

Curriculum / Scheme of Studies
of
Bachelor of Business Administration
(BBA)
(2 Years Program)
(2023)
(Revised in 2024)



University of Education, Lahore

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Program Vision

To successfully prepare graduates for meeting the diverse professional challenges in all organizations in a modern-day business setup by enhancing the managerial and leadership skills of students and focusing on practical decision making and policy formulation.

Mission Statement

- Develop individuals with outstanding Managerial skills.
- Impart expertise in decision making, management of budget and resources, Management of business challenges, Entrepreneurship, Strategic planning, Marketing, Human resource management and Banking in the environment of Business, Commerce and other related fields.
- Make students to become highly responsible professional managers, who can identify and solve real-life complex business problems, but also serve as contributing professionals to solve social and economic problems.

BBA Post ADP Program Objectives

1. Enlighten students about the basic concepts and jargons of business, organizations and management functions and develop acumen about the latest trends in the business
2. Develop analytical and critical thinking about business world and society
3. Foster employability skills as well as entrepreneurial aptitude in students
4. Provide practical exposure of business and industry to the students through industry visits, seminars and business talks
5. Inculcate soft skills necessary for business through presentations and team building exercises
6. Foster integrity, civic sense and obligation towards sustainable business through social work and causes' participation
7. Encourage students to integrate IT, soft skills and business knowledge to identify and resolve business and community related problems
8. To instill a global perspective on organizational and industrial setup in order to make sound business decisions in an international setting.

Program Learning Outcomes

1. **Knowledge and Understanding:** Demonstrate a clear understanding of fundamental business concepts, terminologies, and management functions, as well as current trends in the business world.
2. **Application:** Apply business knowledge and employability skills to solve practical business problems, showcasing adaptability and entrepreneurial thinking.
3. **Analysis:** Analyze market dynamics, societal issues, and business operations to identify opportunities and challenges in local and global contexts.
4. **Evaluation:** Assess the ethical and social implications of business decisions, integrating principles of integrity and sustainability in problem-solving.
5. **Synthesis and Creation:** Develop innovative solutions to business problems by integrating IT tools, teamwork, and business knowledge to address community and organizational needs.
6. **Practical Engagement:** Engage in experiential learning through industry visits, seminars, and business talks, demonstrating the ability to connect theoretical knowledge with real-world applications.
7. **Communication and Collaboration:** Exhibit proficiency in communication, teamwork, and leadership skills necessary for effective collaboration in a business setting.
8. **Global Perspective:** Evaluate organizational practices in a global context, making sound decisions informed by an understanding of international business environments.

Medium of Instructions and Examinations

The medium of instruction and examination shall be ENGLISH except Islamic Studies which is Urdu. For languages (e.g. Arabic), the medium of instruction and examination shall be that language.

Bachelor of Business Administration (Post ADP)

The Post Associate Degree Program in Business generally follows the last four semester of BBA program.

Associate Degree holders may apply for admission to BBA program. If admitted (based on the University's admissions policies), the university may accord them advanced standing by allowing them to transfer some of the course credits from the ADP to the BS program.

Students having Associate Degree (Semester system) from other institutions and seek admission to Post Associate Degree (Business Administration) at UE must have studied at-least 15 Credits in Business Major in their ADP programme and may need to study (as per requirement of the student/s) deficiency/additional courses during their regular course of studies either in morning or evening classes as and when feasible / or as deemed fit by the Department. *However, these courses will be reflected in transcripts of the student but these courses may not be graded.*

Students having passed BA/BSc (14 years of education) in 2nd division with 45% marks (Annual System) and studied 6 courses of 100 marks each related business, accounting, commerce and economics to seek admission to BBA (Post ADP) offered by UE are eligible to apply for admission). The merit of such candidates will be in accordance with UE rules, **however, these students may have to study deficiency/additional courses either in morning or evening classes or as feasible / or deem fit by the Department/campus.**

In all admission cases, the general policy given by UE will be applicable.

As per HEC undergraduate policy the minimum total credit hours of the students after four years graduation (including Post ADP and previous two years degree) should be 120. **The previous Credit hour calculation will be done as per UE Rules.**

Deficiency/Additional Courses

Sr. No	Deficiency/Additional Courses	Course Codes	Credit Hours
1	Fundamental of Accounting	BUSA1113	3 (3+0)
2	Principles of Micro Economics	ECON1111	3 (3+0)
3	Principles of Macro Economics	ECON1116	3 (3+0)
4	Introduction to Business	BUSA1111	3 (3+0)
5	Principle of Management	BUSA3111	3 (3+0)
6	Principles of Marketing	BUSA2114	3 (3+0)
7	Human Resource Management	BUSA2115	3 (3+0)
8	Financial Accounting	BUSA3112	3 (3+0)
9	Entrepreneurship	BUSA4113	3(3+0)

Note: Campuses / colleges should consider the level of difficulty while offering these courses.

Program Design Post ADP (Fall 2025 onwards)

BBA (Post ADP) program will comprise of four Semesters (02 years). The total number of credit hours are 63, having 20 courses each of 03 credit hours (including capstone project) and 3 credit hours' internship as per HEC undergraduate policy 2023. Internship will be offered anytime (preferably during summers) after 2nd Semester. Tarjumma Quran/Wahdat Adian aur Mazhab e Alam which is 1 credit hour and is offered in even semesters. The program design follows the last four (5-8) semesters of BBA (four years program). **Deficiency/Additional courses will be offered to fulfill the requirement of total credit hours greater than or equal to 120 in undergraduate program**

To maintain uniformity with BBA (four years) scheme of study revised in 2023, this scheme of Post ADP should be applicable on students from Fall 2025 Batch

Program Summary (Post ADP)

Program Title	Bachelor of Business Administration Post ADP (BBA POST ADP)
Course Duration	2 Years (4 semesters)
Total Credit Hours	63 + Deficiency/Additional courses
Non-Credit Courses	Tarjumma Quran/Wahdat Adian aur Mazhab e Alam*
Eligibility Criteria	Intermediate or Equivalent (Minimum 2 nd Division)

Elective Subjects

Maximum four courses of each specialization area will be taught with a segregation of two course in semester - VII and two courses in semester – VIII as described below in semester wise break up:

Sr #	Course Code	Course Title	Credit Hours
1.	BUSA4118	International Finance	3 (3+0)
2.	BUSA4119	Investments and Portfolio Management	3 (3+0)
3.	BUSA4120	Financial Risk and Insurance Management	3 (3+0)
4.	BUSA4121	Islamic Finance	3 (3+0)
5.	BUSA4149	Fundamentals of Corporate Finance	3 (3+0)
6.	BUSA4122	Branch Banking Operations	3 (3+0)
7.	BUSA4123	Banking Law and Practice	3 (3+0)
8.	BUSA4124	International Banking	3 (3+0)
9.	BUSA4151	Prudential Regulations (PRs) for Corporate/ Commercial Banking	3 (3+0)
10.	BUSA4125	Advanced Accounting	3 (3+0)
11.	BUSA4127	Financial Reporting Analysis	3 (3+0)
12.	BUSA4128	Consumer Behavior	3 (3+0)
13.	BUSA4129	International Marketing	3 (3+0)
14.	BUSA4130	Marketing Communication	3 (3+0)
15.	BUSA4131	Retail Management	3 (3+0)
16.	BUSA4132	Marketing Research	3 (3+0)
17.	BUSA4133	Brand Management	3 (3+0)
18.	BUSA4134	Training Intervention in Job Design	3 (3+0)
19.	BUSA4135	International Human Resource Management	3 (3+0)
20.	BUSA4136	Performance and Compensation Management	3 (3+0)
21.	BUSA4137	Industrial Relations and Labor Laws in Pakistan	3 (3+0)
22.	BUSA4138	Recruitment and Selection	3 (3+0)
23.	BUSA7131	Quality Management in Supply Chain	3 (3+0)
24.	BUSA7182	Managing Supply Chain	3 (3+0)
25.	BUSA5155	Logistics Management	3 (3+0)
26.	BUSA4152	Distribution Networks & Design	3 (3+0)
27.	BUSA4153	Inventory Management	3 (3+0)
28.	BUSA4154	Supply Management	3 (3+0)
29.	BUSA4155	Islamic Insurance and Investments	3 (3+0)
30.	BUSA4156	Islamic Banking & Finance	3 (3+0)
31.	BUSA4126	Auditing Theory and Practice	3 (3+0)
32.	BUSA4157	Islamic Capital Market	3 (3+0)
33.	BUSA4150	Credit Operations and Risk Management	3 (3+0)
34.	BUSA5134	Financial Statement Analysis	3 (3+0)
35.	BUSA4158	Digital Marketing	3 (3+0)

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Semester wise Break-up Semester 1 (Post ADP)

Sr. No.	Courses	Course Codes	Credit Hours	Course Category
1	Business Communication I	BUSA3114	3(3+0)	Disciplinary
2	Taxation Management	BUSA 5121	3 (3+0)	Disciplinary
3	Cost and Management Accounting	BUSA2113	3(3+0)	Disciplinary
4	Knowledge Management and Organizational Learning	BUSA3128	3(3+0)	Disciplinary
5	Statistical Analysis for Business	BUSA3129	3(3+0)	Disciplinary
6	Seerat of the Holy Prophet Muhammad (SAW)	ISLA1122	1 (1+0)	Non-credit
	Total Credit Hours		15	

Semester 2 (Post ADP)

Sr. No.	Courses	Course Codes	Credit Hours	Course Category
1	Financial Management	BUSA3122	3(3+0)	Disciplinary
2	Business Research Methods	BUSA3115	3(3+0)	Disciplinary
3	Organizational Behavior	BUSA3119	3(3+0)	Disciplinary
4	Operations and Supply Chain Management	BUSA3121	3(3+0)	Disciplinary
5	Marketing Management	BUSA3118	3(3+0)	Disciplinary
6	Tarjuma Quran/Wahdat Adian aur Mazhab e Alam*	ISLA1121/ISL A1120	1(1+0)	Non-credit
	Total Credit Hours		15	

Semester 3 (Post ADP)

Sr. No.	Courses	Course Codes	Credit Hours	Course Category
1	International Business and Trade	BUSA4114	3(3+0)	Disciplinary
2	Electronic Commerce	ITEC4120	3(3+0)	Inter-Disciplinary
3	Financial Markets	ECON4130	3(3+0)	Inter-Disciplinary
4	Elective –I		3(3+0)	Specialization (Disciplinary)

5	Elective –II		3(3+0)	Specialization (Disciplinary)
Total Credit Hours			15	

Semester 4 (Post ADP)

Sr. No.	Courses	Course Codes	Credit Hours	Course Category
1	Data Analytics for Business	BUSA4147	3(3+0)	Disciplinary
2	Business Capstone Project	BUSA4148	3(0+3)	Disciplinary
3	Strategic Management	BUSA5113	3(3+0)	Disciplinary
4	Elective –III		3(3+0)	Specialization (Disciplinary)
5	Elective –IV		3(3+0)	Specialization (Disciplinary)
6	Tarjumma Quran/Wahdat Adian aur Mazhab e Alam*	ISLA1121/I SLA1120	01(1+0)	Non-credit
Total Credit Hours			15	

*The course will be taught in even semesters only & final exam will be taken as per university rules

***For Non-Muslim Students only

Internship/Field Experience

Sr. No	Courses	Course Codes	Credit Hours
1	Business Internship Report (6-8 Weeks)	BUSA4117	3

- Internship will be offered anytime (preferably during summers) after 6th Semester. An internship report will be prepared under supervision from faculty and a viva will be conducted. Marks will be entered with result of 8th Semester.

Specialization / Elective Courses

Finance Specialization Courses

Sr. No	Finance Specialization Courses	Course Codes	Credit Hours
1	International Finance	BUSA4118	3 (3+0)
2	Investments and Portfolio Management	BUSA4119	3 (3+0)
3	Financial Risk and Insurance Management	BUSA4120	3 (3+0)
4	Islamic Finance	BUSA4121	3 (3+0)
6	Fundamentals of Corporate Finance	BUSA4149	3 (3+0)
7	Credit Operations and Risk Management	BUSA4150	3(3+0)
8	Financial Statement Analysis	BUSA5134	3 (3+0)

Banking Specialization Courses

Sr. No	Banking Specialization Courses	Course Codes	Credit Hours
1	Branch Banking Operations	BUSA4122	3 (3+0)
2	Banking Law and Practice	BUSA4123	3 (3+0)
3	International Banking	BUSA4124	3 (3+0)
4	Prudential Regulations (PRs) for Corporate/ Commercial Banking	BUSA4151	3 (3 +0)
5	Credit Operations and Risk Management	BUSA4150	3(3+0)

Accounting Specialization Courses

Sr. No	Accounting Specialization Courses	Course Codes	Credit Hours
1	Advanced Accounting	BUSA4125	3 (3+0)
2	Financial Reporting Analysis	BUSA4127	3 (3+0)
3	Auditing Theory and Practice	BUSA4126	3 (3+0)

Marketing Specialization Courses

Sr. No	Marketing Specialization Courses	Course Codes	Credit Hours
1	Consumer Behavior	BUSA4128	3 (3+0)
2	International Marketing	BUSA4129	3 (3+0)
3	Marketing Communication	BUSA4130	3 (3+0)
4	Retail Management	BUSA4131	3 (3+0)
5	Marketing Research	BUSA4132	3 (3+0)
6	Brand Management	BUSA4133	3 (3+0)
7	Digital Marketing	BUSA4158	3(3+0)

Human Resource Specialization Courses

Sr. No	Human Resource Specialization Courses	Course Codes	Credit Hours
1	Training Intervention in Job Skill	BUSA4134	3 (3+0)
2	International Human Resource Management	BUSA4135	3 (3+0)
3	Performance and Compensation Management	BUSA4136	3 (3+0)
4	Industrial Relations and Labor Laws in Pakistan	BUSA4137	3 (3+0)
5	Recruitment and Selection	BUSA4138	3 (3+0)

Supply Chain Management Courses

Sr. No	Supply Chain Management Courses	Course Codes	Credit Hours
1	Quality Management in Supply Chain	BUSA7131	3 (3+0)
2	Managing Supply Chains	BUSA7182	3 (3+0)
3	Logistics Management	BUSA5155	3 (3+0)
4	Distribution Networks & Design	BUSA4152	3 (3+0)
5	Inventory Management	BUSA4153	3 (3+0)
6	Supply Management	BUSA4154	3 (3+0)

Islamic Banking and Finance

Sr. No	Islamic Banking and Finance	Course Codes	Credit Hours
1	Islamic Finance	BUSA4121	3 (3+0)
2	Islamic Insurance and Investments	BUSA4155	3 (3+0)
3	Islamic Banking & Finance	BUSA4156	3 (3+0)
4	Islamic Capital Market	BUSA4157	3 (3+0)

Specialization Areas:

- Finance
- Banking
- Banking and Finance *
- Accounting and Finance *
- Marketing
- Human Resource Management
- Islamic Banking and Finance
- Operations and Supply chain management

* For specializations of Banking and Finance and Accounting and Finance 2 Elective courses will be offered from Banking / Accounting Specializations and 2 Elective courses will be offered from Finance Specializations

Note: University reserves the right to offer specialization as per availability of resources and enrollment of students

Defficiency/ Additional Courses

Fundamentals of Accounting

Course code	BUSA1113
Course title	Fundamentals of Accounting
Credit hours	3(3+0)
Prerequisite(s):	None

Course Description:

The purpose of accounting is to accumulate and report on financial information about the performance, financial position, and cash flows of a business. This information is then used to reach decisions about how to manage the business, or invest in it, or lend money to it.

Course Objectives:

- CO1 To enable the students to understand types of business and users
- CO2 To enable the students to understand basic concepts of accounting
- CO3 To teach the students how to prepare and analyze financial statement and understand business position
- CO4 To prepare the students for understanding accounting systems and recording day to day business transactions
- CO5 To enable the students how to manage accounting books after preparing trial balance
- CO6 To understand how to prepare accounts from incomplete records
- CO7 To prepare the students how to manage partnership accounts and company accounts
- CO8 To enable the students how to manage branch account

Course Learning Outcomes:

After the completion of the course the students will be able to:

- CLO1 Understand different types of business organizations
- CLO2 Understand basic concepts of accounting
- CLO3 Understand some components of financial statement
- CLO4 Record business transactions
- CLO5 Manage adjusting entries
- CLO6 Prepare accounts from incomplete records
- CLO7 Manage partnership and company accounts
- CLO8 Understand and manage branches account

Detailed Course Content:

- | Week | Content |
|------|---|
| 1. | Introduction to Accounting and Business: Nature of Business and Accounting, Types of Businesses, Types of Business Organization, Users of Accounting Information, Role of Ethics in Business, Role of Accounting in Business, Profession of Accounting |

2. **Fundamental Accounting Concepts, Principles and Policies:** The Business Entity Concept, The Reliability (or Objectivity) principle, Historical Cost Convention, Substance Over Form, The Fair Value Principle, The Going-Concern Assumptions, The Realization Principle, The Matching Principle, Money Measurement (Stable Dollar Assumption), Materiality
3. **Financial Statements:** Business Transactions and The Accounting Equation, Effects of Business Transactions on Accounting Elements, Set of Financial Statements, Definition of Income Statement, Components of Income Statement : Revenues, Expenses, Gains and Losses, Accounting for Revenues and Expenses
4. **Financial Statements:** Statement of Owner's Equity, Definition of Balance Sheet, Components of Balance Sheet: Assets, Liabilities, Equity, Statement of Cash Flows, Operating, Investing and Financing Activities, Direct Method, Interrelationships Among Financial Statements
5. **The Recording Process:** Accrual Basis and Cash Basis of Accounting, Chart of Accounts, Phases in Accounting Cycle, Account and its Recording Process, Types of Accounts – Permanent and Temporary, Double Entry Book Keeping System, Rules of Debit and Credit
6. **Accounts from incomplete records:** single entry system, profit determination under single entry system, profit determination under net-worth method and conversion method
7. **Accounts from incomplete records:** profit determination under conversion method
8. MID TERM EXAM
9. **Completing the Accounting Cycle:** Flow of Accounting Information, Journalizing and Posting, Closing Entries, Post-Closing Trial Balance, Adequate Disclosure and Types of Information to be Disclosed,
10. **Completing the Accounting Cycle:** Income Statement, Statement of Owner's Equity, Balance Sheet, Illustrations and Questions
11. **Partnership and company account:** an introduction, goodwill for sole trader and partnership,
12. **Partnership and company account:** Revaluation of partnership assets, partnership dissolution
13. **Partnership and company account:** An introduction to the financial statements of limited liability companies,
14. **Partnership and company account:** Purchase of existing partnership and sole traders' businesses
15. Accounting for branches
16. Final Project Presentations
FINAL TERM EXAM

Recommended Books:

- Accounting: The basis for business decisions by Robert F. Meigs, Walter B. Meigs and Mary A. Ferrara
- Frank Wood's Financial Accounting by Frank Wood, Edition 2, Publisher Pearson Education Asia Limited, 2014, ISBN 9882294812, 9789882294813
- Accounting by Sohail Afzal

Financial Accounting

Course code	BUAS3112
Course title	Financial Accounting
Credit hours	3(3+0)
Prerequisite	None

Course Description	After studying this course, the students will be able to understand and recognize the set of financial statements and record transactions using double-entry book keeping system, to apply the accounting principles and techniques and sets stage for in-depth analytical skills, and to analyze financial statements for decision making and performance management.
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Course Objectives:

CO1	To enable the students to know about issue of shares at par, premium and discount
CO2	To prepare students how to manage inventory
CO3	To teach the students about receivables
CO4	Prepare the students to know about capital and revenue expenditures
CO5	Prepare the students to depreciate fixed assets
CO6	To enable the students how to dispose intangible assets
CO7	To teach the students about cash flows

Course Learning Outcomes:

After the completion of the course the students will be able to:

CLO1	Know about the issuance of shares
CLO2	Manage inventory under various methods
CLO3	Understand and manage various receivables
CLO4	Understand what is the difference between capital and revenue expenditures
CLO5	Find out market value of a fixed asset
CLO6	Replace existing fixed assets
CLO7	Manage cash flows

Detailed Course Content:

Week	Content
1.	Corporations: Organization, Stock Transactions and Dividends: Brief Review of Fundamental Accounting Concepts, Characteristics of Corporation, Forming a Corporation, Stockholder's Equity, Classes of Shares and Share Capital
2.	Corporations: Organization, Stock Transactions and Dividends: Recording of Issue of Shares at Par, Premium and Discount, Accounting for Dividends, Reporting Retained Earnings, Stock Split
3.	Inventories: Controlling and Safeguarding Inventory, Nature and Classes of Inventories, Measurement of Inventories as per IAS-2, Reporting Inventory – Periodic and Perpetual Inventory System, Inventory Cost Flow Assumptions

4. **Inventories:** First in First Out, Weighted Average Cost, Comparison of Inventory Costing Methods, Valuation at Net Realizable Value as per IAS-2, Inventory turnover Ratios,
5. **Accounting for Receivables:** Classification of Receivables, Accounts Receivable, Notes Receivable, Other Receivables, Concept of Bad Debts/Doubtful Debts and Allowance for Bad Debts
6. **Accounting for Receivables:** Uncollectible Receivables, Methods of Accounting for Uncollectible Receivable, Notes Receivable, Accounting for Notes Receivable,
7. **Accounting for Depreciation:** Factors in Computing Depreciation Expense, Methods of Depreciation
8. MID TERM EXAM
9. **Fixed and Intangible Assets:** Nature of Tangible Non-Current Assets (Fixed Assets), Classifying Costs, Costs of Acquiring Tangible Non-Current Assets
10. **Fixed and Intangible Assets:** Capital Expenditure, Revenue Expenditure, Nature and Purpose of Depreciation
11. **Disposal of Fixed Assets:** Nature of Intangible Non-Current Assets, Types of Intangible Assets
12. **Disposal of Fixed Assets:** Amortization of Intangible Assets
13. **Statement of Cash Flows:** Purpose of Statement of Cash flows, Reporting Cash flows, Cash and Cash Equivalent, Classification of activities,
14. **Statement of Cash Flows:** Cash flows from Operating Activities, Cash flows from Investing Activities, Cash flows from Financing Activities
15. **Statement of Cash Flows:** Non-Cash Investing and Financing Activities, Treatment of Interest and Dividend, Preparing the Statement of Cash flow
16. Final Project Presentations
FINAL TERM EXAM

Recommended Books:

- 1) Williams, Haka, Bettner: Financial & Managerial Accounting, Prentice Hall
- 2) Frank Wood's: Business Accounting 1.
- 3) Barry Elliot, Jamie Elliot: Financial Accounting and Reporting, Prentice Hall
- 4) Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso: Financial Accounting.
- 5) A. Mukherjee and M. Hanif: Financial Accounting.

Introduction to Business

Course Code:	BUSA1111
Course Title:	Introduction to Business
Credit Hours:	03 (3+0)
Prerequisite(s):	None

Course Description:

After studying this course, the students will be able to understand and recognize the set of financial statements and record transactions using double-entry book keeping system, to apply the accounting principles and techniques and sets stage for in-depth analytical skills, and to analyze financial statements for decision making and performance management.

Course Objectives:

CO1	To understand business terminologies and importance of doing business
CO2	To understand methods / forms of doing business along with necessary documentation
CO3	To understand capital, its types and methods of gathering money for doing business
CO4	To understand working of companies and requirements as per company laws and regulatory bodies e.g SECP
CO5	To understand how the companies are dissolved with necessary arrangements
CO6	To enable students to understand risks involved in doing business and how to overcome them

Course Learning Outcomes:

After the completion of the course the students will be able to:

CLO1	Comprehend the business jargons and differentiate between divisions of business
CLO2	Understand stakeholders of business and importance of managing them
CLO3	Understand forms of business i.e. sole proprietorship, firms and company
CLO4	Understand documents required according to supervisory authorities. E.g. Partnership deed, Memorandum of association, Articles of association, Prospectus etc.
CLO5	will be able to comprehend types of capital i.e. shares, debentures etc.
CLO6	know the procedures and types of meeting which are necessary for a joint stock company
CLO7	Get exposure towards winding up of a business keeping in view to bring the losses to minimum level

Detailed Course Content:

Week	Content
1.	Introduction and meaning of Business Concept of business, characteristics and importance of business
2.	Division of business objectives of business, Division or component of business, Key stakeholders in business
3.	Sole Proprietorship

- Concept, Importance, Merits and demerits, Legal status of sole proprietorship
4. Partnership:
Concept, Characteristics, Registered and Un-registered partnership, Partnership Deed, Types of partners
 5. Partnership
Rights & liabilities and duties of partners, Admission and withdrawals of partners, The position of a Minor in partnership, Registration of a firm, Dissolution of a firm
 6. Joint Stock Company:
Concept, Characteristics, Features, Merits and demerits, Classification of companies, Meaning of private limited company, Single member company (SMC), its Merits and Demerits, conversion of a private limited company to a public limited company
 7. Joint stock company
Formation stages, Promotion and classification of promoters, Memorandum of Association, Article of Association, Prospectus and its purpose, statement in lieu of prospectus
 8. MID TERM EXAM
 9. Capital:
Classes of capital, types of shares, Difference between transfer and transmission of shares, Debentures and its types, Distinction between shares and debentures
 10. IPOs, Underwriting and Dividend:
Concept of Initial Public Offering (IPO), underwriting of shares, Plough back of profit, Dividend
 11. Company Management:
Shareholders and their Rights, Basic infrastructural hierarchy of a company, Powers and liabilities of directors
 12. Company meetings:
Statutory meeting, Annual general meeting, Extra ordinary general meeting and board meeting along with purpose and procedure of calling each meeting
 13. winding up a company:
Concept and methods of liquidation of a company with necessary procedure
 14. **Stock Exchanges and Trading of Shares:** Introduction of stock exchange, Different types of Trading Transactions, Exposure of transfer of shares / trading through online transaction
 15. **Business Risk:** Concept of risk, mitigation of risk with Basic information about Insurance
 16. Final Project Presentations

FINAL TERM EXAM

Recommended Books:

- 1) Jeff Madura: Fundamentals of Business (Latest edition.)

- 2) M. Saeed Nasir: Introduction to Business (Latest edition.)
- 3) Theodore J. Sielaff and John W. Aberle. Introduction to Business. Belmont, California
Wordsworth Publishing Company, Inc.
- 4) Nisar-ud-Din. Business Organization. Aziz Publishers, Lahore.
- 5) Relevant material available at <https://smeda.org/> or any other website advised by Instructor

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Principles of Management

Course Code: BUSA3111
 Course Title: Principles of Management
 Credit Hours: 3(3+0)
 Prerequisite(s): Introduction to Business

Course Description:

The course is designed to provide students with an overview of the management functions and its role in organizations and society. The course aims to provide students with the basic managerial knowledge necessary for business students and to cope up with the environment.

Course Learning Outcomes:

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

- CLO1: Understand basics of management functions
 CLO 2: Comprehend various roles of a manager in an organization
 CLO 3: Learn about micro and macro-organizational environments
 CLO 4: Understand the basics of organizational theory like organizational structure, leadership and decision making

Detailed Course Outline:

Week	Contents
1	Introduction to Management: Management and managers, management and organizations, managerial roles, management functions, levels, and skills
2-3	Historical Background of Management: Management theories and perspectives
4-5	Environment: External and internal environment of an organization, manager's response to complex and dynamic organizational environment
6	Decision-Making: Basics of decision making, decision-making process, effective decision making
7	Planning: Planning process, planning and management, Management by Objectives (MBO)
8	MID TERM EXAM
9-11	Organizing: Organization structure, vertical organization, horizontal organization, formalization, Organization Design (OD), factors affecting OD, forms of OD
12-13	Leadership: Managers vs. leaders, leadership theories
14	Controlling: Defining and importance of controlling in organization, control process, control in the organization
15	Management Functions and Their Domains: In this concluding session the instructor will briefly tell the students about various management/business domains and how these are linked with various management functions (as given below): Planning: Strategic management; Organizing: Organization theory and design, Communication, HRM; Leading: Leadership, Organizational behaviour; Controlling: Operations management, Management information system; Globalization: Globalization and international business
16	FINAL TERM EXAM

Recommended Book (Latest editions):

Title Management
Authors Thomas S. Bateman, Scott A. Snell
Edition 7, revised
Publisher McGraw-Hill Higher Education, 2006
ISBN 007110853X, 9780071108539

Reference books

1. Management by Courtland L. Bovee
2. Management by Stephen P. Robbins and Mary Coulter

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Principles of Marketing

Course Code:	BUSA2114
Course Title:	Principles of Marketing
Credit Hours:	3(3+0)
Prerequisite(s):	None

Course Description:

An introduction to the study of the marketing function in the business enterprise. A study is made of market segmentation and the creation of market demand to serve profitably the needs of customers. The key elements in marketing strategy are studies – product planning and promotion – with customers and competitors as dominant reference points.

Course Objectives:

The objective of this course is

- CO1 to equip the student with knowledge and skills that will enable him/her to interpret and provide solutions to marketing problems.
- CO2 To make students understand the importance of marketing in value creation.
- CO3 to Explain the environment in which marketing organizations operate.
- CO4 To develop an understanding of the basis for segmenting a market.
- CO5 Analyse the components of the marketing mix and apply the components in making marketing decisions.

Course Learning Objectives:

After the completion of this course students will be able to:

- CLO1 Understand the basic concepts of Marketing and relevant skills.
- CLO2 Know the importance and different ways of market segmentation, market positioning and how to select target market.
- CLO3 Understand different marketing strategies to attract the target customers.
- CLO4 Develop marketing mix for targeted segment. Know the importance of building strong customer relationships and ethics involved in it.
- CLO5 Develop a sense of social responsibility in the field of marketing.
- CLO6 Understand the issues involved while marketing the product globally.

Detailed Course Outline:

- | Week | Content |
|------|--|
| 1 | Introduction of marketing basic concepts: Definition of marketing, scope of marketing, the core concepts of |

- marketing, the production concept, the product concept, the selling concept, the marketing concept, the social marketing concept. Market offerings; products, services, experiences. Customer value and satisfaction, exchanges and relationship.
- 2-3 **Marketing strategy and the marketing mix:** Defining a market-oriented mission statement, setting objectives and goals. Designing the business portfolio, SBUS and their analysis. Developing strategies for growth and downsizing
- 4 **Marketing Environment:** The micro-environment, company, suppliers, competitors, publics, customers. Macroenvironment, major forces in the company environment and their impact.
- 5-6 **Consumer Markets:** model of consumer behavior, characteristics of consumer behavior, cultural, social, personal and psychological factors. Types of buying decision behavior. The buyer decision process
- 7 **Consumer driven marketing strategy:** market segmentation, types of segmentation, requirements for effective segmentation. Market targeting, selecting target markets segments, choosing a targeting strategy. Positioning, selecting and overall positioning strategy, developing a positioning statement.
- 8 MID TERM EXAMS
- 9-10 **Products, Services and Brands:** defining the product, services and experiences, levels of product, products and services classifications, products and services decisions, product line decisions and product mix decisions. Characteristics of services. Building brands, brand equity, building strong brands.
- 11 **Price and Strategy:** what is a price? Major pricing strategies, new product pricing strategies; market skimming pricing, market penetration pricing. Product mix pricing strategies, price adjustment strategies.
- 12 **Product development and Life Cycle:** new product development strategy, the new product development process. Product life cycle strategies for introductory, growth, maturity and decline stage.
- 13 Marketing Channels
- 14 **The Promotion mix:** Elements of promotion mix, advertising, direct marketing, sales promotion, personal selling and public relation.
- 15 **Place:** Channels of Distribution & Distribution Strategy, Needs & Significance of Intermediaries, Functions of Intermediaries, Channels of Distribution, Selecting Channel of Distribution.
- 16 FINAL TERM EXAM

Recommended Books:

- 1) Kotler, P., Armstrong, G., & Cunningham, M. H. (2016). *Principles of marketing*. Toronto: Pearson Prentice Hall.
- 2) Jobber, D. and Ellis-Chadwick, F. (2013). *Principles and Practices of Marketing*. Berkshire: McGraw-Hill.

- 3) Kotler, P. and Keller, K. (2012). *Marketing management*. Upper Saddle River, N.J.: Prentice Hall.

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Introduction to Entrepreneurship

Course Code: BUSA1114

Course Title: Introduction to Entrepreneurship

Credit Hours: 2(2+0)

Prerequisite(s): None

Course Description

This course is designed to promote entrepreneurial spirit and outlook among students, encouraging them to think critically, identify opportunities, and transform their ideas into successful ventures. It aims at imparting them with the requisite knowledge, skills and abilities, enabling them to seize the identified opportunities for initiating ventures and successfully navigating the challenges that come with starting a business and managing it. The course covers the topics relevant to entrepreneurship including setting up and initiation of business (including requirements and incorporation with regulators such as SECP and others), market research, opportunities identification, business planning, financial literacy for managing finances and securing funding, marketing and sales, team building and innovation. Overall, the course is geared towards personal growth and professional development for pursuing innovative ideas, availing opportunities and initiating start-ups.

Learning Outcomes

By the end of this course, students shall have:

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

Course Outlines

1. Introduction to Entrepreneurship:

- Definition and concept of entrepreneurship;
- Why to become an entrepreneur?
- Entrepreneurial process;
- Role of entrepreneurship in economic development.

2. Entrepreneurial Skills:

- Characteristics and qualities of successful entrepreneurs (including stories of successes and failures);
- Areas of essential entrepreneurial skills and abilities such as creative and critical thinking innovation and risk taking.

3. Opportunity Recognition and Idea Generation:

- Opportunity identification, evaluation and exploitation;
 - Innovative ideas generation techniques for entrepreneurial ventures.
- 4. Marketing and Sales:**
- Target market identification and segmentation;
 - Four P's of marketing;
 - Developing a marketing strategy;
 - Branding.
- 5. Financial Literacy:**
- Basic concepts of income, savings and investments;
 - Basic concepts of assets, liabilities and equity;
 - Basic concept of revenue and expenses;
 - Overview of cash-flows;
 - Overview of banking products including Islamic modes of financing;
 - Sources of funding for start-ups (angel financing, debt financing, equity financing etc.).
- 6. Team Building for Start-ups:**
- Characteristics and features of effective teams;
 - Team building and effective leadership for start-ups.
- 7. Regulatory Requirements to Establish Enterprises in Pakistan:**
- Types of enterprises (e.g., sole proprietorship, partnership, private limited companies etc.)
 - Intellectual property rights and protection;
 - Regulatory requirements to register an enterprise in Pakistan, with special emphasis on export firms;
 - Taxation and financial reporting obligation.

PRACTICAL REQUIREMENTS

As per of the overall learning requirements, students shall be tasked with creating and presenting a comprehensive business plan at the end of the course for a hypothetical or oral business idea. This practical exercise shall allow them to apply the knowledge, skills, and abilities acquired in the course to develop a feasible business plan and where possible explore the possibility of implementing the plan with support and assistance from established business-persons and entrepreneurs.

SUGGESTED INSTRUCTIONAL / LEADING MATERIAL

1. "Entrepreneurship: Successfully Launching New Ventures" by Bruce R. Barringer and R. Duace Ireland.
2. "Entrepreneurship: Theory, Process and Practice" by Donald F. Kuratko.
3. "New Venture Creation: Entrepreneurship for the 21st Century" by Jeffry A. Timmons, Stephen Spinelli Jr. and Rob Adams.
4. "Entrepreneurship: A Real-World Approach" by Rhonda Abrams.
5. "The Lean Start-up: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses" by Eric Ries.

6. “Effectual Entrepreneurship” by Stuart Read, Saras Sarasvathy, Nick Dew, Robert Wiltbank and Anne-Veleric Ohlsson.

Human Resource Management

Course Code:	BUSA2115
Course Title:	Human Resource Management
Credit Hours:	3(3+0)
Prerequisite(s):	None

Course Description:

The basic purpose of HRM is to assist students in acquiring and developing skills in making reasonable decisions in the field of human resource management. The students should understand that an effective HR manager must lead the workforce, influence their behavior, and motivate them to achieve organizational goals at all costs.

Course Objectives:

CO1	To understand HR as a strategic partner of business
CO2	To assist students in focusing on and analysing the issues and techniques that must be considered while selecting and developing and appraising manpower resources.
CO3	To understand different approaches to compensate and manage employees
CO4	To acquire the requisite skills for use in HR-related matters
CO5	To teach students about practical approach to HR management and relate to real life examples
CO6	To enable students to understand ethical concerns in HR for better decision making in business
CO7	To teach students about the latest HR trends and the role of IT in it

Course Learning Outcomes:

After the completion of the course the students will be able to:

CLO1	Understand the significance of HRM to the business goals and strategy
CLO2	Understand and perform HR functions and ethical concerns in HR
CLO3	Identify the emerging challenges of HRM in real world
CLO4	Develop skill set to make important decisions regarding various HR functions
CLO5	Identify the potential HR opportunities for employment purpose in the real world
CLO6	Students will develop a basic understanding of the concepts like HRIS, HR Analytics and Digital HR

Detailed Course Content:

Week	Content
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1. Introduction to HRM
Role of HRM in the organization, HRM functions, Authorities of HRM, HRM and other business functions Emerging Human resource management challenges: Trends in HRM, technology and HRM practices, global vs. local HRM practices
2. Legal issues and ethics related to HRM
3. **Job Analysis:** Steps, Importance, Outcomes: Job description, job specification, Competency based Job descriptions
4. **Human Resource Planning:** Introduction to HRP, Various Methods of HRP Forecasting
5. **Recruitment,** Internal and External, Sources of Recruitment, Recruitment effectiveness, Job Application, Job Ads
6. Employee Testing and Selection
Importance of Testing & Selection, The Basics of Testing And Selecting Employees, Types of Tests, Background Investigations And Other Selection Methods
7. Employee Testing and Selection
Interviewing Candidates, Errors That Can Undermine An Interviews Usefulness, How to Design And Conduct An Effective Interview
8. MID TERM EXAM
Training and Development: Orientation and socializing, orientation responsibility, orientation length timing, follow up Training: Training definition, steps in training process,
9. Methods of training, On the job, Off the Job
10. Management Development Programs
11. **Performance Management System,** performance appraisal, appraisal process, appraisal methods, factors that may distort performance appraisal
12. Performance Appraisal Errors, Interviews
13. Strategic Pay Plans
Basic factors In Determining Pay Rates, Pay policies, Strategic Pay Plans, Job Evaluation Methods, Strategic Pay Plans, Steps in developing a competitive pay plan
14. Rewards and Benefits Programs
HRIS and Analytical HR (Basic know how)
15. Final Project Presentations
FINAL TERM EXAM

Recommended Books:

Human Resource Management. Dessler, Gary & Varkkey, Biju. 15th Edition, 2016
 Fundamentals of Human Resource Management. DeCenzo, David A.; Robbins, Stephen P. & Verhulst, Susan L. 12th Edition, 2015

Principles of Microeconomics

Course Code	ECON1111
Course title	Principles of Microeconomics
Credit hours	3(3+0)
Prerequisite	None

Specific Objectives of Course:

1. Understanding the fundamental concepts and principles of microeconomics, such as supply and demand, elasticity, consumer behavior, and market structures.
2. Analyzing the behavior of firms in different market structures, including perfect competition, monopolistic competition, oligopoly, and monopoly.
3. Understanding how prices are determined in different market structures and the factors that influence price elasticity of demand and supply.
4. Applying economic concepts and principles to real-world scenarios and current events

Course Learning Outcomes

Detailed Course Outline:

- | | |
|-------|---|
| 1 | Introduction: Economics, Micro-economics, Macro-economics, Scarcity and choice, Rational Behavior, Limited Income, Unlimited Wants, A Budget Line, Factors of Productions |
| 2 | Production Possibility Curve: Definition, Assumptions, Law of Increasing Opportunity Cost |
| 3 | The Market System: Introduction of four economic systems. Capitalism, Socialism, Mixed Economies and Islamic Economic system |
| 4-6 | Demand, Supply and Market Equilibrium: Law of demand, the demand curve, Market Demand, Changes in Demand, Changes in Quantity Demanded, Law of Supply, the Supply Curve, Market Supply, Change in Supply Curve, Changes in Quantity Supplied, Market Equilibrium, Equilibrium Prices and Quantity, Changes in Supply, Demand and Equilibrium |
| 7 | Elasticity: Price Elasticity of Demand, Formula, Determinants of Price Elasticity of Demand, Cross Elasticity, Income Elasticity of Demand |
| 8 | MID TERM EXAM |
| 9 | Consumer Behaviour: Law of Diminishing Marginal Utility, Total Utility, Marginal Utility and their relations, Consumer Choice and the Budget Constraint, Utility Maximizing Rule, The Indifference Curve, Problem Solving, Class Activity |
| 10-12 | The Cost of Production: Economic Cost and Financial Cost, Short Run Production Costs, Long Run Production Cost |
| 13 | Pure Competition in The Short Run: Pure competition characteristics, Demand seen in SR, Profit Maximization in the SR, Supply Curve, Pure competition in the Long Run |
| 14 | Pure Monopoly: Characteristics of Monopoly, Demand, Output and Discrimination of Price |
| 15 | Monopolistic Competition and Oligopoly: Characteristics, |

determination of Price and Output in Monopolistic Competition in short run and long run, Introduction of Oligopoly and Prisoner's Dilemma.

Recommended Books:

1. Economics by N. Gregory Mankiw
2. Economics by "MacConnell and Brue"
3. Microeconomic Theory: Basic Principles and Extensions by Walter Nicholson

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Principles of Macroeconomics

Course Code: ECON1116
Course Title: Principles of Macroeconomics
Credit Hours: 3(3+0)
Prerequisite(s): None

Course Description:

Course Objectives:

Course Learning Outcomes:

At the end of this course, the students will be able to develop the understanding of Macroeconomics concepts, theories and models and to use and understand economic models and explain economic issues with the help of actual figures and also familiarize with the working of economy.

Detailed Course outline:

Introduction: Economics, Micro-economics, Macro-economics, The Miracle of Modern Economic Growth

Measuring Domestic Output and National Income: Gross Domestic Product, The Expenditure Approach, The Income Approach, Other National Accounts, Nominal GDP versus Real GDP, Shortcomings

Economic Growth: Economic growth, modern economic growth, Determinants of Growth, Production Possibility Analysis

Business Cycles, Unemployment and Inflation: Phases of Business cycle, Measurement of unemployment, Types of unemployment, Inflation meaning, measurement and facts

Basics Macroeconomics Relationship: The income consumption and income saving relationships, The Interest rate investment, The Multiplier effects.

The Aggregate Expenditures Model: Assumptions, Consumption and Investment schedules, Changes in Equilibrium GDP and the Multiplier, Adding the Public Sector, Equilibrium versus Full Employment GDP, Recessionary expenditure gap and inflationary expenditure gap.

Aggregate Demand and Supply: Aggregate Demand, changes in Aggregate Demand, Aggregate Supply, Changes in Aggregate Supply, The Diamond Water Paradox, Equilibrium and Changes in Equilibrium.

Fiscal Policy and Monetary Policy: Introduction and Tools of Fiscal Policy, Introduction and Tools of Monetary Policy.

Recommended Books:

- 1) Economics By “MacConnell and Brue”
 - 2) Economics By “K.K. Davit”
 - 3) Principles of Macroeconomics By N. Gregory Mankiw
 - 4) Macroeconomics by R. Dornbusch, S. Fischer and Startz R.
10. Note: In addition to the above, any other text or book referred by Instructor can also be included.

Entrepreneurship

Course Code:	BUSA4113
Course Title:	Entrepreneurship
Credit Hours:	3(3+0)
Prerequisite(s):	A thorough understanding of Management, Finance, Marketing, HRM

Specific Objectives of course:

Explain the role of entrepreneurship in economic development. Learn about new opportunities existing in international markets for entrepreneurs. Understand different terminologies regarding entrepreneurship. Understand the environmental scanning for entrepreneurial purposes comprehend marketing, financial, legal and organizational plans about the entrepreneurship. Develop and understand the importance of marketing, financial and organizational plan. Know about different ways and opportunities to take risky decisions as an entrepreneur. Learn through the case studies of successful entrepreneurs.

Detailed Course Outline:

The nature and importance of entrepreneurs: Nature and development of entrepreneurship, Entrepreneurial decision process, Role of entrepreneurs in economic development, ethics and social responsibility of entrepreneurs, the future of entrepreneurship.

The entrepreneurial and entrepreneurial mind: The entrepreneurial process, Managerial VS entrepreneurial decision making, Entrepreneurial leadership characteristics,

International entrepreneurship opportunities: the nature of international entrepreneurship, Importance of international, entrepreneurship, Entrepreneurial entry into International Business. Idea generation and their sources.

The marketing plan: Understanding the marketing plan, characteristics of marketing Plan, Environmental Analysis, and steps in preparing the Marketing plan

The financial plan: Operating and Capital Budgets, Break Even Analysis, Cash Flows and Balance sheet

The organizational plan: Developing the management team, Building the successful organization, the role of BODs

Preparing for the new launch: Planning for Business Plan, Presenting, Information needs, Writing business plan, Implementing plan.

Managing early growth of the new ventures: Growth Strategies, Implication, Financial Control

External Sources of Growth: Joint venture, Acquisition, Synergy, Mergers, Hostile takeovers leveraged Buyouts, Franchising.

Case studies of successful entrepreneurs

Recommended Books:

1. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2008). *Entrepreneurship* (7th ed.). Boston: McGraw-Hill/Irwin.
2. Scarborough, N. and Cornwall, J. (2016). *Essentials of entrepreneurship and small business management*. 8th ed. Harlow: Pearson Education Limited.
3. Naqvi, S.M., Entrepreneurship

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Semester 1

Sr. No.	Courses	Course Codes	Credit Hours	Course Category
1	Business Communication I	BUSA3114	3(3+0)	Disciplinary
2	Taxation Management	BUSA 5121	3 (3+0)	Disciplinary
3	Cost and Management Accounting	BUSA2113	3(3+0)	Disciplinary
4	Knowledge Management and Organizational Learning	BUSA3128	3(3+0)	Disciplinary
5	Statistical Analysis for Business	BUSA3129	3(3+0)	Disciplinary
6	Seerat of the Holy Prophet Muhammad (SAW)	ISLA1122	1	Non-credit
	Total Credit Hours		15	

Business Communication I

Course Code:	BUSA3114
Course Title	Business Communication I
Credit Hours	3 (3+0)
Prerequisites	Language in use; Academic Reading and Writing

Course Description

Course Objectives

- CO1 to understand communication cycle
- CO2 to know what business communication is, to comprehend what is nonverbal communication and its significance,
- CO3 to know the importance of Seven C's in effective communication,
- CO4 to compose written draft, to write business letters,
- CO5 to know and understand the steps involved in the preparation of good interview and to present good oral presentation.

Course Learning Outcomes:

Detailed Course Outline:

Effective communication in Business: Definition of business communication, Importance of communication, Purpose of communication, Means of communication, Modes of communication, Formal and Informal (Grapevine) Communication, Oral and Written Communication, Non-Verbal Communication, Downward and Upward Communication, Lateral or Horizontal Communication, Communication cycle, Elements of communication cycle, Interpersonal communication and its principles, Interpersonal communication is unavoidable, Interpersonal communication is irreversible, Interpersonal communication involves the process of adjustment, Interpersonal communication have content and relationship dimensions, Interpersonal communication is symbolic, Interpersonal communication is rule-governed, Interpersonal communication is learned.

Problems of communication: Barriers of Communication, Noise, Types of Noise – Physical, Physiological, Psychological and Semantic, Redundancy, The importance of context – Physical context, Cultural context, Distortion versus Noise, Perception, Selective Perception, Language, Gender Styles, Non-verbal Cues, Defects in message itself, Barriers of verbal interaction, Polarization, Intentional Orientation, Allness, Static Evaluation, Indiscrimination

Seven C's of effective communication: Completeness, Conciseness, Consideration, Concreteness, Clarity, Courtesy, and Correctness

Preparing Effective Business Message: Three-step writing process, Direct and Indirect approach, Routine, Good news and Positive messages, Bad News and Negative messages, Persuasive messages

Appearance, Design and Drafting of business messages: Business letters and standard parts, Specialized Parts of business letters, Style of business messages – Full Block Form, Business to Business and Business to Customers Letters,

Making Routine Requests Strategy: Asking/Seeking Information Enquiry Letters,

Answering/Giving Information Enquiry Letters, Making Claims and Adjustments, Recommendation Letter

Writing Good and Bad news: Delivering Good news messages, Announcing Good news Letters or Good will messages, Letter congratulating on a promotion, Letter expressing gratitude/ thanks, Letter regretting price increase

Delivering Bad news messages: Refusing Claims and requests for Adjustments, Terminating Employment Letter, Rejecting Job Application, Letter to raise grievance at work e.g.: equity in pay, discrimination, Letter of condolence to an employee

Writing Persuasive messages: AIDA Plan – Attention, Interest, Desire and Action, Newspaper announcements for business, Announcing new product or service through advertisement, Announcement of death of employee/ Obituary in newspaper, Announcement of employee retirement

Public service announcement on social and environmental issues e.g.: Use of Plastic bags, Save Water / trees, Safe Drive, Food wastage, Animal Abuse

Recommended Text Books:

1. Murphy. *Effective Business Communication*: McGraw Hill, 7th Edition
2. DeVito. *Interpersonal Communication* 14th Edition
3. Bovee, Thill, Chatterjee. *Business Communication Today*. 10th Edition
4. Taylor. *Communication for Business*. Pitman publishing London.
5. Rentz, Lentz. (2014) *Lesikar's Business Communication: Connecting in a Digital World*, 13th Edition
6. Bennet, M. (1991). *Four Powers of Communication: Skills for Effective Learning*. New York: McGraw Hills.

Taxation Management

Course Code: BUSA 5121

Course Title: Taxation Management

Credit Hours: 3(3+0)

Prerequisite(s): Business Finance

Introduction of the Course

This course provides basic overview of the taxation system of the Pakistan and its fundamentals concepts. After studying this course, the students would be able to understand taxation system of Pakistan, income tax concepts/terms/definitions, Tax authorities and its hierarchy. To know about rules and regulations regarding taxable income from various heads of income and calculation of taxable liability is an important task of this course. Similarly, this course may help the students who want to become tax practitioners as their professional career. This course would also help the students to know about the assessment procedure of taxable income and income tax liability for salaried individuals.

Course Objectives

1. To understand taxation system of Pakistan.
2. To understand rules and regulations regarding taxable income.
3. To know about exemptions of income earned by a person
4. To provide calculations regarding taxable income and taxable liability of salaried individuals.

Course Learning Outcomes

1. After studying this course, the students would be able to understand fundamentals concepts/definitions, tax exemptions and tax rules.
2. This course would also help the students to know about the calculation procedure of taxable income and income tax liability for salaried individuals.
3. This course may help the students who want to become tax practitioners as their professional career.

Course Contents:

Income Tax Laws in Pakistan

History of Income Tax Law, Income Tax Ordinance, 1979, Income Tax Ordinance, 2001, Scope of Income Tax Laws, Extent of Income Tax Ordinance, 2001.

Components of Income Tax Law, Income Tax Ordinance, 2001, Income Tax Rules, Notifications, Circulars and Orders, Income Tax Case Law, Finance Act or Ordinance.

Definitions of Terms (Section 2)

Importance and understanding of Income Tax terms/concepts/definitions.

All the definitions given under section 2 of Income Tax Ordinance 2001(updated) (2nd Schedule)

Income Exempt from Tax (section 41 to 51)

Importance of understanding of Income Exempt from Tax.

Income Tax Exemptions given under section 41 to 51 of Income Tax Ordinance 2001(updated).

Heads of Income- Income from Salary

Overview of all the heads of income with examples. Understanding, features and scope of salary Income. Minimum of Time Scale of Basic Salary, Basic Salary and Salary concepts, Valuation of perquisites, allowances and benefits provided by an Employer such as Accommodation, Conveyance, Medical Charges, Hospital Charges or Medical Allowance, Loan to Employees, Special Allowance, Provident Fund etc. Computation of Salary Income, Deductions from total Income, Calculation of Gross Tax, Block of Income under FTR, Block of Income under separate block, Tax Credits. Average Relief, Other Related Income and Numerical Demonstration of salaried individuals.

Computation of Income from Property

Understanding the concept of Income from Property, Concept and Calculation of Rent Chargeable to Tax (RCT), Admissible Deductions and Numerical Demonstration.

Computation of Income from Business and Capital Gains

Capital and revenue items, Concept of income from capital gains, Computation of capital gains, Deductions of capital losses, Capital gains on disposal of securities, Exempt capital gain and numerical demonstration.

Computation of Income from Other Sources

Understanding the concept of Income from other sources, Examples of Income from other Sources, Examples of Income, Profits and Gains not taxable under the particular Heads Rather Treated as income from Other Sources, Admissible Deductions.

Income Tax Allied Topics, Sales Tax

Income tax Authorities, Assessment Procedure, Set Off and Carry Forward of losses, Appeals etc.

Textbooks (Latest Editions)

1. Muhammad Muazzam Mughal, Income Tax: Principles and Practice, Syed Mobin Mahmud & Co, Lahore.
2. CAF-06 Principles of Taxation by ICAP
3. Mirza Munawar Hussain, Synopsis of Taxes in Pakistan, IBP Publications

Cost and Management Accounting

Course Code: BUSA2113
Course Title: Cost and Management Accounting
Credit Hours: 3(3+0)
Prerequisite(s): None

Course Description:

Course Objectives:

The objectives of this course are

- | | |
|-----|---|
| CO1 | To make students understand the Accounting Conceptual Framework and underlying the importance of Cost Accounting as a first step in the Manufacturing process, to explain Cost Accounting and its purpose within an organization, |
| CO2 | To develop an understanding of the steps involved in the Accumulation of Total Cost in different departments, |
| CO3 | To make use of Cost data for the decision making of the higher management, to prepare product costing preparation and process costing analysis, and |
| CO4 | To prepare cost of production and cost of goods sold statements for onward reporting to financial statements. |

Course Learning Outcomes:

After studying this course, the students will be able to

- | | |
|------|---|
| CLO1 | assess and understand the Accounting Conceptual Framework and underlying the importance of Cost Accounting as a first step in the Manufacturing process, to explain Cost Accounting and its purpose within an organization, |
| CLO2 | involve the steps in the Accumulation of Total Cost in different departments, |
| CLO3 | use Cost data for the decision making of the higher management, to prepare product costing preparation and process costing analysis, and |
| CLO4 | prepare cost of production and cost of goods sold statements for onward reporting to financial statements. |

Detailed Course Outline:

Cost Accounting Concepts and Objectives: Definition, Concept and Scope of Cost Accounting, Cost elements, Nature and objective, The Cost Department,

Costs: Concepts, Uses and Classification: Product and period cost, Direct and indirect cost, Fixed and variable cost, Mixed cost, Sunk Cost, Joint Cost and By-Product Cost, Opportunity Cost, Flow of Costs in a Manufacturing enterprise

Statement of cost of goods manufactured and sold statement: Adjustment for Variance, Cost of Goods Sold, Net Profit/Net loss, Entire Production,

Job Order Costing: Cost Summary, Cost Accumulation Procedures, Net

Profit/Net loss, Entire Production, Cost Volume Profit Analysis, Break-even Analysis, Cost-volume Profit Analysis

Planning and Control of Materials: Procedure for material procurement and use, Material costing methods

MID TERM EXAMS

Perpetual and Periodic Accounting System: Inventory valuation at cost or market whichever is lower, Procedure for spoiled, scrap and defective work, EOQ, Inventory level and reserve stocks, Valuation of inventory, Planning materials requirement, Materials control

Process Costing: Cost of Production Report, First in First Out (FIFO), Last in First Out (LIFO), Weighted Average

Planning and Control of Labor: Productivity and labor costs, Incentive wage plans,

Factory Overhead: Procedure of factory overheads including apportionment, Applied and actual FOH, under applied FOH

Overtime plans, Bonus payments, Vacation pay guaranteed annual wage plans, apprenticeship and training programs

Recommended Books:

1. Matz Usry, Cost Accounting: Planning and Control
2. Matz, Hammer Usry (1985) Cost Accounting South-western Publishing Co
3. Garrison H. Ray, Noreen W. Eric (2004) 10th edition Managerial Accounting, Irwin
4. Cost Accounting Study Text and Revision Series by A T Foulks Lynch Pakistan
5. Cost Accounting Study Text and Revision Series by Professional Business Publications (PBP).
6. Management and Cost Accounting by Colin Drury

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Knowledge Management and Organizational Learning

Course Code:	BUSA3128
Course Title:	Knowledge Management and Organizational Learning
Credit Hours:	03 (3+0)
Prerequisite(s):	Principles of Management, Human Resource Management

Course Description:

In this era of competition and globalization knowledge has become the source of core competency. Thus, knowledge management is a relatively new concept, and its multidisciplinary character involves many areas of human activities. The main purpose of this course is to introduce characteristics of knowledge society and economy, systemic environment of knowledge management on organizational learning. The students are expected to synthesize this knowledge in the role of an advisor to senior management or independent clients on how to generate, share, and examine the knowledge for the benefit of an entity for the ultimate objective of gaining competitive advantage. Through discussions of local case studies, students will be enabled to relate the global knowledge management practices in local industry of Pakistan.

Detailed Course Contents:

Sr. No.	Topics
1	What is knowledge? Types of knowledge. Characteristics of tacit and explicit knowledge.
2	Knowledge as a strategic asset. Understanding Knowledge management.
3	Three stages of knowledge management.
4	Background and issues of knowledge management process
5	Knowledge generation in organizations
6	Knowledge Based Theory of the Firm. Social capital. The knowledge management team and learning organization.
7	Knowledge Sharing and Communities of Practice
8	The Knowledge Creation Process Platform of knowledge creation. Knowledge management model
9	Midterm exam
10	Knowledge as a Competitive Factor
11	Developing a knowledge strategy
12	Building a Knowledge Management Rationale
13	The Role of Organizational Culture in Knowledge Management
14	Implementing Knowledge Management in Organization Theory of organizational learning and what it entails. In the most general terms, the organizational learning perspective--adaptation and learning from experience. How organizations learn?
15	Organizational elements and Organizational Learning

Learning Recourses:

Text Book:

North, K., & Kumta, G. (2018). Knowledge management: Value creation through organizational learning. Springer.

Reference Book:

Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2014). *Knowledge Management Challenges, Solutions, and Technologies* (edition with accompanying CD). Prentice Hall. ISBN: 0-13-109931-0.

Jashopara A (2011), *Knowlegde Management: An integrated approach, 2nd edition*, Prentice Hall

ISBN 978-0-273-72685-2

The knowledge creating company: How Japanese companies create the dynamics of innovation. Nonaka and Takeuchi (1995).

Web Resources:

Study Material (Case Study, Article, Journal etc.)

Statistical Analysis for Business

Course code: BUSA3129

Course Title: Statistical Analysis for Business

Credit Hr: 3(3+0)

Course Description: This course provides an essential foundation in statistical analysis for business research and data analysis. The focus of the course is on understanding and applying statistical concepts using data analysis software. Students will learn how to interpret results and gain practical insights from data, enabling them to make informed decisions in a business context.

Note: The instructor should introduce students to relevant software (e.g. SPSS/JAMOV/Excel) for statistical analysis and how to interpret the results. The course evaluation should emphasize on interpretation and application of the statistical results. Topics after multivariate data analysis and factor analysis should be introduced in concept and analysis done using software in entirety.

Course Objectives:

1. Understand fundamental statistical concepts and their application in business research.
2. Differentiate and categorize data types, variables, and measurement scales relevant to business analysis.
3. Master data visualization techniques and summary measures for effective data presentation.
4. Apply probability principles and normal distribution to solve business-related problems.
5. Interpret regression analysis, factor analysis, and validity assessment for informed decision-making in business contexts.

Course Outline:

Introduction to Business Statistics:

- Importance of statistics in business research.
- Types of statistics and measurement scales.
- Types of data and variables.
- Data collection: primary vs. secondary.

Data Presentation and Central Tendency:

- Grouped vs. ungrouped data.
- Frequency distribution and graphical representation.
- Measures of central tendency: mean, median, mode.
- Application of central tendency measures in business scenarios.

Dispersion and Variability Analysis:

- Measures of dispersion: range, variance, standard deviation.
- Coefficient of variation and its implications.
- Interpreting dispersion for decision-making.

Probability and Normal Distribution:

- Introduction to probability terminology.
- Probability rules and applications in business contexts.
- Normal distribution and its properties.
- Using normal distribution for business analysis.

Estimation and Regression Analysis:

- Point and interval estimation concepts.
- Least-Squares Regression Line: properties and assumptions.
- Calculating and interpreting regression results.
- Coefficient of determination and correlation coefficient.

Multivariate Data Analysis and Factor Analysis:

- Multivariate data analysis overview for business.
- Validity concepts and their relevance.
- Exploratory Factor Analysis: uncovering latent patterns.
- Confirmatory Factor Analysis: validating assumptions.

Multiple Regression and Assumption Testing:

- Understanding BLUE (Best Linear Unbiased Estimators).
- Applying multiple regression analysis in business.
- Testing assumptions: multicollinearity, homoscedasticity, linearity.

Interpretation and Application:

- Emphasis on interpretation of statistical results.
- Real-world application of statistics using data analysis software.

Seerat of the Holy Prophet Muhammad (SAW)

Title Description

Semester 1

Nature of Course : Non Credit (1hr)

Course Code : ISLA1122

No. of C.Hrs.

Total Teaching weeks

Objectives of the Course

- ۱. طلباء کو مطالعہ سیرۃ طیبہ کی ضرورت و اہمیت سے آگاہ کرنا
- ۲. تعمیر شخصیت میں مطالعہ سیرۃ طیبہ کے کردار کو واضح کرنا
- ۳. بعثت نبوی کے موقع پر اقوام عالم کی عمومی صورت حال سے آگاہ کرنا
- ۴. طلباء کو عہد نبوی کی معاشرت، سیاست، معیشت سے آگاہ کرنا

Course Description

S.No. Title Description

1: سیرۃ النبی صلی اللہ علیہ وسلم
تعارف و اہمیت

- ۱. مطالعہ سیرت کی معاشرتی و سماجی اہمیت
- ۲. مطالعہ سیرت کی معاشی و سیاسی اہمیت
- ۳. مطالعہ سیرت کی عقلی و منطقی اور استدلالی حوالے سے اہمیت
- ۴. مطالعہ سیرت کے شخصیت و کردار پر اثرات

پیغمبر اسلام صلی اللہ علیہ وسلم کی 2
زندگی کا مطالعہ کیوں کیا جائے؟

- ۱. مادی اور بنیادی ذرائع
- ۲. ماحول اور حالات
- ۳. اعلیٰ خدائی مشن کے لیے محمد صلی اللہ علیہ وسلم کا انتخاب
- ۴. حرب فجار اور حلف الفضول

3
اللہ تعالیٰ کے پیغام کی تبلیغ و اشاعت ۱. ہجرت حبشہ
۲. معاشرتی بائیکاٹ
۳. معراج اور معجزات

- 4
اسلام میں خواتین کا کردار ۱. اسلام میں خواتین کا کردار قبل از ہجرت
۲. اسلام میں خواتین کا کردار بعد از ہجرت
۳. قومی شیرازہ بندی میں عورت کا کردار

5
ہجرت مدینہ اور انصار و یہود ۱. مؤاخات مدینہ کی عصر حاضر میں اہمیت
۲. میثاق مدینہ کے تناظر میں یہود و نصاریٰ کے ساتھ
معاشرتی تعلقات

- 6
غزوات نبوی کے اثرات ۱. غزوات نبوی کے سیاسی اور دفاعی اثرات
۲. غزوات نبوی کے معاشی اثرات

- غزوات نبوی کے سماجی اور دعوتی اثرات ۳

حضور صلی اللہ علیہ وسلم کے داخلی 7
سیاسی اقدامات

- یہود سے تعلقات ۱
- مشرکین اور منافقین سے تعلقات ۲
- قبائل عرب سے تعلقات ۳

حضور صلی اللہ علیہ وسلم کے خارجی 8

تعلقات

- غیر ملکی سربراہوں سے حضور صلی اللہ علیہ وسلم کی ۱
مراسلات
- غیر ملکیوں کے ساتھ وفود کا تبادلہ ۲
- فتح مکہ، دعوت اسلامی کا فروغ ۳
- حضور صلی اللہ علیہ وسلم کی خارجی سیاست کے اثرات ۴

غیر مسلم اقلیت اور سیرت طیبہ: ایک 9

مطالعہ

- غیر مسلم اقلیت کا تعارف ۱
- اقلیتوں کے حقوق کا سیرتی مطالعہ ۲
- اسلامی ریاست میں غیر مسلموں کے حقوق و فرائض ۳
- اقلیتوں کے حقوق اور اسلاموفوبیا ۴

عہد نبوی - تہذیبی مطالعہ ۱ - عہد نبوی کا معاشرتی و معاشی نظام 10

- عہد نبوی کا مذہبی نظام ۲

- عہد نبوی کا نظام حکومت ۳

نبی کریم ﷺ کی تعلیمی جدوجہد ۱ - نشر علم کے لیے ایک جماعت کا قیام 11

- خواتین کے لیے تعلیم کا اہتمام ۲

- نسل نو کے لیے تعلیم کا انتظام ۳

- تشکیل و فود برائے توسیع و استحکام تعلیم ۴

نصابی کتب

نام کتاب نام مؤلف نمبر شما

ر

السیرة النبویة ابن ہشام 1

سیرة النبی صلی اللہ علیہ وسلم مولانا شبلی نعمانی، سید سلمان ندوی 2

رحمة للعالمین قاضی محمد سلیمان سلمان منصور پوری 3

نبی رحمت صلی اللہ علیہ وسلم مولانا سید ابوالحسن علی ندوی 4

عہد نبوی کا نظام حکومت ڈاکٹر یسین مظہر صدیقی 5

انسان کامل ڈاکٹر خالد علوی 6

حوالہ جاتی کتب

نمبر شما

ر نام مؤلف نام کتاب

ڈاکٹر اکرم الضیاء العمری السیرة النبویة الصحيحة 1

مولانا عبدالرؤف داناپوری اصح السیر 2

مولانا صفی الرحمن مبارکپوری الرحیق المختوم 3

پیر محمد کرم شاہ الازہری ضیاء النبی صلی اللہ علیہ وسلم 4

سید ابو الاعلیٰ مودودی سیرت سرور عالم صلی اللہ علیہ وسلم 5

Semester 2

Sr. No.	Courses	Course Codes	Credit Hours	Course Category
1	Financial Management	BUSA3122	3(3+0)	Disciplinary
2	Business Research Methods	BUSA3115	3(3+0)	Disciplinary
3	Organizational Behavior	BUSA3119	3(3+0)	Disciplinary
4	Operations and Supply Chain Management	BUSA3121	3(3+0)	Disciplinary
5	Marketing Management	BUSA3118	3(3+0)	Disciplinary
6	Tarjumma Quran/Wahdat Adian aur Mazhab e Alam*	ISLA1121/ISL A1120	01(1+0)	
	Total Credit Hours		15 + 1	

Financial Management

Course Code: BUSA3122
Course Title: Financial Management
Credit Hours: 3(3+0)
Prerequisite(s): Business Finance

Course Description:

The aim of the course is to make the students able to assess and understand how financial and investment decisions are made in corporates. Further, they can evaluate the performance of the company. After this course they will be able to analyze capital structure and capital budgeting decisions. It will improve their decision-making skills regarding investment, financing and working capital decision.

Course Objective:

- | | |
|-----|--|
| CO1 | To understand the basic decision of Finance |
| CO2 | To understand importance of money over time |
| CO3 | To learn different valuation methods of Long-Term Securities like bonds and stocks |
| CO4 | To understand Risk and Return in corporates and how to eliminate |
| CO5 | To enable students to value firms on the basis of annual reports and their performance measurement |
| CO6 | To enable students to understand long term project evaluation |
| CO7 | To teach students about the theories of finance |

Course Learning Outcomes:

After the completion of the course the students will be able to:

- | | |
|------|--|
| CLO1 | Understand the significance financial decision making |
| CLO2 | Understand Value of Money and able to calculate present value and future values |
| CLO3 | Develop skills to measure risk and return attached to a firm |
| CLO4 | Understand Financial Statements and measure the financial performance through different techniques |
| CLO5 | Understand Capital Budgeting Techniques and evaluate long term projects |
| CLO6 | Develop understanding of Theories of Finance |

Detailed Course Content:

Week	Content
1.	Overview of the Course Introduction of Financial Management, Goals of a Financial Manager, Goals of the Firm.
2.	Time Value of Money Concept of Time Value of Money, Time Line and its importance, Compounding and Discounting Types of Annuities: Ordinary Annuities and Annuity Due
3.	Types of Loan, Amortization

4. Types of Loan, Amortization of Loan and Schedule
Valuation of Long-Term Securities
Bonds, Types of Bonds, Yield to Maturity and Yield to call, Required rate of return,
5. Valuation of Stocks
Types of Stocks, Valuation of Present Value of Stock, Special Cases of Common Stock, Gordon Growth Model, Non-Growth Model
6. Risk and Return
Single Asset-Variance, Standard Deviation and Coefficient of Variation, Portfolio Risk and Return- Variance, Standard Deviation and Coefficient of Variation, Covariance and Correlation Coefficient
7. **Risk and Return**
Difference between total risk, Systematic and Unsystematic risk
The Capital-Asset Pricing Model (CAPM)
8. MID TERM EXAM
9. Capital Budgeting
The relevant cash flows, Major cash flow components, Expansion Vs replacement cash flows, Sunk and Opportunity costs
10. Finding the initial investment, Operating cash inflows and terminal cash flow
11. Types of Projects- Independent versus Mutually Exclusive
Capital Budgeting Techniques: Payback & Discounted Payback Period,
12. Net Present Value (NPV) and NPV Profile, Internal Rate of Return (IRR
Advance Cases of NPV and IRR, Manual and through Microsoft Excel
13. MIRR and Profitability Index
Modified Internal Rate of Return (MIRR), Profitability Index
Mutually Exclusive Projects: Difference of Scale, Difference of Pattern, Difference of Life, Risk in Capital Budgeting and Capital Rationing
14. Theories of Capital Structure
Theories of Capital Structure and Dividend policy- Modigliani and Miller Theory, Pecking Order Theory, Tax Shield Theory, Market Timing Theory
15. Theories of Dividend Policy
Theories of Dividend Policy- Bird-in-hand Theory, Clientele Theory and Signaling Theory
16. Final Project Presentations
FINAL TERM EXAM

Recommended Book:

- Fundamentals of Financial Management by James C Van Horne (13th/ Latest Edition)

Reference Books:

- Fundamentals of Financial Management by Eugene F. Brigham (12th/ Latest Edition)
- Fundamentals of Corporate Finance By Ross Westerfield and Jordon (9th/Latest Edition)

Business Research Methods

Course Code: BUSA3115
Course Title: Business Research Methods
Credit Hours: 03 (3+0)
Prerequisite(s): Business Statistics

Course Description:

Course Objectives:

The major objectives of this course are to:

1. Make students understand the importance of business research for managerial decision making.
2. provide advance knowledge in research methods and techniques of data collection and analysis;
3. Prepare students for conducting an independent study including formulating research questions and selecting a research approach, applying research methodology – designing a study and selecting specific methods and techniques appropriate for answering the questions;
4. Develop practical skills in developing instruments for both qualitative and quantitative methods;
5. Develop practical skills in analyzing both quantitative and qualitative data
6. Pass through the complete research process that translates the management concern into a research problem
7. Prepare an outline of a research project/ research proposal.

Course Learning Outcome:

After the completion of this course, students will be able to:

1. Discuss and apply different research approaches and methodologies
2. Select or Develop data collection instrument according to the underlying theoretical framework.
3. Explain how to conduct data collection (quantitative and qualitative)
4. Analyze quantitative data (e.g., using PLS) and qualitative data (e.g., using Nvivo)
5. Construct and document an appropriate research design, including argumentation for data collection and analysis methods/techniques
6. Discuss limitations and potential contribution to theory and practice of research

DETAILED COURSE OUTLINE:

Week	Contents
1-2	Introduction of business research, Getting students comfortable with the research concepts and its basics Role of Business Research: Basic research and applied research, managerial importance of research Hall marks of Business Research: Purposiveness, rigor, testability, replicability, precision and accuracy, objectivity,

	generalizability, parsimony.
3	Business Research Process: overview, challenges and options Selection of research topics and factors to be considered in selecting research topic
4-5	Conducting a relevant and comprehensive Literature review Managing sources and retrieving data bases Introduction to Referencing using a software
5-6	From theory to measurement: Theory, concepts, constructs and variables, abstract and empirical levels of measurement theoretical framework, operationalization and hypotheses variables types of variables, Independent, dependent, moderator, mediator
7	Research design: Types of research, importance of context Exploratory research: Focus group, interviews, qualitative design Correlational, Causal etc Survey research: setting the design
	MID TERM EXAM,
	Assign students a research project in the form of “student paper” Follow APA style of research paper
8-9	Goodness of measurement: Reliability, validity Scales and their types: Levels and types of measurement scales. Nominal, Ordinal, Interval, Ratio. Questionnaire design: Types of questions. Do’s and Don’ts of questionnaire
10	Sampling and its techniques: Population, sample, and sampling, Sample size, non-probability sampling and its types, probability sampling and its types
11	Data Collection Methods: quantitative and qualitative methods
12-14	Data Analysis: Introduction to SPSS and SEM Software, univariate and bivariate analysis, Descriptives, regression analysis. Orientation of qualitative data analysis: Mediation and Moderation Analysis (Hayes Bootstrapping approach)
15-16	Presentation of the research project
	Final Term Exam

Recommended Study (Latest editions):

1. Business Research Methods by W. G. Zikmund
2. Research Methods for Business by Uma Sekaran
3. SPSS for windows
4. Business Research Methods by Bryman and Bell
5. Any other text/handouts as suggested by the instructor

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Organizational Behavior

Course Code	BUSA 3119
Course Title	Organizational Behavior
Credit Hours	3(3+0)
Prerequisite	Principles of Management

Course Description

This course examines both individual and collective behavior in companies in depth. Its goal is to help people understand how organizations can be managed more successfully while also improving the quality of their work lives. Motivation, rewarding behavior, stress, individual and collective behavior are all discussed. Leadership, job design, organizational structure, decision making, communication, and organizational transformation and development are all examples of conflict, power, and politics.

Course Objectives:

- CO1 To explain the nature and features of Organizational Behavior and have an understanding of micro and macro aspects of Organizational Behavior.
- CO2 To develop an understanding of the relationship between organizational effectiveness at the individual and group levels and organizational level
- CO3 To explain different theories used to explain individual motivation and rewards and the learn application of motivational concepts
- CO4 To make student clear about the importance of individual level variables like attitudes, personality, moods and emotions for job performance
- CO5 to explain group dynamics and demonstrate skills required for working in teams
- CO6 To explain the importance of culture to business and job performance

: Course Learning Outcomes

After the completion of the course the students will be able to:

- CLO1 Understand the significance of OB to the business goals and strategy
- CLO2 to discuss the development of the field of organizational behaviour and explain the micro and macro approaches
- CLO3 to analyse and compare different theories used to explain individual motivation and rewards and the learn application of motivational concepts
- CLO4 To understand the importance of individual level variables like attitudes, personality, moods and emotions for job performance
- CLO5 to explain group dynamics and demonstrate skills required for working in teams
- CLO6 To understand what constitute culture and how they can sustain a

culture

Detailed Course Content:

Week	Contents
1	Introduction: defining organizational behavior, management and organizational behavior, important contributors to organizational behavior, developing OB model.
2	Diversity in Organizations: diversity and its levels. Discrimination. Biographical characteristics and other differentiating characteristics. Implementing diversity management strategies. Intellectual and physical abilities.
3	Attitudes and Job Satisfaction: job related attitudes, job satisfaction and ways to measure it. What causes job satisfaction? Outcomes of job satisfaction and impact of job dissatisfaction.
4	Emotions and Moods: what are emotions and moods? Types of basic emotions, sources of emotions and moods, OB applications of emotions and moods.
5	Personality and Values: personality, personality frameworks. Personality and situation.
6-7	Values and its importance, cultural values.
8	Mid Term Exams
9	Perception: perception and its influencing factors, attribution theory, link between perception and decision making.
10	Motivation Concepts: defining motivation. Its early and contemporary theories.
12	Motivation from concepts to Applications
13	Foundations of group behavior Work teams: Stages of group development, group properties, group decision making, difference between groups and work teams. Types of teams. Turning individuals into team players.
14	Power and Politics: Defining Power, differentiating power and leadership, sources of power, Politics: power in action, causes and consequences of political behavior
15	Organizational Culture: What is culture? What do cultures do? Creating and sustaining culture
16	Final Term Exam

Recommended Book: (Latest Editions):

1. Robbins, P. S. and Timothy, Judge A. Organizational Behaviour

Reference books:

2. Robbins, P. S. Organizational Behaviour
3. Luthans, Fred. Organizational Behavior
4. Mullins. Organizational Behavior

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Operations and Supply Chain Management

Program	BBA
Course code	BUSA3121
Course title	Operations and supply chain management
Credit hours	3
Prerequisite	Before reading this course, students should have taken the courses of Principles of Management and Business Mathematics and Statistics (BMS), Management Information System (MIS).

Course Description

This course gives you an introduction to the functional area of operations and supply management as practiced in manufacturing industries and the services sector. It includes Operations and Productivity, Operations Strategy in a Global Environment, Project Management, Forecasting, Design of Goods and Services, Process Strategy, Supply Chain Management, and distribution system.

Course Objectives

CO1	To understand operations management as a strategic part of any business
CO2	To assist students in focusing on and analysing the issues and techniques that must be considered while measuring productivity in different areas of an organizations
CO3	To understand different forecasting approaches, so effective prediction can be done
CO4	To acquire the requisite skills for use in operations - related matters
CO5	To teach students about practical approach to supply chain management and relate to real life examples
CO6	To enable students to understand different types of processes and their effective handing as well
CO7	To teach students about the emerging trends in operations management

Course Learning Outcomes:

After the completion of the course the students will be able to:

CLO1	Demonstrate awareness and an appreciation of the importance of the operations and supply management to the sustainability of an enterprise.
CLO2	Demonstrate a basic understanding of the ten knowledge areas of production and operation management.
CLO3	Explain the locations decisions in operations management.
CLO4	Demonstrate an awareness of the importance of layouts.

CLO5	Explain the importance of forecasting.
CLO6	Demonstrate an understanding of the concepts of operations scheduling.

Detailed Course Content:

Week	Content
1.	Introductory class, Introduction Basic Concepts of Production and Operations Management. Organizations for creation of goods and service
2.	Operations and Productivity, Organizing to Produce Goods and Services, The Supply Chain, The History of Operations Management, Operations for Goods and Services.
3.	The Productivity Challenge, Productivity Measurement, Productivity Variables, Productivity and the Service Sector, Current Challenges in Operations Management Ethics, Social Responsibility
4.	Operations Strategy in a Global Environment, A Global View of Operations and Supply Chains, Cultural and Ethical Issues, Developing Missions and Strategies, Mission, Strategy, Achieving Competitive Advantage Through Operations, Competing on Differentiation, Competing on Cost, Competing on Response, Issues in Operations Strategy, Strategy
5.	Forecasting, Forecasting Time Horizons, Types of Forecasts, The Strategic Importance of Forecasting, Supply-Chain Management, Human Resources, Capacity, Seven Steps in the Forecasting System, Forecasting Approaches,
6.	Overview of Qualitative Method, Overview of Quantitative Methods, Time-Series Forecasting, Decomposition of a Time Series, Naive Approach, Moving Averages, Exponential Smoothing, Measuring Forecast Error, Exponential Smoothing with Trend, Adjustment
7.	Process Strategy, Four Process Strategies, Process Focus, Repetitive Focus, Product Focus, Mass Customization Focus, Process Comparison, Selection of Equipment, Process Analysis and Design, Flowchart, Time-Function Mapping, Process Charts, Value-Stream Mapping, Service Blueprinting
8.	MID TERM EXAM
9.	Project Management, Project Planning, The Project Manager, Work Breakdown Structure, Project Scheduling, Project Controlling, Project Management Techniques: PERT and CPM, The Framework of PERT and CPM, Network Diagrams and Approaches,
10.	Activity-on-Node Example, Activity-on-Arrow Example, Determining the Project Schedule, Forward Pass, Backward Pass, Calculating Slack Time and Identifying the Critical Path(s), Variability in Activity Times, Three Time Estimates in

- PERT.
11. Importance of supply chain, Decision phases in supply chain
 12. Process view of supply chain, Supply chain macro process in a firm, case study
 13. Competitive & Supply chain strategic, Achieving strategic fit
 14. Drivers of supply chain performance & Facilities
 15. Role of distribution in Supply chain, Factors influencing distribution network, The role of transportation in supply chain & modes of transportation
 16. Final Project Presentations
FINAL TERM EXAM

Recommended Books:

Operations and supply chain management. By Roberta S. Russell and Bernard W. Taylor III, 7th Edition.

Operations Management by Jay Heizer, Barry Render, Chuck Munson, 13th edition.

Supply Chain Management. By: Sunil Chopra, Peter Meindl, and D.V. Kalra

Marketing Management

Course Code: BUSA3118

Course Title: Marketing Management

Credit Hours: 3(3+0)

Prerequisite(s): Principles of Marketing; Principles of Management

Specific Objectives of course:

Understand Market forecast. To know the different factors and ethics in the marketing environment. Evaluate Marketing information system. Examine Marketing strategy adopted by an organization. Be aware of the use of different market segmentations, targeting and positioning in their business.

Detailed Course Outline:

Understanding the marketing management basic concepts: value of marketing, the scope of marketing. Core marketing concepts: needs, wants and demands, offerings, marketing channels, paid, owned and earned media, value and satisfaction. Updating 4Ps of marketing and understanding the 4As of marketing.

Developing marketing strategies: The value delivery process, value chain, core competencies. Corporate and division strategic planning: defining corporate mission, establishing strategic business unit, assigning resources to each SBU, assessing growth opportunities. Business unit strategic planning: business mission, swot analysis, goals formulation, strategic formulation, program formulation, implementation and feedback.

Creating long loyalty and relationships: Building customer value, satisfaction, CPV, total customer satisfaction, monitoring satisfaction. Importance of customer, Loyalty, Definition of customer lifetime value and its measurements.

Analyzing Marketing Opportunities: MIS (Management Information System), role of MIS in marketing management, ways of gathering information, internal records system, marketing intelligence activities, marketing research, marketing decision support analysis.

Analyzing Business markets: organizational buying, comparison of consumer markets and business markets, buying center, participants in business buying center. Business buying process

Competitive strategies: growth, growth strategies. Competitive strategies for market leaders, other competitive strategies. Product life cycle marketing strategies, product life cycles, style, fashion, and fad life cycles.

Developing brand positioning: developing a brand positioning, understanding value and prepositions, choosing a competitive frame of reference, point of parity, point of difference, brand mantras. Constructing a brand positioning Bull's eye.

Setting product strategy: Product characteristics, product levels, product classifications. Differentiation: products and services differentiations. Product and brand relationships: the product hierarchy, product systems and mixes, product line analysis and product line length. Co-branding and ingredient branding.

Conducting marketing research: the scope of marketing research, importance of marketing research. The marketing research process: steps of marketing research.

Analyzing consumer markets: the factors that affect consumer behavior, cultural factors, social factors, personal factors, motivation, perception, learning, emotions, memory.

Recommended Books:

- 1) Kotler, P. and Keller, K. *Marketing management*. Upper Saddle River, N.J.: Prentice Hall.

- 2) Kotler, P., Armstrong, G., & Cunningham, M. H. *Principles of marketing*. Toronto: Pearson Prentice Hall.
- 3) Jobber, D. and Ellis-Chadwick, F. *Principles and Practices of Marketing*. 7th ed. Berkshire: McGraw-Hill.
- 4) Jerome McCarthy & William, D. Pareanth, *Basics Marketing*
- 5) Jagdesh Sheth and Dennis E. Garrett, *Marketing Management: A Comprehensive Reader*, South Western Publishing.
- 6) E. Jerome McCarthy & William. D. Pareanth, *Basic Marketing: Managerial Approach*, IRWIN.

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Semester 3

Sr. No.	Courses	Course Codes	Credit Hours	Course Category
1	International Business and Trade	BUSA4114	3(3+0)	Disciplinary
2	Electronic Commerce	ITEC4120	3(3+0)	Inter-Disciplinary
3	Financial Markets	ECON4130	3(3+0)	Inter-Disciplinary
4	Elective –I		3(3+0)	Specialization (Disciplinary)
5	Elective –II		3(3+0)	Specialization (Disciplinary)
	Total Credit Hours		15	

International Business and Trade

Course Code:	BUSA4114
Course Title:	International Business and Trade
Credit Hours:	3(3+0)
Prerequisite(s):	Basic Understanding of Business Environment

Course Objective:

After the completion of this course the students will learn thorough review of countries and politics of international trade and investment. Explain the function and form of global monetary system and reason for diversification of resources among countries. Assess the special role of the international business various function. Evaluate different economic indicators to see economic growth of a nation.

Course Outline:

Globalization: Definition of globalization, its Nature and Scope. The emergence of global institutions, forces behind globalization and its impact on national and international business environment

International trade theory: The pattern of international trade, Absolute and comparative advantage, Free trade and globalization, The product life cycle, New trade theory, National comparative advantage and Porter's Diamond

Difference in culture: Cultural, Social structure and religious system. Impact of these cultural differences in workplace settings

National difference in political economy: International Political, economic, Legal systems and their respective features

The political economy of international trade: Instruments of trade, Government Intervention, Development of the world trade system, WTO

Foreign direct investment (FDI): Foreign direct investment in the world economy, Foreign direct investment in china, Horizontal foreign direct investment, Vertical foreign direct investment, The cost of FDI to home and host country

The international monetary system: The gold standard, The Bretton Woods system, Fixed exchange rates and floating exchange rates, Role of IMF

The strategy of international business: Strategy and firm, Global expansion, profitability and profit growth, Location economics, Cost pressure and pressure for local responsiveness, Choosing a strategy

Entry strategy in international business and strategic Alliance: Basic entry decisions, Entry modes, Strategic alliance

Global production, outsourcing and logistics: Strategies of production and logistics, Where to produce, The strategic role of foreign factories, Outsourcing production(Make or Buy decision), Managing a global supply

Recommended Books:

1. Hill, Charles W. L. *International Business: Competing in the Global Marketplace*
2. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. *International Business: Environments and Operations*. Pearson Education Limited.
3. Ball, Don. *International Business*: Wendell Mcculloerh.
4. Roger Bennett. *International Business*: Financial Times Pitman publishing
5. Czinkota, Michael. R Ronkainen, Ilkka.A: *Global Business*.
6. Claude M. Jonnard, *International Business and Trade: Theory, Practice, and Policy*, International Business Series.

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Electronic Commerce

Course Code:	ITEC4120
Course Title:	Electornic Commerce
Credit Hours:	3(3+0)
Prerequisite(s):	

Objectives: The main objectives of this course are to:

- Discuss the e-commerce process.
- Describe an example of system architecture for an e-Business.
- List the seven major elements of web design.
- Identify the major electronic payment issues and options

Course Outlines

Introduction to Electronic Commerce: Define electronic commerce, Identify the four stages of e-commerce, examine revenue models, identify revenue models, Identify value chains, Evaluate SWOT techniques

Technology Infrastructure: Internet, World Wide Web, Networks, ISPs, Markup Languages

Selling On the Web: Revenue models, Revenue strategies.

Marketing on The Web: Identify the major marketing strategies used in e-commerce, Discuss marketing issues related to e-commerce, Examine the differences between product-based and customer-based marketing strategies, Discuss effective communication methods used in e-commerce, Define market segments, Examine methods for reaching differentiating market segments, Examine customer relationship life cycle as it relates to e-commerce, Compare advertising methods used in traditional commerce and e-commerce, Name the advertising options

Business-To-Business Online Strategies: Define business-to-business marketing, Examine strategies used by businesses use to improve purchasing, logistics, and other support activities, Discuss electronic data interchange, Compare electronic data interchange techniques and internet techniques used in e-commerce, Define supply chain management, Examine why businesses are moving to database driven, Supply chain management systems, Examine the effective use of electronic portals and marketplaces

Online Auctions, Virtual Communities, and Web Portals: Define auctions, Web portals and virtual communities, Examine auction techniques, Discuss the differences between the seven (7) major auction types, Discuss the advantages of electronic auctions, Discuss the disadvantages of electronic auctions, Identify the major obstacles of consumer acceptance of electronic auctions, Discuss the significance of virtual communities

Environment of Electronic Commerce: Legal, Ethical, and Tax Issues: Examine laws that govern Electronic Commerce activities, Examine laws that govern the use of intellectual property by online businesses, Discuss online crime, terrorism, and warfare, Discuss ethics issues that arise for companies conducting electronic commerce, Examine the conflicts between companies desire to collect and use data about their customers and the privacy rights of those customers, Discuss issues concerning the taxes that are levied on electronic commerce activities, Discuss the increasing pressure by States to regulate and issue taxes based one-commerce

Web Server Hardware and Software: Examine the equipment used with web servers, Examine and discuss software packages for web servers, Discuss email options, Discuss

spam and methods for controlling spam, Discuss internet and web site software packages

Electronic Commerce Software: Web-hosting services, Electronic commerce software.

Electronic Commerce Security: Define and discuss security issues surrounding online activities, Examine security techniques for securing client computers, Examine security techniques used for securing communication channels between computers, Examine security techniques for securing server computers, Evaluate organizations that promote security for computer, network, and Internet.

Payment Systems for Electronic Commerce: Discuss electronic payment issues, Contrast the different e-payment options, Identify on-line payment services, Explain activities performed by a transaction-processing service.

Planning for Electronic Commerce: List some international issues that must be addressed for on-line international sales, List at least three pros and cons regarding electronic signatures

Recommended Books:

1. Janice Reynolds, The Complete E-Commerce Book, (Latest Edition).
2. Kenneth Laudon & Carol Guercio Traver, E-commerce (Latest edition)
3. Ian Daniel, E-commerce: Get It Right

Financial Markets

Course Code	<u>ECON4130</u>
Course Title	<u>Financial Markets</u>
Credit hours	<u>3(3+0)</u>
Pre -requisite	<u>None</u>

Specific Objectives of Course: The course aims to describe the role and structure of the Financial systems and explain the concepts and functions of different types of financial instruments. It also explains key concepts such as financial claim, financial intermediation and financial market.

Course Outline

Theory of the Role and Functioning of Financial System: Information asymmetric and the need for the role of financial sector. Some Basic concepts like adverse selection, moral hazard, free rider and principal-agent problems in financial sector to understand puzzles of financial markets. Financial system and its relationship with the rest of the economy, Functions of financial sector: mobilization and allocation of resources; pooling, diversification and trading of risk; advisory role; financing technological innovation and development, Financial Repression vs Financial Liberalization. Growth and stability of financial system.

Why there is need to regulate the financial sector? Why financial sector is most regulated one in an economy? State Bank of Pakistan and its main functions: conduct of monetary policy; promotion, establishment, regulation and supervision of depository institutions; exchange rate policy and management of foreign exchange reserves, Payment System (NIFT and its functions. Relating to payments system). Securities and Exchange Commission of Pakistan and its functions: promotion, establishment, regulation and supervision of various components of capital market.

Financial Institutions and Current issues:

scheduled Banks and their role in economic development of Pakistan: Introduction to commercial banking; structure of commercial bank in Pakistan; Assets and Liabilities of a commercial bank performance indicators for commercial banks; recent issues in commercial banking.

Non-bank Financial Institutions: Development Financial Institutions, Investment Banks, Modarabas, Leasing companies Mutual Funds, Housing Finance Corporations, Discount Houses, Venture Capital Companies.

Micro Finance Institutions, SME Banks

Insurance Companies - the rationale and role.

Financial Markets and Current Issues:

Functioning of Money Market (Primary and Secondary Dealers

Capital Market (Stock exchanges and Various Components of capital markets-Securities, equities, bonds, debentures)

Foreign Exchange Market and its evolution, dollarization of the economy. Financial Infrastructure Legal Framework (SBP Act 1956, BCO, 1984, SBP Prudential Regulations)

Accounting Standard, Auditing, Corporate governance of banks and other financial institutions. Human Resource Development (Skill and Training) - Importance for functioning of financial sector. Electronic Banking and its prospects

Recommended Books:

Fabozzi, F. and Modigliani, F. Capital Markets. 2nd edition. Prentice- Hall London (1996).

Mishkin (2003), The Economics of Money, Banking, and Financial Markets. 7th edition.

Ritter, L. S. and Peterson, R.L. Financial Institutions and Financial Markets. New York. Basic Books.

Arby, Muhammad Farooq (2004), "Functions, Evolution and Organization of State Bank of Pakistan" www.sbp.org.pk

History of State Bank of Pakistan (Volume - 3, chapters 2 to 7, 13).

Zaidi, Akber (2005), "Issues in Pakistan Economy," Karachi. Chapters 12, 13 SBP Annual and Quarterly Reports

SBP Financial Sector Assessment: 1990-2002, 2003 and onward

Semester 4

Sr. No.	Courses	Course Codes	Credit Hours	Course Category
1	Data Analytics for Business	BUSA4147	3(3+0)	Disciplinary
2	Business Capstone Project	BUSA4148	3(0+3)	Disciplinary
3	Strategic Management	BUSA5113	3(3+0)	Disciplinary
4	Elective –III		3(3+0)	Specialization (Disciplinary)
5	Elective –IV		3(3+0)	Specialization (Disciplinary)
6	Tarjumma Quran/Wahdat Adian aur Mazhab e Alam*	ISLA1121/I SLA1120	01(1+0)	
Total Credit Hours			15 + 1	

Data Analytics for Business

Course Code	<u>BUSA4147</u>
Course Title	<u>Data Analytics for Business</u>
Credit Hours	<u>3(3+0)</u>
Pre requisite	<u>Intro to IT</u>

Course Description A data analytics course is designed to teach individuals how to use various tools and techniques to analyze data and gain insights that can be used to make informed decisions. The course typically covers topics such as data visualization, statistical analysis, machine learning, and data mining.

Course Objectives

1. Develop fundamental data analysis skills.
2. Master data visualization techniques.
3. Familiarize with popular Business Intelligence (BI) tools.
4. Learn to apply basic predictive analytics models.
5. Cultivate data-driven decision-making abilities.
6. Demonstrate practical data analytics knowledge through a project.

Course Learning Outcomes

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

- Analyze Data: Apply various analytics techniques to gain insights from data.
 - Visualize Data: Create effective visualizations to communicate data insights.
 - Utilize Business Intelligence (BI) Tools: Understand and use BI tools for business analysis.
 - Apply Predictive Analytics: Use basic predictive modeling to make forecasts.
 - Practice Data-Driven Decision Making: Make informed decisions based on data analysis.
- Apply Knowledge in a Project: Implement data analytics skills in a real-world project presentation.

DETAILED COURSE OUTLINE

Week	Content
1	Introduction to Data Analytics <ul style="list-style-type: none"> • What is data analytics? • Importance and applications of data analytics in business • Overview of data analytics tools and technologies
2	Data Types and Sources <ul style="list-style-type: none"> • Different types of data (numerical, categorical, text, etc.) • Data collection methods and sources • Data quality and data cleaning basics
3	Data Analysis Basics <ul style="list-style-type: none"> • Introduction to descriptive, diagnostic, predictive, and prescriptive analytics • Understanding data distributions and measures of central tendency • Data visualization techniques

4	<p>Excel Fundamentals for Data Analytics</p> <ul style="list-style-type: none"> • Introduction to Microsoft Excel for data analysis • Working with data in Excel: importing, sorting, filtering, and formatting • Applying formulas in Excel
5	<p>Data Cleaning and Preprocessing in Excel</p> <ul style="list-style-type: none"> • Identifying and handling missing data • Data transformation techniques (e.g., merging, pivoting, and splitting data) • Dealing with duplicates and errors
6	<p>Power Pivot</p> <p>Installing the add on</p> <p>Creating a data model using power pivot function</p>
7	<p>Exploratory Data Analysis (EDA)</p> <ul style="list-style-type: none"> • The role of EDA in data analytics • Using Excel for basic EDA: histograms, scatter plots, and more • Identifying patterns, trends, and outliers in data
8	<p>Introduction to Data Visualization Principles</p> <p>Effective data visualization techniques</p> <p>Design principles and best practices</p> <p>Creating impactful charts and graphs in Excel</p>
9	<p>Mid Term</p>
10	<p>Introduction to Business Intelligence (BI)</p> <p>Understanding BI and its relationship with data analytics</p> <p>Use of BI for decision making</p>
11	<p>Introduction to BI tools (e.g., Tableau, Power BI). Instructor should practically demonstrate a relevant tool to the students</p>
10	<p>Introduction to Predictive Analytics</p> <ul style="list-style-type: none"> • Basics of predictive modeling • Regression for decision making
11	<p>Introduction to Data mining</p> <ul style="list-style-type: none"> • Overview of data mining and their relevance in business. • Introduction to supervised and unsupervised learning. • Over view of tools and platforms for data mining
12	<p>Data-Driven Decision Making</p> <ul style="list-style-type: none"> • Importance of data-driven decision-making in the business context. • Overview of decision trees

13	<p>Data Analytics for Business Applications</p> <ul style="list-style-type: none"> • Real-world applications of data analytics and BI in marketing, finance, operations, and human resources. • Analyzing case studies to comprehend practical data-driven solutions.
14	<p>Introduction to Big Data and Data Science</p> <ul style="list-style-type: none"> • Basics of big data and its implications for business analytics. • Understanding data science as an interdisciplinary approach to data analysis.
15	<ul style="list-style-type: none"> • Introduction to Artificial intelligence and its implications for data science • Ethical considerations and challenges in data analytics.
16	<ul style="list-style-type: none"> • presentation of a small-scale data analysis project. • Review of concept

Books Recommended

1. Data Analytics Made Accessible by Dr. Anil Maheshwari
2. Data Analytics with Excel by Prabhu, Punit

Extra Readings

3. Storytelling with Data: A Data Visualization Guide for Business Professionals by Cole Nussbaumer Knaflic
4. Business unintelligence: Insight and Innovation beyond Analytics and Big Data by Dr. Barry Devlin

Business Capstone Project

Course code	BUSA4148
Course title	Business Capstone Project
Credit hours	3 (0+3)
Prerequisite	Knowledge of Finance, Management, Marketing and HRM

Course Description

The Business Capstone Project is an intensive course designed to enable BBA students to apply their business knowledge in a real world context. Students will work individually or in small teams to develop and present a comprehensive business plan for a new venture. The course emphasizes creative thinking, innovation, and practical business application.

Course Objectives

- CO1 Apply advanced business concepts and theories studied in BBA to a real world application.
- CO2 Enhance entrepreneurial and innovative thinking skills.
- CO3 Conduct market research and feasibility analysis for a new business venture.
- CO4 Develop financial projections and funding strategies for the startup.
- CO5 Present a professional and comprehensive business plan

Course Learning Outcomes:

After the completion of the course the students will be able to:

- CLO 1 Integrate advanced business concepts and theories learned throughout the BBA program to develop a comprehensive business plan.
- CLO 2 Cultivate an entrepreneurial mindset,
- CLO 3 Conduct thorough market research and feasibility analysis to assess the viability and potential success of a new business venture.
- CLO 4 Create a professionally structured and well-articulated business plan
- CLO 5 Develop effective marketing and sales strategies
- CLO 6 Formulate accurate and realistic financial projections
- CLO 7 Evaluate various funding options and strategies,
- CLO 8 Identify and address legal and regulatory considerations relevant to the business, ensuring compliance and risk management
- CLO 9 Present the business plan professionally and persuasively

Detailed Course Content

Week

Content

- 1
- Introduction to the Business Project
- Overview and project requirement
 - Guidelines to choose innovative business ideas
 - Recall concepts of entrepreneurship and integrate them with various business domains
- 2-3
- Opportunity Identification and Market Research
- Identifying business opportunities and gaps in the market
 - Threat analysis
 - Conducting primary and secondary market research
 - Analyzing target customers and their needs
- Discuss type of business e.g. manufacturing, services, high tech, trading, e-commerce, etc.
- Discuss geographical reach: domestic market or international
- 4-5
- Feasibility Analysis and Business Model Development
- Is the business idea innovative? Trends, fashions, first mover etc.
 - Is the business idea feasible?
 - Is the business idea sustainable?
 - What is the value proposition and revenue streams?
 - Services vs product/ production
- Instructors devote time to discuss and finalize business ideas with students during week 3 and 4
- 6-7
- Business Plan Document outline
- Discuss the template/structure of business plan with students
 - Who are the audiences of the business plan?
 - How to craft executive summary, company description and mission
 - Defining the product or services offering
 - Discuss sample business plans
- 8
- Marketing and Sales Strategies
- Developing a marketing and branding strategy
 - Designing a sales and distribution plan
 - Analyzing competitive positioning and differentiation
- 9
- Mid term (presentation of business ideas/innovative products)
- 10
- Financial Projections and Funding
- Creating financial forecasts (income statement, balance sheet, cash flow statement)
 - Estimating startup costs and capital requirements
 - Exploring various funding options
- 11
- Legal and Regulatory Considerations
- Understanding legal structures
 - Legal compliance, licensing and other regulations
 - Risk and liabilities
- 12
- Implementation and Operational Plan
- Outlining the operational processes and management structure

- Identifying key resources and partnerships
 - Developing a timeline for implementation
 - Human resource and management plan
- 13 Document preparation and Pitch practice
- Creating a formatted and well-presented document in a word processor
 - Preparing a compelling pitch for the business plan presentation
 - Finalizing the business plan, appendixes and writing executive summary
- 14 Submission of document and Business plan presentations
- 15 Business Plan Presentations

Evaluation criteria

Business idea/product idea = 20% (Midterm)

Final presentation = 20% (Sessional)

Business Plan document = 60% (Final Term)

Note* Instructors can use any suitable template for a business plan document.

However, it should at minimum have following topics other than the title page, table of contents and executive summary.

- General business description (rationale, introduction to business/product, industry analysis, shortage or surplus, location [online, physical or hybrid] etc.
- Management plan (legal status, Organizational hierarchy, entrepreneurs' position, HR policies, job descriptions of various key jobs, training, hiring procedures etc.)
- Marketing Plan (Analysis phase/market analysis, action phase, 4 Ps)
- Operation and production plan (input/supply/purchase plan, production/operation plan, TQM, etc.)
- Financial Plan (required, 3-5-year forecasting, sources of funding, projected statements)
- Assessment of risk (SWOT, PEST, key success factors)
- Appendix (sample resumes, sample legal documents, pictures of product/plant/idea, promotional material, etc.)

Assessment should be based upon various factors such as innovativeness, feasibility, attention to details, completeness of plan, sustainability and contribution to the economy.

Recommended Books:

- McKeever, M. P. (2018). How to write a business plan. Nolo.
- Harvard Business Review Entrepreneur's Handbook: Everything You Need to Launch and Grow Your New Business (HBR Handbooks)
- Any other relevant book or online resource by the instructor

Strategic Management

Course Code	<u>BUSA 5113</u>
Course Title	<u>Strategic Management</u>
Credit hours	<u>3(3+0)</u>
Pre - requisite	<u>None</u>

Course Description Strategic Management is a core course in business administration that focuses on the formulation and implementation of strategies to achieve organizational goals and gain a competitive advantage in the dynamic business environment. This course equips students with the necessary knowledge and skills to make informed decisions, navigate complex challenges, and create long-term value for organizations.

Course Objectives

1. Understand the strategic management process
2. Learn how organizational environment is scanned using analytical tools
3. Identify different levels of strategies
4. Study how strategies are formulated
5. Observe how appropriate strategies are implemented in different situations

Course Learning Outcomes

- Define strategic management and understand its significance in business.
- Analyze the external and internal environments to identify opportunities and threats.
- Develop effective vision and mission statements for organizations.
- Understand and apply Mintzberg's 10 schools of strategy to real-world scenarios.
- Conduct SWOT analysis and formulate strategies using TOWS and IE matrices.
- Apply portfolio analysis techniques (BCG matrix, GE Business Screen) for business decision-making.
- Evaluate corporate strategies and corporate parenting approaches.
- Develop competitive strategies based on low-cost, differentiation, and focused approaches.
- Formulate functional strategies for marketing, finance, R&D, operations, and HR departments.
- Understand the challenges and considerations in strategy implementation.
- Implement control mechanisms and evaluate strategic performance.

DETAILED COURSE OUTLINE

Week	Content
1-2	<ul style="list-style-type: none"> • Strategic management process: Environmental scanning, strategy formulation, strategy implementation, strategy evaluation and control. Defining: levels of management, types of goals, types of plans, scope of planning, scope of decision making, levels of organization, and levels of strategy. Strategic

management, business policy.

- 3 Mintzberg's 10 schools of strategy: The design school, the planning school, the positioning school, the entrepreneurial school, the cognitive schools, the learning school, the power school, the cultural school, the environmental school, the configuration school.
- 4 Business vision and mission: what is our business, what we want to become, importance of vision and mission, characteristics of mission statement, writing and evaluating mission statement.
- 4 Corporate social responsibility: Corporation, board of directors, management, and corporate governance. Economic, legal, ethical, and social responsibilities of a business. Ethical decision making.
- 5-6 Scanning the external environment: Natural environment, societal environment and GPEST forces, environmental change and complexity. Industrial organization view of competitive advantage (CA). Analyzing opportunities and threats for competitors, potential entrants, substitutes, buyers, suppliers, and other stake holders. EFE matrix and CPM
- 7-8 Scanning the internal environment: Organization structure, organization culture, organization functions, organizational resources, Resource-based view of CA, VRIO framework and strategic resources, sustainable competitive advantage, value chain and customer value, core competencies and processes, competitive priorities and capabilities. Determining the sustainability of CA. IFE matrix
- 9 **Mid Term**
- 10 SWOT analysis: SWOT matrix, TOWS matrix, IE matrix and directional strategies, SPACE matrix Corporate strategies: Growth strategies, stability strategies, concentration and diversification, retrenchment strategies, portfolio analysis: BCG matrix and PLC, GE business screen. Corporate parenting strategy.
- 11 Business strategies: Competitive strategies: low cost strategy, differentiation strategy, focused strategies. Offensive and defensive tactics. Cooperative strategies.
- 12 Functional strategies: Marketing strategy, financial strategy, R&D strategy, operations strategy, HR strategy.
- 13 Strategy implementation: Important questions regarding implementation. Organizing and leading functions of management.

- 14 Strategy evaluation and control: Performance measurement, strategic audit of a corporation. Control mechanism.
- 15 Case studies
- 16 Presentations/ Reflection of course

Suggested Texts (latest editions):

1. Concepts in Strategic Management and Business Policy by Thomas Wheelen
2. Strategic Management Concepts and Cases by Fried. R. David
3. Strategic Management: Concepts & Applications by Certo & Peter
4. Exploring Corporate Strategy: Johnson Scholl
5. Handouts/other texts as suggested by the course instructor

Finance Specialization Courses

Sr. No	Finance Specialization Courses	Course Codes	Credit Hours
1	International Finance	BUSA4118	3 (3+0)
2	Investments and Portfolio Management	BUSA4119	3 (3+0)
3	Financial Risk and Insurance Management	BUSA4120	3 (3+0)
4	Islamic Finance	BUSA4121	3 (3+0)
5	Fundamentals of Corporate Finance	BUSA4149	3 (3+0)
6	Credit Operations and Risk Management	BUSA4150	3 (3+0)
7	Financial Statement Analysis	BUSA5134	3(3+0)

Financial Statement Analysis

Course Code: BUSA5134

Course Title: Financial Statement Analysis

Course Hours: 3(3+0)

Prerequisite(s): Business Finance and Accounting

Course Description: This course is designed to equip the students with the basic tools to analyze, interpret and comment on the performance of an organization both financial and non-financial which will help them in measuring the financial risk and profitability of a company to make investment decisions.

Course Objectives:

- | | |
|-----|--|
| CO1 | To be able to develop comprehensive skills to analyze the financial conditions of the organizations. |
| CO2 | To understand financial standing of a company according to financial statements. |
| CO3 | To be able to prepare financial information according to the requirements of stakeholders. |

Course Learning Outcomes:

After the completion of the course, students will be able to;

- | | |
|------|---|
| CLO1 | Compare and contrast the components of and the interrelationship between the three basic financial statements i.e. income statement, balance sheet, and statement of cash flow. |
| CLO2 | Differentiate between the cash and accrual concepts of accounting. |
| CLO3 | Use the cash flow statement to examine a firm`s liquidity position and determine the firm`s operating cash flows. |
| CLO4 | Evaluate the criteria for revenue and expense recognition and utilize this information to better determine the firm`s operating performance. |

Course Outlines:

Overview of Financial Reporting

- Recognizing revenue and cost
- Accounting cycles
- Auditor`s reports
- The efficient market hypothesis and financial statements announcements

Financial Statements

- Elements of balance sheet
- Statement of Owner equity
- Problems in Balance sheet presentation
- Elements of income statement
- Special items in income statement

Basics of Analysis

- Ratio analysis
- Common-size analysis
- Year-to-year change analysis
- Review of descriptive information
- Other source of liability

Liquidity Ratios

- Current assets and current liability and operating cycle
- Current Ratio or working capital ratio
- Net working capital ratio
- Quick Ratio or acid test ratio
- Cash Ratio

Profitability Ratios

- Profitability measures
- Trends in profitability
- Segments reporting
- Relationship between profitability ratio

Investors Ratios

- Leverage and its effects
- Earnings per share
- Price to earnings ratio
- Book value per share
- Dividend payout ratio

DuPont Model

- DuPont Analysis
- Modified DuPont Analysis

Statement of Cash Flow

- Basic elements of the statement of cash flow
- Financial ratios and the statement of cash flow
- Alternative cash flow

Application and Practice

- Select two listed companies
- Collect three years financial data from their annual reports

Recommended Books:

7. Financial Statement Analysis by K.R. Subramanyam 11th Edition
- 2) Financial Reporting Analysis by Charles H. Gibson (Latest Edition)
- 3) Financial Accounting and Reporting by Barry Elliot and Jamie Elliot 14th Edition
- 4) International Financial Reporting Standards (IFRS) Published by ICAP (Latest Edition)
- 5) Advanced Accounting & Financial Reporting Study Text and Revision Series by Professional Business Publications (PBP) (Latest Edition)

Investments and Portfolio Management

Course Code:	BUSA 4119
Course Title:	Investments and Portfolio Management
Credit Hours:	03 (3+0)
Prerequisite(s):	Business Finance and Financial Management

Specific Objectives of Course:

After the completion of this course, the students will:

- Learn different form of short term and long-term investments
- Understand the basic concepts about risks and return on investments and loans
- Analyze overview of the structure and functioning of investment markets

Course Outline:

Understanding Investments: The Nature of Investments, Understanding the Investment Decision Process

Investment Alternatives: Organizing Financial Assets, Money Market Securities, Fixed-Income Securities, Equity Securities

Indirect Investing: Investment Company, Types of Investment Companies, Major Types of Mutual Funds, Net Asset Value, Mutual Fund Returns

How Securities are Traded: Brokerage Transactions, How Orders Work, Margin, Short sales

The Returns and Risks from Investing: Return, Measuring Returns, Taking a Global Perspective, Measuring Risk, Realized Returns and Risks from Investing

Portfolio Theory: Dealing with Uncertainty, Portfolio Return and Risk, Analyzing Portfolio Risk, Modern Portfolio Theory, Measuring Co-movements in Security Returns, Calculating Portfolio Risk, Efficient Portfolios

Portfolio Selection: Building Portfolio using Markowitz principles, Indifference curves, Alternative methods of obtaining the efficient frontier, Optimal Assets classes, Diversification on risk

Asset Pricing Models: Capital Market Theory, Equilibrium Return-Risk Trade-off, Estimating SML

Economy/ Market Analysis Sector/ Industry Analysis, Technical Analysis: Assessing the Economy, Analyzing Sector/ Industry, Stock Price and Volume Technique, Technical Indicators

Recommended Books:

Jones, P. Charles. Investment Analysis and Management.

Note: In addition to the above, any other text or book referred by Instructor can also be included.

International Finance

Course Code:	BUSA4118
Course Title:	International Finance
Credit Hours:	3(3+0)
Prerequisite(s):	Business Finance; Financial Management; International Business

Specific Objectives of Course:

The major objective of the course is to provide a thorough foundation of the key concepts in international finance, with some of the topics also touching upon international macroeconomics and trade, while others are more finance focused. A closely related intention of the course is to give the students a good understanding of the cutting-edge theories and their application in selected areas of international finance, thus ultimately to prepare them to do some original research work. The course assumes that students have taken the basic macro, micro, investments and finance sequences.

After the completion of this course, the students will:

- ✓ Understand an integrated prospective for the inter-relation between international financial markets, financial institutions, exchange rates exposures and inter country transfer of funds.
- ✓ Develop competencies about the latest approaches used to examine and measure the financial risks, foreign currencies markets and performance of business in international prospective.
- ✓ Have skills to solve investment and financial problems related to the international transfer of funds.

Course Outline:

Overview of Multinational Financial Management: Goals Of Multinational corporations (MNC); Theories of international finance; International business methods and opportunities; Valuation model for an MNC

International Flow of Funds: Balance of payments; Factors Affecting international trade flows; Correction of Trade deficit; International capital flow; International Agencies affect international trade on MNC

International Financial Markets: Foreign exchange markets; Overview of International financial markets; International Money Market; International Credit Market; International Bond Market; International Stock Market

Exchange Rate Determinations: Exchange rate movements and equilibrium; Factor affecting exchange rates

Exchange Rate Behaviors: Exchange rate systems; Government interventions
International Arbitrage and Interest Rates: International arbitrage; Locational arbitrage; Triangular arbitrage; Covered interest arbitrage; Comparison of Arbitrage; Interest rate parity(IRP)

Relationship among Inflation, Interest Rates and Exchange Rates: Purchase power parity(PPP); International Fisher Effect(IFE)

Recommended Books:

3) Madura, Jeff. International Financial management. Florida: Thomson Learning Inn.

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Financial Risk and Insurance Management

Course Code:	BUSA 4120
Course Title:	Financial Risk and Insurance Management
Credit Hours:	03 (3+0)
Prerequisite(s):	Business Finance and Financial Management

Specified Objectives of Course:

After the completion of this course, the students will:

- ✓ Understand working knowledge of risk management is important particularly if you are planning a career in finance. Besides wanting to pass this course, why do you need to understand risk management?
- ✓ What are the nature, types and sources of different financial risks?
- ✓ What types of financial products and derivatives are available to hedge different risks?
- ✓ What are the different hedging strategies and how we can minimize risk by deploying them?
- ✓ Analyze the causes of some big risk management failures?
- ✓ How can we improve the existing risk management systems in an organization.

Course Outline:

Risk and Its Treatment: Definitions of Risk, Chance of Loss, Peril and Hazard

Classification of Risk, Major Personal Risks and Commercial Risk, Burden of Risk on Society, Techniques for Managing Risk

Insurance and Risk: Definition of Insurance, Basic Characteristics of Insurance, Characteristics of an Ideally Insurable Risk, Two Applications: The Risks of Fire and Unemployment, Adverse Selection and Insurance, Insurance and Gambling Compared, Insurance and Hedging Compared, Types of Insurance, Benefits of Insurance to Society, Cost of Insurance to Society

Introduction to Risk Management: Meaning of Risk Management, Objectives of Risk Management, Steps in the Risk Management Process, Implement and Monitor the Risk Management Program, Benefits of Risk Management, Personal Risk Management

Advanced Topics In Risk Management: The Changing Scope of Risk Management, Insurance Market Dynamics, Loss Forecasting, Financial Analysis in Risk Management Decision Making, Other Risk Management Tools

Types of Insurers and Marketing Systems: Overview of Private Insurance in the Financial Services Industry, Types of Private Insurers, Agents and Brokers, Types of Marketing Systems, Group Insurance Marketing

Insurance Company Operations: Insurance Company Operations, Rating and Ratemaking, Underwriting, Production, Claims Settlement, Reinsurance, Alternatives to Traditional Reinsurance, Investments, Other Insurance Company Functions

Recommended Books:

- 1) Principles of Risk Management and Insurance by Rejda and McNamara
- 2) Financial Risk Manager Handbook by Philippe Jorion
- 3) Options, Futures, and Other Derivatives by John C. Hull and Sankarshan Basu
- 4) Essentials of Econometrics by Damodar N. Gujrati
- 5) Value at Risk by Philippe Jorion.

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Islamic Finance

Course Code:	BUSA4121
Course Title:	Islamic Finance
Credit Hours:	3(3+0)
Prerequisite(s):	Basic concepts of Micro and Macro Economics, understanding of financial system and functions of financial markets

Specific Objectives of Course:

After the completion of this course the students will:

- Understand the importance of Islamic laws and practices about financial markets and to provide a way to change the current economic system into the Islamic system.
- Learn competencies about the latest approaches used in finance and banking system according to Islamic prospective.
- Have skills to solve investment and financial problems according to Islamic rules and regulations.

Course Outline:

An Overview of Islamic Financial System: Evolution of Islamic Banking, Historical development in the field of Islamic Finance in Pakistan; Distinguishing features of Islamic Finance

Salient Features of Islamic Financial System: An overview of conventional financial system, Philosophical basis of Islamic Financial system, Main prohibitions in Islamic Financial System (Riba, Gharar, Qimar/Maisir), Business ethics in Islamic financial system, A thorough comparison of Capitalism and Islamic Economic System

Fundamentals of Islamic Finance: A brief understanding of Contractual bases in Islam, Distinction between Loan and Debt

Major Islamic Modes: Participatory modes of financing (Musharikah, Mudarabah, Diminishing musharakah), Bai Financing (Musawama and Murabaha), Forward Sale Financing (Salam and Istasna), Ijarah and Takaful

Islamic Capital Markets and Instruments: Securitization, Sukuk and its types, Shariah compliance, Potential of sukuks in the development of Islamic fund management

Performance of Islamic Financial Institutions: A review of facts and figures about contemporary developments and performance of Islamic Financial Institutions both globally and locally.

Recommended Books:

1. Understanding Islamic Finance by Muhammad Ayyub Published by John Wiley & Sons Ltd.
2. An Introduction to Islamic Finance by Mufti Taqi Usmani published by Meezan

Bank Ltd.

3. Islamic Finance: Principles and Practice by Hans Visser published by MPG Books Group, UK.

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Fundamentals of Corporate Finance

Course Code: BUSA4149

Course Title: Fundamentals of Corporate Finance

Course Hours: 3(3+0)

Prerequisite(s): Fundamentals of Accounting, Business Finance and Financial Management

Course Objectives:

- To develop a solid understanding of the principles and concepts of corporate finance.
- To investigate long-term financial planning and growth strategies for businesses.
- To analyze the various theories of capital structure and leverage and their implications for financial decision-making.
- To investigate the different types of dividends and their effects on shareholder wealth and firm valuation.

Course Learning Outcomes:

After studying this course, the students will be able to;

- Identify and explain the fundamental concepts and principles of corporate finance.
- Apply financial planning models, such as the percentage of sales approach, to forecast future financial needs.
- Assess the theories and factors that influence capital structure decisions and their effects on the firm's risk and value.
- Critically evaluate dividend policies and their alignment with the company's financial objectives and shareholder expectations.
- Evaluate the advantages and disadvantages of leasing as a financing option and make informed buy vs. lease decisions based on financial analysis and risk assessment.

Course Outlines:

Introduction to Corporate Finance

Corporate Finance and the Financial Manager

- What is corporate finance?
- The Financial Manager
- Financial Management Decisions
 - Capital Budgeting
 - Capital Structure
 - Working Capital Management

The Goal of Financial Management

The Agency Problem and Control of the Corporation

Financial Markets and the Corporation

Long-Term Financial Planning and Growth

What is Financial Planning?

Financial Planning Models

The Percentage of Sales Approach

External Financing and Growth

Dividend Policy

What is Dividend?

Cash Dividend Payment Procedures

Residual Theory of Dividends

Dividend Irrelevance Theory

Arguments for Dividend Relevance

Types of Dividend Policies

- Constant-Payout-Ratio Policy
- Regular Dividend Policy
- Low-Regular-and-Extra Dividend Policy

Other Forms of Dividends

- Stock Dividend
- Stock Split
- Reverse Stock Split

Capital Structure

What is Capital Structure?

Understanding the Optimal Capital Structure

Theories of Capital Structure

- Capital Irrelevance Theory
- Pecking Order Theory
- Static Trade off Theory
- Dynamic Trade off Theory
- Signaling Theory
- Market Timing Theory

Leverage

Operating leverage

- Measuring the Degree of Operating Leverage
- Fixed Costs and Operating Leverage

Financial Leverage

- Measuring the Degree of Financial Leverage

Total Leverage

- Measuring the Degree of Total Leverage

The Relationship of Operating, Financial and Total Leverage

Leverage and Capital Structure

Lease

What is Lease?

Operating Lease

Financial Lease

Revision of Discounting Concepts

Buy vs. Lease Decision Making

Corporate Governance

What is Corporate Governance?

History of Corporate Governance

Current Dynamics in Corporate Governance

Corporate Social Responsibility (CSR)

What is Corporate Social Responsibility?

Current Dynamics in Corporate Social Responsibility

Recommended Books:

- 1) Fundamentals of Corporate Finance by Ross, Westerfield & Jordan (Latest Edition)
- 2) Fundamentals of Corporate Finance by Brealey, Myers, Marcus (Latest Edition)

- 3) Principles of Managerial Finance by Lawrence J. Gitman (Latest Edition)
- 4) Any other relevant material recommended or provided by the instructor

Credit Operations and Risk Management

Program	BBA
Course code	BUSA 4150
Course title	Credit Operations and Risk Management
Credit hours	3
Prerequisite	Money and Banking, Business Finance
Lectures/week	

Course Summary:	This course will help students to deeply study asset side of banking sector which is an income generation side. The students will be able to learn different credit facilities which banks can offer depending upon the needs of customer(s). This course will also cover risk mitigation techniques and different approaches that banks choose while opting to provide credits to the customer. Further, they will be able to understand how banking is playing vital role in today's business tractions.
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Course Objectives:	
CO1	To equip the students with practical and first hand knowledge of credit marketing, processing, sanctioning and management in banks
CO2	Comprehend the business of Credits and its importance for Banking sector
CO3	Learn about different kinds of credit facilities, their purpose(s), importance and Risks involved in Lending
CO4	Learn different Credit Risk Management Approaches adopted by Banking sector
CO5	Learn aspects and get prepared for decision making regarding lending to perspective clients
CO6	To enable students to understand and decide their career towards credit department (assets side) of banking sector
Course Learning Outcomes:	
After the completion of the course the students will be able to:	
CLO1	Comprehend the importance and business of Credits and its importance for commercial sector
CLO2	Understand customers' needs/purpose of applying for a credit facility
CLO3	Facilitate perspective customers in banking sector who want to take advance facilities from commercial banks from assessment of their needs to disbursement of loan(s)
CLO4	Understand modern banking instruments being used in economy
CLO5	Understand bank's departmental working to plan their career in banking sector

Detailed Course Content:

Week	Content
1.	Introduction to Credits / Lending Difference between asset and liability side of the bank, Concept of Bank credit / Lending operations and role of banking in economic development of a country, Importance of Lending operations
2.	Credit facilities and their Risks Major categories of credits facilities i.e., Fund Based and Non Fund based credit facilities including revolving and non-revolving credit lines,
3.	Credit facilities and their Risks Fund based: Nature of each credit facility, its respective uses and Risks associated with the facility i.e. Running finance, Cash finance, Discounting, Term finance, Finance against packing credit, Finance against trust receipt, Finance against imported merchandise,
4.	Credit facilities and their Risks Non Fund based: Letter of credit, Letter of guarantee Targeting perspective clients in view of their needs Promotion of bank's credit, Appropriate utilization of credit, Capturing new customers, Bases for allocation of funds for Credits
5.	Risk Assessment and customer's viability Concept of Risk, difference of risk assessment & risk mitigation, Canons of Lending, Credit Processing and Verification of Credit Worthiness of Customers, Bases for Credit decision making
6.	Preparation and analysis of Credit Proposals Financial Statements Analysis, Concept of horizontal and vertical analysis, Ratios and respective interpretations, Assessment of customer financial capacity
7.	Securities & Collaterals: Concept and importance of Securities & Covenants, Types of Securities involved in Lending i.e. <ul style="list-style-type: none"> • Lien • Pledge • Hypothecation • Mortgage
8.	MID TERM EXAM
9.	Hypothecation: Steps to be taken to formalize the hypothecation arrangements and post hypothecation inspections
10.	Pledge: Steps to be taken to formalize the pledge arrangements and post pledge inspections
11.	Mortgage: Mortgage formalities and registration of charge

12.	Bank Charges over Assets to Secure Lending: Legal / registered mortgage, Equitable mortgage, Floating charge, Fixed charge, Exclusive charge, Pari passu charge, Ranking charge
13.	Bank charges (Contd.) Lien , Personal guarantee, Corporate guarantee, counter guarantee, Financial guarantee from other banks
14.	Credit Administration Department: Types of Credit Documents, Collateral Securities---Scrutiny, Valuation, Verifications, Documentation against each security type, Execution and Safe Custody of documents, post credit proposal approval process from approved committee i.e. issuance of Disbursement Authorization Certificate (DAC)
15.	Prudential Regulations issued by SBP: Introduction, Preface, Summarized information about prudential regulations, Frequently asked questions available at SBP website
16.	Final Project Presentations / Case study / Credit proposal practical working
	FINAL TERM EXAM

Recommended Books:

1. Lending: Products, Operations and Risk Management” Published by Institute of Bankers Pakistan (Stage 2)
2. Various Guidelines issued by Bank of International Settlement as recommended by Teacher, available at: <https://www.bis.org/bcbs/publications.htm>
3. “Guidelines for Risk Management by Commercial Banks” issued by State Bank of Pakistan
4. Commercial Banking Management by Peter S. Rose
5. Research Papers Published in Peer Reviewed Research Journals of Banking.
6. Banking Laws in Pakistan
7. Hand-out provided by Teacher

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Banking Specialization Courses

Sr. No	Banking Specialization Courses	Course Codes	Credit Hours
1	Branch Banking Operations	BUSA4122	3 (3+0)
2	Banking Law and Practice	BUSA4123	3 (3+0)
3	International Banking	BUSA4124	3 (3+0)
4	Prudential Regulations (PRs) for Corporate/ Commercial Banking	BUSA4151	3 (3 +0)
5	Credit Operation and Risk Management	BUSa4150	

Branch Banking Operations

Program	BBA
Course code	BUSA4122
Course title	Branch Banking Operations
Credit hours	3
Prerequisite	Money and Banking
Lectures/week	

Course Description:

This course will help students to deeply operations and work procedures being adopted in bank branch. The students will be able to learn about different banking / financial and modern instruments which are being used in banks these days. Further, they will be able to understand how banking is playing vital role in today's business tractions.

Course Objectives:

- CO1 To equip the students with practical and first hand knowledge of operations in banks
- CO2 To familiarize students with structure of a branch of Commercial Bank.
- CO3 Learn about different kinds of deposit accounts and respective uses
- CO4 Risk management approaches being adopted by branch
- CO5 To enable students to understand and decide their career towards branch banking

Course Learning Outcomes:

After the completion of the course the students will be able to:

- CLO1 Comprehend the importance banking business
- CLO2 Understand structure of branch banking
- CLO3 Facilitate perspective customers in branch banking having deep knowledge of deposits, clearing and different bank accounts
- CLO4 Understand modern banking instruments being used in economy
- CLO5 students will be able to differentiate practical roles and responsibilities, hierarchal level of the branches as well as the banks and understanding their respective functions.
- CLO6 Understand bank's departmental working to plan their career in banking sector

Detailed Course Content:

Week	Content
1.	Introduction to Subject Total sphere of the subject, Importance of the subject,

	Introduction to Branch banking, Basic infrastructure of banking organization
2.	Introduction to Commercial Banking Functions of commercial banks, Structure of commercial banks, Managerial hierarchies in commercial banks
3.	Structure of Branch Banking: Introduction to staff positions within branches inter-relationship of staff members, Chain of command within branches
4.	Functions performed in Branches: Different departments within branches e.g. Operations, Clearing, Credits etc., Function of each department and their respective importance, Importance of departmentalization within Branches
5.	Management of Branches: Branch Manager, Operations Manager, Credits Manager, Responsibilities of each manager
6.	Practical Session with working Bankers (Preferable) / practical case studies by respective teacher: Discussion about branch structure, Discussion about practices being followed by branches, Sharing of practical experiences
7.	Services provided by Branches to its customers: Introduction to banker customer relationship, Need of banking for general public, various services provided to customers
8.	MID TERM EXAM
9.	Services Provided by Branches to its Customers Deposits, Importance of deposits, Different kinds of Deposit and their characteristics, General terms and conditions of different types of deposits, Concept of deposit Mobilization and cost management
10.	Clearing / Collection of Cheques and/or other payments: What is clearing and collection, Need of the function of clearing and collection, Features of bank cheques and important checks and balances in clearing/collection, Different categories of bank cheques e.g. bearer checks, crossed checks etc., Mechanism of Payment for clearing / collection, Role of NIFT in clearing
11.	Miscellaneous / Agency Services: Bills Payment / collection, Safe Deposits, Remuneration of funds and its fundamentals, Advisory services, Underwriting, Legal guardian / Custodial services
12.	Practical Workshop with External Practicing Banker (Preferable): Discussion about services and their practicalities, Practical cases of clearing, deposit, lending etc.,

	Ways to tackle different situations
13.	Lending: Lending and its importance, Different lending products available in Pakistan, Characteristics of each category of lending product, Introduction to Risk management
14.	Trade: Introduction and basic working of trade department including letter of credit and discounting of bills of exchange
15.	Prudential Regulations issued by SBP: Introduction, Preface, Summarized information about prudential regulations, Frequently asked questions available at SBP website
16.	Final Project Presentations / Case study / Practical working
	FINAL TERM EXAM

Recommended Books:

- 1) Branch Banking, Published by Institute of Bankers Pakistan (Stage 1)
- 2) Quarterly Journal of Institute of Bankers Pakistan available at:
 11. <http://www.ibp.org.pk/quarterly.aspx>
- 3) Hand out provided by Teacher

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Banking Law and Practice

Program	BBA
Course code	BUSA4123
Course title	Banking Law and Practice
Credit hours	3
Prerequisite	Money and Banking, Basic knowledge of law

Course Description:

Banking Law and Practice serve as the elective course of banking specialization. The objective of this course is to familiarize students with norms of Commercial Banks. This course will be helpful in understanding basic laws which are applicable on banking sector.

Course Objectives:

- CO1 To equip the students with basic concepts regarding banking law
- CO2 Comprehend the banking business and practices being followed by bank branch
- CO3 Learn about basic banking requirements, qualification, rights and duties of customers
- CO4 Learn different laws regarding banking instruments

Course Learning Outcomes:

After the completion of the course the students will be able to:

- CLO1 students will be able to understanding different Laws applicable to various banking transactions,
- CLO2 students will be able to understanding importance of different banking practices and various banking instruments and their respective usage
- CLO3 Students will be able to understand about prudential regulations issued by State Bank of Pakistan
- CLO4 Understand modern banking instruments being used in economy
- CLO5 Understand bank's rules and laws to plan their career in banking sector

Detailed Course Content:

Week	Content
1.	Introduction of the Subject Sphere of the subject, Importance of understanding banking laws and practices
2.	Business of Banking Companies Form of business in which banking companies may engage
3.	Banking Mohtasib: Functions, Importance and role of banking mohtasib

4.	Banker-Customer Relationship: Functions of banker, Qualifications of a customer, rights and duties of banker and customer
5.	Accounts of Customer General Category of Accounts (Time and Demand Deposit), Specific types of accounts (Single Account, Joint-Account, Minor Account,)
6.	Laws and Practices In Handling Accounts: Problems in individual account, Death of a customer, Survivorship account, Bankruptcy of account holder
7.	Accounts of Business Clients: Partnership account, Corporate accounts, Clubs and societies Accounts, Trust accounts, Administrator account, Local bodies accounts
8.	MID TERM EXAM
9.	Banking Instruments: Pay order and Demand draft, Promissory note, Bills of exchange
10.	Banking Instruments: Cheques, Traveler's cheques, Letters of credit,
11.	Negotiable Instruments Act, 1881: Promissory Note and its features, Bills of exchange and its features
12.	Negotiable Instruments Act, 1881: Cheques, Clearing of cheques, Types of cheques <ul style="list-style-type: none"> • Crossed/ Open • Valid/Invalid • Stale Cheques • Pre-dated and Post-dated Cheques
13.	Clearing of Crossed Cheques The requisites of a valid cheques, Parties to cheques, Types of crossing, Clearing of cheques, NIFT and its function
14.	Endorsements Definition, Classification of endorsement, Principles of endorsement, Forms of endorsements, Holder and holder in due course
15.	Prudential Regulations issued by SBP: Introduction, Preface, Summarized information about prudential regulations, Frequently asked questions available at SBP website
16.	Final Project Presentations / Case study / Credit proposal practical working
	FINAL TERM EXAM

Recommended Books:

- 1) Practice and Law of Banking in Pakistan by Dr. Asrar H. Siddiqi
- 2) Prudential Regulations for Corporate/ Commercial Banks issued by SBP
- 3) Introduction to Financial System and Banking Regulations in Pakistan published by Institute of Bankers Pakistan (Latest Editions)
- 4) Riaz A. Mian, Money and Banking (Latest Editions)

- 5) S. A. Meenai, Money and Banking in Pakistan (6th Ed) Published by Oxford University Press

Note: In addition to the above, any other text or book referred by Instructor can also be included.

International Banking

Course Code:	BUSA4124
Course Title:	International Banking
Credit Hours:	3(3+0)
Prerequisite(s):	Basic knowledge of Business, Economics, Money & banking and Finance

Specific Objectives of course:

International Banking serves as the elective course of banking specialization. The objective of this course is to familiarize students with norms of global Banking. After studying this course, students will be able to understanding concept of international banking; different Laws and regulation followed in International Banking and will know about services and facilities provided under International Banking.

Course Outline:

Introduction to International Banking: Brief overview of the subject, Concept of International banking, Importance of international banking

International Banking Services: Funds transfer, Correspondent banking, Lending services, Investments, Trade financing

International Fund Transfer Services: Introduction, System of fund transfer, Third party services like Money Gram etc., The concept of illegal fund transfers like Hawala, Hundi etc., Concept of Money Laundering

Correspondent Banking Services: Introduction, Need for correspondence banking, Different account types e.g. Nostro, Vostro etc., Lending services, Introduction, Domestic vs. International lending, Syndicated loans

Investments in International Banking: Need of Investment Opportunities for Banks, The concept of portfolio management, International investment avenues, Precautions for international investments

International Banking Regulatory Framework: Introduction of Bank of International Settlements (BIS), Introduction to different regulatory publications by BIS

International Trade: Introduction, Need of international trade, Role of banking in international trade

International Payment Settlement Mechanisms: Open account, Advance payment, Documentary collections, Documentary credits

Documentary Credits (Letter of Credit): Mechanism of L/C, Different parties involved, settlement of documentary Credits

Documents Involved in L/C transaction: Commercial documents, Title documents, Financial documents, Insurance documents, Official Documents

Basic Rules applied to Documentary Credits: Introduction to UCP-600, Brief discussion of Articles Risks Management in International Banking: Introduction, Country risk, Default

risk, Transfer risk Risks Management in International Banking: Exchange Rate Risk, Political Risk, Market Risk

Recommended Books:

- 1) Handbook of International Banking by Edward Elgar
- 2) Material Provided by Class Teacher
- 3) Guidelines of Documentary Credits issued by BIS

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Prudential Regulations (PRs) for Corporate/ Commercial Banking

Program	BBA
Course code	BUSA4151
Course title	Prudential Regulations for Corporate/ Commercial Banking
Credit hours	3
Prerequisite	Economics, Money and Banking, Basic knowledge of law
Lectures/week	

Course Summary:	Prudential Regulations for Corporate/ Commercial Banking serve as the elective course of banking specialization. The objective of this course is to familiarize students with applicable rules on commercial banks by state bank of Pakistan. This course will help students to grasp basic understanding of laws to minimize exposure in lending operations of commercial banks.
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Course Objectives:	
CO1	To understand background and importance of Prudential Regulations
CO2	To understand different guidelines regarding Operations, Governance and Management of Banks
CO3	To comprehend credit guidelines and their need
CO4	Learn different laws regarding banking (operations and credits)
Course Learning Outcomes:	
After the completion of the course the students will be able to:	
CLO1	students will be able to understanding different Laws applicable to various banking transactions,
CLO2	Students will be able to evaluate exposure in lending transactions by commercial banks
CLO3	Students will be able to learn security and margin arrangements on commercial lending
CLO4	Students will be able to understand provisioning against non- performing loans
CLO5	Understand bank's rules and laws to plan their career in banking sector

Detailed Course Content:

Week	Content	
1.	Introduction of the Subject Sphere of the subject, Importance of understanding	

	course, Definitions (mentioned in PRs)	
2.	Definitions Definitions mentioned in latest issued PRs for commercial/corporate banking by State Bank of Pakistan (SBP)	
3.	Definitions Definitions mentioned in latest issued PRs for commercial/corporate banking by State Bank of Pakistan (SBP)	
4.	Risk Management Rules of PR Regulations R-1, Regulation R-2, relevant annexures	
5.	Risk Management Rules of PR Regulations R-1, Regulation R-2, relevant annexures	
6.	Risk Management Rules of PR Regulations R-3, Regulation R-4, relevant annexures	
7.	Risk Management Rules of PR Regulations R-3, Regulation R-4, relevant annexures	
8.	MID TERM EXAM	
9.	Risk Management Rules of PR Regulations R-5, Regulation R-6, relevant annexures	
10.	Risk Management Rules of PR Regulations R-5, Regulation R-6, relevant annexures	
11.	Risk Management Rules of PR Regulations R-7, Regulation R-8, relevant annexures	
12.	Risk Management Rules of PR Regulations R-7, Regulation R-8, relevant annexures	
13.	Risk Management Rules of PR Regulations R-9, Regulation R-10, relevant annexures	
14.	Operations Rules of PR Regulation O-1, Regulation O-2, relevant annexures	
15.	Operations Rules of PR Regulation O-3, Regulation O-4, relevant annexures	
16.	Final Project Presentations / Case study / Assignments	
	FINAL TERM EXAM	

Recommended Books:

1. Latest Prudential Regulations for Corporate/ Commercial Banks issued by SBP
2. Practice and Law of Banking in Pakistan by Dr. Asrar H. Siddiqi
3. Introduction to Financial System and Banking Regulations in Pakistan published by Institute

of Bankers Pakistan (Latest Editions)

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Credit Operations and Risk Management

Program	BBA
Course code	BUSA4150
Course title	Credit Operations and Risk Management
Credit hours	3
Prerequisite	Money and Banking, Business Finance
Lectures/week	

Course Summary:

This course will help students to deeply study asset side of banking sector which is an income generation side. The students will be able to learn different credit facilities which banks can offer depending upon the needs of customer(s). This course will also cover risk mitigation techniques and different approaches that banks choose while opting to provide credits to the customer. Further, they will be able to understand how banking is playing vital role in today's business tractions.

Course Objectives:

- CO1 To equip the students with practical and first hand knowledge of credit marketing, processing, sanctioning and management in banks
- CO2 Comprehend the business of Credits and its importance for Banking sector
- CO3 Learn about different kinds of credit facilities, their purpose(s), importance and Risks involved in Lending
- CO4 Learn different Credit Risk Management Approaches adopted by Banking sector
- CO5 Learn aspects and get prepared for decision making regarding lending to perspective clients
- CO6 To enable students to understand and decide their career towards credit department (assets side) of banking sector

Course Learning Outcomes:

After the completion of the course the students will be able to:

- CLO1 Comprehend the importance and business of Credits and its importance for commercial sector
- CLO2 Understand customers' needs/purpose of applying for a credit facility
- CLO3 Facilitate perspective customers in banking sector who want to take advance facilities from commercial banks from assessment of their needs to disbursement of loan(s)
- CLO4 Understand modern banking instruments being used in economy
- CLO5 Understand bank's departmental working to plan their career in banking sector

Detailed Course Content:

Week	Content
17.	Introduction to Credits / Lending Difference between asset and liability side of the bank, Concept of Bank credit / Lending operations and role of banking in economic development of a country, Importance of Lending operations
18.	Credit facilities and their Risks Major categories of credits facilities i.e., Fund Based and Non Fund based credit facilities including revolving and non-revolving credit lines,
19.	Credit facilities and their Risks Fund based: Nature of each credit facility, its respective uses and Risks associated with the facility i.e. Running finance, Cash finance, Discounting, Term finance, Finance against packing credit, Finance against trust receipt, Finance against imported merchandise,
20.	Credit facilities and their Risks Non Fund based: Letter of credit, Letter of guarantee Targeting perspective clients in view of their needs Promotion of bank's credit, Appropriate utilization of credit, Capturing new customers, Bases for allocation of funds for Credits
21.	Risk Assessment and customer's viability Concept of Risk, difference of risk assessment & risk mitigation, Canons of Lending, Credit Processing and Verification of Credit Worthiness of Customers, Bases for Credit decision making
22.	Preparation and analysis of Credit Proposals Financial Statements Analysis, Concept of horizontal and vertical analysis, Ratios and respective interpretations, Assessment of customer financial capacity
23.	Securities & Collaterals: Concept and importance of Securities & Covenants, Types of Securities involved in Lending i.e. <ul style="list-style-type: none"> • Lien • Pledge • Hypothecation • Mortgage
24.	MID TERM EXAM
25.	Hypothecation: Steps to be taken to formalize the hypothecation arrangements and post hypothecation inspections
26.	Pledge: Steps to be taken to formalize the pledge arrangements and post pledge inspections
27.	Mortgage:

28. Mortgage formalities and registration of charge
Bank Charges over Assets to Secure Lending:
Legal / registered mortgage, Equitable mortgage, Floating charge, Fixed charge, Exclusive charge, Pari passu charge, Ranking charge
29. Bank charges (Contd.)
Lien , Personal guarantee, Corporate guarantee, counter guarantee, Financial guarantee from other banks
30. **Credit Administration Department:** Types of Credit Documents, Collateral Securities---Scrutiny, Valuation, Verifications, Documentation against each security type, Execution and Safe Custody of documents, post credit proposal approval process from approved committee i.e. issuance of Disbursement Authorization Certificate (DAC)
31. **Prudential Regulations issued by SBP:** Introduction, Preface, Summarized information about prudential regulations, Frequently asked questions available at SBP website
32. Final Project Presentations / Case study / Credit proposal practical working
FINAL TERM EXAM

Recommended Books:

8. Lending: Products, Operations and Risk Management” Published by Institute of Bankers Pakistan (Stage 2)
9. Various Guidelines issued by Bank of International Settlement as recommended by Teacher, available at: <https://www.bis.org/bcbs/publications.htm>
10. “Guidelines for Risk Management by Commercial Banks” issued by State Bank of Pakistan
11. Commercial Banking Management by Peter S. Rose
12. Research Papers Published in Peer Reviewed Research Journals of Banking.
13. Banking Laws in Pakistan
14. Hand-out provided by Teacher

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Accounting Specialization Courses

Sr. No	Accounting Specialization Courses	Course Codes	Credit Hours
1	Advanced Accounting	BUSA4125	3 (3+0)
2	Financial Reporting Analysis	BUSA4127	3 (3+0)
3	Auditing Theory and Practice	BUSA4126	3 (3+0)

Advanced Accounting

Course Code:	BUSA4125
Course Title:	Advanced Accounting
Credit Hours:	3(3+0)
Prerequisite(s):	Cost and Management Accounting

Course objectives:

The specific objectives of this course are to:

- gain a sound understanding of recognition, measurement and reporting issues for business combinations, partnership and foreign operations.
- assess and understand accounting conceptual framework and underlying principles of accounting applications and procedures.
- analyze the effects of transactions and events on an entity's financial condition.
- demonstrate an understanding of Generally Accepted Accounting Principles (GAAP).
- employ professional judgement applying GAAP technical concepts.

Learning outcomes:

After the completion of the course the students will be able to:

- understand differing accounting policies and their impact on financial statements
- evaluate different types of performance measurement systems in accounting.
- demonstrate knowledge of management accounting concepts and techniques.
- prepare and present financial statements and related disclosures.

Course Outline:

Review of Basic accounting concepts and framework: International Accounting Standard Committee, Fair presentation and compliance with IFRS, Departure from IFRS, Going concern, Prudence, Accrual Basis of Accounting, Materiality and Aggregation, Offsetting, Frequency of Reporting, Presentation of Financial Statements

Accounting for Inventories (IAS – 2): Measurement of Inventories, Cost of Inventories, Cost of inventories of Service Provider, Techniques for Measurement of Cost, Net Realizable Value, Disclosures

Revenue Recognition (IAS – 18): Definitions, Measurement of Revenue, Identification of Transaction, Sale of goods, Rendering of Services, Interest, Royalties and Dividends, Disclosures

Property, Plant and Equipment (IAS – 16): Definitions, Recognition, Measurement at Recognition

Measurement after Recognition: Cost Model, Revaluation Model, Depreciation, Impairment, Compensation for Impairment, De-recognition, Disclosures

Cash flow statements (IAS -7): Benefits of Cash flows Information, Definitions, Cash and Cash Equivalent, Classification of Cash flows, Format of Cash flow Statement, Preparation of Cash flow Statement, Non-Cash Transactions, Disclosures

Events after the Balance Sheet Date (IAS - 10): Definitions, Recognition and Measurement, Adjusting events after the reporting period, Non-adjusting events after the reporting period, Dividends, Disclosures

Leases (IAS – 17): Definitions, Classification of leases, Lease in financial statements of lessees, Lease in financial statements of lessors, Disclosure Requirements

Recommended Books:

1. Framework for preparation and presentation of financial statements and International Accounting Standards (listed in syllabus) issued by IASB and is published by ICAP as handbook.
2. Financial Accounting Study Text and Revision Series by AT Foulks Lynch Pakistan.
3. Financial Accounting Study Text and Revision Series by Professional Business Publications (PBP)

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Financial Reporting Analysis

Course Code:	BUSA4127
Course Title:	Financial Reporting Analysis
Credit Hours:	3(3+0)
Prerequisite(s):	Cost and Management Accounting

Course Objectives :

The specific objectives of this course are to:

- provide a framework for analyzing a firm's past performance to get information that is useful for estimating its future performance.
- interpret numbers in the financial statements and financial ratios.
- use financial reporting theory and practices to analyze the performance of a company.
- design appropriate business policies and strategies to meet stakeholders and shareholders needs in the light of recent changes in financial reporting.

Learning Outcomes:

After the completion of the course the students will be able to:

- learn and apply a six-step analytical framework for financial statement analysis.
- enhance ability and efficiency in extracting and using accounting information contained in company annual report using IFRS and GAAP
- develop skills for analyzing a firm's profitability and risks.
- improve ability to forecast future expected earnings and cash flows.
- create, evaluate and assess a range of different outcomes and the ability to justify the chosen outcome.

Course Outline:

Overview of Financial Statement Analysis: Overview of Financial Statement Analysis, Activities of Corporation, Financing Activities, Investing Activities, Operating Activities, Accounting Equation and Financial Statements, Comparative Financial Statement Analysis, Common-size Financial Statement Analysis, Ratio Analysis, Credit Risk Analysis, Profitability Analysis, Valuation (Intrinsic Value)

Financial Reporting and Analysis: Monitoring and Enhancing Mechanisms, Auditors, Corporate Governance, Securities and Exchange Commission, Litigation, Historical Cost Convention and Fair Value Accounting

Analyzing Financing Activities: Debt-Financing, Short-Term Financing, Mechanics of Accounting for Long-term Debt, Debt-related Disclosures, Future Debt Retirement, Unutilized Credit Lines, Protections, Seniority, Security, Covenants

Provision (IAS-37): Recognition of Provision, Measurement of Provision, Examples of Provision, Warranty, Land Contamination, Customer Refunds, Onerous Contracts, Shareholders' Equity, Reporting of Capital Stock, Classification of Capital Stock, Retained Earnings, Cash and Stock Dividends, Spin-offs and Split-offs

Analyzing Investing Activities: Introduction to Current Assets, Operating Cycle, Cash and

Cash , , Equivalents, Valuation of Receivables at Net Realizable Value, Prepaid Expenses, Inventory Accounting and Valuation, Inventory Costing for Manufacturing Companies, Lower of Cost or Market, Accounting for Long-Term Assets, Capitalization, Allocation and Impairment, Valuing Property, Plant and Equipment, Valuing Natural Resources, Depreciation , Allocation Methods,

Intangible Assets: Categories of Intangible Assets, Accounting for Intangibles, Asset Revaluation under IFRS, Measuring Accounting Income, Revenues and Gains, Expenses and Losses

Analyzing Operating Activities: Income Concepts, Alternative Income Classification, Net Income, Comprehensive Income, Income from Continuing Operations, Extra ordinary Items, Discontinued Operations, Comprehensive Case of Applying Statement Analysis using Annual Report

Recommended Books:

1. Financial Reporting Analysis by Charles H. Gibson
2. Financial Statement Analysis by K.R. Subramanyam
3. Financial Accounting and Reporting by Barry Elliot and Jamie Elliot
4. International Financial Reporting Standards (IFRS) Published by ICAP
5. Advanced Accounting & Financial Reporting Study Text and Revision Series by Professional Business Publications (PBP)

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Auditing Theory and Practice

Course Code:	BUSA4126
Course Title:	Auditing Theory and Practice
Credit Hours:	3(3+0)
Prerequisite(s):	Cost and Management Accounting

Course Objectives:

The specific objectives of this course are to:

- develop an understanding of the principles of the theory of auditing, the regulatory framework of auditing and of practical audit approaches and techniques.
- overview of the civil and criminal liabilities of the auditor including the professional ethics.
- demonstrate the use of auditing, assurance standards and the code of ethics.
- demonstrate the ability to understand research on significant auditing issues and to keep up-to-date with developments in auditing theory and practice.

Learning Outcomes:

After the completion of the course the students will be able to:

- interpret the purpose and scope of an audit and its regulatory framework
- illustrate how an auditor assesses risk and plans an audit by understanding an entity.
- analyze how the audit is completed and reflected in the different types of audit reports.
- apply the fundamental principles of code of ethics and conduct to the duties of an auditor.

Course Outline:

Introduction to Auditing: Definition of Audit, Types of Audit, Objectives of Auditing, Users of Audited Reports, Responsibility of Directors and Auditors regarding financial Statements, The Expectation Gap, Level of Assurance

The legal and professional requirement for an auditor: Appointment of Auditors, Qualification of Auditors, Remuneration of Auditors, Rights or Power of an Auditor, Duties of an Auditor, Legal Liability of Auditor, Dismissal of Auditor, Letter of Engagement, Professional Ethics

Internal Control and Fraud & Error: Definitions, Risk Assessment Process, Control Procedures, Detailed Internal Control Description, Management Letter, Risk of fraud and error, Inherent Limitations of Audit, Detection, Correction and Prevention

Audit Documentation & Testing: Working Papers & Audit File, Substantive Tests, Techniques of Audit Testing

Analytical Procedures: Definitions, Types of Analytical Procedures, Purpose of Analytical Procedures

Asset and Liability Verification: Fixed Assets and Investments Verification, Current Assets Verification, Liability Verification

Audit Evidence: Definitions, Types of Audit Evidence

The Auditors' Report: Basic Elements of Auditors' Report, Types of Auditors' Report

Recommended Books:

1. International Standards on Auditing by Professionals' Academy of Commerce.
2. Auditing by A.H. Millichamp.
3. Auditing Study Text and Revision Series by Professional Business Publications (PBP)
4. Principles of Auditing by Dr. Khawaja Amjad Saeed
5. Practical Auditing by Javed H. Zubairi.

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Marketing Specialization Courses

Sr. No	Marketing Specialization Courses	Course Codes	Credit Hours
1	Consumer Behavior	BUSA4128	3 (3+0)

2	International Marketing	BUSA4129	3 (3+0)
3	Marketing Communication	BUSA4130	3 (3+0)
4	Retail Management	BUSA4131	3 (3+0)
5	Marketing Research	BUSA4132	3 (3+0)
6	Brand Management	BUSA4133	3 (3+0)
7	Digital Marketing	BUSA4158	3(3+0)

Consumer Behavior

Course Code:	BUSA4128
Course Title:	Consumer Behavior
Credit Hours:	3(3+0)
Prerequisite:	Principles of Marketing

Course Objective:

- CO1 To develop an understanding of and appreciation for the importance of consumer behavior in the marketing function.
- CO2 To understand the importance of customer.
- CO3 To analyze the impact of various marketing and non-marketing factors influencing consumer behavior
- CO4 To comprehend the behavior of household and business customers.
- CO5 To understand the connection between customer behavior and elements of marketing strategy
- CO6 To think beyond the box to create value to customers
- CO7 To conceive and design tools and techniques for building and maintaining strong customer relationships

Course Learning Outcomes:

- CLO1 The course is designed to increase students' understanding of the theory and prevailing practice in consumer behavior. Concepts and theories in psychology, social psychology and economics will be stressed throughout the course.
- CLO2 Project will include developing customer profiles, identifying and influencing customer decision-making process.
- CLO3 Critical analysis of latest consumer behavior articles related to the subject and case analysis.

Detailed Course Content:

Session	Topics
1	Introduction Understanding Customer Behavior
2 & 3	Determining different roles of consumers Consumer decision making process
4	Consumer decision making process
5&6	Consumer as an individual Factors effecting needs & wants of the customer
7&8	Market Value & its Classification. Role of Values in Customer Decisions.
9&10	Consumer as an individual Factors Influencing the consumer perception
11	Presentation
12	Factors Influencing the consumer perception
13	Consumers' learning process
14	Consumers' learning process The self
15	Understanding consumers Factors influencing consumer motivation
16	Review / Presentation
17&18	Role of values in consumer decisions
19	Personality & Lifestyles
20&21	Understanding consumer attitude Influencing consumer attitude
22	Attitude change and interactive communications
23	Presentation
24&25	Effect of Culture, and personal Worth on Customer Behavior
26	Group influence
27	Influence of social class
28	Household decision making Organizational decision making

29	Relationship based buying
30	Presentation of Final Project
	FINAL TERM

Reference Material:

1. Book:

- Consumer Behavior & Managerial Decision Making by Frank R. Karades
- Customer Behavior by Banwari Mittal, Bruce I. Newman & Jagdish N. Sheth
- Consumer Behavior by Della Bitta

2. Journals:

- Harvard Business Review (HBR)
- Journal of Consumer Behavior
- 'Marketing Science'
- Journal of Marketing Consumer behavior
- 'Strategy and Business'
- 'Sales and Marketing Management'
- 'Aurora'
- Pakistan and Gulf Economist (PAGE)

3. Web sites:

- Mckinsey Quarterly (www.mckinsey.com)
- Knowledge Wharton (www.knowledgewharton.com)

International Marketing

Program	BBA
Course code	BUSA4129
Course title	International Marketing
Credit hours	3 (3+0)
Prerequisite	Principles of Marketing
Lectures/week	16 weeks

Course Description:

In this course, students explore all aspects of marketing from a global perspective to better respond to international opportunities and competitive situations. Topics include an overview of international marketing; social, cultural, political, and legal environments; international market-entry opportunities; planning and managing market entry strategies and products; global distribution and pricing; international promotion, sales, and negotiation; and international market planning

Course Objectives:

- CO1 Enable student to understand the importance of international marketing in present dynamic environment.
- CO2 Have understanding of different trade policies.
- CO3 Understand strategies for international advertising, pricing, and promotion.
- CO4 Develop analytical skills to understand export procedure and documentation involved.
- CO5 Develop global awareness and understanding of global legal policies.

Course Learning Outcomes:

After the completion of the course the students will be able to:

- CLO1 Apply the key terms, definitions, and concepts used in marketing with an international perspective.
- CLO2 Understanding concepts and problems of working internationally.
- CLO3 International issues and understanding of business terminologies.
- CLO4 Explaining different policies and practices.
- CLO5 Compare the value of developing global awareness vs. a local perspective in marketing.

Detailed Course Content:

Week	Content
1.	Introduction of International Marketing Task Environmental adaption need, developing global awareness, stages of international marketing involvement, strategic orientation.
2.	Foreign Trade Polices WTO agreements.
3.	Cultural Dynamics Definition and origin of culture, elements of culture, cultural

	change.
4.	Cultural Management Style and Business Systems Required Adaption, management style around the world, gender bias in international business.
5.	Political Environment Sovereignty of nations, stability of government policies, Political risk for global business, assessing political vulnerability.
6.	International Legal Environment International Disputes, Protection of Intellectuals.
7.	Emerging Markets Marketing and economic development, NIC growth factors, marketing in developing countries, emerging markets.
8.	MID TERM EXAM
9.	Multinational Market Regions and Market Groups Patterns of multinational cooperation, global markets and multinational market groups.
10.	Global Marketing Management Planning for global markets, alternative market-entry strategies, organization for global competition
11.	Foreign Market Entry Strategies Raging Bull, Foreign direct investment (FDI), Exporting, Licensing, Management contract, Joint venture, Manufacturing, Assembly operations, Turnkey operation, Acquisition, Strategic alliances
12.	Consumer Behavior In The International Context Perspectives on consumer behavior, motivation, learning, personality, psychographics, perception, Attitude, social class, group, family, opinion leadership
13.	Marketing Research And Information System Nature of marketing research, marketing information sources, secondary research, primary research, sampling, Basic methods of data collection.
14.	Product and Service for Consumers Products and culture, analyzing product components for adaption, marketing consumer services globally.
15.	Export Procedure and Documents Export restrictions, import restrictions, terms of sale, export documents, packing and marketing, customs-privileged facilities.
16.	FINAL TERM EXAM

Recommended Books:

- 1) Philip, C. Graham, J. & Gilly, M. International Marketing. Irwin Marketing
- 2) Onkivist Sak and Shaw Johns J, .International Marketing
- 3) John J Shaw, International Marketing, (Latest Edition)
- 4) Cateora, Philip Gilly, Mary and Graham, John (2013), International Marketing, (16th edition), Sydney, Australia: McGraw Hill.

Marketing Communication

Program	BBA
Course code	BUSA4130
Course title	Marketing Communication
Credit hours	3 (3+0)
Prerequisite	Principles of Marketing
Lectures/week	16 weeks

Course Description:	<p>Average person thinks of marketing communications (not to mention the marketing function in general) as advertisements. This popular, narrow conception of marketing is not surprising given that these are the most common marketing activities with which mostly an interaction takes place. The scope of this course, however, will reflect the full breadth of the marketing communications discipline. The major objectives of the course are to introduce students to the principle and basic concept of marketing communication process in a streamlined integrated marketing strategy, to provide an understanding of marketing communications and its influences on other marketing functions and other promotional activities, to analyze and evaluate the fast-changing field of advertising and promotion which affects global marketing, society and economy</p>
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Course Objectives:	
CO1	Evaluate company's promotion mix.
CO2	Explain the structure of advertising and promotion industry and the roles of its separate players.
CO3	Measuring the effectiveness of separate elements of advertising plan and its outcomes
CO4	Comparing and generalizing different promotion programs is also one of the main tasks of the course.
CO5	understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities
Course Learning Outcomes:	
After the completion of the course the students will be able to:	
CLO1	Understand the components & considerations involved in marketing communications strategy decisions.

CLO2	Understand the customer's perspective, including information processing and how marketing communications can influence this process.
CLO3	Understand the individual elements of the marketing communications mix & how they are combined into an integrated promotional campaign.
CLO4	Thoroughly describe a range of media and methods available to marketers.
CLO5	Develop knowledge, skills, and judgment around human communication that facilitate their ability to work collaboratively with others.

Detailed Course Content:

Week	Content	
1.	Understanding Marketing Communication Defining and Classification of Modern Advertising, Core Advertising concepts	
2.	Understanding Marketing Communication (Continue) Role of advertising, Types of advertising	
3.	ADVERTISING IN BUSINESS AND SOCIETY The evaluation of advertising, Social, ethical, and Regulatory aspects of advertising and marketing communications	
4.	Cultural Management Style and Business Systems Required Adaption, management style around the world, gender bias in international business.	
5.	Marketing Communication Mix Advertising, advertising planning (international) and cultural barriers, advertising plan, basic component, The basic component, setting advertising objectives	
6.	Marketing Communication Mix (Continue) Sales Promotion, sales promotion defined, consumer sales promotion, trade sales promotion, the risks of sales promotion, Support media and promotional aids, Event sponsorship	
7.	Marketing Communication Mix (Continue) Personal Selling, publicity and public relation, Corporate advertising, Integrated brand promotion	
8.	MID TERM EXAM	
9.	Designing Advertising Advertisement layout, design features, features of best layout design.	
10.	Advertising Media Out of home media, billboards, digital billboards, public transportation ads and posters,	
11.	Advertising Media (Continue)	

	Broadcast media, television, internet, audio podcasts, video content, and others, purpose of broadcasting media, features	
12.	Advertising Media (Continue) Print media, books and kinds of books, newspaper and its function, magazine and its functions, outdoor billboards, yellow pages	
13.	Message Strategy A review of information processing process, categories of message strategy, brand Strategy, verbal vs. visual messages, types of advertising appeal	
14.	Managing Personal Information Direct marketing, purpose and importance, the evolution of direct marketing, database marketing, media applications in direct marketing	
15.	Managing Personal Information Interactive Marketing, word of mouth, sales force management	
16.	FINAL TERM EXAM	

Recommended Books:

- 1) Advertising by Wells and Burnett
- 2) Bovee, Thill, Dovel, Woo; Advertising Excellence, The McGraw Hill Inc.
- 3) Wright M:G; Advertising, McGraw Hill Inc.
- 4) Advertising and Promotion: An Integrated Marketing Communications Perspective, (9th Edition), by George E. Belch & Michael A. Belch. McGraw-Hill Education 2.

Retail Management

Program	BBA
Course code	BUSA4131
Course title	Retail Management
Credit hours	3 (3+0)
Prerequisite	Principles of Marketing
Lectures/week	16 weeks

Course Summary:	This subject develops knowledge of contemporary retail management issues at the strategic level. To describe and analyze the way retailing works, specifically the key activities and relationships. To provide an academic underpinning to the above through the application of retailing theory and research.
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Course Objectives:	
CO1	Discuss social forces affecting retail management. Develop retail credit policies and collection period.
CO2	Understand effective methods and strategies required for retail management.
CO3	Understand how to utilize resources and techniques used in retail management.
CO4	Understand analysis of store location, merchandising, products and pricing.
Course Learning Outcomes:	
After the completion of the course the students will be able to:	
CLO1	Build awareness of the retail industry to foster career growth among people who work in retail
CLO2	Create and analyze retail metrics to monitor store performance and enhance retail staff productivity
CLO3	Interpret customer behavior in a retail environment in order to produce a positive shopping experience
CLO4	Students will able to use various pricing methods to determine product pricing

Detailed Course Content:

Week	Content	
1.	An introduction to retailing Reasons for studying retailing, special characteristics of retailing. Importance of retail strategy,	
2.	Building and sustaining relationships in retailing Retailing Value, value chain. Retailor relationships; customer relationships, channel relationships.	
3.	Building and sustaining relationships in retailing Retailing of goods and services and their differences. Ethics, social responsibility and	

	consumerism.	
4.	Retail institutions by ownership Retail institutions characterized by ownership, independent, chains, franchising, leased department	
5.	Retail institutions by ownership vertical marketing system, consumerism	
6.	Retail institutions by store-based strategy mix The wheel of retailing, scrambled merchandising, the retail life cycle. Retail institutions; food oriented retailers, general merchandise retailers.	
7.	Retail institutions by store-based strategy mix Direct marketing, direct selling, vending machines. Other nontraditional forms of retailing; video kiosks, airport retailing.	
8.	MID TERM EXAM	
9.	Choosing a store location The importance of location to retailer, characteristics of trading areas; characteristics of the population.	
10.	Choosing a store location Types of locations; the isolated store, the unplanned business district, the planned shopping center. Site evaluation.	
11.	Merchandise management The buying organization, merchandise category, managing inventory turnover, merchandise management process. Forecasting sales; forecasting staple merchandise, forecasting for services retailers.	
12.	Merchandise management Developing an assortment plan, category variety and assortment. Setting inventory and product availability levels; model stock plan.	
13.	Buying merchandise Brand alternatives, national brands, private label brands, meeting national brand vendors, national buying process. Developing and sourcing private label merchandise.	
14.	Buying merchandise Strategic relationships; defining strategic relationships, maintaining relationships and building partnering relationships.	
15.	Retail pricing Pricing strategies, high/low pricing, everyday low pricing, and advantages of the pricing strategies.	
16.	Retail pricing Developing a retail pricing strategy; retail objectives, broad price policy, price strategy, implementation of price strategy, price	

	adjustments.	
	FINAL TERM EXAM	

Recommended Books:

- 1) Berman, B., & Evans, J. R. (1986). *Retail management: A strategic approach*. New York: Macmillan
- 2) Levy, M., Barton, W. (2013). *Retailing Management*. Mc Graw Hill.
- 3) Retail Management: A Strategic Approach- 9th edition, Berman, B. and Evans, J. R. (2003).

Marketing Research

Program	BBA
Course code	BUSA4132
Course title	Marketing Research
Credit hours	3 (3+0)
Prerequisite	Marketing Management, Business Research Methods

Course Summary:	<p>This course is designed to provide students with a basic understanding of the market research process and the role of market research in strategic decision-making. There will be a focus on understanding the theoretical components of research design, as well as developing practical skills in data collection, analysis and interpretation. Students will write a research brief, determine the research methodology and conduct interviews and surveys as required.</p>
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Course Objectives:	
CO1	Develop research plan to solve marketing related problems
CO2	Learn about various types of marketing research
CO3	Understand the use of various statistical techniques in modern marketing practices
CO4	Understand the applications of MR in other areas of marketing
Course Learning Outcomes:	
After the completion of the course the students will be able to:	
CLO1	Identify research problems and develop research questions.
CLO2	Design and undertake the analyses for a basic marketing research project.
CLO3	Use basic qualitative and quantitative methods to analyze data and obtain insights for research problems.
CLO4	Interpret data analysis in the context of the identified business problem
CLO5	Students will Communicate research results in written and oral presentation formats

Detailed Course Content:

Week	Content	
1.	Introduction Marketing Research (MR) and its importance, situation analysis and marketing strategy (problem identification vs. problem solving research), MR industry, MR suppliers, ethics in MR	
2.	Characteristics of good MR	

	Purposiveness, rigor, testability, precision and confidence, generalizability, objectivity, replicability, parsimony	
3.	MR process Initiative, design, execution, reporting. Management problem vs. MR problem. Problem understanding, problem definition, and problem clarity	
4.	Secondary data Secondary data in MR. internal sources of secondary data, external sources of secondary data	
5.	Exploratory research design Purpose of exploratory research, methods of exploratory research design. Focus groups. Depth interviews. Projective techniques	
6.	Descriptive research design Purpose of descriptive research. Survey and its types. Observation methods	
7.	Causal research design Causal (cause-and-effect) research, why experiments? Controlling the exogenous variables, matching technique, control and treatment groups.	
8.	MID TERM EXAM	
9.	Causal research design Experiment designs: after only, one group pre-test post-test design, static group design, post-test only control group design, pre-test, post-test control group design, time series design. Internal and external validity	
10.	Scales and measurement Levels of scales, types of scales used in MR	
11.	Sampling techniques Sampling and its techniques. Non-probability sampling: convenience sampling, judgmental sampling, snowball sampling, quota sampling. Probability sampling: simple random sampling, systematic sampling, stratified sampling, cluster sampling	
12.	Questionnaire design Do's and Don'ts of questionnaire design, types of questions, sequence of questions, length of questionnaire, pre-testing	
13.	Data collection and analysis Data collection techniques in MR. Data preparation and analysis, descriptive analysis (frequencies, averages, dispersion), charts and graphs, correlation analysis, t-tests, chi-square test, regression analysis, factor analysis.	
14.	MR Report writing and presentation MR proposal, MR report, presentation techniques	

15.	Demand forecasting Various methods of forecasting demand	
16.	Applications of MR New product research, consumer behavior, brand management, advertising research, international marketing research	
	FINAL TERM EXAM	

Recommended Books

1. Marketing Research by Naresh K. Malhotra
2. Marketing Research by David Aaker
3. Business Research Methods by William G. Zikmund
4. Research Methods for Business by Uma Sekaran
5. SPSS for Windows
6. Discovering Statistics using SPSS by Andy Field
7. Business Research Methods by Bryman and Bell

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Brand Management

Course Code:	BUSA4133
Course Title:	Brand Management
Credit Hours:	03 (3+0)
Prerequisite(s):	Marketing Management

Course Description:

Brand Management has almost been built as a separate discipline within marketing. Buying, building and divesting brands ask for serious investments and a strategic approach. To formulate this strategy, we need a serious understanding of the role brands play in peoples' life and the economics in Branding. The course looks at all dimensions of brand management

Learning Objectives:

This course is designed to develop the following capabilities in the students:

- CO1 to make them familiar with concept of brand marketing and its application in organizations.
- CO2 developing clear-cut understanding of this subject as a whole and make the students capable enough to have hands on practical approach and understand the requirements of new product development and brand building as they work in practical field.
- CO3 apply theoretical knowledge through various practical presentations market researchers.

1. Detailed Course Outline:

Week	Topic
Week 1	Course Overview: Chapter 1 Brands and brand management.
	Customer –based brand equity
Week 2	Customer –based brand equity
	Brand positioning and values
Week 3	
Week 4	Choosing brand elements to build brand equity.
	Designing marketing program to build brand equity.
Week 5-7	Designing marketing program to build brand equity.
	Integrating marketing communication to build brand equity.
	Integrating marketing communication to build brand equity.
Week 8	Mid Term
Week 9	Leveraging secondary brand knowledge to build brand equity.
	Leveraging secondary brand knowledge to build brand equity.

Week 10	Developing a brand equity measurement and management system
	Developing a brand equity measurement and management system
Week 11	Measuring sources of brand equity
	Measuring sources of brand equity: Capturing customer mind set
Week 12	Measuring outcomes of brand equity: capturing market performance: Capturing customer mind set
	Measuring outcomes of brand equity: capturing market performance
Week 13	Designing and implementing branding strategies
	Designing and implementing branding strategies
Week 14	Introducing and naming new products and brand extensions.
	Introducing and naming new products and brand extensions.
Week 15	Managing Brand over Time
	Final term presentation/ project
Week 16	Final term presentation/ project
	Final Term Review Session

Recommended Books:

1. Strategic Brand Management by Kevin Lane Keller
2. Strategic Brand Management by Jean Noel Kapferer
3. Branding – A Practical Guide to Planning Your Strategy by Geoffrey Randall
4. Building Strong Brands by David Aaker

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Digital Marketing

Course Code	<u>BUSA4158</u>
Course Title	<u>Digital Marketing</u>
Credit hours	<u>3(3+0)</u>
Pre requisite	<u>Intro to IT, Marketing</u>

Course Description	An exploration of the strategies and tools used in digital marketing. Students will learn to develop, implement, and analyze online marketing campaigns. Topics include SEO, social media marketing, email marketing, digital advertising, and analytics.
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Course Objectives

1.	Grasp digital marketing fundamentals, strategies, and tools.
2.	Develop hands-on skills in SEO, content, social media, and advertising.
3.	Analyze campaigns using KPIs and analytics tools.
4.	Plan and execute a digital marketing campaign.
5.	Consider ethics in privacy, data, and brand integrity.

DETAILED COURSE OUTLINE

Week	Content
1	Introduction to Digital Marketing <ul style="list-style-type: none"> • Digital Marketing Landscape • Importance & Benefits
2	Website Essentials <ul style="list-style-type: none"> • Building & Designing Websites • User Experience (UX)
3	Search Engine Optimization (SEO) <ul style="list-style-type: none"> • On-Page & Off-Page SEO • Keyword Research
4	Content Marketing <ul style="list-style-type: none"> • Content Strategy & Creation • Blogging & Video Marketing
5	Social Media Marketing <ul style="list-style-type: none"> • Platforms & Strategies • Engagement & Growth

6	Email marketing <ul style="list-style-type: none"> • Email Campaigns <ul style="list-style-type: none"> ▪ List Building & Segmentation
7	Online Advertising <ul style="list-style-type: none"> • Google Ads • Social Media Advertising
8	Analytics and Measurement <ul style="list-style-type: none"> • Google Analytics • Tracking & Reporting
9	Mid Term
10	Mobile Marketing <ul style="list-style-type: none"> • Strategies & Best Practices • Mobile SEO
11	<ul style="list-style-type: none"> • E-Commerce Marketing Strategies & Platforms • Conversion Optimization
12	Digital Marketing Ethics <ul style="list-style-type: none"> • Privacy & Compliance • Brand Integrity
13	Emerging Trends Influencer Marketing AI & Automation in Marketing
14	Project Planning Developing a digital marketing plan
15	Execute and monitor campaigns

16	presentation of a small-scale data analysis project. The instructor may evaluate students on their actual performance in a freelancing project.
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Recommended Books

1. *"Digital Marketing: Strategy, Implementation and Practice"* by Dave Chaffey and Fiona Ellis-Chadwick
2. *"Digital Marketing For Dummies"* by Ryan Deiss and Russ Henneberry
- Ideal for those new to digital marketing, offering step-by-step instructions and insights.

Human Resource Specialization Courses

Sr. No	Human Resource Specialization Courses	Course Codes	Credit Hours
1	Training Intervention in Job Skill	BUSA4134	3 (3+0)
2	International Human Resource Management	BUSA4135	3 (3+0)
3	Performance and Compensation Management	BUSA4136	3 (3+0)
4	Industrial Relations and Labor Laws in Pakistan	BUSA4137	3 (3+0)
5	Recruitment and Selection	BUSA4138	3 (3+0)

Training Interventions in Job Skills

Program	Bachelors of Business Administration
Course code	BUSA4134
Course title	Training Interventions in Job Skills
Credit hours	3(3+0)
Prerequisite	Human Resource Management
Lectures/week	14 weeks + 2 weeks (exams)

Course Description:	<p>The basic purpose of this course is to make the students aware of the thriving need for Learning and Developing new skills in the organizations. Students should understand the fact that organizations in order to gain a competitive advantage make deliberate efforts and invest in their employee's skills by giving them certain training and enhancing their pool of knowledge. The course is designed holistically in that it covers all aspects of planning and implementing the training programs along with the developmental needs of employees for the future of the organization.</p>
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Course Objectives:	
CO1	To understand the issues in managing the training and development functions in an organization
CO2	To assist students in relating the strategic objectives And performance/Ability and to design effective training programs.
CO3	To make the students the basic know-how of the issues in training evaluation.
CO4	To acquire the requisite skills if needed to conduct effective pieces of training in future
CO5	To teach students about practical/new approaches to Learning and Development and how they are different from traditional learning.
CO6	To enable students to gain the basic insights into employee development and career management enabling them to manage the organizations they work in.
Course Learning Outcomes:	
After the completion of the course the students will be able to:	
CLO1	Understand the basic concepts related to training and development
CLO2	Understanding the performance, ability, and

	effective training design
CLO3	Identify the emerging challenges of Training in the real world.
CLO4	Develop the skill set to conduct effective training programs.
CLO5	Identify the potential career management opportunities

Detailed Course Content

Week	Content	
1.	Introduction to Employee Training and Development The Context and Environment of Training, The Role of the Trainer, Marketing the Training Function, The Forces Influencing Working and Learning,	
2.	Strategic Training Introduction, Evolution, The Strategic Training and Development Process, Organizational Characteristics That Influence Training, Training Needs in Different Strategies.	
3.	Needs Assessment Why and What is needs Assessment, Methods used in needs assessment, The needs assessment process, Scope of needs assessment.	
4.	Learning Theories Reinforcement Theory, Social Learning Theory, Goal Theories, Need Theories, Expectancy Theory, Adult Learning Theory, Information Processing Theory, Instructional Emphasis for learning.	
5.	Transfer of Training Theories Theory of Identical Elements, Stimulus Generalization Approach, Cognitive Theory of Transfer, The Learning Process	
6.	Effective training design and evaluation Considerations in Designing Effective Programs, Reasons for Evaluating Training, Formative Vs Summative Evaluation, Training Evaluation Process	
7.	Training Evaluation Outcomes Used in the Evaluation of Training Programs, Determining Whether Outcomes Are Appropriate, Evaluation Practices, Evaluation design, Overcoming Evaluation Obstacles, Determining return of investment.	
8.	MID TERM EXAM	
9.	Traditional Training Methods Presentation Methods, hands-on Methods, Group	

	Building methods. Pros and cons associated with choosing a particular training method.	
10.	Technology-Based Training Methods Technology's Influence on Training and Learning, Computer-Based Training, Online Learning, Web-Based Training,	
11.	Technology-Based Training Methods E-Learning, Developing Effective Online Learning, Social Networks, Blended Learning, Simulations and Games, Mobile Technology and Learning, Adaptive Training, Distance Learning, Technologies For Training Support, Choosing New Technology Training Methods.	
12.	Employee Development The Relationship Among Development, Training, and Careers, Development Planning Systems	
13.	Career Management What is career and career Management, Importance, Traditional Vs Protean Career?	
14.	Career Management Systems.	
15.	Companies Strategies for Employee Development.	
16.	FINAL TERM EXAM	

Recommended Books:

1. Noe. Raymond A. Employees Training & Development McGraw Hill.
2. Effective Training, By P Nick Blanchard, James W Thacker.
3. Craig, Robert I. Training and Development 3rd Edition McGraw Hill.
4. Woods, John. JA. And Cortada James W. The 1998 ASTD' Training & Performance 'Year Book McGraw Hill) 1998.

International Human Resource Management

Course Code:	BUSA4135
Course Title:	International Human Resource Management
Credit Hours:	3(3+0)
Prerequisite(s):	Human Resource Management

Course Description:

This course will help in understanding the context of human resource management in international business. It will provide the knowledge of strategic dimensions of international human resource management and the role of HRM in meeting global changes.

Course Objectives:

This course will help in understanding the context of human resource management in international business. It will provide the knowledge of strategic dimensions of international human resource management and the role of HRM in meeting global changes.

Course Learning Outcomes:

Upon the completion of this course students will be able to:

- Explain how cross-national differences of culture and institutions affect human resource management of multinational firms
- Analyze business cases of international human resource management
- Evaluate diverse perspectives on international human resource management practice

Course Outline:

Introduction & overview of HRM: The internationalization of human resource management, The international HRM Function/Environment, International and Diversity Issues ,The Legal and Regulatory Environment

Meeting Human Resource Requirements: Jobs, Analysis/Design, Planning, International Recruitment and Selection.

Performance Management: The concept of performance management, PM in the MNE, PM of international assignees.

Training and Development in HRM: Training in the MNE, Issues related to global training and development, Cross-cultural preparation for international assignees, Knowledge management in the MNE.

Compensation: Global remuneration in the MNE, Compensation and benefits for international assignees, Global C&B management in the MNE.

Repatriation: Repatriation process, Readjustment Challenge, Individual reaction to repatriation, Designing a repatriate program, Repatriation activities and practices, Predictors

of repatriation maladjustment.

Labor Relation and HRM: Employee Rights and Discipline, International Labor Relation and Collective Bargaining, The international framework of ethics.

Recommended Books

1. Dowling et al. (1999). International Human Resource Management: managing people in a multinational context South-west college publishing, London.
2. Mendenhall, Mark & Oddou, Gary (2000). Reading s and Cases in International Human Resource Management, South- Western college Publishing. London.
3. Applications in Human Resource Management StellaNkomo, Myron, Fottler, R. Bruce McAfee.
4. International HRM Book by Aswathappa K.

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Performance and Compensation Management

Course Code:	BUSA4136
Course Title:	Performance and Compensation Management
Credit Hours:	3(3+0)
Prerequisite(s):	Human Resource Management

Course Description:

Course Objectives:

The objective of this course is to understand the intricate details about the concept of performance and performance evaluation systems. Students are required to develop understanding about design, administration and control of compensation management systems to support business and corporate strategies.

Course Learning Outcomes:

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

- gain knowledge of the context of compensation practise and fundamental compensation ideas
- To provide examples of various ways to improve the pay-for-performance connection.
- To gain knowledge of the topics related to payments and benefits for temporary workers.
- To comprehend the employee perks that are legally mandated.
- To become more informed about some of the consequences for strategic remuneration and potential employer strategies for managing legally required benefits.

Course Outline:

I. Performance Management

Introduction: What is performance, Definitions of performance appraisals, Uses of performance appraisal, making performance appraisal to work, Management's response to appraisal systems, Top management's response to appraisal systems.

Performance appraisal systems: Rating scales, Ranking method, Paired comparison method, Critical incident method, Work standards, Essays Method, Forced distribution, Management by objective (MBO), 360 degree feedback.

Design of appraisal system: Designing of an effective appraisal system, Problems in appraisal system, Critical appreciation of the appraisal systems currently adopted by important organizations.

Managing team performance: Definition and Importance of Teams, Types of Teams and Implications for Performance Management, Rewarding Team Performance

II. Compensation Management Introduction: Level of compensation benefits

Components of a compensation system: Financial components, Non-Financial components, Compensation equity.

Benefits and other compensation issues: Legal, Voluntary, Employee Services, Premium Pay.

Job evaluation: Introduction, Definition, Importance of implementing job evaluation, Job evaluation methods (Ranking method, Classification method, Factor comparison method, Point system), Practical application of job evaluation systems.

Pay Structure and Pay Scale: Introduction, Guidelines for the compensation manager, Designing of a basic pay structure, Comparative study of the existing pay structure

Alignment of Compensation Systems with Strategic Planning. Functional Challenges and Issues for Compensation System.

Recommended Books:

1. Human Resource Management by Gary Dessler.
2. Performance Management by Herman Aguinis
3. Performance Management by Robert Bacal
4. Compensation Management By Richard Hinderson.
5. Human Resource Management by Ian Beard well Len Holden
6. Compensation Theory and Practice by Mare J. Wallance, Jr. Charles H. Fay
7. PERSONNEL: The Management of People at Work By Dale S Beach.
8. McCoy, T. J. (2012). Compensation and Motivation: Maximizing Employee Performance With Behavior-Based Incentive Plans. Independent Publishing Platform.
9. Kelly, D. (2014). The Book on Incentive Compensation Management. Compensation Architect.

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Industrial Relations and Labor Laws in Pakistan

Course code	BUSA4137
Course title	Industrial Relations and Labor Laws in Pakistan
Credit hours	3(3+0)
Prerequisite	Human Resource Management

Course Description:

This course is designed in such a way that it helps students to understand the importance of industrial relations in crafting the organizational culture and develop knowledge about the conflict between various pressure groups in an organization and how to address these problems. The course will shed light on Effective bargaining and negotiation skills. The students will get the idea of employee citizenship behavior within the context of the organization. The course will also frame their knowledge about the labor laws exercised in Pakistan.

Course Objectives:

- CO1 To study the employment laws, examine and evaluate its compliance in Pakistan.
- CO2 To assist students in identifying the gaps in compliance with the labor laws and help prepare them for labor inspection.
- CO3 To understand different approaches to Industrial Relations and Labor laws that are applicable in Pakistan
- CO4 To acquire the requisite skills for integrating the IR and LL framework in the organizational scenario from an employer and employee perspective.
- CO5 To develop an understanding of collective bargaining negotiations between employers and trade unions

Course Learning Outcomes:

After the completion of the course the students will be able to:

- CLO1 Learn about the importance of prevailing employment and Labor laws in Pakistan
- CLO2 Understand the significance of IR and LL in the new organizations
- CLO3 Identify the emerging challenges the organizations are facing in the implementation of Labor Laws
- CLO4 Develop skill set to integrate the IR and LL framework in the organizational scenario from an employer and employee perspective.
- CLO5 Handle the collective bargaining negotiations within the organization.

Detailed Course Content:

Week	Content
1.	Economy and labor force in Pakistan

	Introduction, The Pakistan economy, Labor force in Pakistan, Key issues and challenges, Crisis management in IR
2.	Approaches to Industrial Relations: Meaning and scope of industrial relations, The system's frame Work, Theoretical perspectives, Rule-Making and industrial relations, Basic concepts and values.
3.	Trade Unions: Introduction, Theories of the trade union movement, Trade unions in Pakistan, Trade unions and economic development, Legal framework, Trade union recognition, Union recognition Agreement.
4.	Trade Union Structures: Models of national trade union movements, International trade union federations, Managerial trade unions, Women in trade unions, Trade union unity, and trade union Mergers.
5.	Collective Bargaining: The concept and nature of collective bargaining, The legal framework of collective bargaining, Levels of bargaining and agreements, Collective bargaining and Stakeholders, Negotiation techniques and skills, Drafting of an agreement.
6.	Collective Bargaining: Negotiation techniques and skills, Drafting of an agreement, Bargaining Power and Industrial Relations, Case study activity to make students more clear about the collective bargaining approach. (ILO case studies suggested) Suggested reading: (Kirkbride, P.S. and Durcan, J. (1987), "Bargaining Power and Industrial Relations", Personnel Review, Vol. 16 No. 2, pp. 3-11. https://doi.org/10.1108/eb055557)
7.	The Contract of Employment: Introduction, The industrial employment act, the contract labor act, Companies ordinance 1984, laws relating to companies.
8.	MID TERM EXAM
9.	Public Policy and Wages & Reward Systems: Wage theories, Wage system in Pakistan, The wages act.
10.	Public Policy and Wages & Reward Systems: Minimum wage act, Bonuses, Profit sharing and stock options, pay structures, Contemporary issues in wage system.
11.	Working conditions, Safety, Health and Environment: Introduction, Working conditions, occupational health and safety, Organizational commitment.
12.	Dispute resolution and Industrial Harmony: Industrial conflict, Legal frame work, Procedures, powers and duties of authorities, Strikes and Lockouts, Unfair labor practices, Labor management relations.
13.	Labor Administration: Introduction, Labor administration machinery, improving labor inspection,strengthening labor court administration.
14.	Management of Industrial Relations:

	Introduction, Managing good industrial relations, Islamic perspective of industrial relations, Future of industrial relations.
15.	Labour laws: Industrial Disputes Act, 1947 Industrial Employment (Standing Orders) Act, 1946 Trade Unions Act, 1926 Payment of Wages Act, 1936 Minimum Wages Act, 1948 Payment of Bonus Act, 1965 Workmen's Compensation Act, 1923 Employees' State Insurance Act, 1948 Employees' Provident Funds and Miscellaneous Provisions Act, 1952 Maternity Benefit Act, 1961 Payment of Gratuity Act, 1972
12.	FINAL TERM EXAM

Recommended Books:

1. C. S. Venkata. Industrial Relations. Oxford University Press.
2. Ali, Hamid, (1998) The Enactment of Industrial Relation, Karachi: Labor Law Publisher
3. Kannan, S. (1996) Industrial and Labor Law Procedure, New Delhi: U K Publishers.
4. Bhargava, V.B. (1996) Industrial & Labor Law, Lucknow: Vinod Law Publications.
5. Mohammed, F. (2012) Protecting Pakistani laborers post-eighteenth amendment: recognizing rights after the devolution of Power

Recruitment and Selection

Course Code: BUSA4138

Course Title:	Recruitment and Selection
Credit Hours:	03 (3+0)
Prerequisite(s):	Human Resource Management

Course Objectives:

Upon completion of this course, students will be able to:

1. Understand the basic processes and principles related to organizational staffing.
2. Apply the analytical tools for HR planning, job analysis, job evaluation, recruitment, and selection process
3. Appreciate the contribution of recruitment and selection practices to organizational effectiveness.
4. Critically evaluate the recruitment and selection practices being used by organizations.
5. Contribute to the improvement of an organization's recruitment and selection practices.

Course Outline:

Week	Content
1	Assessing HR Needs: Strategic nature of HR
2	HR Planning: Succession planning, quantitative techniques to forecast HR supply and demand
3	Job Analysis: Job description, job specification
4	Job Design: Difference between job analysis and job design
5	Job Evaluation: Points method of doing job evaluation
6	The Recruitment Process: Factors affecting recruitment effort
7	Recruitment Sources: Internal sources, external sources
8	The Selection Process: Comprehensive selection process
9	Evaluating Job Applications: Initial screening, assigning weights
10	Testing: Types of employment tests
11	Interviews: Structured interviews, unstructured interviews, online interviews, telephonic interviews
12	Validity and Reliability of Tests and Interviews: Validity and its types, reliability and its types
13	Final Selection: Basis of final selection
14	Orientation: The orientation process
15	Project on recruitment and selection: The project will include organizational requirements, detailed analysis of job/s, complete selection process, and orientation, for comprehensive understanding and practical application of this course

Recommended Study (Latest editions):

1. Recruiting, Interviewing, selecting and orienting new employees by Diane Arthur
2. Recruitment and Selection by Gareth Roberts
3. Human Resource Management by DeCenzo and Robins
4. Human Resource Management by Garry Desseler

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Supply Chain Management Courses

Sr. No	Supply Chain Management Courses	Course Codes	Credit Hours
1	Quality Management in Supply Chain	BUSA7131	3 (3+0)
2	Managing Supply Chains	BUSA7182	3 (3+0)
3	Logistics Management	BUSA5155	3 (3+0)
4	Distribution Networks & Design	BUSA4152	3 (3+0)
5	Inventory Management	BUSA4153	3 (3+0)
6	Supply Management	BUSA4154	3 (3+0)

Quality Management in Supply Chain

Course Code:	BUSA7131
Course Title:	Quality Management in Supply Chains
Credit Hours:	3(3+0)
Course Description:	<p>Quality Management has been one of the major research areas in the operations management literature. Over the years it has evolved to incorporate new practices (e.g. supply chain management (SCM)) and methodologies (e.g. Six Sigma). Quality gurus argued that quality improvement can increase the profitability by improving the marketability of the products through improved performance and lower costs resulting from reduction in defects and field failures. Empirical evidence indeed suggests that QM is positively related to improvement in; product quality, customer satisfaction, market share, and competitive advantage. Recent years have seen increased amount of interest in the study of QM from SC perspective. This area has been formally termed as “supply chain quality management.” It is also important to integrate SCM and TQM because both are interrelated, i.e. better quality cannot be achieved without SC integration and efforts to improve quality on continual basis usually result in higher level of integration between all the SC partners. The objective of this course is to develop an understanding of QM practices with reference to SCs and how quality tools and management practices can be effective in SCs</p>

Course Outline:

- Quality & Supply Chain Management: Historical Perspective
- Quality Management Practices
- Quality assurance in supply chains
- Quality Management Tools and Techniques
- Application of Quality Tools in Supply Chains
- SCQM Strategies: Lean Management
- Lean Tools: Value Stream Mapping
- SCQM Strategies: Agility
- SCQM (Hybrid) Strategies: Leagile Supply Chains
- SC integration
- Supplier Quality Management
- Managing SC Processes: The role of quality standards
- Role of IT in SCQM
- Sustainable Supply Chains

Suggested Texts (Latest Editions):

1. Management by John Oakland 6th ed..
2. Quality Management: A Customer Driven Approach by Raouf, A., Yusuf, I
3. The Management and Control of Quality. 6th ed. By Evans, James R., and William M. Lindsay

Useful links:

Pakistan Institute of Quality <http://www.piqc.com.pk/>

National Productivity Organization <http://www.npo.gov.pk/default.asp>

Malcolm Baldrige National Quality Award <http://www.quality.nist.gov/> European Society For

Quality <http://www.efqm.org/en/>

Note: In addition to the above, any other book referred by the instructor can be included.

Managing Supply Chains

Course Code: BUSA7128

Course Title: Managing Supply Chains

Credit Hours: 3(3+0)

Course Description:

To develop an understanding of key drivers of supply chain performance and their inter-relationships with strategy and other functions of the company such as marketing, HR manufacturing and finance. To impart analytical and problem-solving skills necessary to develop solutions for a variety of supply chain management and design problems and develop an understanding for use of information technology in supply chain management

Course Outline:

- Introduction to Supply Chain Management
- SC: Achieving Strategic Fit and Scope
- SC Drivers and Metrics
- Network Design in the Supply Chain
- Managing Risk in the Supply Chain
- Demand Forecasting/Management
- Inventory Management
- Aggregate Planning
- Procurement and Outsourcing
- Designing the SC for conflicting goals
- Customer Value including SCOR
- IT in a supply chain
- Special Topics in Supply Chain Management

Suggested Texts (Latest Editions):

1. Supply Chain Management. By: Sunil Chopra, Peter Meindl, and D.V. Kalra
2. Designing and Managing the Supply Chain, By: David Simchi Levi, Philip Kaminsky, Edith Simchi Levi, and Ravi Shankar.
3. Logistics and Supply Chain Management by: Martin Christopher

Note: In addition to the above, any other book referred by the instructor can be included. Instructor can also modify course outlines according to the students and current need.

Logistics Management

Course Code: BUSA5155

Course Title: Logistics Management

Credit Hours: 3(3+0)

Course Description:

The logistics management course provides a comprehensive grounding in all aspects of freight transport, and how they fit in to the broader logistics function. It gives an understanding of key transport systems and processes while introducing logistics management tools.

Course Outline:

- Logistics an introduction
- Logistic design for distribution channels
- Customer service
- Supply chain management
- Warehousing design and operations
- Palletized and non-palletized movement
- Order picking and packing
- Material handling system
- Material storage system
- Inventory management
- Transportation
- Logistic outsourcing

Suggested Texts (Latest Editions):

1. Logistic Management by V. V. Sople
2. The Hand Book of Logistics and Distribution Management ; Understanding the Supply Chain 5th Edition by Alan Rushton, Phil Croucher and Peter Baker
3. Business Logistics and Supply Chain Management by Ronald H. Ballou

Note: In addition to the above, any other book referred by the instructor can be included.

Instructor can also modify course outlines according to the students and current need

Distribution Networks & Design

Course Code: BUSA4152

Course Title: Distribution Networks & Design

Credit Hours: 3(3+0)

Course Description: In today's competitive environment, a company's performance does not depend just upon its own capabilities. Companies must also rely on and develop effective distribution network designs in its supply chain. Distribution network design is an approach to managing the entire supply chain by carrying out the routine but vital responsibilities of Distribution Network Design and handling major challenges facing to Supply Chain Management. This course takes an analytical perspective to the task of organizing distribution networks for optimum performance. In this course, students would identify and analyze important factors in formal models, to uncover important trade-offs and performance drivers in distribution networks. The dynamics of the business context – in terms of globalization and the rapid growth of information and communication technology – make this course a challenging one.

Course Outline:

- Importance of Logistics and Distribution
- Globalization and Integration
- Integrated Systems
- Physical distribution channel types & Structures
- Channel selection
- Logistics & distribution
- Multichannel fulfillment
- Floor Area Usage
- Typical warehouse functions in a cross dock warehouse
- Palletized storage and movement
- Non-Palletized storage and movement
- Order Picking
- Order Packing
- Receiving and dispatch
- Warehouse Design
- Warehouse management and information
- Comparison of different distribution models (FMCG, Pharma, Cement)

Suggested Texts (Latest Editions):

1. The Handbook of Logistics and distribution management”, 5th Edition,
By Alan Rushton,
2. “Supply Chain Management” 6th Edition By Chopra, Sunil, and Peter Meindl.

Note: In addition to the above, any other book referred by the instructor can be included. Instructor can also modify course outlines according to the students and current need.

Inventory Management

Course Code: BUSA4153

Course Title: Inventory Management

Credit Hours: 3(3+0)

Course Description:

On completion of the course the students will be able to carrying out the routine but vital responsibilities of Inventory Management and handling major challenges facing to Supply Chain Management.

Course Outline:

- Introduction to Stocks and Inventories
- Stocks within an Organization
- Economic Order Quantity
- Models for Known Demand
- Models for Uncertain Demand
- Sources of Information
- Forecasting Demand
- Planning and Stocks
- Material Requirements Planning
- Just-in-Time
- Lead time and EOQ

Textbooks (or Course Materials) with Edition

Text Book: Inventory Control and Management.

Authors : Donald Waters, Latest Edition

Supply Management

Course Code: BUSA4154

Course Title: Supply Management

Credit Hours: 3(3+0)

Course Description:

An increasing portion of the total spending of manufacturing- and service-based organizations resides outside their boundaries, and hence their direct control. Their cost efficiency, ability to innovate, and value propositions to customers depend upon the way purchasing processes are organized, and on relationships with suppliers. As consequence, a key foundation of success is the way an organization manages its relationship with external suppliers of goods and services. The aim of this course is to provide students with an appreciation and understanding of key principles and theories of purchasing and supply management, and the role of this in the particular organization.

Course Outline:

- Introduction to Purchasing and Supply Management:
- Supply strategy
- Difference between business buying and consumer buying
- Supply management process and technology
- Make or Buy, Insourcing, and Outsourcing
- Need Identification and Specification
- Purchasing Innovation and Role of Quality in Supply Management
- The Role of Pricing in Supply Management
- Cost Management
- Supplier Selection
- Supplier Evaluation and Supplier Relationships
- Buying Business Services
- Contract Management for Complex Projects
- Legal and Ethical Considerations in Supply Management
- Global Supply Management

Text Books:

- Purchasing and Supply Management by Johnson 16th Edition 2019 McGraw-Hill Publications
- Purchasing and Supply Chain Management by Arjan J. Van Weele 7th Edition 2018 Cengage Publications

Reference Book:

- Purchasing & Supply Chain Management by Kenneth Lyons and Brian Farrington 8th Edition 2012 Pearson Publications
- Procurement Principles and Management by Baily, Peter; Farmer, David; Crocker, Barry; Jessop, David; Jones, 11th edition 2015, Pearson Publications
- Purchasing and Supply Chain Management' by Monczka, Handfield, 6th Edition 2016 Guinipero, Patterson

Web Resources:

- CIPS (chartered institute of procurement & supply) www.cips.org
- Journal of Purchasing & Supply Management
- Journal of Supply Chain Management
- Harvard Business Review
- Punjab Public Procurement Regulatory Authority (PPRA) Rules and Regulations

Islamic Banking and Finance

Sr. No	Islamic Banking and Finance	Course Codes	Credit Hours
1	Islamic Finance	BUSA4121	3 (3+0)
2	Islamic Insurance and Investments	BUSA4155	3 (3+0)
3	Islamic Banking & Finance	BUSA4156	3 (3+0)
4	Islamic Capital Market	BUSA4157	3 (3+0)

Islamic Finance

Course Code:	BUSA4121
Course Title:	Islamic Finance
Credit Hours:	3(3+0)
Prerequisite(s):	Basic concepts of Micro and Macro Economics, understanding of financial system and functions of financial markets

Course Description:

Course Objectives:

Course Learning Outcomes:

After the completion of this course the students will:

- Understand the importance of Islamic laws and practices about financial markets and to provide a way to change the current economic system into the Islamic system.
- Learn competencies about the latest approaches used in finance and banking system according to Islamic prospective.
- Have skills to solve investment and financial problems according to Islamic rules and regulations.

Course Outline:

An Overview of Islamic Financial System: Evolution of Islamic Banking, Historical development in the field of Islamic Finance in Pakistan; Distinguishing features of Islamic Finance

Salient Features of Islamic Financial System: An overview of conventional financial system, Philosophical basis of Islamic Financial system, Main prohibitions in Islamic Financial System (Riba, Gharar, Qimar/Maisir), Business ethics in Islamic financial system, A thorough comparison of Capitalism and Islamic Economic System

Fundamentals of Islamic Finance: A brief understanding of Contractual bases in Islam, Distinction between Loan and Debt

Major Islamic Modes: Participatory modes of financing (Musharikah, Mudarabah, Diminishing musharakah), Bai Financing (Musawama and Murabaha), Forward Sale Financing (Salam and Istasna), Ijarah and Takaful

Islamic Capital Markets and Instruments: Securitization, Sukuk and its types, Shariah compliance, Potential of sukuks in the development of Islamic fund management

Performance of Islamic Financial Institutions: A review of facts and figures about contemporary developments and performance of Islamic Financial Institutions both globally and locally.

Recommended Books:

1. Understanding Islamic Finance by Muhammad Ayyub Published by John Wiley & Sons Ltd.
2. An Introduction to Islamic Finance by Mufti Taqi Usmani published by Meezan Bank Ltd.

3. Islamic Finance: Principles and Practice by Hans Visser published by MPG Books Group, UK.

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Islamic Insurance and Investments

Course Code:	BUSA4155
Course Title:	Islamic Insurance and Investments
Credit Hours:	3(3+0)
Prerequisite:	Intro to Business, Money & Banking

Course Objectives:

After the completion of this course the students will

- Be able to explain the rapid growth of the Islamic finance with the trend expecting to continue.
- Be able to assess the Islamic finance' potential to contribute to higher and more inclusive economic growth by increasing access of banking services to underserved populations.
- Be able to explain how features of Islamic finance can promote financial stability.
- Know and understand the Islamic perspectives on mutual funds and real estate investment trusts.
- Be able to critically assess the challenges for developing a Sukuk market.

Course Outline:

The Islamic Takaful System Part 1:

- Islamic Appraisal of Conventional Insurance
- The Need for Shari'ah-Compliant Insurance
- The Concept of Takaful Ta'awuni
- The Shari'ah Basis for Takaful
- Takaful vs Conventional Insurance

The Islamic Takaful System-Part 2

- The Tabarru-based Takaful Model
- The Mudarabah-based Takaful Model
- The Wakalah-based Takaful Model
- Profit vs. Surplus for Takaful Products
- Deviations in Mudarabah and Wakala Takaful
- Sharing Expenses in Takaful Products
- Other Issues in Takaful Products
- Applications of Takaful in Family Insurance
- Applications of Takaful in General Insurance

Mutual Funds and Islamic Perspectives

- Mutual Funds and Their Advantages
- Various Structures in Mutual Funds
- Debt Funds • Equity Funds
- Hedge Funds
- Real Estate Investment Trusts (REITs)
- REIT Structures
- Islamic Perspectives on Mutual Funds and REITs

Islamic Investment Fund

- Islamic Debt Funds
- Murabaha-Based Commodity Debt Fund
- Ijarah-Based Debt Fund
- Islamic Equity Fund
- Conditions Governing Islamic Equity Funds
- Islamic Hedge Fund
- Islamic REITs

- Sukuks
- Recognised Sukuks
- Ijarah Sukuk
- Salam Sukuk
- BBA Sukuk
- Muqaradah Sukuk
- Musharakah Sukuk
- The Advantages of a Sukuk Market
- The International Sukuk Market
- Challenges for Developing a Sukuk Market

Recommended Books: (Latest Edition)

Encyclopedia of Islamic Insurance, Takaful and Re-takaful. By Mohd M. Billah, Ezzedine GhulamAllah, and Christos Alexakis

Note: In addition to the above, any other text or book referred by Instructor can also be included.

Islamic Banking & Finance

Course Code:	BUSA4156
Course Title:	Islamic Banking and Finance
Credit Hours:	3(3+0)
Prerequisite:	Intro to Business, Money & Banking

Specific Objectives of the course:

The specific objective of this course to give an overview of the Islamic financial institutions and how they differ from conventional financial institutions. The course describes the basis of Islamic Banking & Economic System and prohibition of Riba. The modes of Islamic Finance transactions i.e. Murabaha, Mudarabah, Ijarah, Musharakah, Diminishing Musharakah, Salam, Istisna etc. it also enables students to understand legal and regulatory framework in Islamic Finance system.

Course Outline:

Islamic Economic System: the factors of production, equitable distribution of wealth in Islam

Prohibition of Riba: Riba and its types, Prohibition of Riba in Quran & Ahadith

Islamic Banking Framework: Shariah Governance Framework, Islamic Banking practices vs Conventional Banking Practices.

Islamic Contract of Sale: valid sale in Islamic framework, sale contract

Modes of Islamic Financing: Murabaha, Mudarabah, Ijarah, Musharakah, Diminishing Musharakah, Salam, Istisna etc.

Recommended Books:

- An Introduction to Islamic Finance by Mufti Taqi Usmani published by Meezan Bank Ltd
- Understanding Islamic Finance by Muhammad Ayyub Published by John Wiley & Sons Ltd
- Islamic Finance: Principles and Practice by Hans Visser published by MPG Books Group, UK

Note: In addition to the above, any other book referred by the instructor can be included. Instructor can also modify course outlines according to the students and current need.

Islamic Capital Markets

Course Code:	BUSA4157
Course Title:	Islamic Capital Markets
Credit Hours	3(3+0)
Prerequisite:	Intro to Business, Money & Banking

Course Description:

Course Objectives:

In this course students will learn the Islamic Capital Market practices. The course will cover the recent developments and practical scenarios, such as: recent Sovereign Sukuk issuances, changes in laws and guidelines, any ongoing IPO of Shariah compliant companies etc. it also enables students to understand and differentiate the Islamic Capital Markets and instruments with conventional capital Markets. The Sukuk market, equity market & screening criteria (KMI-100 and KMI-30), Mutual funds as well as Islamic Treasury Operations will be key focus of this course.

Course Learning Outcomes:

Detailed Course Outline:

Islamic Capital Markets & Islamic Alternative Assets:

- Introduction to Islamic Finance & Islamic Capital Markets.
- Overview of Global and local markets and key developments.
- Key components of an Islamic Capital Market.
- Sources of finance for new & existing companies.
- Evaluation of Capital Markets from Shariah perspective.

Sukuk structuring, modern business practices

- Sukuk - Concept, Structure & Applications
- Legal Documentation & Challenges for Sukuk
- Corporate and Hybrid Sukuk
- Retail Sukuk emergence

Investment Strategies

- Introduction to Islamic Funds & Mutual Fund.
- Asset Management Company (AMC) - Nature of AMC from Shariah perspective
- Islamic Real Estate Investment Trusts (IREITs)
- Islamic Treasury Operations, Products and Challenges.

Governing Regulations of Equity market & indices

- Working of Equity Market.
- Rules for Shariah Compliant Equity Investments
- Stock Screening Methodologies/criterion:

Recommended Books:

- Islamic Capital Markets: A Comparative Approach by Obiyathulla Ismath Bacha & Abbas Mirakhor.
- An Introduction to Islamic Finance by Mufti Taqi Usmani published by Meezan Bank Ltd
- Understanding Islamic Finance by Muhammad Ayyub Published by John Wiley & Sons Ltd.
- Islamic Capital Market Products: Developments & Challenges by Dr Salman Syed Ali

- Shariah Standards for Islamic Financial Institutions by AAOIFI

Note: In addition to the above, any other book referred by the instructor can be included. Instructor can also modify course outlines according to the students and current need.



UNIVERSITY OF EDUCATION, LAHORE

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March 27, 2025

NOTIFICATION

No.UE/Syn/R/2025/ 1166 The Syndicate, in its 74th meeting held on 20.02.2025, on the recommendations of the Academic Council made in its 48th meeting held on 07.01.2025, has approved the revised Scheme of Studies of following programs:

SN	Nomenclature of the Degree Program	Abbreviation of the Degree Program	Duration	Year	Annex
1.	Bachelor of Science in English	BS English	4 Years	2019	'A'
2.	Master of Philosophy in English (Linguistics)	MPhil English (Linguistics)	2 Years	2023	'B'
3.	Doctor of Philosophy in English (Linguistics)	PhD English (Linguistics)	3 Years	2019	'C'
4.	Bachelor of Science in Economics	BS Economics	4 Years	2023	'D'
5.	Bachelor of Science in Economics and Finance	BS Economics and Finance	4 Years	2023	'E'
6.	Bachelor of Business Administration	BBA	4 Years	2023	'F'
7.	Associate Degree Program in Business Administration	ADP Business Administration	2 Years	2023	'G'
8.	Bachelor of Business Administration	BBA	2 Years	2023	'H'
9.	Bachelor of Science in Zoology	BS Zoology	2 Years	2022	'I'
10.	Bachelor of Science in Chemistry	BS Chemistry	2 Years	2022	'J'
11.	Bachelor of Science in Economics	BS Economics	2 Years	2022	'K'
12.	Bachelor of Science in Economics and Finance	BS Economics and Finance	2 Years	2022	'L'
13.	Bachelor of Science in Physics	BS Physics	2 Years	2022	'M'


Muhammad Nasir Ahmad
 Registrar

No. & Date Even

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 9. Deputy Directors (M&A / Registration)
 10. Incharge, In-House UMS
 11. Assistant Directors (Establishment I/II)
 12. Office file

A handwritten signature in black ink, appearing to read 'Muhammad Nasir Ahmad'.

Muhammad Nasir Ahmad
Registrar