

Curriculum for MBA (Batch 2009 only)

Total Credit Hours = 78

SEMESTER 1

Code	Name	Credit Hours
1. MGT-303	Business Communication (Effective Business Communication)	3
2. ACT- 302	Financial Accounting (Accounting for Business Leaders)	3
3. MIS- 313	Management Information Systems (Computer Application in Business Environment)	3
4. MGT-304	Principles of Management (Contemporary Management Practices in Business)	3
5. QOM-314	Total Quality Management	3

Semester Total 15

Grand Total 15

SEMESTER 2

Code	Name	Credit Hours
6. ACT-306	Managerial Accounting	3
7. MGT-307	Organizational Behavior	3
8. MKT-301	Principles of Marketing (Marketing Management)	3
9. PMG-319	Project Management	3
10. MGT-323	Quantitative Methods for Business Management (Effective Decision Making through Data Management)	3

Semester Total 15

Grand Total 30

SUMMER I

Code	Name	Credit Hours
11. BUS-315	Business Research Methods/Research Methodology	3
12. BMS-324	Business Statistics	3

Semester Total 6

Grand Total 36

SEMESTER 3

Code	Name	Credit Hours
13. ECN -311	Business Economics	3
14. FIN- 312	Financial Management	3
15. HRM-310	Human Resource Management	3
16. MKT-308	Marketing Management	3
17. QOM-309	Operations Management	3

Semester Total 15

Grand Total 51

SEMESTER 4

Code	Name	Credit Hours
18. MGT-316	Entrepreneurship	3
19. THI-425	MBA Thesis I / Elective Course	3
20. XXX-XXX	Specialization I	3
21. XXX-XXX	Specialization II	3
22. SCM-317	Supply Chain Management	3
} Elective to be selected from list of Electives		
		Semester Total 15
		Grand Total 66

SUMMER II

Code	Name	Credit Hours
23. BUS-451	Internship	0
		Semester Total 0
		Grand Total 66

SEMESTER 5

Code	Name	Credit Hours
24. MGT-318	Business Policy	3
25. THI -426	MBA Thesis II / Elective Course	3
26. XXX-XXX	Specialization III	3
27. XXX-XXX	Specialization IV	3
} Elective to be selected from list of Electives		
		Semester Total 12
		Grand Total 78

Curriculum for MBA 2010 & Onward

(Total Credits Hours = 75)

SEMESTER 1

<u>Course Code</u>	<u>Name</u>	<u>Credit Hours</u>
1. MKT-301	Principles of Marketing	3
2. ACT- 302	Financial Accounting	3
3. MGT-303	Business Communication	3
4. MGT-304	Principles of Management	3
5. BMS-305	Business Mathematics & Statistics	3
	Semester Total	15
	Grand Total	15

SEMESTER 2

<u>Course Code</u>	<u>Name</u>	<u>Credit Hours</u>
6. ACT-306	Managerial Accounting	3
7. MGT-307	Organizational Behavior	3
8. MKT-308 3	Marketing Management	
9. QOM -309	Operations Management	3
10. HRM-310	Human Resource Management	3
	Semester Total	15
	Grand Total	30

SEMESTER 3

<u>Course Code</u>	<u>Name</u>	<u>Credit Hours</u>
11. ECN-311	Business Economics	3
12. FIN -312	Financial Management	3
13. MIS -313	Management Information System	3
14. QOM-314	Total Quality Management	3
15. BUS -315	Research Methodology	3
Semester Total		15
Grand Total		45

SEMESTER 4

<u>Course Code</u>	<u>Name</u>	<u>Credit Hours</u>
16. MGT-316	Entrepreneurship	3
17. SCM-317	Supply Chain Management	3
18. xxx-xxx	Elective I	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Elective to be selected from list of Electives </div>
19. xxx-xxx	Elective II	
20. THI -425	Thesis I / Elective course	3
Semester Total		15
Grand Total		60

SUMMER II

<u>Course Code</u>	<u>Name</u>	<u>Credit Hours</u>
21. BUS -451	Internship	0
Semester Total		0

Grand Total **60**

SEMESTER 5

<u>Course Code</u>	<u>Name</u>	<u>Credit Hours</u>	
22. MGT-318	Business Policy	3	
23. PMG-319	Project Management	3	
24. xxx-xxx	Elective III	3	
25. xxx-xxx	Elective IV		
26. THI -426	Thesis II / Elective Course	3	
		Semester Total	15
		Grand Total	75

} Elective to be selected from
list of Electives

Course Description MBA

Curriculum for MBA

Broad Course Contents & Brief Description

1. **MKT-301 Principles of Marketing**

This course introduces the fundamentals of marketing (key concepts, methods of analysis, strategies and tactics) critical to managing profitable customer relationships in today's dynamic and connected business environment. In this course, students will be introduced to marketing strategy and elements of marketing analysis; customer analysis, company analysis and competitor analysis. It will familiarize students with the elements of the marketing mix (product, pricing, promotion, and distribution strategies). It will also enhance students problem solving and decision making abilities by learning to leverage strategic marketing analysis to inform tactical marketing mix decisions; while providing them with a comprehensive framework to evaluate marketing decisions and to create successful marketing initiatives.

Pre-requisite: None

Course Contents:

- Marketing in changing world: Creating customer value and satisfaction; Strategic planning and the marketing process; Global marketing environment
- Marketing research and information systems; Consumer markets and consumer buying behavior; Business markets and business buying behavior
- Marketing segmentation; Targeting; and positioning for competitive advantage
- Product and services strategy; new products development and product life-cycle strategies
- Pricing products: Pricing considerations and approaches; Pricing strategies
- Distribution channels and logistics management; Retailing and wholesaling
- Integrated marketing communication strategy; Advertising; Sales promotion and public relations; Personal selling and sales management; Direct and online marketing
- Competitive strategies: Building long lasting customer relationships

Text Books:

- Philip, Kotler and Gary Armstrong: Principle of Marketing, McGraw Hill, Co.
- William J. Stanton: Fundamental of Marketing, Etzel, and Walker McGraw Hill

2. **ACT-302 Financial Accounting**

The objective of this course is to familiarize the student with the basic concepts, standards and practices of financial accounting. The course is devoted to the basic financial statements, the analysis and

recording of transactions, and the underlying concepts and procedures, with an eye toward the financial statement analysis.

The course gives an overview of the procedures necessary to prepare and understand the basic financial statements. The remainder of the course examines the accounting for the most common and significant transactions of a firm, including revenue and accounts receivable, sales and inventories, long-term fixed assets, bonds and other long-term debt, and stockholder's equity. The focus of the course is to use financial information, develop critical thinking skills and the ability to conduct meaningful analysis of information presented in the basic financial statements.

Pre-requisite: None

Course Contents:

- Purpose and nature of accounting; Various areas of accounting; Forms of business enterprises; Accounting information users; GAAP; Conventions; Business transactions and accounting equations
- Accounting process: Recording changes in financial position; Double entry accounting system; Journal; Ledger; Trial balance; The accounting cycle; Measuring business income; Adjusting process; Completion of accounting cycle; Work sheet; Financial statements; Accounting for merchandize business
- Accounting systems: Special journals and internal control of cash transactions; Bank reconciliation; Accounts receivables and inventories accounting methods; Plant assets; Depreciation; Intangible assets; Amortization and depletion methods; Liabilities; Partnership: Formation; Division of income and liquidation process
- Corporation: Organization; Classes of stock; Stock holder's equity statement; Stock value; Issuance of stock; Stock dividend; Treasury stock; Stock split; Measuring corporation income; Earnings per share
- Measuring cash flows: Statement of cash flows; Classification of cash flows

Text Books:

- Robert F. Meigs and Walter B. Meigs: Accounting: The Basis for Business Decisions
- Flamholtz, Michael A. Diamond: Principle of Accounting
- Frankwood: Business Accounting-I and Business Accounting-II

3. MGT-303 Business Communication

The course is designed to focus on techniques of effective communication in the business world. Students will learn to use various communication tools like memos, letters, meetings, presentations, report writing, and electronic correspondence. The course also examines methods of organizing and presenting information and how to develop good communication by using verbal and non-verbal

communication skills. During this course students will implement the communication within teams or across organization that can make or break the organization.

Student will also learn how to write and reply enquiries and requests, learn develop resume and application letter and prepare for job interviews, how to write letters that create goodwill to customers and clients. Part of this business course is to teach students persuasive techniques and to organize information for report writing. Course will cover area such as how to write clearly periodic reports with clear and complete instructions. Last but not least, students will also learn to prepare proposals, letters and reports, presentation skills that meet international standards.

Pre-requisite: None

Course Contents:

- Process of communication: Communication model; Channels of communication; Flow of communication; Barriers to effective communication; How to make communication effective
- Communication theories: Interaction-information-Completeness
- 7Cs of communication: Conciseness-Correctness-Completeness; Clarity-Consideration-Courtesy-Concreteness
- Written communication: Letter-Memorandum-Circular; Agenda and minutes of meeting; Business research report: Types; Format; Language & Style; Market report: Types-Format; Thesis and assignment writing
- Oral communication: Meeting: Types and conduct; Interview: Types and conduct; Presentation or speech: Types-Planning-Delivering the presentation or speech; Workshop and seminar: Planning-Conduct
- Communication strategy: Image building; Minus image and its implications; Developing a positive corporate image; Messages choice: Favorable, unfavorable, negative and persuasive
- Précis writing: Methods of précis writing; Principle points to be kept in mind while writing précis; Specimen of passages and their précis
- Essay writing: Characteristic of a good essay; Classification; Hints on essay writing: General preparation; Special preparation

Text Books:

- Murphy and Hildebrandt, Effective Business Communication
- Coutland L. Bovee, Jhon V. Thill, Business Communication Today

4. MGT-304 Principles of Management

This is an introductory course about the management of organizations. It provides instruction to principles of management that have general applicability to all types of enterprises; basic management philosophy and decision making; principles involved in planning, organizing, leading, and controlling; and recent concepts in management.

This course will enable students to develop short and long-range plans to effectively accomplish organizational goals. Through the use of terminology, exercises and case studies, students will be able to give a critical appraisal of real life situations involving organizing, staffing and motivating others. The student will also learn tools to aid in problem solving, valuing diversity and coping with change. The principles learned in this course will allow the student to effectively work with and through others in an organization.

Pre-requisite: None

Course Contents:

- Management concept; Definition and process; Managerial levels; Roles & skills; Evolution of management thought in changing environment; management's ethical and social responsibilities
- Management functions; Determination of objectives & goals; Effective goal setting; Management by objectives
- Management Functions and Management Process: Planning; Organizing; Leading and controlling
- Planning: The nature; purpose and process; Hierarchy and types of organization's plans; Strategic planning; Environment analysis; SWOT analysis; Corporate; Business and functional strategies; Operational planning tools; Flow charts; Gantt charts; Load charts; Logical framework; Effective planning
- Decision making & problem solving: The rational decision-making model; Decision making styles; Committee and group aided decision-making. Organizing: Authority, Nature and Committee
- Leadership: The nature of leadership; Leadership theories; Styles; Skill
- Motivation: Concept; Primary and secondary motives; Motivation theories
- Elements of controlling: An overview of control; Control process; Critical control points and standards; Control system; Effective control system requirements; Resistance to control; Control strategy choice; Methods of control, management performance and audit tools

Text Books:

- Kathryn Bartol: Management
- Harold Knootz & Heins Weihrich: Management
- Drucker, P.F,: The Practice of Management
- Stephen P. Robbins and Mary Coulter: Management

5. BMS-305 Business Mathematics & Statistics

The purpose of the course is to provide the student with a mathematical basis for business financial decisions. The course contents include: business applications using arithmetic, algebra, and ratio-proportion and graphing. Applications include payroll, cost-volume-profit analysis and merchandising mathematics. The course also includes statistical representation of data, correlation, time series and

exponential smoothing, elementary probability and probability distributions. This course also includes logical reasoning and problem solving skills.

Course Contents:

- Basic mathematical concepts and their application in various businesses; Real numbers; Discrete and continuous variables; Functions; linear and exponential functions; Simultaneous equations; Matrix algebra; Compounding and discounting techniques; Basic algebra and set theory; Permutation and combination; Differential calculus
- The statistical analysis of managerial problems: Collection and classification of data; Measures of central tendency and dispersion; Probability; Probability distribution; Estimation; Regression and correlation analysis; Time series analysis and forecasting and index numbers

Text Books:

- Mansfield, E.: Statistics for Business & Economics: Methods and Applications.
- Danier, W.W., Terrell, J.C.: Business Statistics: Basic Concepts and Methodology.
- Downen, E.K., Starr, M.K., Basic Statistics for Business and Economics.
- Iqbal Bhatti: Fundamental of Statistics
- Sher Muhammad: Elements of Statistics

6. ACT-306 Managerial Accounting

Financial decisions impact virtually every area of the business today. The product 'Management Accounting' comprises of, an in-depth coverage of two crucial areas of every business i.e., Management of Current Assets & Management of Working Capital. It presents the principles and techniques of managing each element of current assets and their financing. Basic theories & important formulae have also been discussed in each course. Theory can be best understood by its application, each course in this product exhibits step-by-step approach in solving problems by 'do and learn' policy. Thus the product explores the theory with relevance to the real-world business problems through analytical approach.

Pre-requisite: Financial Accounting

Course Contents:

- Introduction to financial accounting; Cost terms; Concepts and classification; Responsibility accounting and cost allocation concepts

- Responsibility accounting centers and performance reports; Cost flows and accumulation: The basic cost flow model; Cost accumulation
- Merchandising; Manufacturing and Services organization; Costing systems: Job order-costing systems; Process costing system; Hybrid product costing system; Cost management systems; Cost behavior and estimation
- Cost behavior patterns; Cost estimation methods and Account analysis; Cost – volume – profit analysis
- The breakeven point; CVP analysis; CVP with multiple products; Cost structure and leverage analysis; Standard costing systems
- Standard costs and control; Setting cost standards; Overhead application in a standard costing system; Differential cost analysis: Differential costs versus variable costs; Differential costs versus total costs; Cost analysis for pricing; Variable costing: Variable costing versus full absorption costing; Appropriateness of variable costing & full absorption costing methods; Flexible budgeting; Budgeting & monitoring

Text Books:

- Charles T. Hongren: Introduction to Managerial Accounting; Prentice Hall, International
- Ronald W. Hilton: Managerial Accounting; McGraw Hill
- Grarrison: Managerial Accounting, McGraw Hill
- Charles Brandom: Managerial Accounting: Strategy & Control, McGraw Hill

7. MGT-307 Organizational Behavior

The major objective of this course is to provide students with a better understanding of how individual vs group dynamics and organizational system's impacting the behavior of people at workplace. This learning enables them to function more effectively in their present or future roles as managers of human resources. The course contents include; values, attitudes & job satisfaction, personality and emotions, perception and individual decision making, motivation, group behavior, communication in team work, leadership and trust, power & politics, organizational culture, and organizational change & stress management.

Pre-requisite: Principle of Management

Course Contents:

- Organizational behavior: Key concepts; Historical perspective on organizational behavior; Organizational behavior and contemporary issues
- Organization: Structure and design: Nature and purpose of organization; Classical and modern concepts of organization; Span of control and organization structures; Authority relations: Line; Staff and functional; Authority: Delegation and decentralization; Departmentalization; Organizational life cycle stages; Contingency approach of organization design; Today's organizations and various designs; Organizational effectiveness
- Organizational culture: Dynamics of organization's culture; Basic approaches to organizational culture; Cross-cultural awareness; Total quality culture creation; Changing and developing cohesive organization's culture

- Organizational change and development: Nature and typology of organizational change; Diagnosis of forces for change; Models and dynamics of planned change; Resistance to change and its management; Techniques for managing change; Organizational development: Objective & model; Change management and contemporary issues in TQM
- Foundations of Individual Behavior: Perception process; Attribution theory; Personality and organizational behavior; Attitudes; Personal values and ethics: Learning & behavioral modification
- Behavior modification: Behavioral learning models; Principles of behavior modification; Process of modifying on-the-job behavior; Behavioral self-management
- Socialization and mentoring: Organizational socialization process; Socialization techniques; Mentoring; Organizational roles and norms
- Work group behavior: Work group: Types; Functions & development process; Work group structure; Composition and effectiveness; Inter group interactions; Organization influence tactics; Organization's politics; Strategies for improving work group performance
- Organizational conflicts management: Nature of conflict; Functional versus dysfunctional conflict; Approaches to effective conflict resolution; Conflict stimulation

Text Books:

- Judith R. Gordon: Organizational Behavior, Prentice Hall
- Fred Luthans: Organizational Behaviour
- Davis and Newstrom: Human Behavior at Work: Organizational Behavior, McGraw Hill
- Robert Kreitner & Angelo Kinicki: Organizational Behavior, IRWIN

8. MKT-308 Marketing Management

In this course, students will develop a critical appreciation of the basic concepts and techniques of marketing management and strategy with an emphasis on creating customer value and building customer relationships. The course develops concepts and skills necessary for marketing decision-making and illustrates how various decision-making tools apply to actual business situations. The goal of this course is to develop a disciplined process for addressing marketing issues and problems in a variety of settings, and to give students the tools and background necessary to think through marketing problems. Through the use of a marketing plan project, students are encouraged to apply the concepts and generalizations to a real life product or service. The project gives students the opportunity to learn business researching skills and its presentation.

Pre-requisite: Principles of Marketing

Course Contents:

- Marketing – An overview: Definitions; Evolution of marketing management concept; Social responsibility; Basic functions of marketing & importance and scope of marketing

- The marketing environment analysis: An organization's external microenvironment and macro environment; Organization's internal environment
- Marketing information systems: Concept and components of marketing information systems; MKIS; MRS; Analytical marketing system; Marketing decision support system
- Consumer markets and consumer behavior analysis: Demographic dimensions of consumer market; Behavioral dimensions of consumer market
- Buyer behavior: objectives & structure
- STP Marketing: An overview of marketing opportunities and target markets; Market segmentation concept, patterns & procedure
- Product marketing strategies: Basic concepts of product planning; The product life cycle: Stages and marketing strategies; New product planning and development; Product-mix strategies; branding; Packaging and labeling
- Pricing strategies and policies: Procedure for price setting; Methods of setting prices
- Marketing channel systems: The nature of marketing channels; Various marketing channel systems; Channel – design decisions; Channel – management decisions; Channel dynamics
- Promotion strategies: Meaning and importance of promotion; Communication and promotion mix strategy; Effective advertising programs; Sales promotion and public relations programs; The strategic personal selling process; Strategic sales-force management

Text Books:

- Marketing Management, Analysis, Planning, Control : Philip Kotler
- Marketing Management: A Comprehensive Reader : Jegdesh Sheth and Dennis E. Garrett
- Managerial Approach: E. Jerome McCarthy & William. D. Pareanthe, Basic Marketing

9. QOM -309 Operations Management

This course is designed to provide the students with an understanding of the foundations of the operations functions in both manufacturing and service organizations. The course will analyze operations from both the strategic and operational perspectives and highlight the competitive advantages that operations can provide to the organization. Students will learn tradeoffs among different types of goods and services, operations systems in terms of key characteristics, management tasks, organization and control, and impact on the strategy and direction of the firm.

The students learn the strategic and tactical operations management issues and their relationship to the other functional areas of the firm. The key areas covered include; product/process design, facility location/layout, work place design, motion/time study techniques, forecasting demand, inventory systems, MRP, JIT, aggregate planning techniques, maintenance and safety. Each topic will be supplemented by a case study. Finally, students will choose a manufacturing/service organization to apply the concepts in designing and planning an improved operational system.

Pre-requisite: Business Mathematics & Stats

Course Contents:

- Importance of operation management, design of an effective operational system including a thorough understanding of various operational strategies and their implicative impact on the overall production and operation of a company

- Operations management and corporate profitability. Characteristics of a manufacturing system; Difference between manufacturing and service operations; Forecasting techniques including simulations and aggregate product planning for attaining TQM
- Japanese style of manufacturing utilizing techniques and trends for attaining quality assurance with the use of techniques such as “kanban”; Capacity planning, process design, facility layout and location
- Implementation of an effective operational strategy with a perspective emphasizing on the operational system of the future in the global market

Text Books:

- Production and Operations Management: James D. Dilworth, McGraw Hill
- Modern Production/Operations Management: Elwood S. Buffa and Rakesh K. Sarin, 8th Edition, Wiley

10. HRM-310 Human Resource Management

The purpose of this course is to help students acquire the specific knowledge, skills, and abilities associated with human resource management so they are actually prepared to perform the essential functions that human resource professionals are expected to perform. Participants will get the knowledge about the designing of jobs, organizational structuring, planning for HR, recruiting and selecting the best candidates, training & developing employees, measuring employee performance, reward and compensation systems, Building employee relations and ensuring legal requirements for employment.

Students will learn practical skills in all functions of HRM and review how these functions are being applied in various organizations.

Course Contents:

- Concepts of human resource management; Human resource challenges; Human resource functions; Philosophical approaches to human resource management
- Job design and analysis: An overview of Job design; Techniques of job design; Job analysis; Collection of job information; Applications of job analysis information
- Human resources planning & recruitment: Significance of human resource planning; The planning process; The implementation of program; Recruitment & selection policy issues; Source of recruitment; Selection process & procedure; Evaluation of human resource planning & recruitment
- Career planning & development: Promotion; Demotion; Separation
- Training and development: Significance of training & development; Principles of training & development; Training & development methods; Evaluation of training & development
- Motivation and Reward System: Concept of motivation; Reward systems; Motivation through job design; Motivation through employee participation; Other motivation techniques
- Performance appraisal: appraisal – Definition and applications; Basic consideration in appraisal; Appraisal methods; Legal issues for appraisal; Appraisal challenges
- Compensation and services: Objectives/Rationale of Financial compensation; Challenges affecting compensation; Wage criteria; Policy and principles; Job evaluation and its system; Compensation for administrators & professionals; Financial benefits and other services

- Discipline: Concepts of discipline; Preventive & corrective discipline; Negative & positive approach; Administration of disciplinary action; Grievance handling

Text Books:

- Human Resource & Personnel: William B. Werther & Keith Davis, McGraw Hill
- Human Resource Management: Bernardin & Russell, McGraw Hill
- Organizational Behavior: Fred Luthans: McGraw Hill
- Organizational Behavior: Robert Kreitner & Angelokinicki, IRWIN

11. ECN-311 Business Economics

This course includes the basic concepts of micro- and macro-economics with respect to consumers, firms and market analysis. The course contents include: Micro- and macro-economic aspects of consumers, firms, markets, business cycles, and policy formation from a managerial perspective; Attributes and behaviors of units comprising the economy - consumers, markets, individual firms, and industries – as well as the nature, roles, and impacts of policy-making on the macro-economy.

Pre-requisite: None

Course Contents:

- Basic economics concepts; Problems of economic organizations; Markets and elements of supply and demand
- Supply, demand and product markets: Demand; Utility and consumer behavior and business organizations. Theory of production and marginal products; Analysis of costs; Competitive markets; Monopoly and imperfect competition
- Production function and distribution: Factors of production; Pricing of factors of production
- Markets and economic efficiency; Role of government; Economic systems; Economic growth and international trade
- National economy facts: National income accounting; Measurement of income and spending; Money; Monetary and fiscal policy; International linkages
- Aggregate demand; Supply and growth; Consumption and saving; Inflation; Unemployment; Budget deficit and international adjustment

Text Books:

- Robert S.Pindyck & Danial L. Rubinfeld: Microeconomics, Prentice Hall
- Rudiger Dornbusch & Stanley Fischer: Microeconomics, McGraw Hill
- C.E.Ferguson & J.P.Gould: Microeconomics Theory
- Samuleson & Nordhausan: Economics, Tata McGraw Hill

12. FIN-312 Financial Management

The Finance Manager plays an important part in the operation of the business to understand its profit model and cost structure. This course is designed to provide necessary information to the students about the key functions of the finance manager, and his overall goal. The course covers three main aspects, (1) the analysis of financial data, (2) the determining of the organization’s asset structure, and (3) determining of its financial structure. Topics covered in this course includes: introduction to financial

management, financial institutions, time value of money, interest rates, loan amortization, definition of risks and returns, different sources of finances (short and long term), cost of capital, share and bond valuation, cash management, and financial statement analysis.

Pre-requisite: Managerial Accounting

Course Contents:

- Nature; Scope and functions; Financial decisions areas; Objectives of financial management; Framework for financial management
- Working capital management: Concepts and components; Determinants of working capital requirement; Working capital conversion cycle and identification of risk
- Cash and marketable securities management: Objectives of cash management; Rational for holding cash; Determinants of cash needs; Cash management strategies
- Credit policy: Optimal credit policy; Credit granting policy; Credit collection policy; Analysis of changes in credit policy
- Financial markets: Money market; Institutional framework with reference to Pakistan; Capital markets; Primary vs. secondary markets
- Sources of finance: Short term financing: Trade credit; Commercial bank loans; Collateral supported loans and commercial paper; Intermediate financing
- The valuation concepts: Key concepts of value; Time-value concept; Valuation process; Fundamental valuation model; Valuation of securities
- Financial forecasting: Short term financial projections: Cash budget and pro-forma financial statements; Long term financial projections
- Capital budgeting: Nature & process; Estimation and identification of the relevant cash-flows; Capital budgeting evaluation techniques; Capital rationing
- Dividend policy: Determinants of dividend policy; Alternate dividend policies

Text Books:

- Weston & Brigham: Essentials of managerial finance, Dryden Press
- James C. Van Horne: Financial Management & Policy, Prentice Hall
- Gitman: Managerial Finance
- Richard Brearly & Stewart Myers: Principles of Corporate Finance. McGraw Hill

13. MIS-313 Management Information System

Management Information system (MIS) is a planned system of the collection, processing, storage and dissemination of data in the form of information needed to carry out the management functions. This course will introduce information systems in the modern enterprise through a survey of information systems technologies and the way they affect management and in its decision making process. Although the course considers information technology, it focuses on its application in formulation of management strategies, not simply in technical issues.

Pre-requisite: None

Course Contents:

- Introduction to computer system: Hardware; Software; Electronic data processing; Input; Processing and output techniques
- Management information system: Needs for MIS; Evolution & types of information system; (MIS; DSS; Expert System); Concept of data and information
- Database management systems: Concept of DBMS; Hierarchy of database; Elements of DBMS; Contents of files
- Information systems for business application: Executive information system; Manufacturing information system; Marketing information system; FIS; HRIS
- Computer networks: types of networks; Application of networks; Network structure; Network standardization; Network Software
- Introduction to business telecommunication: Communication channels; Channel configuration; Channel sharing; Modes of transmission
- Other relevant topics: Artificial Intelligence (AI); Office automation; Multimedia; Computer viruses

Text Books:

- James O, Brien: Introduction of Information Systems with supplement. McGraw Hill, New York
- Robert Schulthies & Mary Sumner: Management Information System, with supplement. McGraw Hill, New York
- David Olson: Management Information System, McGraw Hill

14. QOM-314 Total Quality Management

This subject provides the in depth Knowledge of the Total Quality Management (TQM) and its effectiveness in Pakistani organizations to improve productivity and efficiency. This course work includes areas like, introduction to Total Quality Management, overview of major topics related to TQM including managerial and engineering aspects, relationship between TQM and corporate strategy, gurus of TQM and their ideas, implementation of TQM, role of management tiers in TQM implementation, Business Process Re-engineering (BPR), service industry and quality, quality circles, use of quality tools and techniques for continuous quality improvement.

Pre-requisite: None

Course Contents:

- Evolution of TQM: Historical evolution - quality leaders, Common teachings of quality "gurus"; Definitions of quality - from abstract to value-based; Evolution of marketing concepts of quality; Quality costs; Customer-supplier value chains; Total quality management concept and system
- TQM Principles and Strategies: Customer focus; Process improvement; Total involvement; Quality management strategies
- TQM tools and techniques: Seven tools of quality; The house of quality; Taguchi methods; Quality function deployment; Statistical quality control
- Organizing for TQM; Leadership for TQM; Education and training; TQM organization structure; Communication; Measurements; Reward and recognition; Team-building for TQM

- Implementing TQM: Managing key processes; Steps in process improvement; measuring process improvements; Benchmarking for TQM; Quality management systems - ISO 9000 series; Quality awards - Baldrige, Ford, and others
- Functional analysis; Purpose; Method; Benefits; Applications
- Human side of quality: Empowerment; Teamwork; Stages of team development; Stages of application; Manager's responsibility
- Process improvement: Managing key processes; Six steps to process improvement
- Problem solving: Methodology; Cause-Effect Diagram; Data gathering and analysis & implementation
- KAIZEN- Continuous improvements: KAIZEN and management; The KAIZEN umbrella; KAIZEN and TQM; Suggestion systems
- TQM in service organizations; measuring service quality; Cost of service quality

Text Books:

- The Managing for Quality and Performance Excellence: Evans, James R.
- Management and Control of Quality and Excellence: Evans, James R.

15. BUS-315 Research Methodology

The general objective of this course is to introduce students to methods of research. The specific objectives are: (i) to ensure that students acquire some practical research skills; (ii) to help students understand the principles of research; and (iii) to enable students to link the research process with theories of their specialist areas. By becoming familiar with the research process in practice, students should be more confident and competent in evaluating and using research results in their specialist areas.

The course content includes The meaning of research, Research and academics, Research problems, Types of research, Research process and design, Characteristics of good research and choice of research topic, Components of research proposal, Literature review, Research strategies, Sampling analysis, Data collection, Research ethics, Research access, Data analysis and Report writing.

Pre-requisite: None

Course Contents:

- Business research: Definition & nature; The business research process; Errors in business research
- Research design and data sources: Types of research and research designs; Primary data and its sources; Secondary data and its sources
- Data collection procedures: The measurement process; Concepts of validity and reliability; The casual design procedures; Data collection methods; Observation; Documentary-Historical Method; The survey method
- Data collection instruments: Questionnaire; Interview and scheduling; Problems in data collection
- Sampling: Sampling concepts; The sampling procedures (types of sampling); Determining a sample size & selection of sample

- Data processing and analysis: Basic concepts of data processing; Computer representation; Data matrix; Data storage
- Data processing flow: Editing; Coding; Handling blank responses; Coding; Categorization; Converting; Weighting; Storing; Alternative processing flows; University data analysis; Measurement of central tendency; Measurement of dispersion; Hypothesis testing; Bivariate data analysis; Linear correlation; Simple regression; The chi-square test; The cross-tabular tables; Elaboration of relationships
- Multivariate data analysis: Interdependence methods; Factor analysis; Cluster analysis; Multidimensional analysis; Multivariate data analysis: Dependence methods; Multiple regressions; Analysis of variance & covariance; Discriminate analysis
- Research project proposal: Rationale for the study defining the problem; Research objectives; Information needs; Research design; Data collection procedure; Data processing & analysis; Research team and its profile; Budget; Time table

Text Books:

- Ranjit Kumar, Research Methodology, Sage Publications
- Dam Remenyl, Doing Research in Business and Management, Sage Publications
- C. William Emory, Business Research Methods, IRWIN

16. MGT-316 Entrepreneurship

This course develops an awareness of the state of entrepreneurship especially in Pakistan. Students are introduced to elements of successful entrepreneurship, opportunity identification and assessment, economic development, potential of small business and microenterprise in Pakistan, alternative forms of work arrangements in the new economy balancing an entrepreneurial lifestyle, determining what success means to each student, goal setting and visioning.

The goal of this course is to introduce the state of entrepreneurship, providing insight into: 1) the significance of entrepreneurship especially in Pakistan, 2) entrepreneurial processes - from finding and evaluating good business opportunities to new venture start-up and growth issues, and 3) entrepreneurial behavior, a critical success factor in new venture creation. Students will learn key entrepreneurial concepts through lecture material, experiential learning, videos and interaction with successful entrepreneurs. The main areas of focus are; Entrepreneurial antecedents including education, family history and demographical features; Role of innovation and creativity; Start-Ups; Growth and Exit; Entrepreneurial Leadership; International Entrepreneurship; Financing Small firms; Family Entrepreneurship; Social Entrepreneurship and Corporate Entrepreneurship. Students will prepare innovative Business Plans by interacting with real growth-oriented Entrepreneurs.

Pre-requisite: None

Course Contents:

- Entrepreneurial perspective; Economics and entrepreneurship; Process; Ventures; Practices and characteristics
- Entrepreneurship and new free enterprise: Entrepreneurship venture opportunities; Innovations; Change; Fantasies; Environment of small business; Sources and resolutions; Corporate entrepreneurship; Risk failure and new venture unit; Feasibility of planning and concepts of planning; stages of growth model; Responsibility of feasibility plan
- Product and services concepts: Product servicing concepts and commercial opportunities (macro over view); Products and technology; Identification opportunities; Product development life cycle; Product protection; Trade mark and patents; Process of patents; Validity of property rights and accessing government information; Human resources side of enterprise; infrastructure of services; Types of service venture; Success factors
- Marketing and new venture development: Marketing research for new ventures; Marketing concepts; Startup of marketing research; Market focused organization; Sources of market intelligence; Competitive analysis and implications of market research; Marketing strategies and functions and product concepts; 4 Ps; Making marketing plan; Changing international ventures
- Entrepreneurial team and business formation: Human resource and relations; BOD; Legal aspects; Acquiring a business; Evaluation of acquisition opportunities and methods of valuation; Financial resources and asset management; Different types of financing, buy or lease; Organization cycle and growth of organization; Strategic management for success of enterprise; Looking towards entrepreneurial career

Text Books:

- David H. Holt: Entrepreneurship, New Venture Creation, Prentice Hall
- Bill Bolton & John Thompson: Entrepreneurs Talent, Temperament, Technique, Butterworth Heinemann

17. SCM-317 Supply Chain Management

This course will develop students' awareness of the function of Supply Chain Management to design and manage the processes, assets, and flows of material and information required to satisfy customers' demands. This course is an introduction to the supply chain concept and will explore the management of supply chains to improve an organization's overall supply efficiency. Other concepts included are: the definitions of supply chains; identification procedures; an overview of methods; processes and systems that are used in the operation of supply chains and the applications of methods, processes; systems to improve supply chain performance.

Pre-requisite: None

Course Contents:

- Introduction to supply chain management: Objectives and market application; Inventory management; Transportation; Warehousing and customer services
- Supply chain management: Application and problems and lean production

- Distribution structures of national and multinational organizations; Techniques of designing the new distribution structures and maintaining the existing ones
- Evaluate the distribution setups of the companies and emergence of the marketing channels structure
- Functions and flows in marketing channels
- Analyzing marketing channel structure
- Channel relationships – An overview
- Discussion on research paper – “A study of supply chain management practice in UK industrial SME’s” – Supply Chain Management: An International Journal – Michael Quayle
- Retail management – An introduction and wheel of Retailing; Types of retailing (International and Pakistan prospects); Role of information Technology in retail management; Pricing and its related decision in retail
- Concept of Wholesaling – An introduction and its types
- Channel planning; Designing channel systems; Reverse distribution channels – Concept and its implication in international and national prospects
- Managing marketing channels; Criteria’s for the selection of members: Suppliers to manufacturers and manufacturer to wholesaler and retailers
- Identifying potential and actual channel conflicts – Conflict management techniques
- Environmental issues – “Environmentally responsible logistic systems” - International Journal of Physical Distribution and Logistics Management – Haw – Jan Wu

Text Books:

- Louis W. Stern, Adel L. El. Ansary and Anne T. Conghlan, “Marketing Channels”, 5th Edition.
- David J. Bloomberg, Stephen Lemay, Joe B. Hanna, Logistics
- David Simchi-Levi and Philip Kaminsky, Designing and Managing the Supply Chain, Concepts, Strategies, and Case Studies

18. MGT-318 Business Policy

In the Business Policy and Strategy course all functional disciplines are integrated together in an attempt to look at and comprehend the wholesome business picture. While running a business in competitive environment, it is expected that senior managers have conceptual and abstract skills to understand the business issues and challenges not only in their respective areas of expertise, but also, and more importantly, from other functional managers' perspective. The senior managers are also expected to have an understanding how the company as a whole is evolving over time.

Pre-requisite: None

Course Contents:

- Definition, process and nature of strategic decisions
- The strategy managers: The role and tasks
- Strategy formulation: Information inputs: Operating environment scanning; Structural analysis of competitive forces; The structure and performance of the industry as a whole
- Strategy formulation: Mission and objective: Concepts: Mission; Goals; Objectives and targets; Mission development and statement; Relationship

- The strategy-making hierarchy; corporate strategy; Functional strategies; operating strategy; Factors shaping strategy.
- Action plan choice: The generic competitive strategies; the offensive strategic postures; The defensive strategic postures; Corporate diversification strategies.
- Strategies evaluation and selection: Evaluation models; Growth share matrix (GSM); General electric's stop light grid; Life cycle analysis; Gap analysis; Directional policy matrix (DPM); Selection models and contexts.
- Functional strategy formulation: Selection of functional areas; Formulation of functional objectives; Formulation of functional action plans. Strategy implementation: Analyzing strategy-change; Analyzing organizational structure; Analyzing organizing culture; Selecting an implementation approach; Strategic control: The strategic control process.
- A case analysis framework: Diagnosis and record of the current situation; Identification and record of the strategic issues and key problems.

Text Books:

- Arthur Thompson, A. J. Strickland III, John Gamble: Crafting and Executing Strategy: The quest for competitive advantage, Concepts and cases, McGraw Hill, 2007
- David, F.R. Strategic Management, 12th Edition, Upper Saddle River, N.J.: Prentice Hall Publishing Company, 2009

19. PMG-319 Project Management

Project Management course is a comprehensive introduction to project management theory and application including but not limited the knowledge areas and processes identified in the Project Management Institute's (PMI) Guide to the Project Management Body of Knowledge (PMBOK). Using a combination of theory based lectures, case studies, and practical exercises, students are introduced to project management best practices and problem solving techniques associated with project planning, charter, scope, feasibility, risk, financial analysis, close up, HR, Quality Management, resource requirements management, executing and controlling the projects, etc.

Course Contents:

- Introduction to project management
- Definition of a project
- Importance of project management
- Project life cycle; Types of projects
- Project management and related industries
- Project initiation and selection
- Project manager
- Project organization
- Project planning

- Conflicts and negotiation
- Project implementation.
- Budgeting and cost estimation
- Scheduling; Resource allocation
- Monitoring and information systems
- Project control.
- Project feasibility study
- How to prepare project feasibility study
- Format of feasibility study
- Contents of feasibility study
- Making accurate estimates.
- Project networking & scheduling (PERT/CPM)

Text Books:

- Jack R. Meredith & Samuel J. Mantel, Jr.: Project Management – A Managerial Approach
- Harold Kerzner Project Management – A Systems Approach to Planning, Scheduling and Controlling

20. MGT-323 Quantitative Methods for Business Management (Effective Decision Making through Data Management)

This course is a continuation of Quantitative Methods for Business Management with particular emphasis on topics like regression analysis, analysis of variance, reliability and validity, queuing theory, and linear programming. Major emphasis will be placed on computer applications of the quantitative methods applicable to business functional areas and on the enhancement of the student's communication, analytical, and computer skills.

Course Contents:

- Basic linear programming concepts and methods
- Analysis of variance to test for differences between data groups
- Understanding of the linear regression model and its use in business and economics
- Structure and dynamic behavior of a simple waiting line system
- Use of appropriate computer programs to analyze data and build decision models

Text Books:

Evans, James R. Statistics, Data Analysis, and Decision Modeling

21. BMS-324 Business Statistics

Students in this course will study the basic concepts of descriptive and inferential statistics and their application in business decision making process. Focus is on the applications of statistics to the functional areas of business--accounting, finance, management, marketing and operations.

Course Contents:

- Frequency distributions
- Computation of various measures of central tendency and variation
- Probability concepts and different probability distributions
- Computation probabilities using probability rules
- Sampling concepts and random samples from populations
- Estimation of population parameters using sample statistics
- Construction of hypotheses for testing using both large and small samples
- Interpretation of hypothesis-testing results for both one-sample and two-sample tests
- Compute regression lines and predict dependent variables

Text Books:

- Anderson, D.R., D.J. Sweeney, and T.A. Williams, Statistics for Business and Economics, 9th Edition, South-Western.

Note: Direct registration in any advance level course with attached pre-requisite is possible and the condition of pre-requisite may be waived off after the careful evaluation of academic background/experience of student by the respective instructor or Head of Academics/equivalent/Director, IB&M.

Course Description MBA (66)

Curriculum for Executive MBA

(Total Courses 22)

(Total Credits Hours = 66)

Semester 1 – Foundation Courses

<u>Course Code</u>	<u>Name</u>	<u>Credit Hours</u>
1. MGT-304	Principles of Management	3
2. BMS-305	Business Mathematics & Statistics	3
3. MKT-301	Principles of Marketing	3
4. ACT-302	Financial Accounting	3
Semester Total		12
<i>Grand Total</i>		<i>12</i>

Semester 2

<u>Course Code</u>	<u>Name</u>	<u>Credit Hours</u>
5. MGT-303	Business Communication	3
6. ACT-306	Managerial Accounting	3
7. MKT-308	Marketing Management	3
8. HRM-310	Human Resource Management	3
9. QOM -309	Operations Management	3
Semester Total		15
<i>Grand Total</i>		<i>27</i>

Semester 3

<u>Course Code</u>	<u>Name</u>	<u>Credit Hours</u>
10. BUS-315	Research Methodology	3
11. MGT-307	Organizational Behavior	3
12. ECN- 311	Business Economics	3
13. SPD- 320	Seminar in Professional Development	3
14. SBE- 321	Seminar in Business Ethics	3
Semester Total		15
<i>Grand Total</i>		<i>42</i>

Semester 4

<u>Course Code</u>	<u>Name</u>	<u>Credit Hours</u>
15. QOM-314	Total Quality Management	3
16. MIS- 313	Management Information System	3
17. PMG- 319	Project Management	3
18. SMP- 322	Seminar in Managing People for High Performance	3
	Semester Total	12
	<i>Grand Total</i>	<i>54</i>

Semester 5

<u>Course Code</u>	<u>Name</u>	<u>Credit Hours</u>
19. MGT-318	Business Policy	3
20. MGT-316	Entrepreneurship	3
21. SCM-317	Supply Chain Management	3
22. FIN - 312	Financial Management	3
	Semester Total	12
	<i>Grand Total</i>	<i>66</i>

Broad Course Contents & Brief Description

1. MKT-301 Principles of Marketing

This course introduces the fundamentals of marketing (key concepts, methods of analysis, strategies and tactics) critical to managing profitable customer relationships in today's dynamic and connected business environment. In this course, students will be introduced to marketing strategy and elements of marketing analysis; customer analysis, company analysis and competitor analysis. It will familiarize students with the elements of the marketing mix (product, pricing, promotion, and distribution strategies). It will also enhance students problem solving and decision making abilities by learning to leverage strategic marketing analysis to inform tactical marketing mix decisions; while providing them with a comprehensive framework to evaluate marketing decisions and to create successful marketing initiatives.

Pre-requisite: None

Course Contents:

- Marketing in changing world: Creating customer value and satisfaction; Strategic planning and the marketing process; Global marketing environment
- Marketing research and information systems; Consumer markets and consumer buying behavior; Business markets and business buying behavior
- Marketing segmentation; Targeting; and positioning for competitive advantage
- Product and services strategy; new products development and product life-cycle strategies.
- Pricing products: Pricing considerations and approaches; Pricing strategies
- Distribution channels and logistics management; Retailing and wholesaling
- Integrated marketing communication strategy; Advertising; Sales promotion and public relations; Personal selling and sales management; Direct and online marketing
- Competitive strategies: Building long lasting customer relationships

Text Books:

- Philp, Kotler and Gary Armstrong: Principle of Marketing, McGraw Hill, Co.
- William J. Stanton: Fundamental of Marketing, McGraw Hill

2. ACT-302 Financial Accounting

The objective of this course is to familiarize the student with the basic concepts, standards and practices of financial accounting. The course is devoted to the basic financial statements, the analysis and recording of transactions, and the underlying concepts and procedures, with the focus toward the financial statement analysis.

The course gives an overview of the procedures necessary to prepare and understand the basic financial statements. The remainder of the course examines the accounting for the most common and significant transactions of a firm, including revenue and accounts receivable, sales and inventories, long-term fixed assets, bonds and other long-term debt, and stockholder's equity. The focus of the course is to use financial information, develop critical thinking skills and the ability to conduct meaningful analysis of information presented in the basic financial statements.

Pre-requisite: None

Course Contents:

- Purpose and nature of accounting; Various areas of accounting; Forms of business enterprises; Accounting information users; GAAP; Conventions; Business transactions and accounting equations
- Accounting process: Recording changes in financial position; Double entry accounting system; Journal; Ledger; Trial balance; The accounting cycle; Measuring business income; Adjusting process; Completion of accounting cycle; Work sheet; Financial statements; Accounting for merchandize business
- Accounting systems: Special journals and internal control of cash transactions; Bank reconciliation; Accounts receivables and inventories accounting methods; Plant assets; Depreciation; Intangible assets; Amortization and depletion methods; Liabilities; Partnership: Formation; Division of income and liquidation process
- Corporation: Organization; Classes of stock; Stock holder's equity statement; Stock value; Issuance of stock; Stock dividend; Treasury stock; Stock split; Measuring corporation income; Earnings per share
- Measuring cash flows: Statement of cash flows; Classification of cash flows

Text Books:

- Robert F. Meigs and Walter B. Meigs: Accounting: The Basis for Business Decisions
- Flamholtz, Michael A. Diamond: Principle of Accounting
- Frankwood: Business Accounting-I and Business Accounting-II

3. MGT-303 Business Communication

The course is designed to focus on techniques of effective communication in the business world. Students will learn to use various communication tools like memos, letters, meetings, presentations, report writing, and electronic correspondence. The course also examines methods of organizing and presenting information and how to develop good communication by using verbal and non-verbal communication skills. During this course students will implement the communication within teams or across organization that can make or break the organization.

Student will also learn how to write and reply enquiries and requests, learn develop resume and application letter and prepare for job interviews, how to write letters that create goodwill to customers and clients. Part of this business course is to teach students persuasive techniques and to organize information for report writing. Course will cover areas such as how to write concrete periodic reports with clear and complete instructions. Last but not least, students will also learn to prepare proposals and reports, enhancing presentation skills is another integral component that meet international standards of interactive and participative activities.

Pre-requisite: None

Course Contents:

- Process of communication: Communication model; Channels of communication; Flow of communication; Barriers to effective communication; How to make communication effective
- Communication theories: Interaction-information-Completeness
- 7Cs of communication: Conciseness-Correctness-Completeness; Clarity-Consideration-Courtesy-Concreteness

- Written communication: Letter-Memorandum-Circular; Agenda and minutes of meeting; Business research report: Types; Format; Language & Style; Market report: Types-Format; Thesis and assignment writing
- Oral communication: Meeting: Types and conduct; Interview: Types and conduct; Presentation or speech: Types-Planning-Delivering the presentation or speech; Workshop and seminar: Planning-Conduct
- Communication strategy: Image building; Minus image and its implications; developing a positive corporate image; Messages choice: Favorable, unfavorable, negative and persuasive.
- Précis writing: Methods of précis writing; Principle points to be kept in mind while writing précis; Specimen of passages and their précis
- Essay writing: Characteristic of a good essay; Classification; Hints on essay writing: General preparation; Special preparation

Text Books:

- Murphy and Hildebrandt, Effective Business Communication
- Coultland L. Bovee, Jhon V. Thill, Business Communication Today

4. MGT-304 Principles of Management

This is an introductory course about the management of organizations. It provides instructions regarding principles of management that have general applicability to all types of enterprises; basic management philosophy and decision making; principles involved in planning, organizing, leading, and controlling; and recent concepts in management.

This course will enable students to develop short and long-range plans to effectively accomplish organizational goals. Through the use of specific management terminology, exercises and case studies, students will be able to give a critical appraisal of real life situations involving organizing, staffing and motivating others. The student will also learn tools to aid in problem solving, valuing diversity and coping with change. The principles learned in this course will allow the student to effectively work with and through others in an organization.

Pre-requisite: None

Course Contents:

- Management concept; Definition and process; Managerial levels; Roles & skills; Evolution of management thought in changing environment; management's ethical and social responsibilities
- Management functions; Determination of objectives & goals; Effective goal setting; Management by objectives
- Management Functions and Management Process: Planning; Organizing; Leading and controlling
- Planning: The nature; purpose and process; Hierarchy and types of organization's plans; Strategic planning; Environment analysis; SWOT analysis; Corporate; Business and functional strategies; Operational planning tools; Flow charts; Gantt charts; Load charts; Logical framework; Effective planning
- Decision making & problem solving: The rational decision-making model; Decision making styles; Committee and group aided decision-making. Organizing: Authority, Nature and Committee
- Leadership: The nature of leadership; Leadership theories; Styles; Skill
- Motivation: Concept; Primary and secondary motives; Motivation theories
- Elements of controlling: An overview of control; Control process; Critical control points and

Standards; Control system; Effective control system requirements; Resistance to control; Control strategy choice; Methods of control, management performance and audit tools

Text Books:

- Katherine, Bartol: “ Management”
- Harold Knootz & Heins Weihrich: Management
- Drucker, P.F,: The Practice of Management
- Stephen P. Robbins and Mary Coulter: Management

5. BMS-305 Business Mathematics & Statistics

The purpose of the course is to provide the students with a mathematical basis for business financial decisions. The course contents include: business applications using arithmetic, algebra, and ratio-proportion and graphing. Applications include payroll, cost-volume-profit analysis and merchandising mathematics. The course also includes Statistical Representation of Data, Correlation, Time Series and Exponential Smoothing, Elementary Probability and Probability Distributions. This course outline also comprises logical reasoning and problem solving skills.

Course Contents:

- Basic mathematical concepts and their application in various businesses; Real numbers; Discrete and continuous variables; Functions; linear and exponential functions; Simultaneous equations; Matrix algebra; Compounding and discounting techniques; Basic algebra and set theory; Permutation and combination; Differential calculus
- The statistical analysis of managerial problems: Collection and classification of data; Measures of central tendency and dispersion; Probability; probability distribution; Estimation; Regression and correlation analysis; Time series analysis and forecasting and index numbers

Text Books:

- Mansfield, E.: Statistics for Business & Economics: Methods and Applications
- Danier, W.W., Terrell, J.C.: Business Statistics: Basic Concepts and Methodology
- Downen, E.K., Starr, M.K., Basic Statistics for Business and Economics
- Iqbal Bhatti: Fundamental of Statistics
- Sher Muhammad: Elements of Statistics

6. ACT-306 Managerial Accounting

Financial decisions impact virtually every area of the business today. The course comprises of, an in-depth coverage of two crucial areas of every business i.e., Management of Current Assets & Management of Working Capital. It presents the principles and techniques of managing each element of current assets and their financing. Basic theories & important formulae have also been discussed in each session. Theory can be best understood by its application, each course in this product exhibits step-by-step approach in solving problems by ‘do and learn’ policy. Thus the course explores the theory with relevance to the real-world business problems through analytical approach.

Pre-requisite: Financial Accounting

Course Contents:

- Introduction to financial accounting; Cost terms; Concepts and classification; Responsibility accounting and cost allocation concepts
- Responsibility accounting centers and performance reports; Cost flows and accumulation: The basic cost flow model; Cost accumulation
- Merchandising; Manufacturing and Services organization; Costing systems: Job order-costing systems; Process costing system; Hybrid product costing system; Cost management systems; Cost behavior and estimation
- Cost behavior patterns; Cost estimation methods and Account analysis; Cost – volume – profit analysis
- The breakeven point; CVP analysis; CVP with multiple products; Cost structure and leverage analysis; Standard costing systems
- Standard costs and control; Setting cost standards; Overhead application in a standard costing System; Differential cost analysis: Differential costs versus variable costs; Differential costs versus total costs; Cost analysis for pricing; Variable costing: Variable costing versus full absorption costing; Appropriateness of variable costing & full absorption costing methods; Flexible budgeting; Budgeting & monitoring

Text Books:

- Charles T. Hongren: Introduction to Managerial Accounting Prentice Hall, International
- Ronald W. Hilton: Managerial Accounting McGraw Hill
- Garrison: Managerial Accounting McGraw Hill
- Charles Brandom: Managerial Accounting: Strategy & Control, McGraw Hill

7. MGT-307 Organizational Behavior

The major objective of this course is to provide students with a better understanding of how individual vs group dynamics and organizational system's impacting the behavior of people at workplace operate. This learning enables them to function more effectively in their present or future roles as managers of human resources. The course contents include; values, attitudes & job satisfaction, personality and emotions, perception and individual decision making, motivation, group behavior, communication in team work, leadership and trust, power & politics, organizational culture, and organizational change & stress management.

Pre-requisite: Principle of Management

Course Contents:

- Organizational behavior: Key concepts; Historical perspective on organizational behavior; Organizational behavior and contemporary issues
- Organization: Structure and design: Nature and purpose of organization; Classical and modern concepts of organization; Span of control and organization structures; Authority relations: Line; Staff and functional; Authority: Delegation and decentralization; Departmentalization; Organizational life cycle stages; Contingency approach of organization design; Today's organizations and various designs; Organizational effectiveness
- Organizational culture: Dynamics of organization's culture; Basic approaches to organizational culture; Cross-cultural awareness; Total quality culture creation; Changing and developing cohesive organization's culture
- Organizational change and development: Nature and typology of organizational change; Diagnosis of forces for change; Models and dynamics of planned change; Resistance to change and its management; Techniques for managing change; Organizational development: Objective & model; Change management and contemporary issues in TQM

- Foundations of Individual Behavior: Perception process; Attribution theory; Personality and organizational behavior; Attitudes; Personal values and ethics; Learning & behavioral modification
- Behavior modification: Behavioral learning models; Principles of behavior modification; Process of modifying on-the-job behavior; Behavioral self-management
- Socialization and mentoring: Organizational socialization process; Socialization techniques; Mentoring; Organizational roles and norms
- Work group behavior: Work group: Types; Functions & development process; Work group structure; Composition and effectiveness; Inter group interactions; Organization influence tactics; Organization's politics; Strategies for improving work group performance
- Organizational conflicts management: Nature of conflict; Functional versus dysfunctional conflict; Approaches to effective conflict resolution; Conflict stimulation

Text Books:

- Judith R. Gordon: Organizational Behaviour
- Davis and Newstrom: Human Behavior at Work: Organizational Behavior, McGraw Hill.
- Robert Kreitner & Angelo Kinicki: Organizational Behavior, IRWIN

8. MKT-308 Marketing Management

In this course, students will develop a critical appreciation of the basic concepts and techniques of marketing management and strategy with an emphasis on creating customer value and building customer relationships. The course develops concepts and skills necessary for marketing decision-making and illustrates how various decision-making tools apply to actual business situations. The goal of this course is to develop a disciplined process for addressing marketing issues and problems in a variety of settings, and to give students the tools and background necessary to think through marketing problems. Through the use of a marketing plan project, students are encouraged to apply the concepts and generalizations to a real life product or service. The project gives students the opportunity to learn business researching skills and its presentation.

Pre-requisite: Principles of Marketing

Course Contents:

- Marketing – An overview: Definitions; Evolution of marketing management concept; Social responsibility; Basic functions of marketing & importance and scope of marketing
- The marketing environment analysis: An organization's external microenvironment and macro environment; Organization's internal environment
- Marketing information systems: Concept and components of marketing information systems; MKIS; MRS; Analytical marketing system; Marketing decision support system
- Consumer markets and consumer behavior analysis: Demographic dimensions of consumer market; Behavioral dimensions of consumer market
- Buyer behavior: objectives & structure
- STP Marketing: An overview of marketing opportunities and target markets; Market segmentation concept, patterns & procedure
- Product marketing strategies: Basic concepts of product planning; The product life cycle: Stages and marketing strategies; New product planning and development; Product-mix strategies; Branding; Packaging and labeling
- Pricing strategies and policies: Procedure for price setting; Methods of setting prices
- Marketing channel systems: The nature of marketing channels; Various marketing channel systems; Channel – design decisions; Channel – management decisions; Channel dynamics

- Promotion strategies: Meaning and importance of promotion; Communication and promotion mix strategy; Effective advertising programs; Sales promotion and public relations programs; The strategic personal selling process; Strategic sales-force management

Text Books:

- Marketing Management, Analysis, Planning, Control : Philip Kotler
- Marketing Management: A Comprehensive Reader : Jegdesh Sheth and Dennis E. Garrett
- Managerial Approach: E. Jerome McCarthy & William. D. Pareanth, Basic Marketing

9. QOM -309 Operations Management

This course is designed to provide the students with an understanding of the foundations of the operations functions in both manufacturing and service organizations. The course will analyze operations from both the strategic and operational perspectives and highlight the competitive advantages that operations can provide to the organization. Students will learn tradeoffs among different types of goods and services, operations systems in terms of key characteristics, management tasks, organization and control, and impact on the strategy and direction of the firm.

The students learn the strategic and tactical operations management issues and their relationship to the other functional areas of the firm. The key areas covered include; product/process design, facility location/layout, work place design, motion/time study techniques, forecasting demand, inventory systems, MRP, JIT, aggregate planning techniques, maintenance and safety. Each topic will be supplemented by a case study. Finally, students will choose a manufacturing/service organization to apply the concepts in designing and planning an improved operational system.

Pre-requisite: Business Mathematics & Stats

Course Contents:

- Importance of operation management, design of an effective operational system including a thorough understanding of various operational strategies and their implicative impact on the overall production and operation of a company
- Operations management and corporate profitability. Characteristics of a manufacturing system; Difference between manufacturing and service operations; Forecasting techniques including simulations and aggregate product planning for attaining TQM
- Japanese style of manufacturing utilizing techniques and trends for attaining quality assurance with the use of techniques such as “kanban”; Capacity planning, process design, facility layout and location
- Implementation of an effective operational strategy with a perspective emphasizing on the operational system of the future in the global market

Text Books:

- Production and Operations Management: James D.Dilworth, McGraw Hill
- Modern Production/Operations Management: Elwood S. Buffa and Rakesh K. Sarin, 8th Edition, Wiley

10. HRM-310 Human Resource Management

The purpose of this course is to help students acquire the specific knowledge, skills, and abilities associated with human resource management so they are actually prepared to perform the essential functions that human resource professionals are expected to perform. Participants will get the knowledge about the designing of jobs, organizational structuring, planning for HR, recruiting and selecting the best

candidates, training & developing employees, measuring employee performance, reward and compensation systems, Building employee relations and ensuring legal requirements for employment. Students will learn practical skills in all functions of HRM and review how these functions are being applied in various organizations.

Course Contents:

- Concepts of human resource management; Human resource challenges; Human resource functions; Philosophical approaches to human resource management
- Job design and analysis: An overview of Job design; Techniques of job design; Job analysis; Collection of job information; Applications of job analysis information
- Human resources planning & recruitment: Significance of human resource planning; The planning process; The implementation of program; Recruitment & selection policy issues; Source of recruitment; Selection process & procedure; Evaluation of human resource planning & recruitment
- Career planning & development: Promotion; Demotion; Separation
- Training and development: Significance of training & development; Principles of training & development; Training & development methods; Evaluation of training & development
- Motivation and Reward System: Concept of motivation; Reward systems; Motivation through job design; Motivation through employee participation; Other motivation techniques
- Performance appraisal: appraisal – Definition and applications; Basic consideration in appraisal; Appraisal methods; Legal issues for appraisal; Appraisal challenges
- Compensation and services: Objectives/Rationale of Financial compensation; Challenges affecting compensation; Wage criteria; Policy and principles; Job evaluation and its system; Compensation for administrators & professionals; Financial benefits and other services
- Discipline: Concepts of discipline; Preventive & corrective discipline; Negative & positive approach; Administration of disciplinary action; Grievance handling

Text Books:

- Human Resource & Personnel: William B. Werther & Keith Davis, McGraw Hill
- Human Resource Management: Bernardin & Russell, McGraw Hill
- Organizational Behavior: Fred Luthans: McGraw Hill
- Organizational Behavior: Robert Kreitner & Angelokinicki, IRWIN

11. ECN-311 Business Economics

This course includes the basic concepts of micro- and macro-economics with respect to consumers, firms and market analysis. The course contents include: micro- and macro-economic aspects of consumers, firms, markets, business cycles, and policy formation from a managerial perspective; attributes and behaviors of units comprising the economy - consumers, markets, individual firms, and industries – as well as the nature, roles, and impacts of policy-making on the macro-economy.

Pre-requisite: None

Course Contents:

- Basic economics concepts; Problems of economic organizations; Markets and elements of supply and demand
- Supply, demand and product markets: Demand; Utility and consumer behavior and business organizations. Theory of production and marginal products; Analysis of costs; Competitive markets; Monopoly and imperfect competition
- Production function and distribution: Factors of production; Pricing of factors of production.

- Markets and economic efficiency; Role of government; Economic systems; Economic growth and international trade
- National economy facts: National income accounting; Measurement of income and spending; Money; Monetary and fiscal policy; International linkages
- Aggregate demand; Supply and growth; Consumption and saving; Inflation; Unemployment; Budget deficit and international adjustment

Text Books:

- Robert S. Pindyck & Danial L. Rubinfeld: Microeconomics, Prentice Hall
- Rudiger Dornbusch & Stanley Fischer: Microeconomics, McGraw Hill
- C.E.Ferguson & J.P.Gould: Microeconomics Theory
- Samuleson & Nordhausan: Economics, Tata McGraw Hill

12. FIN-312 Financial Management

The Finance Manager plays an important part in the operation of the business to understand its profit model and cost structure. This course is designed to provide necessary information to the students about the key functions of the finance manager, and his overall goal. The course covers three main aspects, (1) the analysis of financial data, (2) the determining of the organization's asset structure, and (3) determining of its financial structure. Topics covered in this course includes: introduction to financial management, financial institutions, time value of money, interest rates, loan amortization, definition of risks and returns, different sources of finances (short and long term), cost of capital, share and bond valuation, cash management, and financial statement analysis.

Pre-requisite: Managerial Accounting

Course Contents:

- Nature; Scope and functions; Financial decisions areas; Objectives of financial management; Framework for financial management
- Working capital management: Concepts and components; Determinants of working capital requirement; Working capital conversion cycle and identification of risk
- Cash and marketable securities management: Objectives of cash management; Rational for holding cash; Determinants of cash needs; Cash management strategies
- Credit policy: Optimal credit policy; Credit granting policy; Credit collection policy; Analysis of changes in credit policy
- Financial markets: Money market; Institutional framework with reference to Pakistan; Capital markets; Primary vs. secondary markets
- Sources of finance: Short term financing: Trade credit; Commercial bank loans; Collateral supported loans and commercial paper; Intermediate financing
- The valuation concepts: Key concepts of value; Time-value concept; Valuation process; Fundamental valuation model; Valuation of securities
- Financial forecasting: Short term financial projections: Cash budget and pro-forma financial statements; Long term financial projections
- Capital budgeting: Nature & process; Estimation and identification of the relevant cash-flows; Capital budgeting evaluation techniques; Capital rationing
- Dividend policy: Determinants of dividend policy; Alternate dividend policies

Text Books:

- Weston & Brigham: Essentials of Managerial Finance, the Dryden Press

- James C. Van Horne: Financial Management & Policy, Prentice Hall
- Gitman: Managerial Finance
- Richard Brearly & Stewart Myers: Principles of Corporate Finance. McGraw Hill

13. MIS-313 Management Information System

Management Information system (MIS) is a planned system of the collection, processing, storage and dissemination of data in the form of information needed to carry out the management functions. This course will introduce information systems in the modern enterprise through a survey of information systems, technologies and the way they affect management and in its decision making process. Although the course considers information technology, it also focuses on its application in formulation of management strategies, not simply in technical issues.

Course Contents:

- Introduction to computer system: Hardware; Software; Electronic data processing; Input; Processing and output techniques
- Management information system: Needs for MIS; Evolution & types of information system; (MIS; DSS; Expert System); Concept of data and information
- Database management systems: Concept of DBMS; Hierarchy of database; Elements of DBMS; Contents of files
- Information systems for business application: Executive information system; Manufacturing information system; Marketing information system; FIS; HRIS
- Computer networks: types of networks; Application of networks; Network structure; Network standardization; Network Software
- Introduction to business telecommunication: Communication channels; Channel configuration; Channel sharing; Modes of transmission.
- Other relevant topics: Artificial Intelligence (AI); Office automation; Multimedia; Computer viruses.

Text Books:

- James O, Brien Introduction of Information Systems with supplement. McGraw Hill, New York.
- Robert Schulthies & Mary Sumner: Management Information System, with supplement. McGraw Hill, New York.
- David Olson: Management Information System, McGraw Hill.

14. QOM-314 Total Quality Management

This subject provides the in depth Knowledge of the Total Quality Management (TQM) and its effectiveness in Pakistani organizations to improve productivity and efficiency. This course work includes areas like, introduction to Total Quality Management, overview of major topics related to TQM including managerial and engineering aspects, relationship between TQM and corporate strategy, gurus of TQM and their ideas, implementation of TQM, role of management tiers in TQM implementation, Business Process Re-engineering (BPR), service industry and quality, quality circles, use of quality tools and techniques for continuous quality improvement.

Pre-requisite: None

Course Contents:

- Evolution of TQM: Historical evolution - quality leaders, Common teachings of quality "gurus"; Definitions of quality - from abstract to value-based; Evolution of marketing concepts of quality; Quality costs; Customer-supplier value chains; Total quality management concept and system
- TQM Principles and Strategies: Customer focus; Process improvement; Total involvement; Quality management strategies
- TQM tools and techniques: Seven tools of quality; The house of quality; Taguchi methods; Quality function deployment; Statistical quality control
- Organizing for TQM; Leadership for TQM; Education and training; TQM organization structure; Communication; Measurements; Reward and recognition; Team-building for TQM
- Implementing TQM: Managing key processes; Steps in process improvement; measuring process improvements; Benchmarking for TQM; Quality management systems - ISO 9000 series; Quality awards - Baldrige, Ford, and others
- Functional analysis; Purpose; Method; Benefits; Applications
- Human side of quality: Empowerment; Teamwork; Stages of team development; Stages of application; Manager's responsibility
- Process improvement: Managing key processes; Six steps to process improvement
- Problem solving: Methodology; Cause-Effect Diagram; Data gathering and analysis & implementation
- KAIZEN- Continuous improvements: KAIZEN and management; The KAIZEN umbrella; KAIZEN and TQM; Suggestion systems
- TQM in service organizations; measuring service quality; Cost of service quality

Text Books:

- The Managing for Quality and Performance Excellence: Evans, James R.
- Management and Control of Quality and Excellence: Evans, James R.

15. BUS-315 Research Methodology

The general objective of this course is to introduce students to methods of research. The specific objectives are: (i) to ensure that students acquire some practical research skills; (ii) to help students understand the principles of research; and (iii) to enable students to link the research process with theories of their specialist areas. By becoming familiar with the research process in practice, students should be more confident and competent in evaluating and using research results in their specialist areas.

The course content includes The meaning of research, Research and academics, Research problems, Types of research, Research process and design, Characteristics of good research and choice of research topic, Components of research proposal, Literature review, Research strategies, Sampling analysis, Data collection, Research ethics, Research access, Data analysis and Report writing.

Pre-requisite: None

Course Contents:

- Business research: Definition & nature; The business research process; Errors in business research
- Research design and data sources: Types of research and research designs; Primary data and its sources; Secondary data and its sources

- Data collection procedures: The measurement process; Concepts of validity and reliability; The casual design procedures; Data collection methods; Observation; Documentary-Historical Method; The survey method
- Data collection instruments: Questionnaire; Interview and scheduling; Problems in data collection
- Sampling: Sampling concepts; The sampling procedures (types of sampling); Determining a sample size & selection of sample
- Data processing and analysis: Basic concepts of data processing: Computer representation; Data matrix; Data storage
- Data processing flow: Editing; Coding; Handling blank responses; Coding; Categorization; Converting; Weighting; Storing; Alternative processing flows; University data analysis; Measurement of central tendency; Measurement of dispersion; Hypothesis testing; Bivariate data analysis; Linear correlation; Simple regression; The chi-square test; The cross-tabular tables; Elaboration of relationships
- Multivariate data analysis: Interdependence methods; Factor analysis; Cluster analysis; Multidimensional analysis; Multivariate data analysis: Dependence methods; Multiple regressions; Analysis of variance & covariance; Discriminate analysis
- Research project proposal: Rationale for the study defining the problem; Research objectives; Information needs; Research design; Data collection procedure; Data processing & analysis; Research team and its profile; Budget; Time table

Text Books:

- Ranjit Kumar: Research Methodology, Sage Publications.
- Dam Remenyl: Doing Research in Business and Management, Sage Publications.
- C. William Emory: Business Research Methods, IRWIN.

16. MGT-316 Entrepreneurship

This course develops an awareness of the development of entrepreneurship. Students are introduced to elements of successful entrepreneurship, opportunity identification and assessment, economic development, potential of small business and microenterprise in Pakistan, alternative forms of work arrangements in the new economy balancing an entrepreneurial lifestyle, determining what success means to each student, goal setting and visioning.

The goal of this course is to introduce the state of entrepreneurship, providing insight into: 1) the significance of entrepreneurship especially in Pakistan, 2) entrepreneurial processes - from finding and evaluating good business opportunities to new venture start-up and growth issues, and 3) entrepreneurial behavior, a critical success factor in new venture creation. Students will learn key entrepreneurial concepts through lecture material, experiential learning, videos and interaction with successful entrepreneurs. The main areas of focus are; Entrepreneurial antecedents including education, family history and demographical features; role of innovation and creativity; start-Ups; growth and exit; Entrepreneurial Leadership; International Entrepreneurship; Financing Small firms; Family Entrepreneurship; Social Entrepreneurship and Corporate Entrepreneurship. Students will prepare innovative Business Plans by interacting with real growth-oriented Entrepreneurs.

Pre-requisite: None

Course Contents:

- Entrepreneurial perspective; Economics and entrepreneurship; Process; Ventures; Practices and characteristics

- Entrepreneurship and new free enterprise: Entrepreneurship venture opportunities; Innovations; Change; Fantasies; Environment of small business; Sources and resolutions; Corporate entrepreneurship; Risk failure and new venture unit; Feasibility of planning and concepts of planning; stages of growth model; Responsibility of feasibility plan
- Product and services concepts: Product servicing concepts and commercial opportunities (macro over view); Products and technology; Identification opportunities; Product development life cycle; Product protection; Trade mark and patents; Process of patents; Validity of property rights and accessing government information; Human resources side of enterprise; infrastructure of services; Types of service venture; Success factors
- Marketing and new venture development: Marketing research for new ventures; Marketing concepts; Startup of marketing research; Market focused organization; Sources of market intelligence; Competitive analysis and implications of market research; Marketing strategies and functions and product concepts; 4 Ps; Making marketing plan; Changing international ventures
- Entrepreneurial team and business formation: Human resource and relations; BOD; Legal aspects; Acquiring a business; Evaluation of acquisition opportunities and methods of valuation; Financial resources and asset management; Different types of financing, buy or lease; Organization cycle and growth of organization; Strategic management for success of enterprise; Looking towards entrepreneurial career

Text Books:

- David H. Holt: Entrepreneurship, New Venture Creation, Prentice Hall
- Bill Bolton & John Thompson: Entrepreneurs Talent, Temperament, Technique, Butterworth Heinemann

17. SCM-317 Supply Chain Management

This course will develop students' awareness of the function of Supply Chain Management to design and manage the processes, assets, and flows of material and information required to satisfy customers' demands. This course is an introduction to the supply chain concept and will explore the management of supply chains to improve an organization's overall supply efficiency. Other concepts included are: the definitions of supply chains; identification procedures; an overview of methods; processes and systems that are used in the operation of supply chains and the applications of methods, processes; systems to improve supply chain performance.

Pre-requisite: None

Course Contents

- Introduction to supply chain management: Objectives and market application; Inventory management; Transportation; Warehousing and customer services
- Supply chain management: Application and problems and lean production
- Distribution structures of national and multinational organizations; Techniques of designing the new distribution structures and maintaining the existing ones
- Evaluate the distribution setups of the companies and emergence of the marketing channels structure
- Functions and flows in marketing channels
- Analyzing marketing channel structure
- Channel relationships – An overview

- Discussion on research paper – “A study of supply chain management practice in UK industrial SME’s” – Supply Chain Management: An International Journal – Michael Quayle
- Retail management – An introduction and wheel of Retailing; Types of retailing (International and Pakistan prospects); Role of information Technology in retail management; Pricing and its related decision in retail
- Concept of Wholesaling – An introduction and its types
- Channel planning; Designing channel systems; Reverse distribution channels – Concept and its implication in international and national prospects
- Managing marketing channels; Criteria’s for the selection of members: Suppliers to manufacturers and manufacturer to wholesaler and retailers
- Identifying potential and actual channel conflicts – Conflict management techniques
- Environmental issues – “Environmentally responsible logistic systems”

Text Books:

- Louis W. Stern, Adel L. El. Ansary and Anne T. Conghlan, “Marketing Channels”, Fifth Edition.
- David J. Bloomberg, Stephen Lemay, Joe B. Hanna, Logistics
- David Simchi-Levi and Philip Kaminsky, Designing and Managing the Supply Chain, Concepts, Strategies, and Case Studies

18. MGT-318 Business Policy

In the Business Policy and Strategy course all functional disciplines are integrated together in an attempt to look at and comprehend the wholesome business picture. While running a business in competitive environment, it is expected that senior managers have conceptual and abstract skills to understand the business issues and challenges not only in their respective areas of expertise, but also, and more importantly, from other functional managers' perspective. The senior managers are also expected to have an understanding how the company as a whole is evolving over time.

Pre-requisite: None

Course Contents:

- Definition, process and nature of strategic decisions
- The strategy managers: The role and tasks
- Strategy formulation: Information inputs: Operating environment scanning; Structural analysis of competitive forces; The structure and performance of the industry as a whole
- Strategy formulation: Mission and objective: Concepts: Mission; Goals; Objectives and targets; Mission development and statement; Relationship
- The strategy-making hierarchy; corporate strategy; Functional strategies; Operating strategy; Factors shaping strategy
- Action plan choice: The generic competitive strategies; the offensive strategic postures; The defensive strategic postures; Corporate diversification strategies
- Strategies evaluation and selection: Evaluation models; Growth share matrix (GSM); General electric’s stop light grid; Life cycle analysis; Gap analysis; Directional policy matrix (DPM); Selection models and contexts
- Functional strategy formulation: Selection of functional areas; Formulation of functional objectives; Formulation of functional action plans. Strategy implementation: Analyzing strategy-change; Analyzing organizational structure; Analyzing organizing culture; Selecting an implementation approach; Strategic control: The strategic control process
- A case analysis framework: Diagnosis and record of the current situation; Identification and record of the strategic issues and key problems

Text Books:

- G. Johnson & K. Scholes: Exploring Corporate Strategy, Prentice Hall.
- Whelen and Whelar: Strategic Management
- Fried. R. David: Strategic Management, Prentice Hall.
- Saeed Amjad Khawaja; Managerial Policy; Institute of Management Sciences.
- Thomous, Stricklend: Strategic Management, BPI, IRWIN.

19. PMG-319 Project Management

Project Management course is a comprehensive introduction to project management theory and application including but not limited the knowledge areas and processes identified in the Project Management Institute's (PMI) Guide to the Project Management Body of Knowledge (PMBOK). Using a combination of theory based lectures, case studies, and practical exercises, students are introduced to project management best practices and problem solving techniques associated with project planning, charter, scope, feasibility, risk, financial analysis, close up, HR, Quality Management, resource requirements management, executing and controlling the projects, etc.

Course Contents:

- Introduction to project management
- Definition of a project
- Importance of project management
- Project life cycle; Types of projects
- Project management and related industries
- Project initiation and selection
- Project manager
- Project organization
- Project planning
- Conflicts and negotiation
- Project implementation
- Budgeting and cost estimation
- Scheduling; Resource allocation
- Monitoring and information systems
- Project control
- Project feasibility study
- How to prepare project feasibility study
- Format of feasibility study
- Contents of feasibility study
- Making accurate estimates
- Project networking & scheduling (PERT/CPM)

Text Books:

- Jack R. Meredith & Samuel J. Mantel, Jr.: Project Management – A Managerial Approach
- Harold Kerzner Project Management – A Systems Approach to Planning, Scheduling and Controlling

20. SPD-320 Seminar in Professional Development

This seminar aims to develop professional image of Business Graduates Corporate. In the journey of Self development, Corporate Manners and Office Etiquettes will be given due importance.

In this context, extensive discussion will be made on ways of self grooming, self awareness and self assessment. It will also cover issues like performance enhancement, time management, personal and organizational goal setting, Further topics include: personal development techniques, ways to build confidence, benefits of positive thinking, active listening, effective presentation, decision making and problem solving, professional communication in offices, workload planning and personality grooming. Group discussion sessions will enable students to develop their soft skills which could benefit in their professional life.

Course Contents:

- Portfolio Development; Job Shadowing; Safety in the Workplace/School/Home; Internet/On-line: Career Cruising (Career Development); Building Better Career Futures; Career Development principals & decisions; Job preparation – resume & cover letter - the interview process - dining etiquette.
- Financial Planning/Money Management; Entrepreneurship; Environmental Awareness; Building Better Relationships: Healthy relationships; Conflict Resolution.
- Related responsibilities: Public speaking; Power Point presentation; Developing of personal philosophy of life; Portfolio development: biographical sketch, personal goals

Text Books:

- Roldan, Amelia Samson. A Workbook on Personality Development and Character Building, Skills
- Development and Management Services (SDMS).Paranaque City, Metro Manila. 1993

21. SBE-321 Seminar in Business Ethics

Business ethics is the moral analysis of business activity and practices. In business ethics, managers consider business actions and decisions in the light of moral principles and values, and ask whether ethical motives in business activity would make business better and more successful. The course content includes: introduction to business ethics, corporate social responsibility: the role of business in society, employer/employee rights and duties (internal issues), ethical issues with consumers, the environment and society and corporate governance, discrimination, ethical audit, role of ethics in marketing and media, ethical issues in Pakistani industry and corporate sector in global perspective, organizational ethics policy, ethical leadership and ethics in the light of Quran & Sunnah.

Course Contents:

- Business calling
- The morality of capitalism
- Organizational ethics
- Social Responsibility
- International Ethics
- Employee Relations
- Advertizing Ethics
- Financial Ethics

Text Books:

Moral issues in business 10th Edition by William H shaw & Vincent Barry.

22. SMP-322 Seminar in Managing People for High Performance

Performance management is about creating an environment and relationship that encourages each individual to flourish. Managing people for high performance is the key to managerial success in any organization. The course is designed to prepare participants to take main leadership role in their respective organization for contributing towards business excellence.

The course contents include: Leadership and Motivational Theories as applied in Hi Tech organizations; The Relationship and its importance in the corporate environment for high performance; Definition of high performers, Performance maximization through goals / objectives, Empowerment, Degree of autonomy, Accomplishment; How poor performers can be converted into high performers; Capability and competency maximization; Capacity enhancement, etc. The main aim is to use world best practices in organizational motivation and personal leadership style for achieving best performance.

Course Contents:

- Importance of performance management
- The relationship between the organization mission, strategy and operational goals and how they relate to performance
- The concept of benchmarking and how it relates to managing performance
- The various roles of the trainer, HR generalist, the employee and the manager/ supervisor with respect to managing performance
- The key elements of performance management process
- Techniques and tools used to enhance performance
- Contribution of coaching towards performance management

Text Books:

- Das Hari.: Performance management : PH Series in Human Resource management, Prentice hall 2003

Note: Direct registration in any advance level course with attached pre-requisite is possible and the condition of pre-requisite may be waived off after the careful evaluation of academic background/experience of student by the respective instructor or Head of Academics/equivalent/Director, IB&M.

Course Description MBA Elective

Curriculum for MBA & EMBA

(Elective Subjects)

<u>Course Code</u>	<u>Name</u>	<u>Credit Hours</u>
1. HRM-341	Performance Management	3
2. HRM-342	Labour Laws and Contract Management	3
3. HRM-343	Compensation and Benefits Management	3
4. HRM-344	Training and Development	3
5. HRM-345	Recruitment and Selection	3
6. HRM-346	Seminar in Managing Change & Organizational Development	3
7. HRM-347	Seminar in Leadership for Organizational Excellence	3
8. PMG-361	Project Monitoring & Evaluation	3
9. PMG-362	Project Constraint Management	3
10. PMG-363	Project Risk Management	3
11. PMG-364	Advance Topics in Project Management	3
12. PMG-365	Computer Applications in Project Management	3
13. PMG-366	Project Feasibility and Appraisal	3
14. BUS -367	Virtual Project Management	3
15. MKT-381	Marketing Research	3
16. MKT -382	Integrated Marketing Communication	3
17. MKT -383	Brand Management	3
18. MKT -384	Marketing Strategy	3
19. MKT -385	Consumer Behavior	3
20. MKT -386	Services Marketing	3
21. MKT -387	Global Marketing	3
22. MKT -388	E-Marketing	3
23. MKT -389	Industrial Marketing	3

24.	MKT -390	Advertising Management	3
25.	MKT-391	Strategic Sales Management	3
26.	MKT -392	Media and Marketing Industrial	3
27.	MGT-401	Performance Maximization Through Motivation	3
28.	QOM -403	Managing Quality in Services	3
29.	QOM -404	Managing Quality in Manufacturing	3
30.	QOM -405	Managing Productivity in Organization	3
31.	QOM -406	Lean Six Sigma	3
32.	QOM -407	Survey of Management System Standards	3
33.	MGT-408	Strategic Planning	3
34.	BUS- 452	Continuous Enrolment	0
35.	BUS -453	Independent Research	3
36.	BUS -454	Extended Enrolment	3
37.	BUS -455	Emotional Intelligence	3
38.	BUS -456	Self Awareness	3
39.	BUS -457	Virtual Business Enterprise	3
40.	BUS -458	Social Intelligence	3
41.	BUS -459	Corporate Etiquettes and Manners	3
42.	BUS -461	Advanced Topics in Motivation	3
43.	BUS -462	Advanced Topics in Leadership	3
44.	BUS -463	Behavioral Aspects Impacting Organizational Excellence	3

Curriculum for MBA (Elective Subjects)

Broad Course Contents & Brief Description

1. HRM-341 Performance Management

This course examines the importance of an effective performance management system in helping organizations define and achieve long-term and short-term goals vital to its overall success. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing and improving individual and organizational performance.

The course focuses practical learning with a view to give the knowledge and skills needed to direct and support supervisors in this important HR management function. The course contents include but not limited to: importance of performance management and how organizational strategies are translated into performance standards; various approaches in setting performance standards; methods of facilitating performance by linking pay initiatives to performance and designing jobs to enhance employee involvement; enhancing employee involvement which can contribute to effective performance and attributes of effective performance appraisal systems etc.

Course Contents:

- Importance of performance management
- The relationship between the organization mission, strategy and operational goals and how they relate to performance
- The concept of benchmarking and how it relates to managing performance
- The various roles of the trainer, HR generalist, the employee and the manager/supervisor with respect to managing performance
- The key elements of the performance management process
- Techniques and tools used to enhance performance
- Contribution of coaching towards performance management

Text Books:

- Das, Hari. Performance Management: PH Series in Human Resources Management, Prentice Hall, 2003.

2. HRM-342 Labour Laws and Contract Management (3 Credits)

This course is designed to acquaint the students with contract management and labour laws. The course will provide guidelines to think pragmatically for the solution of business and industrial problems in the light of contract and labour laws currently effective in Pakistan. The first module includes the topic from the areas of contract management covering topics like definitions, legal implications of labor contracts; essentials of valid contract, performance of the contract, discharge of contract; breach of contract; damages for breach of contract; and agency management etc. The second module of the course consists of introduction to labour laws in Pakistan. The contents include: contract of employment; termination of contract; working time and rest time, working hours, paid leave, maternity leave and protection, minimum age and protection of young workers, equality, trade union and employers association regulation, collective bargaining and agreements, collective labour disputes, strikes and lock outs and labour courts.

Per-requisite: None

Course Contents:

- Law of Contract
- Definitions; Communication; Acceptance and Revocation of proposal
- Essentials of valid contract; performance of the contract
- Discharge of contract. Breach of contract
- Damages for breach of contract
- Law governing indemnity; guarantee
- Bailment and agency
- The Law of Sales of Goods: The formation of this contract; Effects of the contract; Performance of the contract; Rights of unpaid seller against the goods
- Sale by auction
- Breach of contract
- Law Governing Partnerships - Definitions; Types of Partnership: Essential elements of partnership
- Registration of partnership firms
- Partnership agreement; Rights and liabilities
- Personal profit earned by partnership
- Implied authority of a partnership
- Principles of holding out; Minor as a partner
- Reconstitution of a firm
- Dissolution of partnership; Rights and obligations of partners after dissolution of partnership
- The Law of Negotiable Instruments: Definitions; Characteristics of a negotiable instrument; Notes; Bills and cheques; Parties to instruments; Negotiation. Endorsement liabilities of parties;

Payment; Discharge from liabilities; Dishonour of instrument. Acceptance and payment for honour

- Compensation and presumptions; Factories act; Industrial relations ordinances and payment of wages act

Text Books:

- Khawaja Amjad Saeed: Mercantile and Industrial Law in Pakistan
- I.R. Hashmi: Mercantile Law
- Relevant Acts and Ordinances
- Factories Act, Industrial Relations Ordinances, Payment of Wages Act etc. Laws Concerning Industrial Relation, Strike / Lockout, Employee Benefits

3. HRM-343 Compensation and Benefits Management (3 Credits)

The course provides a systematic guideline for identifying and designing compensation systems that add value to organizations. Students will explore the theory, concepts, and methods used to design compensation and benefits systems in a way that contributes to achieving the goals of the organization and its individual members. The course contents include but not limited to: Strategic and behavioural frameworks that affect compensation systems; Components and principles of the compensation strategy; Methods of evaluating jobs, job holders, and the job market to determine compensation values; the design of performance and indirect pay plans; Methods and principles of managing a compensation system once it is installed.

Course Contents:

- Pay Model; Strategic Approaches; Internal Alignment
- Job Analysis; Job Analysis Application; Job Evaluation; Job Evaluation Application.
- Person-Based Structures; Competitiveness; Pay Structures; Pay for Performance; Pay for Performance Workshop; Fair Labor Standards Act; Pay Discrimination; International Pay Systems; Benefits Determination; Benefits Workshop; Special Groups; Unions

Text Books:

- Milkovich, George T. and Newman, Jerry M, Compensation, 8th ed., Boston: McGraw-Hill Irwin

4. HRM-344 Training and Development

This course intends to provide an understanding of the role of training and development in human resources management and its importance as a strategic approach to improve productivity, efficiency

and effectiveness in any organization. Students would be able to understand and apply the steps to design, develop and evaluate training programs. The course contents include: how to apply various training models to performance management issues; how the training function is positioned, managed and linked to the overall effectiveness of an organization; ways to develop a training program that demonstrates effective application of learning principles and program design; facilitate a training program demonstrating effective delivery and evaluation techniques; evaluate training alternatives (products, programs and methods) using various analytical approaches.

Pre-Requisite: None

Course contents:

- Training and Development: Significance of training & development; Principles of training & development; Training & development methods; Evaluation of training & development
- Motivation and Reward System: Concept of motivation; Reward systems; Motivation through job design; Motivation through employee participation; Other motivation techniques
- Performance Appraisal: Appraisal: Definition and applications; Basic consideration in appraisal; Appraisal methods; Legal issues for appraisal; Appraisal challenges
- Compensation and Services: Objectives/Rationale of Financial compensation; Challenges affecting compensation; Wage criteria; Policy and principles; Job evaluation and its system; Compensation for administrators & professionals; Financial benefits and other services
Discipline: Concepts of discipline; Preventive & corrective discipline; Negative & positive approach; Administration of disciplinary action; Grievance handling

Text Books:

- William B. Werther & Keith Davis: Human Resource & Personnel, McGraw Hill
- Bernardin & Russell: Human Resource Management McGraw Hill
- Fred Luthans: Organizational Behavior. McGraw Hill
Robert Kreitner & Angelokinicki: Organizational Behavior, IRWIN

5. HRM-345 Recruitment and Selection

The recruitment and selection course focuses on the current methods of applicant search, screening and the steps in the selection process that conforms to legislative requirements. A strategic approach to recruitment and selection is emphasized, incorporating essential human resource planning components. Students will learn how to perform job analysis and develop job descriptions and job postings etc. Scientifically sound measures of performance used in assessment, selection and decision-making will also be examined in this course. Particular concentration is on structured interview techniques,

designing effective situational and behavior-description, interview questions with scoring guides and conducting interviews through role play.

Pre requisite: Human Resource Management

Course contents:

- Recruitment Challenges & Sources; Electronic Recruiting; Interview Preparation; Competency Based Questions and other Questions
- Interviewing Components; Types of Employment; Interviews; Documenting the interview; Pre employment testing; Background and Reference Checks; The Selection Process
- Fundamentals of Employee orientation
- Job Design and Analysis: An overview of Job design; Techniques of job design; Job analysis; Collection of job information; Applications of job analysis information
- Human Resources Planning & Recruitment: Significance of Human Resource Planning; The planning process; The implementation of program; Recruitment & selection policy issues; Source of recruitment; Selection process & procedure; Evaluation of Human resource Planning & Recruitment
- Career Planning & Development: Promotion; Anachronism; Demotion; Separation; Beyond Recruitment & Selection

Text book:

- Diane Arthur: Recruiting, Interviewing, selecting and orienting new employees (4th Ed)

6. HRM-346 Seminar in Managing Change & Organizational Development

This course focuses on the theory and application of organizational change. The overall course objective is to provide knowledge and skills to function as effective change agents in organizations. This objective will be achieved by exposing you to a variety of real cases along with relevant existing theories. At the end the course, students shall be able to:

- Better understand both classic and contemporary organizational change concepts
- Be ready to use techniques for planned organizational change
- Acquire the sense of “being in the shoes” of managers facing situations of change and feel competent to deal with them

Course Contents:

- The changing context of organizational change: Introduction to the course
- Our own responses to change & introduction to organizational culture
- How to manage when everything around the organization is changing
- Role of the leader and diagnosis for change
- What and how change happens in organizations

- The roles, careers, and work of consultants
- The recipients of change
- Implementing change: Organization Development, sense making approaches, change management contingency and process approaches.
- The conduct of large group interventions
- A vision for change
- Mergers and Acquisitions
- Communicating Change

Text Books:

- Todd D. Jick & Maury A. Peiperl: *Managing Change*
- Cameron, K. S., & Quinn, R. E.: *Diagnosing and changing organizational culture*
- Palmer, I., Dunford, R., & Akin, G.: *Managing organizational change: A multiple perspectives approach*

7. HRM-347 Seminar in Leadership for Organizational Excellence

Good leaders have always been expected to be able to solve new problems, capitalize on new opportunities and navigate through the ever changing landscape of business. Leadership is a complex process by which the leader influences others to perform and achieve. The leadership attributes – belief, values, ethics, character, knowledge, and skills – are all traits which can be learned. This course provides the basis for understanding what leadership is and what leaders do to be successful. On successful completion of this course students shall be able to:

- Define what leadership is and how it is applied at all levels of organizational management
- Understand the basics of leadership and motivation
- Determine what is necessary to lead teams and organizations, and how to integrate this with business management
- Develop skills in communicating, influencing and negotiating with peers, subordinates and senior managers
- Become adept at assessing leadership traits and qualities in ourselves and others
- Learn how to develop leadership in ourselves and others

Text Books:

- Wagner R. Bernard: *Leadership and Organizational Excellence (Contemporary Issues in Administration)*
- Steeves Rosie: *Breaking the Leadership Mold: An Executive's Guide to Achieving Organizational Excellence*
- Amarjit Singh Sethi: *Strategic Team Leadership for Transforming Workplace Stress into Organizational Excellence*

8. PMG-361 Project Monitoring and Evaluation

This course is aimed to acquaint students with applied tools and techniques to gauge and measure both performance and health of a project at a given time and to ensure attainment of intended objectives and planned results. Another aim of this course is to enhance understanding of the concepts and approaches involved in the project monitoring and evaluation. The course is designed from the perspective of assessment & monitoring with a view to increase effective control in real time industry projects. With the use of case studies, course contents will help the students to capture the basic principles of project monitoring and evaluation including process of tracing, reviewing, regulating the progress through collection, measurement, and distribution of performance information.

The course will focus on use of latest techniques and tools for the assessment, measurements and monitoring mechanisms and trends which could ultimately effect process improvements and better project management.

Pre requisite: Project Management

Course Contents:

- General Management Principles and Practices
- Overview of Project Management; Overview of Monitoring and evaluation (M & E)
- The need and importance of M & E; M&E as a Component of the Project Planning & Implementation Process; Models of evaluation; planning an evaluation
- Tools for project control; designing a Monitoring System
- Preparing for Evaluations; Selecting Indicators; Deciding Data Collection Strategies
- Developing Data Collection Instruments; Monitoring Tools; Methods and Procedures
- Evaluation Types (process evaluation; impact evaluation)
- Evaluation Models (pre and post evaluation; case control etc.)
- Evaluation Planning; Design and Implementation; Planning the Flow of Information
- Designs for Evaluation; Dealing with multiple projects
- Stakeholder Analysis; Key Success Areas and Logic Models
- Key Performance Indicators; Responding to Monitoring Results
- M&E Challenges; Critical Success Factors
- Action Planning

Text Books:

- Clifford F Gray, Erik W Larson (2004) Project Management: The Management Process. London: McGraw-Hill

- Clifford F Gray, Erik W Larson (2007) Project Management: the complete Guide for every managers. London: McGraw-Hill
- Nokes, Sebastian et al. (2003). The definitive guide Project Management: the fast track to getting the job done on time and on budget. London: Prentice Hall
- Meredith & Mantel, (995) Project Management: A Managerial Approach, 3rd edition, John Wiley & Sons, Inc.

9. PMG-362 Project Constraint Management

This course focuses on the process of making and implementing key management decisions with reference to the fundamental project constraints (Cost, Quality and Time). The course is designed to prepare students to understand the importance of Quality, Cost and Time while working in any project to avert any possibility of failure.

Pre requisite: Project Management

Course Contents:

- Importance of Project Time Management
- Project Cost Management with Emphasis on Project
- Financial Analysis including Project Selection Method
- Economic Analysis of Projects and Performance of the project in the context of budgetary constraints
- Schedule and the tasks defined in the approved project plan
- Project Quality Management with seven Quality Improvement Tools
- Measurement uncertainty
- Decision programming
- Expected & earned Value and utility criteria
- Subjective probability assessment
- Simulation; Value of information

Text Books:

- Kim Heldman. "Project Management Professional, Study Guide" BPB Publications New Delhi

10. PMG-363 Project Risk Management

Better planning and configuration helps to mitigate risks. This course defines the aspects of Project Risk Management that are recognized as good practice on most projects most of the time in modern world.

Project risk and configuration management is the collective body of processes, activities, tools and methods which project management practitioners can use to manage items during the project life cycle, including the composition of a project, the documentation defining it and other data supporting it. It is a baseline- and requirements-management process that provides managed control to all phases of a project life cycle. Hence it will help students / project management practitioners to validate the risk management process being employed in a specific situation, project or organization.

Course Contents:

- Setting the scene; Uncertainty; Risk; and their management; Implications of project life cycle
- Motives for formal risk management process; A generic process; Elaborating the generic process
- Focus phase; focus the risk management process; Identify phase; identify the risk and responses
- Develop the analysis structure; develop the ownership; evaluate the estimates and their implications; Plan the project and its risk

Text Books:

Chapman, Chriss & Ward, Stephen Project Risk Management: Processes, Techniques and Insights

11. PMG-364 Advance Topics in Project Management

The aim of this course is to address the advance topics in Project Management with a view to bridge the gap between the academia issues and real life problems faced by industry and businesses. Students will work under close faculty supervision and guidance on emerging issues of bigger magnitude and wider in scope. In this context, core issues and problems being confronted during Project implementation and documentation would be mainly discussed.

Key areas covered in this course would be applied issues, which cause hurdles in implementation phase and include Strategic Project Management, Project Extension, Standards for Earned Value Management, Standards for Project Management, Project Failure analysis, Project Estimating, Standards for Scheduling and Compensation management etc.

Pre requisite: Project Management

Course Contents:

- Project Strategic Planning; Prioritizing Projects; Project Execution Methodology
- The Process for Commencing Project Work; Getting Work Done
- Facilitating Project Work; Communicating Work Expectations
- Managing Issues and Action Items; Key Learning Point
- Progress; Status; and Forecasting; Capturing Progress
- Updating the Schedule; Forecasting - Predicting Future Project Work
- Project Variance and Control; Performance Metrics
- Measuring Projects and Generating Metrics Reports
- Earned Value Analysis Metrics; Understanding the Causes of Variance
- Taking Corrective Action to Overcome Variance; Definition/Intention of Corrective Action
- Quality Control; Quality Assurance; Risk Monitoring and Control Process
- Project Closure and Learning; The Closing Process; Detailed Estimating; Unforeseen Events
- Project Closure Reporting and Archiving Processes; Summary and Conclusion
- Where We've Been; Where to Go Next

Text Books:

- Project Management With PRINCE2 Best Practice Handbook : Building, Running and Managing Effective Project Management

12. PMG-365 Computer Applications in Project Management

Use of various softwares is becoming extremely popular in Project Management Environment day by day. The main purpose is to gain more accuracy, better speed and reliability in any project with the help of these softwares. This course is designed to study the application of various PC based software in large and mega projects. Complete working knowledge of a few popular software like Primavera and MS Project (from Microsoft) will be ensured after giving a brief overview of Project Networking and Scheduling (PERT/CPM) in planning phase. Course will also address practical use of this important computer software in any large scale project both in public and private sectors. The course will be mainly taught in PC lab with extensive hands on work using real life example.

Course Contents:

- Overview of time management principles
- Overview of Bar charts
- Computerized network techniques and schedules
- Learning to use a major computer software package
- Creating project schedules
- Adding Resources
- Learning to extract information.
- Introduction to CPM and PERT
- Introduction to Microsoft Project Management Package (MSPM)
- Scheduling with the MSPM
- Networking with MSPM
- Reports and Returns with MSPM
- Planning & Controlling Projects Using Primavera P3® Course Outline
- Creating reports and charts

Text Books:

- Jack R. Meredith and Samuel J. Mantel Jr.: Project Management, A Managerial Approach, Fourth Edition

13. PMG-366 Project Feasibility and Appraisal

This course aims to objectively and rationally uncover the strengths and weaknesses of the existing business or proposed venture, opportunities and threats as presented by the environment, the resources required to carry through, and ultimately the prospects for success. In its simplest term, the two criteria to judge feasibility are cost required and value to be attained. As such, a well-designed feasibility study should provide a historical background of the business or project, description of the product or service, accounting statements, details of the operations and management, marketing research and policies, financial data, legal requirements and tax obligations. Generally, feasibility studies precede technical development and project implementation. The appraisal is done by the authority responsible for financing the project. Techniques like IRR, NPV, Payback period etc are used to appraise project feasibility.

Course Contents:

- Detailed technical and socio-economic investigations
- More precise definition of project objectives, targets, and design criteria
- Design of individual project components
- Design of project organization, structure, and management arrangements, and

- Project cost and revenues estimation, and first financing proposal
- Analysis of expected results
- Project documentation and submission
- Project appraisal and negotiation.
- Evaluate the financial, economic, and social objectives of the project
- Verify the procedures of the project formulation team
- Recommend the conditions which will ensure that the project objectives are met
- Ensure that the proposed grant/loan/expenditure is in accordance with the policy of the financing institution

Text Books:

- Sundarasan Srinivasan: Long-Term Investments: Project Planning and Appraisal
- Mirrlees, James: Project Appraisal and Planning for Developing Countries
- Bridger G. A: Planning Development Projects: A Practical Guide to Choice and Appraisal of Public Sector Investments

14. BUS -367 Virtual Project Management

As the usage of computer and internet is increasing day by day, companies are managing their teams online. Most of the work is done on internet; projects are being managed virtually using advanced softwares, which have reduced human intervention and manual working also.

This course is designed to let the students appreciate the importance and the ease of modern software in managing projects virtually.

Course Content:

- Introduction to virtual project management
- Benefits and importance of managing projects virtually
- Advance softwares for virtual project management

Text Books:

- Marcus Goncalves: Implementing the Virtual Project Management Office: Proven Strategies for Success
- Paul E. McMahon: Virtual Project Management: Software Solutions for Today and the Future
- Shazia Nauman: Effective Virtual Project Management
- Ginger Levin: Achieving Project Management Success Using Virtual Teams

15. MKT-381 Marketing Research

This course is designed to give understanding of the role and philosophy of Marketing Research in the strategic marketing process and the resulting effects of the environment on strategic and marketing decisions. It would also include the application of advanced marketing concepts to the discipline of Marketing Research. Broad course contents include: the theories and techniques of planning, conducting, analyzing and presenting market studies. Course would enable students to develop the attitudinal and conceptual basis necessary to apply a customer oriented approach for strategic marketing and business decisions and to help develop winning through Marketing Research tools.

Course Contents:

- Introduction; the Marketing Research Process; Secondary Data Collection & Management
- Introduction to Qualitative Research; Other Qualitative Research Methods
- How to Draw a Sample; Introduction to Survey Research; Measurement & attitude scales
- Questionnaire design; Data Analysis; Communicating Results Ethics

Text Books:

- McDaniel, Carl, Roger Gates and Subramanian Sivaramakrishnan. Marketing Research Essentials, Canadian Edition. Mississauga: John Wiley & Sons Canada, Ltd, 2009.

16. MKT-382 Integrated Marketing Communication

This course serves as the capstone for the marketing academic area as well as a bridge to the marketing profession. Three major components comprise the course contents: the analysis of a contemporary marketing case, evaluation of alternative marketing strategies and the preparation of a comprehensive marketing plan for a client. This course will familiarize the student with key concepts of integrated marketing communications and integrated marketing communications management.

Course would enable students to be able to develop a basic integrated marketing communications plan showing applicable target markets, use of the marketing communications mix and an appropriate understanding of market research. This course content will identify key marketing communications elements and show a level of understanding of these elements. These include the marketing communications process advertising & media buying, public relations, promotions and trade promotions as well as internet and tele-marketing.

Course Contents:

- Introduction to Marketing Communications
- Consumer Behaviour Communication Process
- Organizational Aspects of an Advertising Campaign
- Planning & Budgeting
- Creative Strategy & Development
- Media Strategy & Planning
- Direct & database Marketing
- Direct Response
- Telemarketing & Relationship Marketing/CRM
- Internet and Interactive Media
- Public Relations/Cause Related Marketing
- Sales Promotion
- Personal Selling

Text Books:

- Chitty, Barker and Shimp (2008) Integrated Marketing Communications 2nd Asia Pacific Edition, Cengage Learning, Melbourne Australia
- Belch, G.E. & Belch, M.A. (2004) Introduction to Advertising & Promotion, an Integrated Marketing Communication Perspective. (6th Ed.). Irwin

17. MKT-383 Brand Management

This Course deals with the major concepts of Brand Management which includes Branding concepts, introduction to brand, branding basics and the characteristics of the brand. It would enable the students to understand the basics of building successful brands; Understanding the branding process; strategic brand management process, the importance of brand planning. It would also give insight to the issues influencing brand potential, brand identity, current issues in branding (Contemporary Issues in branding, protecting brands through trademark registration). The course will provide practical tools to develop and implement winning product and brand strategies in an array of customer and competitive contexts. This course will especially focus on best-in-class branding strategies and practices across a number of industries both in global as well as Pakistani context.

Course Contents:

- Brand Marketing Overview - brand definition; history of branding; challenges/opportunities; strategic brand management process
- Brand Equity - sources of brand equity; Brand building; Creating customer value
- Brand Positioning - identifying and establishing brand positioning; Positioning guideline
- Choosing Brand Elements - criteria; options and tactics

- Designing Brand Building Marketing Programs - IMC activities; product; pricing and channel strategy; IMC Communications - new media; marketing communication options; IMC programs
- Secondary Brand Associations - Co-branding; licensing; celebrity endorsements; sport and event marketing; Third party sources; Brand Equity Measurement - system development; qualitative and quantitative research; Brand Equity Measurement - comparative and holistic methods
- Growing and Sustaining Brand Equity - brand architecture and hierarchy; New products and brand extensions; Growing and Sustaining Brand Equity - evaluating brand extensions; Managing brands over time

Text Book:

- Kevin Lane Keller.: Strategic Brand Management – Building, Measuring and Managing Brand Equity, 3rd Edition, Prentice Hall INC, 2008

18. MKT-384 Marketing Strategy

This course is designed to enable students for doing strategic analysis, understanding customers, competitors and trends, creating sustainable competitive advantages, synergies and commitment, integrating marketing plans into overall business strategies and measuring strategic value of marketing and business initiatives. This course is primarily meant to cover and give an understanding of marketing strategies in new technology based, mature and decline sectors and marketing strategy implementation.

Course Contents:

- Defining Marketing for the 21st Century
- Developing Marketing Strategies and Plans
- Gathering Information and Scanning the Environment
- Conducting Market Research and Forecasting Demand
- Creating Customer Value, Satisfaction and Loyalty, Analyzing Consumer Markets; Analyzing Business Markets, Identifying Market Segments and Targets
- Dealing with Competitors, Creating Brand Equity, Crafting Brand Positioning
- Integrated Marketing, Managing Mass Communication
- Advertising, Public Relations, Direct Marketing
- Developing Pricing Strategies and Programs
- Designing and Managing Value Networks and Channels
- Managing Retailing, Wholesaling and Logistics, Setting Product Strategy
- Introducing New Market Offerings, Tapping into Global Markets Managing Services, Managing a Holistic Marketing Organization

Text Books:

- Phillip Kotler and Kevin Lane Keller: Marketing Management 13e *Prentice Hall, 2009*
- Marian Burk Wood: The Marketing Plan Handbook (3rd Edition) *Prentice Hall, 2007*

19. MKT-385 Consumer Behavior

Course of consumer behaviour attempts to explain and predict the ways in which consumers think and behave in a given situation. How do consumers interpret advertising information? Why do people buy? Why not? Who and what are consumers relying upon for information? How can marketers predict behaviours from attitudes? How do consumers make decisions? How do we consume and dispose of products? In order to answer these kinds of questions, consumer behaviour course draws heavily on the disciplines of psychology, economics, sociology and anthropology. In this course, students will survey the relevant theory and learn how to apply these concepts to real world marketing situations. Course contents will be considering the social, ethical, regulatory, environmental and technological contexts in which consumers think and act.

Course Contents:

- Introduction to Consumer Behavior; The study of Consumer Behavior
- Market Segmentation and Strategy; Personality and Lifestyles
- Self and self identity; Consumer Motivation and Involvement
- Attitudes and Persuasion; Consumer Perception (*Journal Part I Due.*)
- Consumer Learning and Memory; Communication and on-line Consumer Behavior
- Product Meaning and Design; *CB Wars*; Consumers as Decision Makers
- Consumers; Culture and Sub-cultures

Text Book:

- Michael R. Solomon: Consumer Behavior: Buying, Having and Being, 6TH Edition.

20. MKT-386 Services Marketing

The objective of this course is to introduce students to the concepts and techniques of service marketing. The course is designed to cover all-important aspects of marketing of services, increase students understanding of marketing practices and strategies as applied in the service sector. It would give an insight to provide in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services. Course will help in introducing and working with tools and strategies that address these challenges. It would enable students to develop an understanding of the 'state of the art' of service management thinking.

Course Contents:

- Introduction to Services Marketing and Frameworks for Understanding Services
- Consumer Behaviour Related to Services
- Marketing Mix I: Pricing of Services
- Marketing Mix II: Communications.

- Marketing Mix III: Distribution
- Marketing Mix IV: Designing Customer Service Processes
- Marketing Mix V: Designing the Service Environment
- Marketing Mix VI: The Service Product
- Marketing Mix VII: Managing Service Personnel
- Marketing Implementation I: Understanding Service Quality
- Marketing Implementation II: Managing Service Quality
- Marketing Implementation III: Growth Strategies for Service Organizations

Text Book:

- John E.G. Bateson and K. Douglas Hoffman (1999), *Managing Services Marketing*, 4th Edition, London: Dryden Press

21. MKT-387 Global Marketing

This course is designed to teach the basic concepts of international marketing. By the end of the course the student will be able to:

- Understand the environment of international businesses
- Appreciate the impact of *cultura* on international marketing
- Diagnose aspects of marketing en the internationalization process
- Design international marketing strategies
- Evaluate the organization and coordination of effective international marketing strategies
- Evaluate and appreciate the benefits of alternative international marketing strategies, identifying the characteristic problems faced by firms in order to determine adequate actions that these firms can take

Course Contents:

- The Scope and Challenge of International Marketing
- The Dynamic Environment of International Trade
- History and Geography: The Foundations of Culture
- Cultural Dynamics in Assessing Global Markets
- Culture, Management Style, and Business Systems
- Presentations: Group Economic Analyses.
- The International Legal Environment
- Developing a Global Vision Through Marketing Research
- Products and Services for Consumers
- International Marketing Channels
- Integrated Marketing Communications and International Advertising, Pricing for International Markets

Text Books:

- Cateora, Philip, and John Graham (2007) *International Marketing*. 13th edition, McGraw-Hill

- Warren J. Keegan: Global Marketing, 6th Edition
- Kate Gillespie: Global Marketing: An Interactive Approach
- Johny K. Johansson: Global Marketing: Foreign Entry, Local Marketing and Global Management

22. MKT-388 E-Marketing

E-Marketing is a crucial part of E-Commerce and its effectiveness has a direct impact on commercial success. As the Internet becomes more and more multilingual and multicultural, more companies are realising that adopting a multilingual and multicultural website is a cost-effective way of meeting the needs of multilingual users and increasing sales internationally. This course, accordingly, aims to develop an understanding of the linguistic and cultural characteristics of E-Marketing. More specifically, it aims to help learners:

- Develop an understanding of the concepts of ecommerce and E-Marketing
- Develop an understanding of the concept of the 'integrated E-Marketing strategy' and alternative E-Marketing strategies
- Develop an understanding of the various marketing mixes and related implications of the Internet
- Develop an appreciation of the implications of E-Marketing for customer relations
- Become familiar with the internationalization and localization issues of international E-Marketing
- Measure and evaluate international ecommerce effectiveness

Course Contents:

- Introduction to internet E-Commerce and E-marketing
- E-marketing strategy
- E-marketing mix
- E-marketing for customer relations
- E-marketing internationalization and localization
- Measuring and evaluating international E-Commerce effectiveness

Text Books:

- Dave Chaffey: E-marketing excellence, Third Edition: Planning and optimising your digital marketing (E-marketing Essentials)
- Ward Hanson: Internet Marketing and e-Commerce
- Judy Strauss: E-Marketing
- John Arnold: Web Marketing All-in-One Desk Reference For Dummies

23. MKT-389 Industrial Marketing

Industrial marketing is the marketing of goods and services from one business to another, B2B market is increasing day by day. Competition is increasing, aim of this course is to enable students to better understand and deal in B2b market.

Text Books:

- Frederick E. Webster: Industrial Marketing Strategy
- John Coe: The Fundamentals of Business-to-Business Sales & Marketing
- Michael D.(Michael D. Hutt) Hutt: Business Marketing Management: B2B
- Robert W. Bly: Business-to-Business Direct Marketing: Proven Direct Response Methods to Generate More Leads and Sales, Second Edition

24. MKT-390 Advertising Management

As businesses diversify and grow and new businesses enter national and international markets, so the need for professional advertising services expands. Generally speaking, the more practical and creative the staff of an advertising agency the more successful it becomes.

Course Contents:

- The Business of Advertising, Marketing, Effective Advertising Production, Copywriting
- Computer Graphics, Desk Top Publishing, Interpersonal Skills
- Professional Studies & Portfolio Development, Plus two subjects from the following options
- Internet & Intranet, Web Page Design, Marketing Online / Websites, Word Processing

Text Books:

- Donald W. Jugenheimer: Advertising Management
- Rajeev Batra: Advertising Management
- Larry Percy: Strategic Advertising Management
- Larry D. Kelley: Cases in Advertising Management

25. MKT-391 Strategic Sales Management

Strategic Sales Management course is designed to provide future sales executives and managers with the best tools, techniques, and concepts for improving the total effectiveness of the sales force. The goal is to help students transform their future sales forces into high-performing sales teams. At the end of this course students will develop a better appreciation of the need for a more integrative approach to developing comprehensive marketing strategies through closer ties between marketing and sales.

Text Books:

- Stephen E. Heiman: The New Strategic Selling: The Unique Sales System Proven Successful by the World's Best Companies

- G. David Hughes: Strategic Sales Management
- Rick Davis: Strategic Sales in the Building Industry
- Robert A. Simpkins: The Secrets of Great Sales Management: Advanced Strategies for Maximizing Performance

26. MKT-392 Media and Marketing Industry

No one can deny the usefulness of media, media is the most powerful tool for any marketer. The aim of this course is to prepare students to better understand and use the current media for their advantage and increasing sales volume for their organizations.

Text Books:

- Joan Van Tassel: Managing Electronic Media: Making, Marketing, and Moving Digital Content
- Beverly Macy: The Power of Real-Time Social Media Marketing: How to Attract and Retain Customers and Grow the Bottom Line in the Globally Connected World

27. MGT-401 Performance Maximization Through Motivation

The objective of this course is to introduce the art of motivation and how it can be used to increased productivity and boost morale. This course is designed to help students to gain the power of Self Motivation in their studies as well as in their workplaces, and to deal with the complex issues that can occur in the day-to-day realities of motivating and managing an organization. On successful completion of this course students shall be able to:

- Get awareness about the true meanings and spirit of self motivation
- Discover the strengths of inner self through the positive forces of self motivation
- Make better informed choices about future through choice of effective motivational style
- Energize themselves through the unlimited power of self motivation
- Start viewing impossible as possible
- Develop mastery of in the working in professional and personal life
- Recognise and discover their own untapped Potential

Text Books:

- Lavoie D. Richard: The Motivation Breakthrough
- Johnmarshall Reeve: Understanding Motivation and Emotion
- Thomas: Intrinsic Motivation at Work: What Really Drives Employee Engagement
- Carriker Pam: Art at the Speed of Life: Motivation and Inspiration for Making Mixed-Media Art Every Day

28. QOM-403 Managing Quality in Services

The service economy has emerged as the most dominant force in most Western economies and is likely to play a key role in emerging markets of Asian countries as well. To be able to succeed in the service

dominating economies, companies need to enhance their service orientation and employees need to sharpen their skills to think differently when it comes to Quality of Services.

This course will introduce the core principles, concepts and TQM strategies specific to the services sector. It will explore service processes and delivery, customer loyalty, quality, communications and capacity by studying businesses in a variety of service industries.

This course Quality of Services is intended to broaden student's view on TQM, to give you an understanding of how TQM is practiced in service organizations, and how it will be managed in the future.

Course Contents:

- Introduction to Quality of Service
- The Building Blocks of Quality of Service
- Introduction to Modular Quality of Service
- Classification and Quality of Service
- Congestion Management
- Link Efficiency Mechanisms
- Quality of Service Best Practices
- Cost of Quality in Services

Text Books:

- Zeithaml, A Valarie: Delivering Quality Service
- Wang, Zheng: Internet QoS: Architectures and Mechanisms for Quality of Service

29. QOM-404 Managing Quality in Manufacturing

This course exposes the students to Quality in Production and Manufacturing of commercial products. Students will also be exposed to production processes, and current techniques employed in quality control as well as statistical aspect of Quality in Production and Manufacturing.

The role of the Production Manager has changed radically over recent decades to take on a new importance. Instead of being concerned solely with the factory production of a company's products, many of today's Production Managers are often responsible for all physical aspects of the production, quality control and physical distribution of a company's goods or services, so this course will make the Production and Operations Manager's work more exciting, rewarding and will provide them knowledge and skills necessary for the efficient completion of such work and provides the opportunity for the most ambitious to rise to managerial or production director level.

Course Contents:

- Basic concepts of improving production systems
- Problem identifications techniques

- Basic approaches for improvement
- Understanding the status quo, and peruse for improvement
- Making plans for improved production
- Translating improvement plans into reality
- Understanding and conviction
- Zero quality control inspection: poka yoke
- Approaching zero quality control method
- More on inspection systems
- Use of poka yoke systems
- Statistical process control (SPC)

Text Books:

- Zeithaml, A Valarie: Delivering Quality Service
- Wang, Zheng: Internet QoS: Architectures and Mechanisms for Quality of Service

30. QOM-405 Managing Productivity in Organizations

The course is meant to provide a conceptual introduction to productivity management; it is designed to enable students to understand productivity and quality management worldview. Besides discussing the concepts of productivity and quality management, focus will also be given to the implementation of productivity and quality as the basic sources for the organizational growth. The specific objectives are: to provide a forum for discussion on productivity, and to provide an exposure and discussion on productivity issues.

At the end of the course the students shall be able to discuss issues on productivity, understand the productivity concepts from different aspects of management, understand productivity growth, and methods of measurements, understand the methods on how labor can improve their productivity and the measurements used to measure the labor productivity, discuss issues on global quality and productivity audit & improvement plan.

Course Contents:

- Productivity Management
- Importance of productivity management
- Need for total productivity management
- Basic concepts and management philosophy of total productivity management
- Systematic process for total productivity management
- Unique features of total productivity management

- Productivity Improvement Plan
- Universality of total productivity management

Text Books:

- Sumanth, J David: Total Productivity Management (TPmgt): A Systemic and Quantitative Approach to Compete in Quality
- Gott, J. Keith: A Productivity Practicum

31. QOM-406 Lean Six Sigma

Six Sigma course will develop the advanced skills to lead Six Sigma process improvement projects. The Six Sigma is an advanced course, it shall enable students to understand how to use the various tools in the Six Sigma toolbox and when and where to use them specifically within their work environment.

This course begins with a mastery of the tools, principles, and behavior required for a successful Six Sigma implementation that is complemented by the ability to use the DMAIC (Define, Measure, Analyze, Improve, and Control) methodology in key value streams and achieve best-in-class performance.

At the end of this course, students will be able to, use techniques in applying the integrated Lean and Six Sigma DMAIC methodology for process improvement, Differentiate Strategic vs. Operational Improvements – linking project objectives to strategic objectives, Manage the Six Sigma project – Chartering the team, building a project management plan, and managing the resources of a project, Define and scope Six Sigma projects from an enterprise-wide context, Develop data collection plans, Use detailed analysis techniques to analyze process models and maps, product flows, value streams, and activity based costing data, Apply advanced statistical analysis tools to problem solving, Interpret Six Sigma project statistical data, and when more extensive Six Sigma techniques are needed.

Course Contents:

- Introduction to Six Sigma
- Building the prospective six sigma organization
- Getting faster to better by Six Sigma
- Seeing service through your customer's eyes
- Executing corporate strategy through lean six sigma
- The value in conquering complexity

- Recognizing opportunity
- Six Sigma tools and techniques
- Measurement system evaluation
- Analyzing Six Sigma

Text Books:

- Brussee Warren: Statistics for Six Sigma Made Easy
- Pyzdek Thomas: The Six Sigma Handbook
- George L. Michael: Lean Six Sigma for Service : How to Use Lean Speed and Six Sigma Quality to Improve Services and Transactions

32. QOM-407 Survey of Management System Standards

Aim of this course is to share applied management standards in modern industry. Application of total quality management is on a large scale depended on mental and physical background of the students. It is necessary to give a glimpse of current issues which these students may face while working in any organization, this course will make students familiar with the current management standards.

Course Contents:

- Introduction to Management Systems, Standards & Accreditations
- Importance of Management Standards
- ISO 9000, 14000, ISO 18000, SA 8000, ISO 28000,
- Applied case studies from industry
- Performance measurement framework
- Quality Awards
- Self assessment, quality audits and reviews
- Quality management systems and their role in process reengineering

Text Books:

- Merchant Kenneth and Stede Wim Van der: Management Control Systems: Performance Measurement, Evaluation and Incentives
- S. Oakland, John: TQM: Text with Cases
- Mauch D. Peter: Quality Management: Theory and Application
- Rose E. Joel: Total Quality Management: Text, Cases, and Readings

33. MGT-408 Strategic Planning

Strategic Planning helps management understand the current situation. This in turn allows management to plan for the future. In a world of rapid change, it is becoming imperative for management to think strategically (plan for the future). And since the rate of change seems to be escalating, the importance of strategic planning continues to grow. In fact, the best-managed companies tend to engage in continuous strategic planning. Some organizations have intuitive thinkers who almost seem to see into the future.

Therefore, this course is a way of preparing for the future by attempting to simulate the future.

Course Content:

- Strategic planning: see a future
- Creating a great strategic team
- Learn the simplified process
- Figure out your markets
- Figure out the completion and environment
- Look inside your company
- Better and different strategic competencies
- Making assumptions about the business environment
- Declare a strategic focus
- Complete your vision
- Support your strategic commitments
- Create a way to get things done
- Planning the use of resources
- Use the strategic plan

Text Books:

- Tarcy Brian and Bradford Robert: Simplified Strategic Planning: The No-Nonsense Guide for Busy People Who Want Results Fast
- Olsen Erica: Strategic Planning For Dummies
- Bryson John M.: Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement
- Bryson John and Alston Farnum: Creating and Implementing Your Strategic Plan: A Workbook for Public and Nonprofit Organizations
- Fogg C. Davis: Team-Based Strategic Planning: A Complete Guide to Structuring, Facilitating, and Implementing the Process

34. BUS -453 Independent Research

This course is specially designed to assist the students to explore and study the various aspects under the direct supervision of IB&M / UET faculty. With a view to find any viable business or industrial solution of a given problem, nature of problem could be applied or academic. At the end of the study a formal presentation and report is required to the research supervisor.

35. BUS -455 Emotional Intelligence

There was a time when IQ was considered the leading determinant of success. In this fascinating course, based on brain and behavioral research, students shall learn that their IQ-idolizing view of intelligence is far too narrow. People who possess high emotional intelligence are the people who truly succeed in work as well as play, building flourishing careers and lasting, meaningful relationships. Because emotional intelligence isn't fixed at birth, this course outlines how students can sow the seeds of emotional intelligence and be successful in their professional career.

Course Content:

- Emotional intelligence
- Self-awareness, altruism
- Personal motivation, empathy

Text Books:

- Daniel P. Goleman: Emotional Intelligence
- Travis Bradberry: Emotional Intelligence 2.0
- Daniel Goleman: Emotional Intelligence: Why it Can Matter More Than IQ
- Sebastien Henry: Eq and Leadership in Asia: Using Emotional Intelligence to Lead and Inspire Your People

36. BUS -456 Self Awareness

This course explores the relationships between intellectual development, self and personality and proposes a comprehensive theory. It addresses how humans become aware of themselves, how the various products of self-awareness interrelate to produce an integrated self-system and which includes the domains of cognition and personality.

Course Content:

- Introduction and importance of self awareness
- Big Five factors of personality
- Understanding others and working well in a team

Text Books:

- Travis Bradberry: Self-Awareness: The Hidden Driver of Success and Satisfaction
- T.E. Ross et: The Divining Mind: A Guide to Dowsing and Self-awareness
- Relie: Self-awareness: Its Nature and Development

37. BUS -457 Virtual Business Enterprise

The fast progress in computer networks and their wide availability is complemented with on one hand the "explosion" of mobile computing and on the other hand the trends in the direction of ubiquitous computing. The merger of these technologies acts as a powerful enabler for new forms of highly dynamic collaborative organizations and the emergence of new business practices. Early efforts in the area of virtual enterprises (VE) were strongly constrained and limited.

Current trends, however, are more and more directed to the development of new vertical enterprise models and corresponding support tools, so this course shall be helpful for students and they shall cover following contents.

Course Content:

- E-commerce
- Shift towards Business-to-Business solutions
- Way to effectively enable E-commerce
- Convergence of the virtual enterprise and e-business developments

Text Books:

- Luis M. Camarinha: E-Business and Virtual Enterprises: Managing Business-To-Business Cooperation : Ifip Tc5/Wg5.3 Second Ifip Working Conference on Infrastructures for Virtual Organizations : Managing coop
- Luis M: Virtual Enterprises and Collaborative Networks
- Goran Putnik: Virtual Enterprise Integration: Technological And Organizational Perspectives

38. BUS -458 Social Intelligence

Business graduates have to deal with public at large, they have to negotiate and communicate for making successful business deals which requires ability "to manage one's own emotions and inner potential for positive relationships." So this course must help students in their professional grooming and dealing with people for business transactions.

Course Content:

- Social Intelligence
- Wired to connect, brain-to-brain linkup
- How to profoundly reshape conflicts
- How our moods influence the biology of each life we touch

Text Books:

- Daniel P. Goleman: Social Intelligence: The New Science of Human Relationships
- Marcia M. Hughes: Handbook for Developing Emotional and Social Intelligence: Best Practices, Case Studies, and Strategies
- Marcia M. Hughes: Developing Emotional and Social Intelligence: Exercises for Leaders, Individuals, and Teams
- Robert S. Wyer: Social Intelligence and Cognitive Assessments of Personality

39. BUS -459 Corporate Etiquettes and Manners

This course is designed to give students the tools they need to be confident and be perfect in any business setting--from pitch to presentation, from networking to contract negotiations, and everything in between. After successful completion of this course, they shall easily master the art of small talk, the protocol of the perfect business introduction.

Course Content:

- Managing business relationships--correct, secure, flawless
- The protocol of the proper business introduction
- The art of creating a positive first impression
- Tips for fool-proof small talk
- How to manage an awkward moment
- The vast differences in rules of etiquette around the world

Text Books:

- JOHN CHIBAYA: Grooming and Etiquette for Corporate Men and Women
- Mary Mitchell: Avoiding Business Blunders: The New Etiquette for Climbing the Corporate Ladder
- Elisabeth Marx: Breaking Through Culture Shock: What You Need to Succeed in International Business

40. BUS -461 Advanced Topics in Motivation

This course is an advanced form of motivation during this course; students shall learn using motivational and inspirational tools for better team building, motivating people and managing their work. Motivation is the urge that stimulates the inner thoughts of a person to make him do something, achieve something and energize himself and others to act in a certain way.

Course Content:

- Defining real motivation
- Realizing intrinsic motivation, and self determination
- Secret desires and deep-rooted needs which motivate

Text Books:

- Michael J. Apter: Reversal Theory: The Dynamics of Motivation, Emotion, and Personality
- Max Landsberg: The Tao Of Motivation: Inspire Yourself And Others
- Edward L. Deci: Intrinsic Motivation and Self-Determination in Human Behavior
- Kenneth H. Thomas: Intrinsic Motivation at Work: What Really Drives Employee Engagement

41. BUS -462 Advanced Topics in Leadership

The “advanced topics in leadership” is designed to prepare students for future leading positions in any organization. Leadership is one of the most salient aspects of the organization context. The primary purpose of this session is to make participants familiar with the role of emotions and vision, as well leadership effectiveness and performance. Moving from first line supervisor to middle manager to administrator to organizational executive, differing levels of leadership skills and managerial skills are required at each new level.

Course Content:

- Defining a leader, role and characteristics of a leader
- Principles of leaderships
- Role of vision and motivation in leadership
- Types of leadership, and differentiating leaders and managers

Text Books:

- Dov Frohman: Leadership the Hard Way: Why Leadership Can't Be Taught and How You Can Learn It Anyway

- Jeffrey A. Kottler: Advanced Group Leadership
- Glen Aubrey: Leadership Works: Advanced Study Guide for L.E.A.D.

42. BUS -463 Behavioral Aspects Impacting Organizational Excellence

This course is based on research and the proven practices that have proven positive results. At the same time, real-life case studies, classroom techniques, clear examples, and helpful plan designs allow to brush the behavioral skills of students.

Course Content:

- Behavior management from four perspectives—behavioral, psychodynamic, biophysical, and environmental
- Response-to-intervention
- Functional behavioral assessment
- Designing individualized behavior plans

Text Books:

- Santosh Dhar: Total Organizational Excellence: Achieving World-Class Performance de John S. Oakland
- Value Based Management for Organizational Excellence
- Steve Sanghi: Driving Excellence: How the Aggregate System Turned Microchip Technology from a Failing Company to a Market Leader
- Stephen Robbins: Essentials of Organizational Behavior: Global Edition
- Thomas M. Shea: Behavior Management: A Practical Approach for Educators