oral Examination/Viva Voce**

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

## Implementation of Revised Business Education Roadmap

Reference to the letter No 9-48(Business)/Acad(Curri)/HEC/2018/2634 dated March 28, 2019 on the subject "Implementation of Revised Business Education Roadmap" the Noon Business School has introduced its BBA program (2 years) for students who have completed their 14 years of education. Given below is the reference of relevant sections from minutes of meeting of "National Curriculum and Review Committee (NCRC)" held on 22-24 November, 2018 and consequent course breakup of the said BBA program (Bridging):

### C. RESOLUTION

#### 1. CESSATION OF BEACHELOR OF BUSINESS SCIENCES (BBS) PROGRAM

- c. Students with a 14-year education will be admitted to the BBA program. However, such students will undertake **75-78 credit hours (inclusive of HEC compulsory course)** to earn a BBA degree. The deficiency courses may be covered through ways
  - i. A standalone bridging semester. In such a case the duration of the BBA degree may increase from the normal two years.
  - ii. By distributing the deficiency credit hours over the duration of the degree, including summer semester.
- d. In case the candidate has 15-years education, the number of deficiency credit hours to be undertaken credit hours will be determined by the Higher Education Institutions (HEIs) on the case to case basis. **The guiding principle for the award of BBA degree is that a student must have earned at least 60 credit hours of business courses**, including such credits from a previous degree.

Note: The list of compulsory courses is attached at Annexure - B

## Category wise course breakup as per the guideline of NCRC

<b>Compulsory Requirement</b>	<b>Business Courses</b>	<b>Business Specialization</b>
Section C; 1 (c)	<i>Section C; 1(d)</i>	<i>Section C; 1(d)</i>
Study Skills in English	Principles of Accounting	4 courses form each of the specialization (See list at the end of course breakup)
Seer-un-Nabi (SAW)	Principles of Management	
Mathematics	Principles of Marketing	
Literary Forms and Movement	Advanced Accounting and Auditing Methods	
Pakistani Society and Culture	Fundamentals of Financial Management	
	Communication in Business	
	Quantitative Analysis in Business	
	Business Inferential Analysis	
	Human Resource Management	
	Business Research & Report Writing	
	Intermediate Finance	
	Entrepreneurship & SME Management	
	Organizational Behavior	
	Business Ethics	
	Interpersonal Skills	
	Operations Management	
<b>Total 15 Credits</b>	<b>Total 48 Credits</b>	<b>Total 12 Credits</b>

**Total Credit hours of Program: 75**

## Bachelor of Business Administration (BBA)

### Semester – 1

URCE-6105	Study Skills	Compulsory Requirement (English – I)	3(3+0)
URCI-6154	Seerat-un-Nabi (SAW)	Compulsory Requirement (Islamiat)	3(3+0)
MATH-5135	Linear Algebra	Compulsory Requirement (Mathematics)	3(3+0)
BUSB-6151	Principles of Accounting	Business Course	3(3+0)
BUSB-6152	Principles of Management	Business Course	3(3+0)
BUSB-6153	Principles of Marketing	Business Course	3(3+0)

### Semester – 2

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

6 Weeks Internship

### Semester – 3 (Summer)

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

### Semester – 4

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

### Semester – 5

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

### Specialization in HRM

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

**Specialization in Finance**

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

**Specialization in Marketing**

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

*QAR*

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. It 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. It also meet 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.

### Course Learning Objectives

1. To apply preferred learning style to coursework in classroom and homework settings to maximum learning potential.
2. To employ effective textbook reading strategies for college learning.
3. To apply critical thinking skills to analyze, interpret, and evaluate course content and information

### 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.

سیرت النبی صل الله علی وسلم کے مطالعہ کی ضرورت و اہمیت  
 سیرت نگاری کا ارتقا اور ماخذ و مصادر  
 برصغیر میں سیرت نگاری  
 قبل از سلام مختلف معاشرے خصوصاً عرب معاشرے کی مجموعی حالت  
 رسول اللہ صل الله علی وسلم کا طریقہ انقلاب، معاشی، اخلاقی، تعلیمی، دفاعی، اور مذہبی پالیسیاں اور ان کے اثرات  
 رسول اللہ کی سیرت  
 غیر مسلموں کے ساتھ رسول اللہ صل الله علی وسلم کا سلوک  
 عہد نبوی کی خارجہ پالیسی  
 رسول اللہ صل الله علی وسلم کے غزوات  
 رسول اللہ صل الله علی وسلم کی گھریلو زندگی  
 ناموس رسالت کے شرعی تقاضے

تدریس نصاب کے مقاصد

- 1- ہمارے پیارے نبی حضرت محمد ﷺ کی زندگی سے متعلق علم کو بڑھانا
- 2- بحیثیت قائد، استار، تاجر، ریاست کے سربراہ، اور دیگر تناظر کی حیثیت سے نبی ﷺ کی زندگی کا علم حاصل کرنا
- 3- یہ کورس طلباء کو اس قابل بنائے گا کہ وہ اپنی زندگی کو نبی ﷺ کے قواعد کے مطابق گزار سکیں

مجوزہ کتب

غلام رسول مہر (ت ن) رسول رحمت ﷺ: سیرت طیبہ پر مولانا ابو الکلام آزاد کے مقالات، لاہور: شیخ غلام علی اینڈ سنز لمیٹڈ پبلشرز،

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. 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.

### Course Learning Objectives

1. To review the knowledge and practice the skills acquired in Business.
2. To establish connections among the various conceptual and numerical formation.
3. 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 & transformation in matrices, linear equations system, Gaussian elimination method
7. Gauss Jordan method, Determinants of squares matrices,
8. Determinants, Order of matrices, Decomposition of matrices: Transpose of a matrices
9. Cramer 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, curl, and 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*. (2<sup>nd</sup> ed.). Lahore: Al-Hassan Pub.

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.

### Course Learning Objectives:

1. To describe the contents and purpose of the Financial Statements
2. To understand full accounting cycle.
3. To build understanding of the nature of transactions and their recording cycle.

### Contents

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

### Recommended Texts

1. Melgs, W. B., & Meigs, R. F. (1988). *Accounting the Basis for Business Decision*. Pennsylvania State University.

### Suggested Readings

1. Christine, J. (2017). *Principles of Financial Accounting*, (2<sup>nd</sup> ed). University of North Georgia Press.
2. Kioko, S., & Marlowe, J. (2016). *Financial Strategy for Public Managers*. (3<sup>rd</sup> ed.). Montreal:Rebus Foundation

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.

### Course Learning Objectives

1. To analyze management principles and concepts as they apply to business situations
2. To identify the steps of problem solving and decision making in organizations
3. 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*. (9<sup>th</sup> ed). Upper Saddle River: Pearson Education.

### Suggested Readings

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

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, and 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.

### Course Learning Objectives

1. To apply the basic principles and tools of marketing
2. To Discuss concepts, tools, and skills necessary in developing an effective marketing plan
3. To integrate theoretical concepts with practical marketing problems

### 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*. (17<sup>th</sup> ed). Englewood Cliffs: Prentice-Hall.,

### Suggested Readings

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

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.

### Course Learning Objectives

1. To develop understanding and significance of intercultural communication for businesses
2. To analyze the communication at international/ intercultural level.
3. To develop 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. Intercultural communication issue: Discrimination, Ethnocentrism, Prejudice and Stereotypes
4. Models of Cultural dimensions; Hofstede, Klockhon and Strodbeck, 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 & Different cultural values and language expressions
9. Cultural perspective and diversity: Cultural diversity, Education and cultural diversity
10. Communicative & cultural patterns of workplace settings, Gender & 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 in business and education settings

### Recommended Texts

1. Samovar, L.A., Porter, R. E., & McDaniel, E.R. (2010). *Communication between cultures* (7<sup>th</sup> ed.). Boston: Wadsworth.
2. Martin, J. N., & Nakayama, T. K. (2007). *Intercultural communication in context*. (5<sup>th</sup> 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*. (4<sup>th</sup> ed.). London: SAGE Publications.
3. Cooper, J., Calloway-Thomas, C., & Simonds, C. (2007). *Intercultural communication: a text with readings*. New York: Pearson.



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.

### Course Learning Objectives

1. To make students learn about the nature and structure of Pakistani society
2. To provide knowledge about national culture and sub-cultures of Pakistan
3. To be able to understand and appreciate diversity of Pakistani society and culture

### 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, Sibte (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.

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 accept 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 student will be 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.

### Course Learning Objectives:

1. To provide advance knowledge regarding corporate accounting and auditing procedures
2. To presents an in-depth analysis of advanced accounting topics
3. To understand, solve and interpret advance level of accounting problems

### 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

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.

**Course Learning Objectives**

1. To evaluate different investment proposal keeping in view the concept of time value of money, risk and returns.
2. To evaluate different types of securities such as common stocks, preferred stocks and bonds
3. To Identify and decide the sources and types of funding available to businesses

**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*. (13<sup>th</sup> ed.). London: Pearson Education.

*Suggested Readings*

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

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.

### Course Learning Objectives

1. To understand basic business concepts and techniques regarding communication
2. To write resumes, memos, applications, proposals, letters and business reports
3. To communicate professionally using business terminology

### Contents

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

### Recommended Texts

1. Murphy and Hildebrandt. (n.d.) *Effective Business Communication*. (7<sup>th</sup> ed.). New York: McGraw-Hill

### Suggested Readings

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

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 course stresses business applications which 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.

### Course Learning Objectives

1. To see the Mathematics & Statistics application in business and financial affairs.
2. To understand business applications of arithmetic, algebra, ratio-proportion and graphing.
3. To boast 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 enabling organizations for improved performance and help create a transparent organizational culture and maintain competitive advantage. The course 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

**Course Learning Objectives**

1. To prepare students to gain knowledge in the field of human resource management
2. To understand the human resource functions and practices in banks/organization
3. To provides an overall understanding of organizational behavior

**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, Techniques of job design
7. Job analysis, Collection of job information
8. Applications of job analysis information Human Resources, Planning & Recruitment
9. Significance of Human Resource Planning, The planning process, the implementation of program
10. Recruitment & selection policy issues, Source of recruitment, Selection process & procedure
11. Evaluation of Human Resource Planning & Recruitment, Career
12. Planning & Development: Promotion, Anachronism, Demotion, and Separation.
13. Training and Development: Significance and Principles of training & development
14. Training & development methods, Evaluation of training & development.

*Recommended Texts*

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

*Suggested Readings*

1. Bernardin & Russell. (n.d.) *Human Resource*. New York: McGraw Hill.

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

### Course Learning Objectives

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

### Contents

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

### Recommended Texts

1. Ranjit K. (n.d.) *Research Methodology*. (3<sup>rd</sup> ed.). Boston: Sage Publications

### Suggested Readings

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

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 provide overview of 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

### Course Learning Objectives

1. To assess the financial viability of capital investment projects
2. To give student an advanced understanding of financial environment
3. To develop basics to deal with International Financial Management

### 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, Preferred 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*. (13<sup>th</sup> 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.



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.

### Course Learning Objectives

1. To comprehend the core concepts and theories of entrepreneurship
2. To help graduate in understanding the importance of new ventures
3. To successfully turning a business idea into business venture

### 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*. (2<sup>nd</sup> ed.). London: Routledge.

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

### Course Learning Objectives

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

### Contents

1. Introduction 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,  
changing and developing cohesive organization's culture Organizational Change and envelopment:
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*. (10<sup>th</sup> ed). New York: McGraw-Hill.

### Suggested Readings

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

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

### Course Learning Objectives

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

### Contents

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

### Recommended Texts

1. Ferrell, O. C., Fraedrich, J., & Ferrell, L. (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.

This course will explain how 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 providing 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 conversation along, and progressing to higher levels of conversation.

### Course Learning Objectives

1. To assist students in recognizing their own communication styles
2. To improve their interpersonal skills
3. To communicate and listen effectively

### 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.

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.

### Course Learning Objectives

1. To understand operations management contribution in achievement of an organization's strategic objectives.
2. To evaluate the operations function in manufacturing and service production settings
3. To appraise and apply forecasting methods in forecasting and decision making

### Contents

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

### Recommended Texts

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

### Suggested Readings

1. Elwood S. Buffa and Rakesh K. Sarin. (n.d.) *Modern Production/Operations Management*. (7<sup>th</sup> 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. 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.

### **Course Learning Objectives**

1. To Recognize and interpret prevalent business and labor law in Pakistan
2. To equip with professional skills to apply these law in real life situations
3. To manage legal requirements of any business

### **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.

### *Suggested Readings*

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

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. 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.

### Course Learning Objectives

1. To understand the importance of training and development for an organization.
2. To align training and development functions with an organization's strategic objectives
3. To understand the various types of training methods.

### 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.

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. 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.

### Course Learning Objectives

1. To understand the concept and significance of Performance Management Systems (PMS)
2. To align personal goals with the organizational goals
3. To Improve organizational efficiency through human productivity

### 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<sup>th</sup> ed.). London: Prentice Hall.

### Suggested Readings

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



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. HRM 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.

### Course Learning Objectives

1. To provides an understanding of the role of human resource management (HRM) in international contexts
2. To be able to find, recruit, train, and develop employees in international contexts
3. To be able to maintain employee relations or benefits.

### 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.

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.

### Course Learning Objectives

1. To understand the concepts of Leadership and its important components
2. To study the important traits of good leaders and how to learn these traits
3. To learn team dynamics and also learn techniques of team development

### 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: Understanding and leading individuals
10. Coaching, mentoring and facilitating: Creating and leading teams
11. Direction and strategy
12. Developing leaders
13. Models and theories of leadership development
14. Influential leadership
15. Influence and persuasion
16. Working with politics and power
17. Leadership beyond the information services context

### Recommended Texts

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

### Suggested Readings

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

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. Enable student's 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.

### Course Learning Objectives

1. To recognize the opportunities and challenges facing contemporary human resource management.
2. To equip students with a critical understanding of the theories, principles.
3. To understand historical trends, current issues and practices relevant to human resource management strategy in organizations

### 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 and Human Resources Stakeholders
5. Understanding the Flow of People and Staffing Needs and Options
6. Core Competencies, Recruitment Strategies and Performance Management
7. Understanding the Value of Performance Management
8. Delivering Employee Feedback
9. Assessing Willingness to Work
10. Coaching & Building and Understanding Human Resources Strategy
11. Understanding Human Resources Trends and Metrics
12. The Four-Step Process for Building Human Resources Strategy

### Recommended Text:

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.

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 mid-sized 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.

### Course Learning Objectives

1. To prepare financial statements in compliance with the relevant regulatory authorities
2. To apply and interpret specified International Financial Reporting Standards (IFRS)
3. To develop a "critical thinking" approach to financial accounting and reporting

### Contents

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

### Recommended Text

1. Simon, H. & Smith, J. M. (1991) *Intermediate accounting students guide to standards* (latest ed.) Manson: Thomson South-Western.
2. Javed, H. Z.(n.d.) *Practical Work Book on IFRS/IAS* (latest ed.) Lahore: Petiwala Book Depot

### 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.

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's 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.

### **Course Learning Objectives**

1. To understand the roles of financial reporting and financial statement analysis
2. To learn comparison of companies using ratio analysis, common size analysis
3. To evaluate a company using a combination of different ratios

### **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*. (2<sup>nd</sup> ed.). Noida: Pearson Education India.

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.

### Course Learning Objectives

1. To equip the student with the latest tools and techniques in advance accountancy
2. To provide an introduction to international accounting
3. To provide an introduction regarding application of accounting software in business

### 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.

This course will 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 and requires installing controls.

### **Course Learning Objectives**

1. To provide students with an in-depth understanding of professional audit standards
2. To understand the auditor's role in ensuring fair presentation of financial statements
3. To comprehend the audit process, advanced auditing techniques

### **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 Text:*

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.

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.

### Course Learning Objectives

1. To understand the role of Financial Manager in financial decisions
2. To elaborate how forecasting is used to make financial decisions
3. To evaluate different investment proposals

### Contents:

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*. (11<sup>th</sup> ed). New York: McGraw-Hill.

### Suggested Readings

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



International Finance mainly discusses the issues related with monetary interactions of at least two or more countries. International finance is concerned with exchange rates of currencies, monetary systems of the world, foreign direct investment (FDI), and other important issues associated with IFM. 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. A 'domestic' is one inside a country. 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.

### Course Learning Objectives

1. To provide an introduction of basic international financial terminologies
2. To comprehend the theories and modes of international business
3. To analyze and address exchange rates and their impact on businesses

### 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. Exchange rate forecasting, Technical Analysis and Trading rules
14. Currency futures and swaps
15. Comparison of forward and future market, specification of currency futures, interest rate swap
16. International Arbitrage
17. Foreign exchange risk exposure: definition, value at risk, definition of exposure
18. Foreign exchange risk exposure: Translation, economic and transactional

### Recommended Texts

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

### Suggested Readings

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

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. 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, and 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.

### Course Learning Objectives

1. To understand nature and importance of credit management
2. To perform risk analysis and identify critical success factors
3. To understand the role of credit manager

### 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.

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.

### Course Learning Objectives

1. To gain the knowledge of the financial markets
2. To analyze the investment alternatives
3. To Identify key factors, products, and services of the markets

### 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, Earning Estimates, P/E Ratio, Fundamental Security Analysis
18. Technical Analysis: Stock Price and Volume Techniques, 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.

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.

### Course Learning Objectives

1. To understand sales management functions, strategies and the goals of sales management
2. To develop the selling function/sales program
3. To build the sales program

### 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.

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. It will 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. 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.

### Course Learning Objectives

1. To build an understanding of advertising and its role in modern marketing
2. To elaborate the role of advertising in the overall marketing program
3. To understand market segmentation and positioning.

### 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*. (11<sup>th</sup> ed.). New York: McGraw-Hill Education.

### Suggested Readings

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

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.

**Course Learning Objectives**

1. To explain the brand management concepts and applications
2. To describe the basic branding principles
3. To build analytical and creative skills and understanding of brand management

**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. 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.

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.

### Course Learning Objectives

1. To equip with necessary marketing knowledge and skills to understand and function effectively in a global environment
2. To become familiar with the international marketing concepts and applications
3. To develop a cultural sensitivity

### 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*. (15<sup>th</sup> ed.). New York: McGraw-Hill Education.

### Suggested Readings

1. Douglas, S. P., & Craig, C. S. (1983). *International marketing research* (p. 192). Englewood Cliffs, NJ: Prentice-Hall.

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.

### Course Learning Objectives

1. To comprehend the core elements of marketing research
2. To understand the implications of marketing research in business decision making
3. To be able to write a good marketing research report.

### 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.



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.

### Course Learning Objectives

1. To understand the role and significance of digital media for modern day businesses
2. To explore different mediums of digital marketing
3. To plan and implement a digital marketing strategy

### 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*. (4<sup>th</sup> ed.). London: Prentice Hall.

### Suggested Books

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