



University of Chitral
BECOME WHAT YOU WANT TO BE

یونیورسٹی آف چترال

Scheme of Studies Bachelor of Business Administration Fall 2025

Additional Director Academics
University of Chitral



**Department of Management Sciences
University of Chitral**



1.1. Program Description

The Bachelor of Business Administration is a four-year undergraduate degree program designed to equip students with a strong foundation in business and management principles. The program integrates theoretical knowledge with practical applications to prepare students for the dynamic and competitive global business environment. The Bachelor of Business Administration curriculum encompasses a broad spectrum of general education, core business areas, including accounting, finance, marketing, and human resource management, as well as interdisciplinary courses. Emphasis is also placed on developing analytical thinking, problem-solving abilities, ethical decision-making, leadership skills, and an entrepreneurial mindset. General education courses promote holistic development and a broader understanding of the social, economic, and technological forces shaping the modern world. Interdisciplinary courses integrate knowledge from multiple disciplines, helping students see the "big picture" and understand the interconnectedness of ideas. These courses combine different fields, which lead to novel insights and creative thinking. Collectively, the BBA program is designed to prepare graduates for entry-level managerial roles in public and private sector organizations, to start their own businesses or expand existing family businesses, or to pursue advanced studies in business and management. It develops competent and socially responsible business professionals, fosters innovation and critical thinking in managerial decision-making, and encourages the application of business knowledge in real-world settings through internships, projects, and case studies.

1.2. Recommended Nomenclature

For the sake of standardization, the undergraduate degree programs (NQF level 6 qualifications) in the discipline of Business Administration must have the title of “Bachelor of Business Administration”, abbreviated as BBA. Henceforth, all degree programs at the equivalent level with the same purpose and scope, but with different nomenclatures, shall be renamed accordingly.

1.3. Program Learning Outcomes (PLOs)

- By the end of a degree in Bachelor of Business Administration, a graduate shall be able to Demonstrate comprehensive knowledge of key business functions, such as management, marketing, accounting, human resource management, entrepreneurship, finance, and operations, and apply this knowledge to solve practical business problems.
- Employ critical thinking and analytical tools to assess business situations, interpret data, and make sound, evidence-based decisions.
- Communicate effectively in professional business contexts, both in writing and orally, and collaborate productively within diverse and cross-functional teams.
- Integrate ethical reasoning and legal understanding into business practices, recognizing responsibilities to society, stakeholders, and the environment.
- Exhibit entrepreneurial thinking and a global business perspective, adapting to dynamic markets and cultural contexts.



1.4 Eligibility Criteria

- a) The basic eligibility requirement for admission to the Bachelor of Business Administration (BBA) program is a Higher Secondary School Certificate (HSSC), A-levels, or an equivalent qualification recognized by the IBCC, involving 12 years of schooling with min 45% marks.
- b) BBA students are required to complete any relevant digital skill certification (equivalent to 3 credit hours in total) over the period of the four-year degree as a mandatory condition for degree completion. The respective department will guide students in selecting relevant certifications, ensuring alignment with current market needs and the program's objectives.
- c) Students are required to complete the EOTO and Digital Skills Certificate at any time during their four-year BBA program. They may take it in any semester from the 1st to the 8th. This certificate is part of their overall degree requirements.



1.5 Program Structure

The Bachelor of Business Administration (BBA) program adheres to the HEC Undergraduate Education Policy 2023 and subsequent notifications, spanning eight regular semesters (four years). Higher Education Institutions (HEIs) may design the program in accordance with the guidelines below, as recommended by the NCRC, ensuring that the total credit load aligns with the program's learning outcomes.

NQF Qualification Level	Level 6
Minimum Credit Hours	131
General Education Courses	35 Credit Hours (14 courses)
Mandatory Core Courses	33 Credit Hours (11 courses)
Core Courses	27 Credit Hours (09 courses)
Specialization/ Electives	18 Credit Hours (06 courses)
Total	78 Credit Hours (26 courses)
Interdisciplinary/ Allied Courses	12 Credit Hours (4 courses)
Field Experience/Internship	3 Credit Hours
Capstone Project	3 Credit Hours
Program Duration	• Regular/Minimum Duration: 04 Years (Eight Regular Semesters) • Maximum Duration: 06 Years (Twelve Regular Semesters) • Further extendible for 01 Year (Two Regular Semesters) with the permission of the statutory bodies
Semester Duration	• 16-18 weeks for regular semesters, including 1-2 weeks for examinations • 8-9 weeks for summer semesters, including 1 week for examination
Course Load Allocation (per semester)	• 15-21 credit hours for regular semesters • Up to 08 credit hours can be offered in summer/winter semesters for failure/repetition/deficiency courses.
Credit Hours Delivery Options	• Classes (1 hour each), OR • 2 classes (1.5 hours each), OR • 1 class (3 hours)
1 Credit Hours (Practical Work)	One credit hour of practical work requires three contact hours per week throughout the semester.



Semester-wise Breakup

1st Semester		
Course Code	Course Title	Credit Hours
MGT 111	Principles of Accounting	3(3-0)
GE 111	Quantitative Reasoning-I	3(3-0)
GE 112	Functional English	3(3-0)
GE 113	Application of Information and Communication Technology	3(3-0)
GE 114	Natural Sciences	3(3-0)
Anyone from the following		
GE 115	Islamic Studies	2 (2-0)
GE 116	Ethics	2 (2-0)
Anyone from the following		
GE 117	Fehm-e-Quran-I	1(0-1)
GE 118	Ethics: A General Introduction	1(0-1)
Total Credit Hours		18(17-1)

2nd Semester		
Course Code	Course Title	Credit Hours
MGT 121	Financial Accounting	3(3-0)
MGT 122	Principle of Management	3(3-0)
MGT 123	Principles of Marketing	3(3-0)
GE 121	Quantitative Reasoning-II	3(3-0)
GE 122	Expository Writing	3(3-0)
GE 123	Social Sciences	2(2-0)
Anyone from the following		
GE 124	Fehm-e-Quran-II	1(0-1)
GE 125	Cyber Ethics	1(0-1)
Total Credit Hours		18(17-1)

3rd Semester		
Course Code	Course Title	Credit Hours
MGT 231	Human Resource Management	3(3-0)
MGT 232	Marketing Management	3(3-0)
MGT 233	AI in Business	3(3-0)
GE 231	Pakistan Studies	2 (2-0)
GE 232	Civics & Community Engagement	2(2-0)
GE 233	Seerat-un-Nabi	1(0-1)
GE 234	Arts and Humanities	2(2-0)
GE 235	Entrepreneurship	2(2-0)
Total Credit Hours		18(17-1)



4 th Semester		
Course Code	Course Title	Credit Hours
MGT 241	Financial Management	3(3-0)
MGT 242	Business Communication	3(3-0)
MGT 243	Business Statistics	3(3-0)
GE 241	Ideology and Constitution of Pakistan	2(2-0)
IDS 241	Introduction to Economics	3(3-0)
INT 249	Internship	3(0-3)
Total Credit Hours		17(14-3)

5 th Semester		
Course Code	Course Title	Credit Hours
MGT 351	Islamic Finance	3(3-0)
MGT 352	Business Law	3(3-0)
MGT 353	Organizational Behaviour	3(3-0)
IDS 351	Corporate Social Responsibility	3(3-0)
IDS 352	Data Analytics	3(3-0)
Total Credit Hours		15(15-0)

6 th Semester		
Course Code	Course Title	Credit Hours
MGT 361	Business Analytics	3(3-0)
MGT 362	Business Research Methods	3(3-0)
	Elective-I	3(3-0)
	Elective-II	3(3-0)
IDS 361	Introduction to AI Tools	3(3-0)
Total Credit Hours		15(15-0)

7 th Semester		
Course Code	Course Title	Credit Hours
MGT 471	E-Commerce and Digital Business	3(3-0)
MGT 472	International Business and Trade	3(3-0)
MGT 473	Financial Institutions and Markets	3(3-0)
	Elective-III	3(3-0)
	Elective-IV	3(3-0)
Total Credit Hours		15(15-0)



8 th Semester		
Course Code	Course Title	Credit Hours
MGT 481	Leadership in Digital Age	3(3-0)
MGT 482	Digital marketing and social media	3(3-0)
	Elective-V	3(3-0)
	Elective-VI	3(3-0)
CP 489	Capstone Project	3(0-3)
Total Credit Hours		15(12-3)
GRAND TOTAL (CREDIT HRS.)		131



Specialization Clusters (18 Credit Hours/06 Electives)

1. The specialization clusters are added to provide students with focused knowledge and skills in specific business domains, while complementing the breadth of their core business education. They also offer flexibility to incorporate emerging disciplines and courses into business education, allowing students to choose a cluster aligned with their aptitude and interests.
2. Students may opt for any specialization cluster by selecting six courses (18 credit hours) from within that cluster.
3. Students shall be given the choice to select elective courses either within a single specialization cluster or across multiple clusters. If all electives are taken from the same cluster, the specialization may be noted on the academic transcript. If electives are chosen from different clusters, no specialization shall be mentioned.
4. Specializations shall not be mentioned on the degree certificate.
5. The listed specialization clusters and courses are not exhaustive. HEIs may offer additional specializations and/or courses, subject to approval by the relevant statutory bodies and the availability of necessary resources.

(1) Finance

Course Code	Course Name	Credit Hour
Fin 363	Algorithmic and Quantitative Trading	3+0
Fin 364	Analysis of Financial Statements	3+0
Fin 365	Blockchain for Finance	3+0
Fin 366	Corporate Finance	3+0
Fin 474	Financial Derivatives	3+0
Fin 475	Financial Institutions Management	3+0
Fin 476	Financial Markets and Institutions	3+0
Fin 477	Financial Modeling for Decision Making	3+0
Fin 478	Financial Risk Management	3+0
Fin 474	Financial Statement Analysis	3+0
Fin 483	FinTech	3+0
Fin 485	International Financial Management	3+0
Fin 486	Investment Analysis and Portfolio Management	3+0
Fin 487	Project Appraisal	3+0
Fin 488	Risk Management and Insurance	3+0
Fin 489	Sustainable Finance	3+0
Fin 490	Technofinance	3+0



(2) Human Resource Management

Course Code	Course Name	Credit Hour
HRM 363	AI in HRM	3+0
HRM 364	Compensation and Benefits Management	3+0
HRM 365	Cross-Cultural and International HRM	3+0
HRM 366	Data-driven Decision-making in HR	3+0
HRM 474	Digital HR Transformation	3+0
HRM 475	Employee Engagement	3+0
HRM 476	Employee Relations and Labor Law	3+0
HRM 477	HR Analytics and Metrics	3+0
HRM 478	HR Metrics, Dashboards, and Decision Support	3+0
HRM 474	Human Resource Information Systems (HRIS)	3+0
HRM 483	Industrial Relations & Labor Laws	3+0
HRM 485	Leadership and Team Dynamics	3+0
HRM 486	Negotiation and Conflict Management	3+0
HRM 487	Organizational Development and Change Management	3+0
HRM 488	People Analytics and Workforce Intelligence	3+0
HRM 489	Performance Management Systems	3+0
HRM 490	Strategic Human Resource Management	3+0
HRM 491	Talent Management and Recruitment Strategies	3+0
HRM 492	Training and Development	3+0
HRM 493	Virtual Collaboration and Digital Team Management	3+0

(3) Marketing

Course Code	Course Name	Credit Hour
MKT 363	Advertising and promotional strategies	3+0
MKT 364	Brand Management	3+0
MKT 365	Consumer Behavior	3+0
MKT 366	Customer Relationship Management	3+0
MKT 474	Digital Marketing	3+0
MKT 475	Digital and Social Media Marketing	3+0
MKT 476	Integrated Marketing Communications	3+0
MKT 477	International Marketing	3+0
MKT 478	Marketing 4.0	3+0
MKT 474	Marketing Analytics	3+0
MKT 483	Marketing for Nonprofit Organizations	3+0
MKT 485	Marketing Research	3+0
MKT 486	Pricing Strategies	3+0
MKT 487	Retail Management	3+0
MKT 488	Sales Management	3+0
MKT 489	Services Marketing	3+0
MKT 490	Social Marketing	3+0
MKT 491	Strategic Marketing	3+0
MKT 492	Tourism Marketing	3+0



(4) Business Analytics

Course Code	Course Name	Credit Hour
BA 363	Applications of Artificial Intelligence in Business Administration	3+0
BA 364	Business Analytics and Decision Science	3+0
BA 365	Big Data Analytics	3+0
BA 474	Data Governance and Ethics	3+0
BA 475	Data Analysis and Visualization	3+0
BA 476	Database Management Systems	3+0
BA 477	Data Mining for Business Intelligence	3+0
BA 483	Financial Analytic	3+0
BA 484	Machine Learning for Business Decision Making	3+0
BA 485	Marketing Analytics	3+0
BA 486	Predictive Analytics and Forecasting	3+0
BA 487	Statistical Methods for Business	3+0

(5) Digital Business and E-Commerce

Course Code	Course Name	Credit Hour
DBE 363	Artificial Intelligence in Digital Marketing	3+0
DBE 364	Blockchain for E-Commerce	3+0
DBE 365	Business Model Innovation in the Digital Age	3+0
DBE 366	Customer Relationship Management (CRM) Systems	3+0
DBE 474	Cybersecurity and Legal Issues in E-Business	3+0
DBE 475	Data-Driven Decision Making for E-Business	3+0
DBE 476	Digital Branding and Online Reputation Management	3+0
DBE 477	Digital Business Models	3+0
DBE 478	Digital Marketing and Performance Analytics	3+0
DBE 474	Commerce Strategies and Technologies	3+0
DBE 483	Ethics, Sustainability, and Digital Business	3+0
DBE 485	Innovation and Entrepreneurship in Digital Markets	3+0
DBE 486	Online Consumer Behavior and Engagement	3+0
DBE 487	Payment Systems and Fintech in E-Commerce	3+0
DBE 488	Search Engine Marketing (SEM) and Optimization (SEO)	3+0
DBE 489	Social Media Marketing and Content Strategy	3+0
DBE 490	Supply Chain and Fulfillment in Digital Commerce	3+0
DBE 491	Web and Mobile App Development for Business	3+0



(6) Entrepreneurship and Innovation

Course Code	Course Name	Credit Hour
ETI 363	Business Model Innovation	3+0
ETI 364	Design Thinking and Prototyping	3+0
ETI 365	Digital Entrepreneurship	3+0
ETI 474	Entrepreneurial Thinking and Mindset	3+0
ETI 475	Family Business Management	3+0
ETI 476	Innovation and Change Management	3+0
ETI 477	Legal and Regulatory Aspects of Startups	3+0
ETI 483	New Venture Creation	3+0
ETI 484	SMEs Management	3+0
ETI 485	Social Entrepreneurship	3+0
ETI 486	Startup Financing and Venture Capital	3+0
ETI 487	Technopreneurship	3+0

(7) Islamic Banking and Finance

Course Code	Course Name	Credit Hour
IBF 363	Islamic Banking Deposit Products & Treasury Op.	3+0
IBF 364	Islamic Business Ethics	3+0
IBF 365	Islamic Banking Financing Products	3+0
IBF 474	Islamic Financial Institutions & Markets	3+0
IBF 475	Islamic Law of Sales & Contract	3+0
IBF 476	Islamic Wealth Planning & Management	3+0
IBF 477	Pool Management in Islamic Banking	3+0
IBF 483	Shariah Foundations of Business and Finance	3+0
IBF 484	Shariah Standards	3+0
IBF 485	Takaful Practices in Islamic Finance	3+0



(8) Operations and Supply Chain Management

Course Code	Course Name	Credit Hour
SCM 363	Blockchain	3+0
SCM 364	Contemporary Issues in Supply Chain Management	3+0
SCM 365	Customer Relationship Management	3+0
SCM 366	Demand Planning and Forecasting	3+0
SCM 474	Humanitarian Logistic	3+0
SCM 475	Inventory Management	3+0
SCM 476	Maritime Logistics	3+0
SCM 477	Procurement	3+0
SCM 478	Routing & Fleet Management	3+0
SCM 474	Supplier Relationship Management	3+0
SCM 483	Supply Chain Analytics	3+0
SCM 485	Shipping, Freight, and Port Management	3+0
SCM 486	Supply Chain Finance	3+0
SCM 487	Supply Chain Risk Management	3+0
SCM 488	Sustainable Supply Chain Management	3+0
SCM 489	Transportation Management	3+0

(9) Project Management

Course Code	Course Name	Credit Hour
PM 363	Business Ethics and Governance	3+0
PM 364	Circular Economy and Business Models	3+0
PM 365	Climate Change and Business Strategy	3+0
PM 474	Corporate Social Responsibility	3+0
PM 475	Environmental Economics	3+0
PM 483	Green Marketing and Branding	3+0
PM 484	Social Impact Assessment	3+0
PM 485	Sustainability Reporting and ESG Metrics	3+0



Note: The course contents for General Courses and Interdisciplinary/Allied Courses will be available in separate documents, titled "General Courses Cluster" and "Interdisciplinary Courses Cluster" on the University of Chitral website.

GE 111	Quantitative Reasoning-I	3(3-0)
GE 112	Functional English	3(3-0)
GE 113	Applications of Information and Communication Technologies	3(2-1)
GE 114	Fehm-e-Quran-I	1(0-1)
GE 115	Natural Sciences	3(3-0)
GE 116	Islamic Studies	2 (2-0)
GE 117	Ethics	2 (2-0)

GE 121	Quantitative Reasoning-II	3(3-0)
GE 122	Expository Writing	3(3-0)
GE 123	Fehm-e-Quran-II	1(0-1)
GE 124	Social Sciences	2(2-0)

GE 231	Pakistan Studies	2(2-0)
GE 232	Civics and Community Engagement	2(2-0)
GE 233	Seerat-un-Nabi	1(0-1)
GE 234	Arts & Humanities	2(2-0)
GE 235	Entrepreneurship	2(2-0)

GE 241	Ideology and Constitution of Pakistan	2(2-0)
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IDS 241	Introduction to Economics	3(3-0)
IDS 242	Data Analytics	3(3-0)

IDS 351	Corporate Social Responsibility	3(3-0)
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IDS 361	Introduction to AI Tools	3(3-0)
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COURSE CODE: MGT 111

Course Name: **Principles of ACCOUNTING**

Introduction:

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

Recording Business Transactions:

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

Measuring of Business Income:

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

Controlling Accounts & Subsidiary Ledger Accounts.

Special Journal for Purchase & Sales,
Purchase Returns & Sales Returns.
Cash Receipts and Cash Payment Journal
Accounts Receivables & Accounts Payables

Control of Cash Transactions and Bank Reconciliation Statement.

Cash Book.
Bank Reconciliation Statement.

Capital & Revenue:

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

Text Books:

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



COURSE CODE: MGT 121

Course Name: **FINANCIAL ACCOUNTING**

Accounting Concepts: (Review)

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

Partnership Accounts:

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

Corporation Accounting:

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

Statement of Cash Flow:

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

Plant Assets & Depreciation:

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

Inventories:

Introduction, Types of Inventories.



Inventory costing Methods

LIFO, FIFO, AVERAGE.

Text Books:

- Robert F.Meigs and Walter B.Meigs: Accounting: The Basis for Business Decisions, McGraw Hill, Inc
- Eric G. Flamholtz, Diana Troik Flamholtz, Michael A.Diamond: Principle of Accounting, Macmillan Publishing Co. New York
- Frankwood, Business Accounting-I and Business Accounting-II
- M.A.Ghani, Principles of Accounting.
- Fundamentals of Accounting, Aftab Ahmed

COURSE CODE: MGT 122

Course Name: **PRINCIPLES OF MANAGEMENT**

An Overview of Management

Definitions of Management
Characteristics of Management
Different between Management and Administration

Functions of Management

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

Principles of Management

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

Nature of Management

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

Planning

Definition, Nature and Characteristics
Importance of Planning
Limitations of Planning



Essentials of a good Plan
Steps in Planning Process
Types of Planning

Decision Making

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

Organizing

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

Communication

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

Staffing

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

Directing / Direction

Definition, Nature and Importance
Principles & Techniques

Leadership

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

Motivation

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

Controlling

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



RECOMMENDED BOOKS

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

COURSE CODE: MGT 123

Course Name: **PRINCIPLES OF MARKETING**

Understanding Marketing and Marketing Process

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

Marketing Strategy: Building strong customers relationship

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

Consumer Buying Behavior.

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

Business markets and Business Buyers' Behavior

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

Market Segmentation, Targeting and positioning for competitive advantage

Market Segmentation



Market Targeting

Differentiation and positioning

Product and Services Marketing Strategies.

What is product and service

Level of product and services

Product and services classification

Product and services decision

Services marketing

New Product Development and Product Life Cycle Strategies.

New product development strategies

New product development process

Product life cycle strategies

Developing pricing Strategies

What is price?, Setting price, Price adjustment strategies

New-product pricing strategies, Price changes

Marketing channels and Supply Chain Management.

Nature and importance of marketing channels

Various marketing channels

Channel design decision

Channel management decision

Retailing and Wholesaling

Types of retailers

Retailers marketing decision

The future of retailing

Types of wholesaling

Wholesalers marketing decision

Trends in wholesaling

Integrated Marketing Communication.

The marketing communication mix

A view of communication process



Steps in developing effective communication

Socially responsible marketing communication

Advertising and Public Relations

Setting advertising objectives

Types of advertising

The advertising decision process

The role and impact of public relation

Major public relation tools

RECOMMENDED BOOKS

1. William J. Stanton and Charles Furtrell, Fundamentals of Marketing
2. The Principles of Marketing by Philip Kotler and Gray Arms
3. PRINCIPLES OF MARKETING --- Michael J. Etzel, Bruce J. Walker, William J. Stanton
Stanton, 11th Edition McGraw Hill-1997
4. PRINCIPLES OF MARKETING --- Thomas C. Kinnear, Kenneth L. Bern
Hardt, 4th Edition Kathleem A. Krentler, Honper Collin College Publishers

COURSE CODE: 231

Course Name: **HUMAN RESOURCE MANAGEMENT**

THE HUMAN RESOURCE FRAMEWORKS

Introduction to Human Resource Management

Objectives of Human Resource Management

Human Resource Management Activities

External Organizational Challenges to Human Resource Management

Internal Organizational Challenges to Human Resource Management

HUMAN RESOURCE PLANNING

Need for Human Resource Planning

Factors Shaping Organization Demand for Human Resources

Forecasting Techniques for Human Resource

Career Planning Defined, Advantages of Career Planning

Major Actions Aiding Career Development

RECRUITMENT & SELECTION

Definition of Recruitment

Recruitment Process

Constraints and Challenges of Recruitment Process

Recruitment Channel

Selection Defined



Selection Process

EQUAL EMPLOYMENT OPPORTUNITY

HRM in Global Environment

Current Issues

PERFORMANCE APPRAISAL

Introduction to Performance Appraisal

Uses of Performance Appraisal

Elements of Performance Appraisal Systems

Appraisal Methods

TRAINING AND DEVELOPMENT

Difference between Training and Development

Steps to Training and Development

INTERACTIVE CONFLICTS AND NEGOTIATION SKILLS

Individual Conflicts

Interpersonal Conflicts

Inter Group Behavior and Conflicts

Organizational Conflicts

Negotiation Skills

Traditional Negotiation Skills

Newly Emerging Skills

HEALTH & SAFETY AT WORK PLACE

Introduction

Important of Health & Safety at Work

Health & Safety Policies & Implementation

Changing attitude to Health & Safety

COMPENSATION AND BENEFITS

Objectives of Compensation Management

Challenges affecting Compensation

MOTIVATION & REWARD SYSTEM

Concept of motivation

Reward system

Motivation techniques

Employees Disciplines

COLLECTIVE BARGAINING & INTERNAL EMPLOYEE RELATIONS

The Collective Bargaining Process

Bargaining Issues

A Global Perspective of IER

RECOMMENDED BOOKS

1. Human Resource & Personnel, William B. Werther & Keith Davis
McGraw Hill.



2. HUMAN RESOURCE MANAGEMENT, Bernardin & Russell, latest Edition. McGraw Hill.
3. ORGANIZATIONAL BEHAVIOR, Fred Luthans. Latest Edition, McGraw Hill.
4. Organizational Behavior, Robert Kreitner & Angelokinicki , Latest Edition, IR

COURSE CODE: MGT 232

Course Name: **MARKETING MANAGEMENT**

Understanding marketing management

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

Linking marketing and corporate strategies

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

Scanning the marketing environment

Analyzing the macro environment
Needs and trends
Identifying the major forces
Demographic environment
Social-culture environment



Economic environment

Natural environment

Technological

Political-legal

Influence of these forces over marketing decisions.

Consumer behavior

What influence consumer behavior

Cultural factors

Social factors

Personal factors

Psychological factor

Organizational markets

Business markets v/s consumer markets

Market structure and demand

Institutional markets

Government markets

Buying Behavior

What is organizational buying?

Buying situations

System buying & selling

Stages in buying process

Buying centre

The purchasing process

Turning marketing information in action

Definition

Gathering information

Marketing database system

Marketing intelligence

Marketing research process



Steps involve in marketing research

Identifying market segments& targets

Levels of market segmentation

Segment marketing

Niche marketing

Local marketing

Bases for segmenting consumer markets

1)geographic

2)demographic

3)psychographic

4)behavioral

Market targeting

Effective segmentation criteria

Evaluating & selecting the market segments

Additional considerations

Developing new products

New product options

Make or buy

Types of new product

Challenges in new product development

The innovation imperative

New product success

New product failure

Organizational arrangements.

Budgeting for new product development

Organizing new product development

Managing products and brands

Concept development and testing

Marketing strategy development

Product development



Market testing

Commercialization

The consumer adoption process

Stages

Factors influencing the adoption process

Designing and managing marketing channels

The importance of channels

Channel development

Developing distribution channels

Roles of marketing channels

Channel management decisions

Channel integration and system

Wholesaling & Retailing

Trends in wholesaling

Types of retailers

The retail environment

Marketing decisions

Integrated marketing communication and direct marketing

The role of marketing communications

Marketing communication, brand equity and sales.

The communication process model

Select the communication channels

Deciding on the market communication mix

Advertising, sales promotion and public relations

Developing and managing advertising program

Setting objectives

Deciding the advertising budget

Deciding media and measuring effectiveness

Sales promotion

Objectives



Major decisions

Public relations

Marketing public relations

Major decisions in marketing public relations

Personal selling and sales management

Principles of personal selling

The six steps

Sales force structure

Sales force size

Managing sales force

Recruiting and selecting representatives

Training and supervising

Monitoring

evaluating

Building the price foundation

Arriving the price foundation

Setting the price

Step:1 selecting the price objective

Step;2 determining demand

Step:3 estimating costs

Step:4 analyzing competitors

Step:5 selection pricing model

Step:6 selecting final price

Adopting price

Recommended Books

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



COURSE CODE: MGT 241

Course Name: **FINANCIAL MANAGEMENT**

INTRODUCTION

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

THE TIME VALUE OF MONEY

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

MODE OF FINANCING

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

RISK AND RETURN

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

WORKING CAPITAL MANAGEMENT

- Overall Consideration of Working Capital
- Characteristics of Current Assets

FACTORS INFLUENCING WORKING CAPITAL REQUIREMENTS

- Nature of Business
- Seasonality of Operations
- Production Policy
- Supply Conditions
- Market Conditions



Working Capital Policy
Operating Cycle Analysis :

CASH MANAGEMENT

Cash in Narrow and Broad Sense

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

TERM LOANS AND LEASES

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

RECOMMENDED BOOKS

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

COURSE CODE: MGT 242

Course Name: **BUSINESS COMMUNICATION**

Course Contents:

The art of listening
The importance of listening
Improving listening efficiency
Effect of listening on other communication skills
Listening & Job Success
Practice



Interviewing: What is interview?, Physical and mental preparation, Knowing your abilities, Getting information about company, Body language, What to do during interview, Kinds of interview, Follow up communication,

Application Packages: Resume writing, Chronological resumes, Skills resumes.

Preparing different resume for different jobs, What do your employer wants to know about you, Covering letter, What should be there in covering letter?, Ready to respond every question.

Meeting & Conference Participation: Qualities of effective speaking, Creating favorable impression, Enunciation, pronunciation

Planning & Writing: Business letter formats & letter styled, Arrangement styles of letters, Punctuation styles for business letters, A final word,

The Psychology of Effective Communication: Principles of Communication Psychology.

What do we know about Human Behavior, Non-verbal communication, Promoting Goodwill, Stimulating desired reaction.

RECOMMENDED BOOKS:

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

COURSE CODE: MGT 243

Course Name: **BUSINESS STATISTICS**

Statistical Inference

Introduction

Sources of Data

Data type and Problem Objective

Sampling and Sampling Distribution

Introduction

Sampling and Sampling Plans

Errors Involved in Sampling



Sampling Distribution of the Sample mean

Other Sampling Distributions

Estimation: Describing a single population

Introduction

Point and Interval Estimates Basic Concepts

Confidence and Interval estimates of the Mean and Proportion from Large samples

Interval estimates Using the t-distribution

Determining the Sample Size

Hypothesis testing: Describing a single population

Introduction

Concepts Basic to the Hypothesis testing

Testing the population mean when the Variance is known

Testing the population mean when the Variance is unknown

Calculating the Power of a Hypothesis Test

Testing the population Proportion, Large samples

Chi-Square Distribution and Statistical Inference

Introduction

Chi-squared test of a multinomial experiment

Chi-squared test of a contingency table

Chi-square as a test of Goodness of Fit

Inferences about a Population variance

F-Distribution and Statistical Inference

Introduction

Confidence Interval for the Variance Ratio

Testing Hypothesis about the Equality of Two Variances

Analysis Of Variance

Introduction

One way Analysis of Variance For Equal and Unequal sample sizes

Two way Analysis of Variance without Interaction

Nonparametric Methods



Introduction to Nonparametric Statistics

The Sign test for Paired Data

Rank sum tests: The Mann-Whitney U Test and the Kruskal-Wallis Test

One sample Runs Test, Rank Correlation Test

Time Series and Forecasting

Introduction

Variation in time Series

Trend Analysis, Cyclical, Seasonal and Irregular Variation

Time Analysis in Forecasting

RECOMMENDED BOOKS

1. Introduction to Statistical Theory, Part II, by Prof. Sher Muhammad Chaudry.
2. Basic Statistics for Business and Economics by EARLK. BOWN AND MARTIN STARR
3. Introduction to Business Statistics 2004 Edition, Shamim Khan, Research and Development Center Peshawar.

Statistics for Management, Richard I. Levin and David S. Rubin,

COURSE CODE: MGT 351

Islamic Finance

Learning Objectives

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

Learning Outcomes

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

Brief Contents



Weeks	Topics to cover
Week 1	Introduction to Islamic banking Belief in divine guidance Capitalist Vs Islamic economy
Week 2	Asset Backed Financing Capital and Entrepreneur Present practices of Islamic Banks
Week 3	Musharakah The concept of Musharakah Basic Rules of Musharakah Distribution of profit
Week 4	Ratio of profit Sharing of Loss The nature of capital
Week 5	Management of Musharakah Termination of Musharakah
Week 6	Mudarabah Business of Mudarabah Distribution of Profit Termination of Mudarabah
Week 7	Combination of Musharakah and Mudarabah Musharakah and Mudarabah as modes of Financing Conclusions
Week 8	Mid Exam
Week 9	Ijarah Basic rules of Leasing Determination of rental
Week 10	Lease as mood of financing The commencement of lease Termination of Lease
Week 11	Insurance of Lease The residual value of leases asset Securitization of Ijarah
Week 12	Salam



	The concept of Salam Meaning of Salam Condition of Salam
Week 13	Salam as mood of Financing Some rules of parallel Salam
Week 14	Istisna The concept of Istisna Salam Versus Istisna
Week 15	Istisna Versus Ijarah Time of Delivery Istisna as mode of financing
Week 16	Final Exam

Recommended Reading:

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

COURSE CODE: MGT 352

Course Name: **BUSINESS LAW**

CONTRACT ACT

Definition of Contract, Agreement

Enforceability

Essentials of Contract

Kinds of valid Contract

According to Enforceability

According to Formation



According to Performance

OFFER AND ACCEPTANCE

Essentials of Valid Offer

Revocation of Offer

Acceptance

Definition

Essentials of Valid Acceptance

Revocation of Acceptance

Communication of Offer, Acceptance and Revocation

PERFORMANCE OF CONTRACT

Performance of Single Promise

Performance of Joint Promises

Order of Performance of Reciprocal Promises

Mode of Performance

BREACH OF CONTRACT

Rescission of the Contract

Suit for Damages

Suit for Quantum Merit, Suit for Specific Performance

Suit for an Injunction

INDEMNITY AND GUARANTEE

Contract of Indemnity

Contract of Guarantee

Essential of Contract of Guarantee

Distinction between Indemnity and Guarantee

Discharge of Surety from Liability

CONTRACT OF BAILMENT

Definition & Parties to Bailment

Essential Features of Contract of Bailment



Duties of Bailee
Duties of Bailor
Termination of Bailment

CONTRACT OF SALES OF GOODS

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

NEGOTIABLE INSTRUMENTS

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

OTHER BUSINESS RELATED LAWS

Intellectual Property Laws

RECOMMENDED BOOKS

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



COURSE CODE: MGT 353

Course Name: **ORGANIZATIONAL BEHAVIOR**

INTRODUCTION TO ORGANIZATION BEHAVIOR

The Challenges to the Modern Management

Undergoing a Paradigm Shift

The new Perspective of Management

Theoretical Framework of OB

Organizational Behavior Model

REVIEW OF PERCEPTION PROCESS

The Nature and Impact of Perception

Sensation versus Perception

Sub Processes of Perception

Perceptual Selectivity

External Attention Factors

Internal set Factors

PERCEPTUAL ORGANIZATION

Impression Management

The Process of Impression Management

Employee Impression Management, Strategies

PERSONALITY AND ATTITUDES

The Development of Personality and Socialization

The Nature and Dimensions of Attitudes

Components of Attitudes

Antecedents of Work-Related Attitudes

Functions of Attitudes, Changing Attitudes

JOB SATISFACTION

Organizational Commitment

Meaning and the Outcomes of Organizational Commitment

MOTIVATION NEEDS & PROCESSES

The Meaning of Motivation

Primary Motives

Secondary Motives

General Motives



Content Theories of Motivation

Maslow's Need Hierarchy Theory

Herzberg's Two Factors Theory

Adlerfer's ERG Theory

LEARNING PROCESS

The Theoretical Processes of Learning

Behaviorist Theories

Social Learning Theories

Principles of Learning, Punishment and

Reinforcement

POWER AND POLITICS

The Meaning of Power

Classification of Power

Political implications of Power

CHANGE MANAGEMENT

Introduction

What do you mean by Change?

Change Models

Guidelines for Change Management

STRESS

The Meaning of Stress

Causes of Stress, Extra Organizational Stressors

Organizational Stressors

Group Stressors

Individual Stressors

GROUPS AND TEAMS

The nature of groups

Teams in the work place

THE GREAT LEADERS /LEADERSHIP

Leadership in the Environment

Leadership Styles

RECOMMENDED BOOKS:-



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

COURSE CODE: MGT 362

Course Name: **BUSINESS RESEARCH METHODS**

INTRODUCTION

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

RESEARCH PROBLUM

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

HYPOTHESIS

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

RESEARCH DESIGN

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

RESEARCH INSTRUMENTS

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

DATA COLLECTION METHODS

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



Definition, Features Types and Importance. Different Types of Observation and their Respective Merits and Demerits.

STATISTICAL TOOLS

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

RECOMMENDED BOOKS

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

COURSE CODE: MGT 363

Corporate Finance

Learning Objective

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



7. Lease financing and its impact on financial statements
8. Merger and other corporate restructuring effects

Learning Outcomes

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

Weekly breakdown of Course Contents

Weeks	Topics to cover
Week 1	Role of Capital Market The Capital Market, Public issue, Privileged subscription, Regulation of security offerings, Private placement,
Week 2	Risk and Managerial Options in Capital Budgeting What is Risk and Managerial Options in Capital Budgeting, The problem of project risk, Total project risk, Contribution to total firm risk: Firm-portfolio approach, Managerial options,
Week 3	Cash Flow estimation and Risk analysis Estimating the relevant cash flows, Analysis of the cash flows, Sensitivity analysis, Scenario analysis, Monte Carlo Simulation,
Week 4	Capital Structure Application Capital Structure and Leverage, The Target Capital Structure, Business and Financial Risk



Week 5	Determining Optimal Capital Structure, The Hamada Equation
Week 6	Capital Structure Theories MM theory, The Effect of Taxes, Bankruptcy costs, Trade-Off Theory, Signaling Theory, Using Debt financing to constrain managers,
Week 7	Dividend Policy Theory Dividends versus Capital gains, Dividend Irrelevance Theories, Bird-in-hand theory,
Week 8	Mid Exam
Week 9	Tax Preference theory, Signaling hypothesis, Cliental Effect, The Residual dividend model
Week 10	Earnings, Cash flows and Dividends Dividend reinvestment plans Factors influencing Dividend policy
Week 11	Stock dividends and stock splits Stock repurchases
Week 12	The Loans and Leases Term loan, Provisions of loan agreements Equipment financing
Week 13	Lease Financing Evaluating lease financing in relation to debt financing
Week 14	Merges and Other Forms of Corporate Restructuring



	Mergers and Other Forms of Corporate Restructuring Strategic acquisitions involving Acquisitions and capital budgeting Closing the deal
Week 15	Takeovers, tender offers and defenses Strategic alliances Leveraged buyouts Bankruptcy and Liquidation
Week 16	Final Exam

Recommended Readings:

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

COURSE CODE: MGT 363

Sales Management

Learning Objectives

The aim of his course is to develop skills in managing the sales function effectively. Key topics include linkages between sales management and marketing strategy, selling process and strategies, sales force organization, leadership, morale and motivation, recruitment, compensation, sales forecasting, sales forces quantification and performance evaluation.

Learning Outcomes

The course is designed to provide students with an understanding of the processes involved in personal selling and sales management. The course examines the elements that enable a sales force to be an effective component of an organization's overall marketing strategy. The course will extend students' understanding of: the sales process, the relationship between sales and



other organizational functions, the various types of sales force structures, the use of technology to improve sales force effectiveness, and issues concerning recruiting, selecting, training, motivating, compensating, and retaining salespeople.

Contents

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



	Procedures for Developing Territories A Model of Territory Management
Week 6:	Operating the Territory Management System Time Management The Challenge of Sales Productivity
Week7:	Sales Management Environment The Internal Environment The External Environment
Week 8:	Mid Semester Examination
Week 9:	Coping with Environmental Changes The Social and Cultural Environment The Technological Environment The Economic Environment The Competitive Environment The Political and Legal Environment
Week10:	Sales Management Planning The Nature and Importance of Sales Planning The Sales Management Planning Process The Analysis Phase Setting Sales Objectives
Week 11:	Formulating Sales Strategies Tactical Decisions Sales Plan Implementation The Control Phase



Week12:	Sales Forecasting Importance of Sales Forecasting Sales Quotas and Budgets Sales Forecasting Concepts
Week 13:	Estimating Market and Sales Potentials The Product Life Cycle Information Sources Sales Forecasting Procedures Qualitative Methods Quantitative Methods
Week14:	Sales Incentives Types of Incentives Sales Contests Sales Meetings and Conventions
Week 15:	Sales Compensation Criteria for a Sound Compensation Plan Sales Compensation Trends Developing a Compensation Plan Fringe Benefits Compensation for Sales Managers
Week 16:	Final Examination

Recommended Readings

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



COURSE CODE: MGT 473

Course Name: **FINANCIAL INSTITUTIONS AND MARKETS**

Course Objectives

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

Introduction:

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

The Financial System

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

Types of Financial institutions

- Commercial Bank
- Importance of Commercial Banks
- Functions of Commercial Banks

Financial Markets

- Debt & Equity Market
- Money and Capital Market
- The Primary Market
- The Secondary Market
- The Money Market
- The Capital Market
- Security Exchanges
- The Over- The- Counter (OTC) Market
- Market Efficiency
- Securities in the financial market place
- Securities in the money market
- Treasury bills



Commercial paper
Future Markets
Euro Dollars
Bankers' acceptance
Stocks ,Bonds
Bond terminologies and types
Treasury notes and bonds
Corporate bonds
Corporate stock
Common stock
Preferred stock

Non Banking Financial Intermediaries

Investment Bankers
Brokers
Dealers
Mutual Fund Companies

Central Bank

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

Specialized Financial Institutions in Pakistan

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

International Financial Institutions

World Bank
IMF

RECOMMENDED BOOKS



1. FINANCIAL MANAGEMENT (PRINCIPLES AND PRACTICE), Timothy J. Gallagher & Joseph D. Andrew, Jr., Prentice Hall (Latest Edition).
2. MONEY AND BANKING IN PAKISTAN, S.A.Meenai, Oxford University Press Karachi. (Latest Edition).
3. PRINCIPLES OF MONEY, BANKING AND FINANCIAL INSTITUTIONS Lawrence-S- Ritter and Willion-L-Silber (8th Edition) Harper Collins Publishers, New York.
4. FINANCIAL MARKETS, INSTITUTIONS AND MONEY--- Fredericl-S-Mishken (5th Edition) Harper Collins Publisher, New York.

COURSE CODE: MGT 47

E-COMMERCE AND DIGITAL BUSINESS

Learning Objectives

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

Learning Outcomes

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

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

Brief contents

Weeks	Topics to cover
Week 1	Introduction to E-Commerce Digital Economy Ecommerce Fundamentals Introduction to Ecommerce Technology
Week 2	The Ecommerce Consumers



	Legal and Ethical issues for E-Commerce Business to Business Ecommerce
Week 3	Introduction Ecommerce industry structure Alliances, Partners, Outsourcing Portals and Search Engines
Week 4	Governmental Structures and Resources Keeping track of innovation and and Changes
Week 5	Electronic Retailing E-Commerce Transactions: Shopping Carts and Payment Options Tracking customers Security issues, strategies and resources
Week 6	Interactive communication with Customers and Partners Customer Pleasing Eservice Know your competition
Week 7	Web Design Strategies and Concepts Web design architecture and Infrastructure Web Design languages introduction



Week 8	Mid Exam
Week 9	Introduction to E-Marketing E-Marketing Strategies and Options E-Marketing Recourses Encouraging Customer participation
Week 10	Creating online Communities Customer Service and Marketing Advertisement in E-Commerce Describe the objectives of web advertisement, its types and characteristics Describe the major advertisement methods used on web
Week 11	Describe various web advertisement strategies Describe various types of promotions on the web Discuss the benefits of PUSH technology and intelligent Agents
Week 12	E-Commerce in Service Industries Understand how broker based services are performed online Describe online travel tourism services and their benefits
Week 13	Describe the electronic real estate market Discuss Cyber banking, its driver and capabilities



	Describe electronic Auctions, their benefits, implementations and impacts
Week 14	Electronic Payment System and Security Describe the typical electronic payment system for EC Identify the security requirements for safe electronic payments Describe the typical security schemes use to make security requirements Identify the players and procedures of electronic credit card system Discuss the relationship between SSL and SET Protocol
Week 15	Discuss the relation between EFT and Debit cards Describe the characteristics of Stores –value cards. Classify and describe the types of IC Cards used for payments Discuss the characteristics of electronic check systems.
Week 16	Final Exam

Recommended Readings:

1. Daniel Amor (2000). *The E business ® Evolution: living and Working in an interconnected world*. Upper Saddle River, NJ: Prentice Hall.
2. Turban, E., lee, J., King, D., & Chung, H. (2018). *Electronic Commerce: A Managerial Perspective*.

COURSE CODE: MGT 474

INVESTMENT AND PORTFOLIO MANAGEMENT

Learning Objective

1. Understand the investment process, internal and external factors affecting the investment decisions process,
2. Understand the securities trading process on stock exchanges and other markets
3. Understand the valuation of debt and equity securities, industry, fundament and technical analysis,



4. Understand the concept of efficient markets and their implication in investment process
5. Understand the portfolio theories and their implications for investment decision processes

Learning Outcomes

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

Brief Contents

Weeks	Topics to cover
Week 1	Introduction Understanding the Investment Process, External factors affecting the decision process, Organizing Financial Assets, Non marketable Financial Assets
Week 2	Money Market Securities, Capital Market Securities, Debt and equity Markets, The Primary Markets
Week 3	Secondary Markets. The Emerging Securities Markets, Globalization of Securities Market
Week 4	How Securities are traded How orders work, Investor protection in the securities markets, Short sales
Week 5	Bond returns and risks, Bond price changes, Bond yields



	The level of market interest rates, Important consideration in managing a bond portfolio
Week 6	Common Stock Analysis and Valuation Common Stock valuation, The present value approach The PIE ratio approach
Week 7	Analyzing Common Stock Asset allocation, The passive strategy, The active strategy Approaches for analyzing and selecting stocks
Week 8	Mid Exam
Week 9	Derivative Securities and Markets Understanding options, Payoffs and profits from basic option position, Option valuation
Week 10	Understanding futures market, The structure of future markets The mechanics of trading
Week 11	Concept of efficient market Why the market can be expected to be efficient, Evidence on market efficiency, Implication of efficient market hypothesis, Evidences of market anomalies
Week 12	Forecasting changes in the market/economy Industry Analysis, Performance of Industries over time,



	Analyzing Industries
Week 13	Technical analysis, Aggregate market analysis, Individual stock analysis, Testing technical analysis strategies, Conclusions about technical analysis
Week 14	Portfolio management as a process, Markowitz portfolio selection model, Capital Market Theory, The assumption of CAPM
Week 15	The market portfolio, Equilibrium Risk-Return trade off Estimating the SML, Arbitrage pricing theory
Week 16	Final Exam

Recommended Readings

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

COURSE CODE: MGT 474 (ELECTIVES)

Recruitment and Selection

Learning Objective

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

Learning Outcomes

At the completion of this class, students should be able to design and implement an effective and legally defensible staffing system tailored to organizational requirements. They should also be able to evaluate existing staffing programs for efficaciousness and legal compliance.

Contents



Weeks	Topics to cover
Week 1	Recruitment Challenges • How to make recruitment efforts succeed? • ABC of Recruitment.
Week 2	Pre-recruitment considerations • Proactive and reactive recruitment • Targeting special interest groups • Traditional recruitment sources
Week 3	Electronic Recruiting 1. Definition of an applicant 2. Electronic resumes (Chronological/Functional Resume Format) 3. International electronic recruiting
Week 4	Job Analysis 1. Job Description 2. Reviewing the application & resume 3. Planning basic questions
Week 5	Open ended questions 1. Hypothetical questions



	2. Probing 3. Close ended questions
Week 6	• How to relate questioning technique to interview stages? • Questioning technique to avoid
Week 7	Establishing interview format 1. Putting applicant at ease 2. Getting started 3. Listening VS Talking
Week 8	Mid Exam
Week 9	• Non-verbal communication • Encouraging applicant to talk, keeping applicant on track • Providing
Week 10	Exploratory • Telephone screening interviews
Week 11	• Video screening interviews
Week 12	HR interview • Dept interview • Panel/Peer
Week 13	1. Interviewing less than ideal applicant



	2. Stress
Week 14	Preparation for the final meeting • The final meeting
Week 15	• Notifying selected applicants • Notifying rejected applicants
Week 16	Final Exam

Recommended Readings:

1. Diane Arthur, 4th Ed, Recruiting, Interviewing, selecting and orienting new employees Michal Armstrong, A Hand book for HRM (, Latest Edition)

Decenzo, D. & Robins, S. (2002). Human Resource Management (7th E

COURSE CODE: MGT ELECTIVES (HR)

Training and Development

Learning Objective

The goal is to improve on-the-job performance so as to enhance the overall effectiveness of the organization and/or to increase the likelihood that organizational goals will be reached

Learning Outcomes

To be able to:

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

Contents



Weeks	Topics to cover
Week 1	The distinction between training and education Training, education & experience Benefits of training
Week 2	Training design Process Training cycle Pre & Post training evaluation
Week 3	Stages in a systematic approach to training Analysis for Training Training need assessment process (TNA)
Week 4	Job analysis Functional analysis Knowledge analysis Manual & Social skills analysis
Week 5	TNA source and report Training Policy Training objectives
Week 6	Advantages of on the job training Stages of on the job training
Week 7	Off the job training approaches



	Employee development methods International issues associated with training
Week 8	Mid Term Exam
Week 9	Training Design, Selection & Delivery Constraints Target Population
Week 10	Strategies and tactics Reinforcement & transfer tactics
Week 11	Reaction level Learning level Transfer Results
Week 12	Stages of Auditing the training Training budget Training time and cost
Week 13	Structured interview Questionnaire Participation
Week 14	Work diary Film-video-photography
Week 15	Technical conference



	Group discussion
Week 16	Final Term Exam

Recommended Readings

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

COURSE ELECTIVES (MARKETING)

International Marketing

Learning Objective

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

Learning Outcomes

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

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

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

Contents

Weeks	Topics to cover
Week 1	Introduction to International Marketing Definitions Marketing environments Consumer welfare issues and business ethics.



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



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

Recommended Readings

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



COURSE CODE ELECTIVES (HR)

Strategic Brand Management

Learning Objectives

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

Learning Outcomes

1. In general, to enable the students to develop skills with respect to manage brands strategically
2. Establish the ability to elicit and analyze brand associations, and derive strategic implications for positioning, brand elements, and the usage of secondary brand associations.
3. Establish basic understanding of different methods for brand valuation
4. Establish skills enabling the students to assess growth-opportunities for brands, e.g., brand extension strategies
5. Understand and apply principles for brand portfolio-management, including the challenges inherent in the continuum from corporate brands to branded articles, from house of brands to branded house.

Contents

Weeks	Topic to Cover
Week 1:	Brands and Brand management What is Brand? Why do Brand matter? Can anything be branded?
Week 2:	Branding Challenges and opportunities The brand equity concept



	Strategic Brand Management concept.
Week3:	Customer Based Brand Equity Customer-Based Brand Equity Making a Brand Strong: Brand Knowledge Sources of Brand Equity
Week 4:	Brand Positioning Identifying and Establishing Brand Positioning Positioning Guidelines
Week5:	Choosing Brand Elements to Build Brand Equity Criteria for Choosing Brand Elements Options and Tactics for Brand Elements
Week6:	Leveraging Secondary Brand Associations to build Brand Equity Conceptualizing the Leveraging Process Company Country of Origin Channels of Distribution
Week 7	Co-Branding Celebrity Endorsements Sports, Culture and other events.
Week 8:	Mid Semester Examination
Week9:	Designing Marketing Programs to Build Brand Equity Integrating Marketing Product Place



	Promotion Pricing
Week10:	Integrating Marketing Communications to Build Brand Equity The New Media Environment Four Major Marketing Communication Options Developing Integrated Marketing Communication Programs
Week11:	Developing a Brand Equity Measurement and Management System Conducting Brand Audits Designing Brand Tracking Studies Establishing a Brand Equity Management System
Week12:	Designing and Implementing Branding Strategies Deigning branding strategies Implementing branding strategy.
Week13:	Measuring Sources of Brand Equity Qualitative techniques Quantitative Techniques
Week 14:	Introducing and Naming New Products and Brand Extensions Brand naming Guidelines for naming a brand
Week 15:	Managing Brands over Time Reinforcing Brands Revitalizing Brands
Week 16:	Final Examination



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Recommended Readings

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

COURSE CODE ELECTIVES (FINANCE)

Financial Statements Analysis

Learning Objectives

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

Learning Outcomes

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

Contents

Weeks	Topics To Cover
Week 1	Introduction to Financial Statements : parties for analysis
Week 2	Balance Sheet, elements, major components ,formats
Week 3	Income Statement , major components
Week 4	Basics of Analysis
Week 5	Liquidity of Short-Term Assets; Related Debt-Paying Ability
Week 6	Long-Term Debt-Paying Ability
Week 7	Profitability analysis
Week 8	MID SEMESTER EXAMINATIONS
Week 9	For the Investor analysis



Week10	Statement of Cash Flows and analysis
Week 11	Special Industries: Banks, ,
Week12	Utilities, Oil and Gas
Week 13	Transportation, Insurance, and Real Estate Companies
Week 14	Personal Financial Statements and Accounting for Governments and Not-for-Profit Organizations
Week 15	Personal Financial Statements and Accounting for Governments and Not-for-Profit organizations
Week 16	Final semester examinations

Recommended Readings

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

COURSE CODE ELECTIVES (MARKETING)

Credit Management

Learning Objectives

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

Learning Outcomes

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

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

COURSE CONTENT



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

Recommended Books:

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

COURSE CODE ELECTIVES (HR)

Managing Performance and Rewards

Learning Objective

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



to it and expected as well as unintended outcomes that may emerge from it. Finally, the role of performance evaluation in different industries occupations are examined in this course.

Learning Outcomes

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

Brief Contents

Weeks	Topics to cover
Week 1	Performance Management Myth or Reality: Concept of performance management Performance Management myth v/s reality (Management, Customers & Practitioner's) Performance management framework for value creation Performance management continuous flow
Week 2	What Will Be the Next New Management Breakthrough? History of management breakthrough Fredrick Winslow Taylor's scientific management
Week 3	Alfred P. Sloan Customer Segmentation Theories of Competitive Advantage Power of quantitative analysis and performance management
Week 4	Evaluating Employee Performance: Performance management v/s performance appraisal Appraisal process steps
Week 5	How External Influences Affect HRM The Dynamic Environment of HRM Laws and Regulation Labor Unions
Week 6	Appraisal methods Alternative appraisal methods
Week 7	Why The High Interest in Performance Management Now?



	Deep & even deeper root-cause forces as to why performance management now Communication (inform performer)
Week 8	Mid Term Exam
Week 9	Decision making (Evaluate) Motivate performer Development/improvement= evaluating + motivating
Week 10	Human Capital and Workforce Management: Art or Science? Human Capital: Intangible Asset
Week 11	Advancing from HR to strategic Human Capital Management Reducing employee turnover and improving employee retention (Be proactive, Not reactive) Human capital as a component of the Performance Management Framework
Week 12	Tipping Point for Performance Management: Performance management cycle Trends and issues
Week 13	Balanced scorecard (BSC) Decision-based managerial accounting Customer value management Shareholder and business owner wealth creation and destruction
Week 14	Establishing Rewards & Pay Plans: Rewards classification Goal of Compensation and Administration
Week 15	Job Evaluation and Pay Structure Executive Compensation Programs Supplemental financial and nonfinancial compensation
Week 16	Final Term Exam

Recommended Readings



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