

Master of Business Administration (MBA-3.5)

3 ½ Years Program under Semester System



**Department of Business Administration
University of Sargodha**

Master in Business Administration (MBA 3.5)

3-1/2 Years MBA Program under Semester System

CONTENTS

No.	Contents
01	Introduction
02	Admission Eligibility Criteria
02	Degree Awarding Requirement
03	Course Description of Program
04	Syllabus with detailed course outlines

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1. Introduction

Master of business administration program aims at producing well trained business graduate who have the capacity for independent thought and work, as well as for team work. The emerging global scenario has compelled the commerce and the industry to look for a new breed of business graduates capable of responding to the market demands. The innovative MBA 3-1/2 Years program develops critical and conceptual thinking skills in the participants. It also provides them exposure of cutting edge business issues being faced by the real world. This program has been devised keeping in view the current market needs and global demands.

2. Eligibility criteria

2.1 Qualifications

Candidates having B.Com, B.A, B.Sc two years or equivalent are eligible to apply for admission in MBA 3-1/2 years program. The candidate must have at least 45% marks to apply for admission. Entry test is mandatory for the admission.

3. Degree Awarding Requirements

3.1 Course Work

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

3.2 Internship/Report

Students enrolled in MBA 3-1/2 year semester system program will be required to do an internship of 10-12 weeks duration in any commercial organization and submit the internship report for evaluation in the final oral examination. External examiner for this purpose shall be appointed by the university. Minimum passing marks for oral examination shall be 50%.

3.3 Final Oral Examination/Viva Voce

Students fulfilling the requirements mention above shall be eligible for appearing in the final oral examination. The external examiner may be appointed for oral evaluation /Viva Voce. Those who will be declared pass in the oral examination will be awarded the degree of MBA.

Department of Business Administration University of Sargodha

Semester Wise Course Breakup MBA (3 ½ YEARS) AFTER 14-YEARS SCHOOLING Degree Requirement 99 Credit Hours

Semester 1st

Sr. No.	Course Code	Course Title	Credit Hours
1	BMKT 5101	Principles of Marketing	3 (3-0)
2	BACC 5105	Accounting for Decision Making	3 (3-0)
3	BMGT 5103	Principles of Management	3 (3-0)
4	BSSE 5106	Business Communication & Report Writing	3 (3-0)
5	BMAT 5103	Business Mathematics & Statistics	3 (3-0)
6	BCMP 5102	IT in Business and Office Automation	3 (3-0)
			18

Semester 2nd

Sr. No.	Course Code	Course Title	Credit Hours
1	BHRM 5201	Human Resource Management	3 (3-0)
2	BAAC 5206	Industrial & Management Accounting	3 (3-0)
3	BBRM 5201	Applied Business Research	3 (3-0)
4	BECO 5204	Economic Theory and Issues	3 (3-0)
5	BFIN 5201	Financial Management	3 (3-0)
6	BCMP 5203	Management Information Systems	3 (3-0)
			18

Semester 3rd

Sr. No.	Course Code	Course Title	Credit Hours
1	BMGT 6104	Production & Operations Management	3 (3-0)
2	BMGT 6105	Entrepreneurship	3 (3-0)
3	BECO 6105	Managerial Economics	3 (3-0)
4		Elective-I	3 (3-0)
5		Elective-II	3 (3-0)
			15

Semester 4th

Sr. No.	Course Code	Course Title	Credit Hours
1	BMGT 6206	Strategic Business Management	3 (3-0)
2	BMGT 6207	Organizational Behavior	3 (3-0)
3	BMGT 6208	Total Quality Management	3 (3-0)
4		Elective-III	3 (3-0)

5		Elective-IV	3 (3-0)
			15

Semester 5th

Sr. No.	Course Code	Course Title	Credit Hours
1	BMGT 7109	Advanced Organizational Behavior	3 (3-0)
2	BBRM 7102	Advanced Research Methods	3 (3-0)
3		Elective-V	3 (3-0)
4		Elective-VI	3 (3-0)
			12

Semester 6th

Sr. No.	Course Code	Course Title	Credit Hours
1	BMGT 7210	Project Management	3 (3-0)
2	BMKT 7203	Supply Chain Management	3 (3-0)
3		Elective-VII	3 (3-0)
4		Elective-VIII	3 (3-0)
			12

Semester 7th

Sr. No.	Course Code	Course Title	Credit Hours
1	BHRM 8102	Strategic HR Leadership	3 (3-0)
2	BMGT 8111	Seminars in Business Management	3 (3-0)
3		Internship report and Viva Voce (10-12 week)	3 (3-0)
			09

Specialization in HRM

Sr. No.	Course Code	Course Title	Credit Hours
1	BHRM 6102	Industrial & Labour Laws	3 (3-0)
2	BHRM 6103	Training & Development	3 (3-0)
3	BHRM 6204	Performance & Compensation Management	3 (3-0)
4	BHRM 6205	HR Development	3 (3-0)
5	BHRM 6206	Industrial Relations	3 (3-0)
6	BHRM 7207	Advance HR Practices	3 (3-0)
7	BHRM 7208	Organizational Development	3 (3-0)
8	BHRM 8109	International HRM	3 (3-0)
9	BHRM 8110	Leadership	3 (3-0)
10	BHRM 8111	Strategic HRM	3 (3-0)
11	BHRM 8112	Seminar in HRM	3 (3-0)

Specialization in Accounting/Finance

Accounting:

Sr. No.	Course Code	Course Title	Credit Hours
1	BACC 6107	Special Topics & Accounting Standards	3 (3-0)
2	BACC 6108	Financial Statement Analysis	3 (3-0)

3	BACC 6209	Advanced Accounting	3 (3-0)
4	BACC 6210	Advance Auditing Techniques	3 (3-0)
5	BACC 7211	EDP & Computerized Accounting	3 (3-0)
6	BACC 7212	Taxation Management	3 (3-0)
7	BACC 8213	Industrial Accounting	3 (3-0)
8	BACC 8214	Seminar in Accounting	3 (3-0)

Finance:

Sr. No.	Course Code	Course Title	Credit Hours
1	BFIN 6102	Corporate Finance	3 (3-0)
2	BFIN 6103	International Finance Management	3 (3-0)
3	BFIN 6204	Credit Management	3 (3-0)
4	BFIN 6205	Investment & Portfolio Management	3 (3-0)
5	BFIN 7206	Stock Markets & Efficiency	3 (3-0)
6	BFIN 7207	Seminars in Finance	3 (3-0)
7	BFIN 8108	Advanced Fin Instruments & Markets	3 (3-0)
8	BFIN 8109	Risk Management	3 (3-0)

Specialization in Marketing

Sr. No.	Course Code	Course Title	Credit Hours
1	BMKT 6102	Sales Management	3 (3-0)
2	BMKT 6103	Marketing Management	3 (3-0)
3	BMKT 6204	Advertising Management	3 (3-0)
4	BMKT 6205	Brand Management	3 (3-0)
5	BMKT 7106	International Marketing	3 (3-0)
6	BMKT 7107	Marketing Research	3 (3-0)
7	BMKT 7108	Retail Marketing	3 (3-0)
8	BMKT 7109	Services Marketing	3 (3-0)
9	BMKT 7110	Tourism Marketing	3 (3-0)
10	BMKT 8111	Cyber Marketing	3 (3-0)
11	BMKT 8112	Export Marketing	3 (3-0)
12	BMKT 8113	Agriculture Marketing	3 (3-0)
13	BMKT 8114	Promotion	3 (3-0)
14	BMKT 8115	Seminar in Marketing	3 (3-0)

Requirements for award of Degree:

- i) Successful Completion of all Courses
- ii) Business Internship 10-12 weeks (Qualifying)

Detailed Course Outlines

PRINCIPLES OF MARKETING:

Introduction: 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 Buyer Behaviour, Business Markets and Business Buyer Behaviour; 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 Lasting Customer Relationships

Text Books:

- Philp, Kotler and Gary Armstrong : Principle of Marketing, McGraw Hill, Co.(Latest Edition)
- William J. Stanton: Fundamental of Marketing, Etzel, and Walker McGraw Hill(Latest Edition)

ACCOUNTING FOR DECISION MAKING:

Introduction: Purpose and Nature of Accounting, Various areas of Accounting, Forms of Business enterprises, Accounting Information users, GAAP, Conventions, Business transactions and Accounting equation; 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, and 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, and Earnings Per Share; Measuring Cash Flows: Statement of Cash Flows, and Classification of cash flows

Text Books:

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

PRINCIPLES OF MANAGEMENT:

Introduction: 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, the Gantt charts, the load charts, PERT, and the 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, Committee Leadership: The Nature of leadership, Leadership Theories, Styles, and 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, and Methods of control.

Text Books:

- Harold Knootz&HeinsWeihrich: Management(Latest Edition)
- Drucker, P.F,: The Practice of Management.(Latest Edition)
- Stephen P. Robbins and Mary Coulter: Management.(Latest Edition)

BUSINESS COMMUNICATION & REPORT WRITING:

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. 7'c 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.(Latest Edition)
- Coutland L. Bovee, Jhon V. Thill, Business Communication Today.(Latest Edition)

BUSINESS MATHEMATICS & STATISTICS:

Mathematics: Basic mathematical concepts and their application in various business 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, and differential calculus.

Statistics: Introduction. The statistical analysis of managerial problems. The important aspects of statistics, which are applicable to management, are discussed. This includes 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.(Latest Edition)
- Danier, W.W., Terrell, J.C., Business Statistics: Basic Concepts and Methodology.(Latest Edition)
- IqbalBhatti: Fundamental of Statistics. Latest Edition.
- Sher Muhammad, Elements of Statistics, Latest Edition.

IT IN BUSINESS AND OFFICE AUTOMATION:

Introduction: Definition of Computers, Types of Computers, And Generation of Computers Hardware: Hardware components and peripherals.

Software: Introduction and function of systems software, Application Packages, Level of languages Windows – XP: Introduction and concept of Operating Systems, Function Accessories

MS – Word: Introduction to Word Processing. Inserting, deleting text, save and exit file, open and close file, copy and paste text. Find and replace contents, bold, underline, italic, font and font size, paragraph settings, bullets and numbering, border and shading, columns, tab setting, change case, header and footer, print preview and print, insert page, page break, date and time, spelling and grammar, mail merge, tables, insert/delete column and row.

MS –Excel: Introduction to spreadsheets, inserting data in a worksheet, save and exit file, open and close, cut copy and paste the data, formatting, cell, column, bold, italic, underline, font and font size, borders. Formula writing, print preview and print, insert: cell, row, column, pictures, full and filter data, generating charts, spell checker, find and replace.

MS – Power Point: Creating a basic presentation, building presentation, modifying visual elements, formatting and checking text, inserting objects, applying transitions,. Preparing handouts and slides for display.

MS – Access: Introduction to database, designing database files, commands in database, working with file, brows and edit, sort, indexing and filter printing and reporting, set command and functions, data importing and exporting, link with the files.

Text Books:

- Peter Norton: Introduction to Computers.(Latest Edition)
- Obrien: Management Information System(Latest Edition)
- David Olson: Management Information System(Latest Edition)

HUMAN RESOURCE MANAGEMENT:

Introduction: 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, Anachronism, 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:

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

INDUSTRIAL AND MANAGERIAL ACCOUNTING:

Introduction: Managerial accounting: A perspective, 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 organizations- Manufacturing organizations- Service organizations. Costing Systems: Job order-costing systems, Process costing system, Hybrid product costing system, Cost management systems for new manufacturing environment.

Cost Behavior and Estimation: Cost behavior patterns, Cost estimation methods. 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, Analysis of cost variances. Differential Cost Analysis: Differential costs versus variable costs, Differential costs versus total costs, Cost analysis for pricing decisions, Make-or-buy decision. Variable Costing: Variable costing versus full absorption costing, Appropriateness of variable costing & full absorption costing methods. Flexible Budgeting: Static budget versus Flexible budget, Sales activity (Volume) Variance, Profit variance analysis, Variable, manufacturing costs variance. Budgeting & Monitoring: Framework of budgeting, The master budget development process, Budgeting in merchandising operations, service enterprising & non-profit organization, Budget under uncertainty, Reports for monitoring.

Text Books:

- Ronald W. Hilton Managerial Accounting McGraw Hill.(Latest Edition)
- Charles T. Hongren Introduction to Managerial Accounting Prentice Hall, International.(Latest Edition)
- Garrison: Managerial Accounting McGraw Hill.(Latest Edition)
- Matz&Usry, Cost Accounting.(Latest Edition)

APPLIED BUSINESS RESEARCH:

Introduction to Business Research: Business Research: Definition & Nature, The Scientific Method, 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 etc., Alternative processing flows, University data analysis, Measurement of central tendency, Measurement of dispersion, Hypothesis Testing, Bavaria 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.(Latest Edition)

- Dam Remenyl, Doing Research in Business and Management, Sage Publications.(Latest Edition)
- C. William Emory, Business Research Methods, IRWIN.(Latest Edition)

ECONOMIC THEORY AND ISSUES:

Introduction: 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. 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(Latest Edition)
- RudigerDornbusch& Stanley Fischer: Microeconomics, McGraw Hill(Latest Edition)
- C.E.Ferguson&J.P.Gould: Microeconomics Theory(Latest Edition)
- Samuleson&Nordhausan: Economics,Tata McGraw Hill(Latest Edition)

FINANCIAL MANAGEMENT:

Introduction: 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, The valuation process, The 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.(Latest Edition)
- James C. Van Horne: Financial Management & Policy, Prentice Hall.(Latest Edition)
- Gitman: Managerial Finance.(Latest Edition)
- Richard Brearly& Stewart Myers: Principles of Corporate Finance. McGraw Hill.(Latest Edition)

MANAGEMENT INFORMATION SYSTEM:

INTRODUCTION TO INFORMATION TECHNOLOGY

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), The concept of Data and Information

DATABASE MANAGEMENT SYSTEMS: The 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, Example Networks, 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:

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

PRODUCTION & OPERATION MANAGEMENT:

Introduction: Importance off operation management, design of and effective operational system including a thorough understanding of various operational strategies and their implicative impact on the over all production and operation of a company. Operations management and corporate profitability.Characteristics of a manufacturing system.Difference between manufacturing and service operations.Various 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 “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:

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

ENTREPRENEURSHIP

Introduction: 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 on 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(Latest Edition)
- Bill Bolton & John Thompson: Entrepreneurs Talent, Temperament, Technique, Butterworth Heinemann(Latest Edition)

MANAGERIAL ECONOMICS:**Nature, Scope and Overview of Managerial Economics**

The Nature and Scope of Managerial Economics. The Managerial decision making process. Theory of the firm. Profit maximization, Cost Minimization. Economic optimization. Economic relations of variables. The Incremental concept in Economic Analysis. Demand, Supply and Equilibrium.

Demand Analysis, Estimation and Forecasting

The Basis for Demand. The Market Demand function. Demand sensitivity analysis: Elasticity, Price Elasticity of Demand with Managerial applications. Income Elasticity of Demand with Managerial applications. Application of Regression Analysis: Demand estimation. Demand forecasting.

Production and Cost Analysis

Production functions. Total, Marginal and Average Product. Revenue and Cost in Production. Production function estimation. Productivity Measurement. Homogenous and Homothetic Production Function. Short run and long run cost curves. Learning curves and application. Cost-value-profit analysis.

Linear Programming

Production planning for a single product Production planning for a multiple products. Graphic specification and solution. Simplex method of solution. The dual in linear programming. Shadow prices in linear programming.

Decision Making Under Risk and Uncertainty

Introduction. Risk Analysis of Decision Alternatives. Adjustment for Risk in Decision Making. The Expected Value Criterion. The Standard Deviation Criterion. The Coefficient of Variation Criterion. The Certainty Equivalent Criterion. The Maxima and Maximax Criterion. The Decision Tree and Joint Probabilities. Optimal decision Strategy. Limit Pricing and Preventing entry.

Pricing Analysis and Decisions

A Review of Market Structures and Basic Pricing Models. Perfect Competition. Monopoly. Monopolistic Competition. Oligopoly. Selected Pricing Models. Marginalist Pricing. Mark up pricing. New Product Pricing. Oligopoly Model. Contestable Markets. Pricing Strategies for Firms and Market Power. Monopolistic Competition. Price Discrimination, Monoposony and Price Product.

A Critique of Traditional Theory of the Firm

Full Cost Pricing Model. Mark-up Pricing Model. Problem from Marginal Price-formula. Limit Pricing Models.

Managerial Theories and Models of the Firm

Baumol's Theory of Sales Revenue Maximization. Marris's Model of Managerial Enterprise. Williamson's Model of Managerial Discretion Topics, Behavioral Model by Cyert and March.

Public Sector Production and Pricing of Goods.

Public and Private Goods and their pricing mechanism. Decreasing cost Industry and pricing. Externalities and Market Pricing issues. Rent seeking and control. Government Policy and International Trade, tariff and pricing. Import Competitiveness and tax, International pricing Techniques / Strategies.

Capital Budgeting and Investment

Pre-requisites of Capital Budgeting. Investment Criteria and Decisions. Cash flow estimation, Internal Rate of Return, Profitability-Index Criterion and other criterion. Optimal Capital Budget.

Text Books

1. Douglas, E. J., Managerial Economics, Prentice Hall, (1990).(Latest Edition)
2. Hirschey, M. Managerial Economics, (10th edition) U.S.A. Thomson South-Western, (2003). (Latest Edition)
3. Hirschey, M. and J.L. Pappas; Fundamentals of Managerial Economics, Dryden Press, (1998).(Latest Edition)
4. Kent P, and P Young., Managerial Economics: Economic Tools for Today's Decision Makers., (4th Edition) Pearson (2003).(Latest Edition)

Elective – I

Elective - II

STRATEGIC BUSINESS MANAGEMENT:

Introduction: Strategic management, Definition and process, 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. Function 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.(Latest Edition)
- Wheelen: Strategic Management(Latest Edition)
- Fried. R. David: Strategic Management, Prentice Hall.(Latest Edition)
- Thomous, Stricklend: Strategic Management, BPI, IRWIN.(Latest Edition)

ORGANIZATIONAL BEHAVIOUR:

Introduction and Background: Organizational behavior: Key concepts, A historical perspective on organizational behavior, Organizational behavior and contemporary issues. Organization: Structure and Design: The nature and purpose of organization, The 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, The contingency approach of organization design, Today's organizations and various designs, Organizational effectiveness Organizational Culture: The dynamics of organization's culture, the basic approaches to organizational culture, the cross-cultural awareness, total quality culture creation, changing and developing cohesive organization's culture Organizational Change and Development: The nature and typology of organizational change, The diagnosis of forces for change, The 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 Behaviour: The perception process, The attribution theory, Personality and organizational behaviour, Attitudes, personal values and ethics: Learning & behavioural modification Behaviour Modification: Behavioural learning models, Principles of behavior modification, the process of modifying on-the-job behaviour, Behavioural self management Socialization and Mentoring: The organizational socialization process, The socialization techniques, Mentoring, Organizational roles and norms Work Group Behaviour: 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: The nature of conflict, Functional versus dysfunctional conflict, Approaches to effective conflict resolution, Conflict stimulation

Text Books:

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

TOTAL QUALITY MANAGEMENT:

Unit 1. Introduction to Total Quality Management

- 1.1 Defining Total Quality Management
- 1.2 Basic Approaches of Total Quality Management
- 1.3 Gurus of Total Quality Management

- 1.4 TQM Framework
- 1.5 Awareness about the improved quality
- 1.6 Historical Review
- 1.7 Obstacles in implementing TQM
- 1.8 Benefits of TQM

Unit 2. Leadership and Total Quality Management

- 2.1 Defining Leadership
- 2.2 Characteristics of Quality Leaders
- 2.3 Leadership Concepts
- 2.4 The seven habits of highly effective people
- 2.5 Ethics and Quality
- 2.6 Deming Philosophy
- 2.7 Role of Leaders in TQM
- 2.8 Implementation
- 2.9 Quality control
- 2.10 Core Values, Concepts and Framework
- 2.11 Strategic Planning and Communication
- 2.12 Decision Making

Unit 3. Customer Satisfaction and Employee Involvement

- 3.1 Customer Satisfaction (An Overview)
- 3.2 What is customer?
- 3.3 Customer perception of Quality and feedback from customer
- 3.4 Effectively using customer complaints
- 3.5 Transforming needs into requirement of customers and importance of customer retention.
- 3.6 Employee involvement in improving quality.
- 3.7 Motivational theories
- 3.8 Empowerment
- 3.9 Teams and their effectiveness
- 3.10 Rewards, Recognition and Performance appraisal
- 3.11 Union and employee involvement
- 3.12 Benefits of employee involvement

Unit 4. Continuous Process of Improvement and Performance Measures

- 4.1 Perfection through continuous improving process
- 4.2 Process
- 4.3 The Juran Approach to continuous improvement process
- 4.4 Improvement Strategies
- 4.5 Types of Problems
- 4.6 Problem solving method
 - Kaizan
 - Reengineering
 - Six Sigma
- 4.7 Objectives of Performance measures
- 4.8 Appropriate Strategy
- 4.9 Presentation of Performance Measures
- 4.10 Quality Costs
- 4.11 Malcolm Baldrige National Quality Award.

Unit 5. Benchmarking “A tool for Continuous Improvement”

- 5.1 Concept of Benchmarking
- 5.2 Importance of Benchmarking
- 5.3 Definition of Benchmarking
- 5.4 Important Reasons of Benchmarking
- 5.5 Process of Benchmarking

- 5.6 Deciding what to Benchmark
- 5.7 Benchmark Planning
- 5.8 Actions to close the Gap between Benchmark
- 5.9 Pitfalls and Criticisms of Benchmarking
- Unit 6. Quality Management System**
 - 6.1 ISO
 - 6.2 Benefits of ISO registration
 - 6.3 ISO 9000 Series of Standards
 - 6.4 ISO 9001 requirements
 - 6.5 Implementation of Quality Management System (ISO)
 - 6.6 Documentation
 - 6.7 Internal Audits
 - 6.8 ISO Certification for Service Organizations
 - 6.9 ISO VsBaldrige Award
 - 6.10 Standards in Pakistan
- Unit 7. Environmental Management System**
 - 7.1 Introduction to Environmental Management Standards
 - 7.2 ISO 14000 Series Standards
 - 7.3 Concept of ISO 14001
 - 7.4 Requirements of ISO 14001
 - 7.5 Benefits of Environmental Management System
 - 7.6 Integrating ISO 14000 with ISO 9000
 - 7.7 Relationship of Standards with Health and Safety
- Unit 8. Quality Function Deployment and Quality by Design**
 - 8.1 Concept of Quality Function Deployment
 - 8.2 Role of team in QFD
 - 8.3 Benefits of QFD
 - 8.4 Driving force behind QFD
 - 8.5 Process of information by organization
 - 8.6 House of Quality
 - 8.7 Building House of Quality
 - 8.8 Quality Function Deployment Process
 - 8.9 Concept of Quality by Design
 - 8.10 Rational of Implementing Quality by Design
 - 8.11 Benefits of Quality by Design
 - 8.12 Communication Models
 - 8.13 Implementation of Quality by Design
 - 8.14 Tools used for implementing Quality by Design
- Unit 9. Management and Technical Tools for improving**
 - 0.1 Introduction of Management Tools and there importance
 - 0.2 Forced Field Analysis
 - 0.3 Nominal Group Technique
 - 0.4 Affinity Diagram
 - 0.5 Tree Diagram
 - 0.6 Matrix Diagram
 - 0.7 Process decision program chart
 - 0.8 Activity network diagram
 - 0.9 Just in Time and Just in Case
 - 0.10 Concept of Statistical Process Control
 - 0.10.1 Pareto Diagram
 - 0.10.2 Process Flow diagram
 - 0.10.3 Cause and effect diagram
 - 0.10.4 Check sheets
 - 0.10.5 Histogram

- 0.10.6 Control Charts
- 0.10.7 Scatter Diagram

Text Books

1. Total Quality Management
By: Dale H. Besterfield
(Latest Edition)
2. Quality Management
By: Donna C.S. Summers
3. Total Quality Management
By: Joel E. Ross
(Latest Edition)

Elective –III

Elective - IV

ADVANCED ORGANIZATIONAL BEHAVIOUR

Course overview and performance, Perception, Personality and Emotions, Values, Attitudes, and their impact on the Work place, Motivation, Groups and Teams, Communication, Power and Politics, Conflict, Leadership, Decision-making, creativity and ethics, Organizational structure and Change,

Recommended text: Nancy Langton & Stephen P. Robbins (2007). Organizational Behaviour: Concepts, Controversies, Applications. 4th Canadian edition, Pearson Prentice Hall: Toronto. (Available in the Bookstore).

ADVANCED RESEARCH METHODS

COURSE CONTENT: *[Course content varies by instructor. An example of course content for a course on Comparative-Historical methods might be:]*

- Overview and history of historical-comparative research methods
- When historical-comparative methods are useful and appropriate
- Discussion of examples of research using comparative-historical methods
- Necessary and sufficient causes
- Concept analysis and „cases
- „Big N, „small N, single and negative cases
- Issues related to using qualitative and/or quantitative approaches to comparative-historical methods
- Specific techniques including typology analysis, process analysis, and contingency (or path-dependency) analysis
- Reliability and validity issues

TEXTBOOKS, REFERENCES, MATERIALS: *[Textbook selection varies by instructor. Examples for this course might be:]*

- Mahoney, J. 2004. "Comparative-Historical Methodology," *Annual Review of Sociology*, 30: 81-101.
- Tilly, Charles. 1984. *Big Structures, Large Processes, Huge Comparisons*. New York: Russell Sage Foundation.
- Brady, H.E. and D. Collier (eds.). 2004. *Rethinking Social Inquiry: Diverse Tools, Shared Standards*. Rowman and Littlefield.
- Ragin, C.C. and H.S. Becker. 2005. *What is a Case? Exploring the Foundations of Social Inquiry*. Cambridge University Press.
- Böröcz József. 1992. "Travel-Capitalism: The Structure of Europe and the Advent of the Tourist," *Comparative Studies in Society and History*, 34,4:708-41.
- Adams, Julia. 1996. "Principals and Agents, Colonialists and Company Men: The Decay of Colonial Control in the Dutch East Indies." *American Sociological Review*, 61(Feb):12-28.
- Ertman, Thomas. 1997. Introduction and conclusion to *Birth of the Leviathan. Building States and Regimes in Medieval and Early Modern Europe*. Cambridge, Cambridge University Press.

ELECTIVE – V

ELECTIVE – VI

PROJECT MANAGEMENT

Module 1: Introduction to Project Management

- What is a Project?
- Project Management
- Project Constraints
- Understanding the Nature of Projects
- The Project Life Cycle
- Project Identification

Module 2: The Project Initiation Stage

Section 1

- The Project Initiation Stage
- Identifying What has Triggered your Project
- Project Management Roles
- The Project Definition Document
- The Product Description
- Determining Project Goals
- Brainstorming and Consultation: Determine Goals
- Determining Project Specifications
- Determine Project Deliverables

Section 2

- Determine Project Constraints
- Determine Project Assumption

Presenting Your Business Case
Speaking to the Business Need
Presenting the Business Case
Completing the Project Definition Document

Module 3: The Project Planning Stage

Section 1

The Planning Stage
Determine the Scope of Work
Scope Management Plan
The Work Breakdown Structure (WBS)
Creating the Work Breakdown Structure, WBS
Unique WBS Identifiers
Determine Deliverable-Specific Task List
Define Task Descriptions

Section 2

Planning the Time Element
Time Estimates
Time Estimate: Mathematical Method, PERT
PERT Calculations
Buffer Time
The Project Schedule
Project Schedule Charts
Updating Project Assumption & Time Constraints
Assigning Resources and Responsibility

Section 3

Planning the Cost Element
Resource Identification
Cost Estimation Methods
Administrative Costs
Buffer Costs

Section 4

Procurement Plan
Human Resource Management Plan
Project Cost Constraints and Assumptions

Section 5

Planning the Quality Element
Decision Making and Risk Taking Skills

Module 4: Team Building for Project

Leaders

Team Building
Leadership vs. Management
Responsibilities of a Team Leader
Team Building Benefits
Team Selection
Team Communication
What is Conflict Resolution?

- Motivating Teams
- Coaching Teams
- Module 5: Motivation
 - Motivation
 - Desires and Needs
 - Encouraging Performance
 - Morale
 - Improving Morale
 - Building Loyalty in Teams
- Module 6: Implementing the Project Plan
 - Implementing the Project Plan
 - Implementing the Procurement Plan
 - Quality Control and Assurance Measures
 - Business Communication Model
 - Performance Tracking
 - Earned Value Analysis
 - Change Management
 - Budgetary Control Measures
 - Implementation Stage: Project Management Areas
- Module 7: The Closing Stage
 - Acceptance of Deliverables
 - Releasing Resources
 - Acceptance of Contracts
 - Disassembling Project Team Members
 - Project Documentation

SUPPLY CHAIN MANAGEMENT

Course outline

Supply chain management and its importance to the success of a firm. Different ways to view a supply chain. Variety of supply chain related questions that need to be answered by any firm. We will provide a framework within which supply chain drivers may be analyzed appropriate tradeoffs considered. We will define key performance measures for a supply chain and establish initial links to logistical drivers that a supply chain designer or manager may control. Changing environment and look at some of the key challenges for logistics today. The notion of *Tailored Logistics* and its importance in today's environment.

This will be an important concept that we will refine in the context of different logistical drivers The course of the quarter. We start discussion on how a firm can manage inventories to ensure a fit between strategic supply chain objectives and inventory management.

We will illustrate the strategic framework for supply chain decisions in the context of the Seven Eleven Japan case.

Understanding of the effects of demand forecasts and forecast errors on a tactical decision policy for a supply chain. Assessing future product demand is critical for capacity planning, purchasing and inventory management. In this session we will examine two cases and see how the concepts of forecasting and safety-stock are applied in practical situations.

inventory issue: air freighting printers to Europe, developing more formalized inventory planning processes, or building a factory in Europe. Please read the case and be prepared to discuss the following questions in class:

key issues in supply chain, we will explore the role of the

Internet in supply chains, specifically in the context of e-commerce and e-business. We will start with business-to-consumer models.

The goal of this session will be to discuss the structure of various supply chains in the context of the various supply chain drivers discussed over the last sessions. We will apply the ideas in the context of e-commerce to see what are the opportunities that the Internet provides from a supply chain perspective. First, we will explore the design of direct-to-consumer model using Dell

ELECTIVE - VII

ELECTIVE - VIII

STRATEGIC HR LEADERSHIP

This course introduces students to the key concepts and policies underlying international human resource management (HRM) in organizations. With the growth of 'knowledge work' and what some see as a 'knowledge economy', human resources have increased in importance for the firm, and therefore appropriate strategies for managing these resources have become critical to competition between companies. As firms internationalize and integrate their production and services across national borders, they find that they need to coordinate workforces that are accustomed to contrasting management styles, and with skills and competences that have been differently constructed. The course examines knowledge work and more mobility within labour markets as firms internationalize and globalize their operations. This course will also examine the impact of labour markets and other factors on the changing nature of human resource management over recent years, focusing on the core HR issues that firms have to deal with in a globalizing economy. Furthermore, the course explores HRM in multinational corporations and discusses the issue of 'transfer' of HRM practices from one country setting to another. This course will enable students to develop an advanced understanding of the processes of leadership - its scope and limitations - in different social and organizational contexts. It draws on the students' own experiences as leaders and followers to enable them to understand a wide range of organizational phenomena, including motivation, teamwork, culture and change management. The course will give an understanding of the relationship between leadership, management and administration; transactional and transforming leadership, leadership and the management of culture and meaning and dysfunctional forms of leadership. It will also explore organizational politics, business ethics, morality and sustainability as well as the management of diversity and difference.

Recommended Books

The Five Dysfunctions of a Team: A Leadership Fable; by Patrick M. Lencioni

Execution: The Discipline of Getting Things Done; by Larry Bossidy, Ram Charan, and Charles Burck

SEMINAR IN BUSINESS MANAGEMENT

The core purpose of this course is to provide students opportunity of application of research methods learned in the earlier semesters. The course is designed to review the empirical research of the different areas of management sciences. Scheme of course includes the on hand training on research software and presentation of research papers by the course participants. Course contents include SPSS and Amos training in the module. Students are required to submit the research papers of their interest to course incharge and present the research in comprehensive manner and finally submit term paper on their area of interest.

Recommended Text: 1. SPSS manual
2. Amos manual
3. Research papers in business management

Specialization in Human Resource Management

INDUSTRIAL AND LABOR LAWS

COURSE CONTENTS

UNIT–1 INTRODUCTION TO LAW AND LAW GOVERNING CONTRACTS.

1. The Origin of the Contract
2. Definition of Contract
3. Communication, Acceptance and Revocation of
4. Essentials of a valid Contract
5. Performance of the Contract
6. Discharge of Contract
7. Breach of Contract
8. Damages of Breach of Contract
9. Indemnity and Guarantee
10. Contract of Bailment
11. Contract of Agency

UNIT–2 THE LAW OF SALES OF GOODS

1. Definitions
2. The Formation of the Contract.
3. Effects of the Contract
4. Performance of the contract
5. Rights of Unpaid seller against the Goods.
6. Sale by Auction
7. Breach of Contract

UNIT–3 PARTNERSHIP LAW

1. Definitions in Partnership Law
2. Types of Partnership

3. Essential Elements of a Partnership
4. Registration of Partnership Firms
5. Partnership Becoming Illegal
6. Partnership Distinguished from Company
7. Partnership Distinguished from Private Company
8. Partnership Distinguished from Co-Ownership
9. Partnership Agreement
10. Rights and Liabilities of the Members of a Partnership Firm
11. Personal Profits Earned by Partners
12. The Property of the Firm
13. Implied Authority of a Partnership
14. Principle of Holding out
15. Minor as a Partner
16. Reconstitution of a Firm
17. Dissolution of Partnership and Settlement of Accounts on Dissolution
18. Rights and Obligations of Partners after Dissolution of Partnership

UNIT-4 LAW GOVERNING COMPANIES I

1. Introduction to Companies Ordinance 1984
2. Company Courts
3. Corporate Law Authority
4. Registration of Company
5. Memorandum of Association
6. Name of Company
7. Registered Office
8. Object
9. Capital Clause of Memorandum
10. Articles of Association
11. Promoters
12. Contracts
13. Prospectus
14. Commission, Discount and Premium
15. Allotment of Shares
16. Commencement of Business
17. Membership
18. Share Capital
19. Shares and Certificates
20. Transfer and Transmission of Shares
21. Directors
22. Chief Executive

UNIT-5 LAW GOVERNING COMPANIES II

1. General Meetings
2. Meetings of directors
3. Secretary
4. Dividend
5. Auditor
6. Managing Agents
7. Investment by Company
8. Debentures
9. Private Companies

10. Guarantee Company
11. Unlimited Company
12. Accounts
13. Inspection
14. Annual Return
15. Winding up by Court
16. Winding up of Companies
17. Contributors and Creditors
18. Voluntary Winding up
19. Removal of Defunct Companies.
20. Winding up of Unregistered Companies.
21. Reconstruction and Amalgamation.
22. Companies Established Outside Pakistan
23. Official Liquidator

UNIT-6 LAWS GOVERNING ESTABLISHMENT OF FACTORIES

1. Definitions Pertained to the Factories Act. 1934
2. Exemption from Certain Provisions of the Act
3. Inspectors and their Powers
4. Certifying Surgeons
5. Health and Safety
6. Disposal of Wastes and Effluents
7. Artificial Humidification
8. Vaccination and Inoculation
9. Holidays with Pay and Provisions of the Act for Worker
10. Special Provisions for Adolescents and Children
11. Penalties and Procedure
12. Penalty for Contravention of Act and Rules
13. Display of Factory Notices
14. Publication of Rules
15. Protection to Persons Acting under this Act.

UNIT-7 LAWS GOVERNING INDUSTRIAL EMPLOYMENT AND INDUSTRIAL RELATIONS

1. Trade Unions and Freedom of Associations
2. Application for Registration and Requirements.
3. Certificate of Registration and its Cancellation
4. Power and Functions of Registrar
5. Collective Bargaining Agents.
6. National Industrial Relations Commission and its Powers.
7. Joint Consolation Conciliation and Meditation
8. Wage Commission and Fixation of Wages
9. Powers and of the Wage Commission.
10. Penalties and Procedure.
11. Penalty of Committing Breach of Settlement.
12. Penalty of Embezzlement of Misappropriation of Funds.
13. Indemnity and Powers to Make Rules.

UNIT-8 EMPLOYEES OLD AGE BENEFITS ACT, 1976 -1

1. Employees Old-Age Benefits Contribution rules, 1978
2. Employees Old-Age

3. Benefits General Regulations. 1980
4. Insured Persons, Board or Trustees, Powers, Functions, and Terms of Office of Members.
5. Employees Old-Age Benefits Determination or Wages for Computation of Contribution Regulation, 1980.
6. Employees Old-Age Benefits Determination of Complaints, Questions, and Disputes Regulations, 1980

UNIT–9 EMPLOYEES OLD AGE BENEFITS ACT, 1976 - II

1. Employees old-Age Benefits Institution and Certificate of Authority and Proof of Age, Payment of Contributions and Liability of Employer.
2. Offenses and Penalties
3. Finance and Audit.
4. Employees Old-Age Benefits, Old-Age Pension, Old-Age Grant Widows, Pension, Invalidity Provision, Benefit Claims and Benefits, Extinguishment of Benefits.

Recommended books

1. Company Law (Revised Edition) By Khawaja Amjad Saeed
2. Business Law By Qazi Awais Amin Azeem Academy Lahore

TRAINING AND DEVELOPMENT

Scope of Course:

The overarching objective of this course is for each student to learn how to assess, develop, carry out, and evaluate a training program. To get to this objective, we will review the field of training and development, as well as the broader area of human resource development (HRD). This means covering some of the basic concepts of training/HRD, such as motivation and learning theory, needs assessment, and the evaluation of training. Different types of training programs will be examined, including orientation, skills training, team building, management development, organization development, and diversity training.

Course Contents:

- Introduction to training and HRD
- Influences on employee behavior
- Learning and HRD
- Assessing training/HRD needs
- Designing training/HRD programs
- Implementing training/HRD programs
- Evaluating training/HRD programs
- Employee orientation
- Skills and technical training
- Performance management & coaching
- Career management and development
- Employee counseling
- Management development
- Organization development and change
- TRAINING PROGRAM PRESENTATIONS
- Cultural diversity and HRD

Recommended Text:

DeSimone, Randy L., Werner, Jon M., & Harris, David M. (2002). *Human Resource Development*, Third Edition. Cincinnati: Thomson/South-Western College Publishing. Available for rental from the Moraine Bookstore.

PERFORMANCE AND COMPENSATION MANAGEMENT

Module 1 - Introduction To Compensation

- A. Definition of Compensation
- B. The Pay Model
- C. Strategic Pay Policies

Module 2 - Strategic Perspectives in Compensation Management

- A. Strategic Perspectives of Pay
- B. Strategic Pay Decisions
- C. Best Practices vs. Best Fit Options

Module 3 - Defining Internal Alignment

- A. Definition of Internal Alignment
- B. Internal Pay Structures
- C. Strategic Choices In Internal Alignment Design
- D. Which Internal Structure Fits Best?

Module 4 - Job Analysis

- A. Why Perform Job Analysis?
- B. Job Analysis Procedures
- C. Job Analysis Data Collection Process
- D. Job Descriptions

Module 5 - Job Evaluation/Person-based Structures

- A. Definition of Job Evaluation
- B. Major Decisions In Job Evaluation
- C. Job Evaluation Methods
- D. Final Result – Pay Structure

Module 6 - Determining External Competitiveness

- A. Definition of Competitiveness
- B. Pay Policy Alternatives
- C. Wage Surveys
- D. Interpreting Survey Results
- E. Pay Policy Line
- F. Pay Grades

Module 7 - Employee Contributions: Pay For Performance (PFP)

- A. Rewarding Desired Behaviors
- B. Does Compensation Motivate Performance?
- C. Designing PFP Plans
- D. Merit Pay/Variable Pay
- E. Individual vs. Group Incentives
- F. Long Term Incentives

Module 8 - Performance Appraisals

- A. Role of Performance Appraisal In Compensation
- B. Common Errors In Performance Appraisal
- C. Measuring Job Performance
- D. Training Raters
- E. Contextual Issues In Appraisal

Module 9 - Benefits

- A. Benefits Determination Process
- B. Value of Benefits
- C. Legally Required Benefits
- D. Retirement, Medical , & Other Benefits

Module 10 - Compensation of Special Groups

- A. Who are Special Groups & Minority Groups
- B. Compensation Strategies For Special Groups

Module 11 - Legal & Administrative Issues in Compensation

- A. Legal Issues
- B. Pay Discrimination
- C. Comparable Worth
- D. Budgets and Administration

Module 12 - Global Compensation

- A. Recognizing Variations
- B. Social Contract
- C. Culture & Pay
- D. Strategic Choices In Global Compensation
- E. Comparing Systems
- F. Expatriate Pay

Required Text:

Martocchio, J.J., Strategic Compensation: A Human Resource Management Approach, 4th Ed., Pearson/Prentice Hall, 2006. (please see the bookstore.)

HR DEVELOPMENT

Course Description:

This course examines the primary role of human resources development (HRD) in the organization to help people and organizations effectively manage change. This highly interactive course focuses on strategies for assessing, designing, and implementing training and organizational development efforts that positively impact the performance of the individual and the work group. The course also provides an overview of change interventions, including training and staff development; succession planning and performance management; factors that influence HRD; the consulting role and skills of the HRD professional, including facilitation and group dynamics; and the trends in HRD, such as human performance technology and the work out process model.

Course Outlines

Analysing Employability Skills and Workforce Education Needs

This course will research into the nature and functions of contemporary employability skills and workforce education, as well as the recent and continuing trends – both locally and internationally – impacting on it. It will critically examine the necessary changes of workforce education and training in responding to the cutting-edge employability skills in real practice so that the employability performance can be strengthened accordingly. The course will empower participants to assume proactive leadership roles in workforce education, responding intelligently to both local and global influences.

Critical Issues in Human Resource Development

This will provide participants the opportunity to examine critical issues in human resource development (HRD) as a tool for enabling organizations to maximize effectiveness and efficiency through manpower development. Participants will be guided in investigating the foundations of HRD in learning, the current and emerging ideas related to HRD roles, process and functions, and the selected HRD practices in terms of employee socialisation and orientation, individual career development, and management development. The key trends on HRD – including the increased emphasis of strategic perspective on HRD, use of new technology, and HRD programmes for culturally diverse employees – will also be explored.

Design and Implementation for HRD

This provides participants a comprehensive understanding of the latest pedagogical issues in HRD through theoretical study and critical reflection on practical experience. The focus will be on relating theory into practice, highlighting the use of IT and authentic multi-media resources (i.e. blended learning) in the teaching and learning process, employing professional judgment and managing on-going improvement in achieving quality educational outcomes in the context of HRD.

Knowledge Management

This provides participants an opportunity to examine the development of theory and practice of knowledge management, which is considered to have critical impacts on the field of human resources training and development. The concepts and practices of the development of organisational learning and learning organisation, and the facilitation of knowledge sharing among co-workers in organisations will be the focus of the course. This course will promote participants' contribution to knowledge management initiatives in the human resources training and development context.

Measuring and Improving Human Performance in Organisations

This provides an understanding on the critical roles of performance measurement as the basis of improving human performance in organisations. Participants will examine the principles and the process of performance management, the methods of measuring job performance, and the application of performance review and appraisal systems. These concepts and practices will also be examined in connection to various practices for improving employees' performance, including the uses of reward and incentives, staff disciplines, performance feedback, coaching and mentoring.

Organisational Behaviour and Development

This introduces participants to the study of organisational behaviour with a specific focus on organisational development (OD). Participants will examine key concepts and theories of organisational behaviour at individual, group and organizational levels, their relationships on organisational outcomes, as well as the influences of organisational structure and culture. In particular, the ideas and practices of organisational development will be considered in relation to organisational change, employee development, and organisational strategy. Through participating in various learning tasks and projects, participants will be fully aware of the importance of human behaviour within organisation and the critical issues related to organisational adaptation to change and development.

Training and Consulting Skills

The will examine the important training skills involved in human resources training and development, in particular, facilitation skills, consulting skills and coaching skills. The selection and use of these skills in various situations and contexts, the role of trainers, as well as the impacts and effects in practical applications of these skills will be critically discussed. This course will

enhance participants' ability in the selection and application of these training skills in facilitating and developing the potentials of learners.

Recommended Text

Human Resource Development latest edition

INDUSTRIAL RELATIONS

Course Objectives

This course is designed to explore the major issues in the theory and practice of industrial relations in Canada. It serves as a jumping-off point to explore other senior courses addressing issues of human resource management and industrial relations. There are three major themes in the course: Employment Relationships, Conflict and Accommodation, and Critical Analysis of Accommodation.

This course is designed for people working in unionized or non-unionized workplaces, in the public or private sector, and in managerial or non-managerial environments. The course fosters critical thinking by examining the connection between personal experience and wider social forces, or between private troubles and public issues.

Course Outline

- Lesson 1: The Employment Relationship
- Lesson 2: Pre-industrial and Industrial Forms of Employment
- Lesson 3: The Common Law Contract of Employment
- Lesson 4: The Contemporary Labour Market
- Lesson 5: Human Resource Management
- Lesson 6: Unitarism and Theory in Industrial Relations
- Lesson 7: Conflict in Employment Relationships
- Lesson 8: The Floor of Rights
- Lesson 9: Trade Unions: Rationale and Development
- Lesson 10: Pluralism and Collective Bargaining
- Lesson 11: Labour Law: Rationale and Framework
- Lesson 12: Collective Bargaining
- Lesson 13: Collective Agreement and Grievance Arbitration
- Lesson 14: Strikes, Lockouts, and Interest Arbitration
- Lesson 15: Trade Union Limits and Incorporation
- Lesson 16: Critiquing the Floor of Rights
- Lesson 17: Radicalism and the Rights of Labour
- Lesson 18: Globalization and the Changing Role of the State
- Lesson 19: Public Sector Labour Relations
- Lesson 20: Regional Differences in Canadian Industrial Relations
- Lesson 21: Human Capital Theory

Recommended Text:

- Rose, Ed. Employment Relations: Policies & Practices, 2nd Edition, Financial Times, Prentice-Hall, Harlow, England, 2004
- Foz, Vicente B. The Labor Code of the Philippines, 2002-2003 Edition, Philippine Law Gazette, 2003

Sloane, Arthur A. & Fred Witney. Labor Relations, 10th Edition, Prentice-Hall, Saddle River, New Jersey, 2001
Miranda, Gregorio S. Labor-Management Relations, 4th Edition, National Bookstore, 2001
Salamon, Michael. Industrial Relations: Theory & Practice, 4th Edition, Pearson Education Ltd., England, 2000

ADVANCE HR PRACTICES

Overview

This immersive program is designed to enhance your competence as both a member of your senior management team and a leader of the human resource function in your firm. Learn to use HR practices to deliver business strategy; create a leadership agenda and strategy for your firm's HR function; and understand how to innovate, align, and integrate HR practices that add value to investors, customers, and employees. You will interact closely with top researchers and thought leaders in the field of human resource management as well as your peers from other leading organizations.

Participating and Contributing to the Management Team and Driving Business Results Through HR
Delivering Value Through HR

- Changing roles for HR professionals

Developing Effective Business Strategy

- Creating and prioritizing strategic goals and agendas

Driving Business Strategy Through HR

- Amplifying HR's impact on business results

Optimizing Global Competitiveness

- Organizing to enter global markets
- Balancing multinational and business cultures

Building the Competitive Culture

- Becoming both the guardian of existing mindsets and the champion of new mindsets inside and outside the organization

Measuring HR Effectiveness

- Creating the right HR metrics for the workplace, workforce, and HR function

Preparing a Leadership Agenda for the Human Resource Function

Assuring Talent Management

- Defining a talent management agenda that delivers results

Creating a Leadership Brand

- Shaping a leadership agenda for your company
- Setting a vision for HR

Transforming the HR Function

- Determining who does what and where they do it

Managing System Change

- Facilitating the processes of change to increase the

speed with which the organization's systems adapt
Implementing Effective HR Practices

- Meeting the strategic needs of the business
- Managing from the outside in
- Building HR practices to meet customer and investor expectations
- Shaping a personal agenda
- Developing a personal agenda for change

Recommended Text:

ORGANIZATIONAL DEVELOPMENT

Organizational Development (OD) is a conscious, planned process of developing an organization's capabilities so that it can attain and sustain an optimum level of performance as measured by efficiency, effectiveness, and health. Through the process of OD, we attempt to bring about successful change efforts in individual employees, groups and teams, inter-groups, and organizations as well. At any of these levels, when we use the process of OD we are essentially asking:

¾ Where are we?

¾ Where do we want to be?

¾ How do we get from where we are to where we want to be?

To achieve a competitive advantage in a global marketplace, contemporary organizations are in a continuous state of change. Within such a complex system as an organization, change has a rippling effect. For instance, technological innovation is not limited to hardware and software. It has an impact, sometimes quite dramatic, economically, politically, socially, legally, organizationally, and even personally. Given the magnitude of change taking place at the beginning of the 21st century, it is important for HR, OB, and Evaluation professionals to examine the theories and models, and methods and processes related to organizational change. In this course, we will focus on those methods, models, and processes specifically related to diagnosing and planning for organizational change.

Course Contents

Topics/Readings/Activities

Overview of Course and Introduction to OD

- OD defined
- Growth and relevance of OD
- Short history of OD
- Evolution of OD

Nature of Planned Change; OD Practitioner; Entering/Contracting

Readings: Chapters 2 - 4 (focus on Chapters 2 & 4).

Exercise: Class teams will meet to prepare for and conduct a contracting meeting with Terry their client in the Southwest Energy Case.

Entering/Contracting (continued); Diagnosing Organizations

- Entering an OD Relationship
- Elements of Contracting
- Need for Diagnosis
- Diagnostic Models
- Open Systems Model

DEFINITELY BE AT THIS CLASS

Assignment Due 2/8: Creating an Organizational Model. Students will individually categorize organizational elements into a general graphic model).

Diagnosing Groups/Jobs; Collecting and Analyzing Data

- Group Level Diagnosis
- Individual Level Diagnosis
- The Diagnostic Relationship
- Techniques for Analyzing Data

Feeding Back Diagnostic Data

- Determining the Content of the Feedback
- Characteristics of the Feedback Process
- Survey Feedback
- Determining Next Steps

Designing Interventions; Leading and Managing Change

- How to Design an Effective Intervention
- Overview of Interventions (Human Process, Techno-structural, Human Resource, Strategic)

Interpersonal and Group Process; Organization Process Approaches

- Process Consultation, and Team Building
- Appreciative Inquiry
- Large Group Interventions
- Organization Conflict Meeting, and Intergroup Relations Interventions

Redesigning Organization; Employee Involvement

Readings: Chapters 14 & 15

Threaded Discussion and File Sharing: Having collected information, students will share Best Companies to Work For information and compile a master list of “Best Company” characteristics

Performance Management and Developing and Assisting Members

Strategic Change Interventions – Competitive and Collaborative Strategies and Organizational Transformation

Special Focus – Psychologically Healthy Work Places

Student Teams will have finalized master list of Best Companies characteristics and identify the resistances to implementing three of them. They will then create an implementation plan for those characteristics.

Organizational Development in Global Settings

Reading: Chapter 21

Texts and readings

- Thomas G. Cummings and Christopher G. Worley. Organization Development and Change, 8th Edition, South-Western Publishing Company, 2005. ISBN 0324224931 or 0324260601.
- Rothwell, W. & Sullivan, R. (2005). Practicing Organizational Development: A Guide for Consultants. 2nd Edition. Pfeiffer
- “Best practice” case readings. (Student packet)
- Case reading for the Team Diagnostic Scan assignment.

INTERNATIONAL HRM

This is an elective course for all students specializing in Human Resources Management. The course is offered by the department of Human Resources Management and it is run across semester one. To teach students understand the need for international HR management in organizations, equip them with techniques, factors, drawbacks, benefits and processes involved in expatriate management and to give reasons to the rise in Multinational Enterprises.

TOPIC, SUB-TOPICS

1. Introduction
 - Definition of IHRM
 - Aims of IHRM
 - The importance of IHRM to local organizations
 2. IHRM in Context
 - Comparative IHRM
 - IHRM Trends in Rwanda
 3. IHRM in developing Countries
- CAT week
4. Multinationals and the Management of Labor
 - Multinationals and Industrial Relations
 - Transfer of Best Practice HRM within Multinationals
 5. International Management Development and Issues of - Diversity Management
 5. Expatriate Management
 6. Managing Internationally
 7. Course Recap and Review

Recommended Text

International Human Resource Management. (2nd Edition) 92004)

Scullion, H. and Lineham, M. (eds) (2005)

Sparrow, P. Brewster, C. and Harris, H. (2004)

Edwards, T. and Rees, C. (2006)

LEADERSHIP

Course prescription

This course provides an opportunity for practitioners and students to focus on leadership in the information professions from both theoretical and practical perspectives. The course employs theoretical concepts and models, coupled with case studies based on the experiences of leaders within the profession to understand how to develop leadership potential in oneself and others.

Course Content

Context and challenges in leadership

Relationship between leadership and management theories

Leadership theories overview

Challenges for leadership in the information services professions

Knowing yourself as a leader

Self-assessment tools and approaches

Leadership traits and styles (theory and application)

Emotional intelligence

Gender and leadership

Leading people

Understanding and leading individuals

Coaching, mentoring and facilitating

Creating and leading teams

Direction and strategy

Strategic focus and direction

Shaping values and cultures

Change leadership

Developing leaders

Models and theories of leadership development

Leadership development for yourself

Leadership development for others

Influential leadership

Influence and persuasion

Working with politics and power

Leadership beyond the information services context

Course textbook:

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

STRATEGIC HRM

Course Introduction:

The goal of this course is to provide you with the knowledge and skills that you can use to effectively manage human resources to achieve organizational goals. In order to achieve this goal, you will:

- Take a strategic approach to human resource management.
- Assess the global human resources environment in which your organization operates.
- Forecast the human resource needs of your organization or department.
- Do a job analysis and competency audit of your organization and/or department.
- Identify competency gaps in your organization or department.
- Provide feedback to employees to help them reach personal and organizational goals.
- Use powerful "coaching" questions to help employees attain personal and organizational goals.
- Use competency-based recruitment and selection techniques.
- Manage and motivate employees using the basic principles of strategic human resource management.

Course Outline:

Module 1: The External Environment and Your Organization

- Topic 1: Introductions and a Model for Strategic Human Resources
- Topic 2: Getting the Global Picture
- Topic 3: Going from Good to Great: External Factors and Global Perspectives

Module 2: Understanding Your Human Resources Customers

- Topic 1: Understanding Human Resources Stakeholders

Module 3: Understanding the Flow of People

- Topic 1: Understanding Staffing Needs and Options
- Topic 2: Core Competencies
- Topic 3: Recruitment Strategies

Module 4: Performance Management

- Topic 1: Understanding the Value of Performance Management
- Topic 2: Delivering Employee Feedback
- Topic 3: Assessing Willingness to Work
- Topic 4: Coaching

Module 5: Building Human Resources Strategy

- Topic 1: Understanding Human Resources Strategy
- Topic 2: Understanding Human Resources Trends and Metrics
- Topic 3: The Four-Step Process for Building Human Resources Strategy

Text and Materials

1. Schwind, H., Das, H., and T. Wagar. *Canadian Human Resource Management: A Strategic Approach*. 8th ed.. Toronto: McGraw-Hill Ryerson, 2007.
Type: Textbook. ISBN: 978-0-07-095176-1
2. Collins, J. *Good to Great*. HarperCollins Publishers Inc, 2001.
Type: Textbook. ISBN:0-06-662099-6

SEMINAR IN HRM

This course is an advanced seminar in human resources management that provides a broad coverage of topics in the human resources field. The seminar will be research-focused and discussions will involve critical review and evaluation of existing work and potential avenues for

future research. Through reading assignments and a research paper, students should gain an appreciation for the existing state of research and begin to articulate major issues and challenges facing this field.

Recommended Text:

Relevant latest research published in world reputed international journals.

Specialization in Accounting and Finance

SPECIAL TOPICS AND ACCOUNTING STANDARDS

Course Description and Objectives:

This course is to discuss important issues and roles of accounting in the current and future business and economy. The topics covered include: accounting and corporate governance; International Financial Reporting Standards (IFRS) and differences between IFRS and Indonesian Accounting Standards; and the value of information. After completing the course, the students are expected to understand the topics, analyze the implications of business and economic changes to accounting and vice versa; and give opinion and make decisions related to the issues.

Course Contents:

Accounting profession

The value of information and value of reporting.

Understanding the concepts and importance of earnings, profit, cashflows, and other terms in accounting and finance.

: Inside the Exciting World of Accounting Standards.

Accounting and Corporate Governance:

Presentation of financial statements (IAS 1)

Accounting policies, changes in accounting estimates and errors (IAS 8).

Accounting and reporting by retirement benefit plans (IAS 26)

Property, plant and equipment.

Related party disclosures (IAS 24).

Consolidated financial statements (IAS 27).

Investment in Associates (IAS 28).

First time adoption of IFRS (IFRS1).

First time adoption of IFRS (IFRS1).

Recommended Text:

International Financial Reporting Standards.

FINANCIAL STATEMENT ANALYSIS

This course on financial statement analysis provides students with a fundamental understanding of how to interpret accounting data presented in financial statements issued by corporations. The course introduces and analyses the relationship between business activities (planning, financing, investing and operating) and financial statements. It demonstrates popular tools and techniques in analyzing and interpreting financial statements with an emphasis on the need of users' of financial statements. The basic concepts and conventions applied to the construction of financial statements is briefly viewed, Emphasis is placed on the interpretation of financial data by means of comparative statements, trend percentages, detailed analysis of working capital and extensive use of various generally accepted ratios. Sales Management

Course Content: Introduction to accounting & accounting principles, Generally accepted accounting principles (GAAP), Accounting cycle/process, Rules of Debit and Credit, Steps in accounting cycle, Limitations of trial balance, Preparing financial statements, Balance Sheet, Income Statement, Expenditures Vs Expenses, Adjusting entries and their types, Statement of owner's equity, Closing entries, Statement of Cash flows, Parts of cash flow statement, Notes to financial statements, Accounting Policies, Inventory Accounting Policies, Depreciation accounting policies, Methods of computing depreciation, Annual report generated by business, Audit's report, Types of business, Using Financial Statements Information, Financial Statement Analysis, Ratio Analysis, Vertical & horizontal analysis, Different types of ratios, Liquidity, Leverage, Coverage, Activity, and profitability Ratios.

Recommended Text

Financial Statement Analysis by Charles Gibson

ADVANCE ACCOUNTING SYSTEMS

Preparation of final accounts under Companies Ordinance 1984

- Companies Ordinance 1984, Fourth Schedule.
- General, Trading Account, Profit and loss Account, Profit and loss appropriation account, Balance Sheet and treatment of certain items in preparing Companies Financial Statements like dividends, reserves, excise duty and sales tax, long term loans and current maturity, issue of shares, allowances for bad debts, rectification of errors, workers profit participation fund, worker's welfare fund, bank margins and guarantees.

Consolidated Financial Statements, IAS27.

- Prepare Consolidated Income Statement and Balance Sheet of undertakings.

Treatment in Consolidated Financial Statements of Minority interest, Pre and Post acquisition reserves, goodwill, dividends, bonus shares, intra group transactions, preference shares, debentures and mid year acquisitions.

Accounting for Leases IAS-17

- Basic lease accounting issues and procedures,
- Accounting for finance lease in the books of lessor and lessee including financial statement disclosures, Accounting for operating lease,

Bargain purchase option, residual value (guaranteed and un guaranteed), depreciation, initial direct costs.

Accounting for Franchises

Recommended Text:

1. Gupta, R.L. & Swamy, M. Radha, “*Advanced Accounting*”, Sultan Chand & Sons
2. Shukla M.C & Grewal, T. S , “*Advanced Accounts*” Volume 1 and 2, 15th Edition. Sultan Chand & Sons.
3. International Accounting Standards Committee Foundation (IASCF) 2005, International Financial Reporting Standards (IFRSs), London United Kingdom.

ADVANCE AUDITING TECHNIQUES

1. Preliminary engagement activities
2. Planning
3. Materiality
4. Audit risk
5. Cycle - Revenue and Receipts
6. Reporting, fraud and related parties (week 6) possibly a short theory question.
7. Reporting, fraud and related parties
8. Computers generally and computer auditing – everything covered in the notes
9. Cycle - Payroll and Personnel / Advanced Computer Systems (see Note 5 below)
10. Cycle –Acquisitions and Payments (see Note 4 below)
11. APAct and Disciplinary rules (week 11) possibly a short theory question.
12. APAct and Disciplinary rules
13. Companies Act
14. Cycle – Finance and investment cycle

Everything to date including:

- Corporate governance
- Cycle – Inventory and production
- Reliance on other Parties / Subsequent Events

Recommended Text:

- Latest ISA

- Graded Questions on Auditing 20011 - Gowar & Jackson
- SAICA Legislation Handbook 2011 - Butterworths (This book incorporates a selection of Acts which you are required to study.)
- Auditing Notes for South African Students 7th Edition - Jackson & Stent
- The Members Handbook - SAICA. (2010/11)
- IRBA Manual of Information 2011. These can be obtained for free> We will let you know how to go about obtaining a copy.

EDP AND COMPUTERISED ACCOUNTING

Lesson 1: Basic Concepts & the Balance Sheet

Elements of the balance sheet; assets; liabilities and equity; dual-aspect concept; money measurement concept; entity concept; going-concern concept; asset management concept; balance sheet items and changes; income measurement.

Lesson 2: Accounting Systems & Revenues

The account; rules for increases and decreases; debit and credit; income statement accounts; the ledger and the journal; the closing process; a note on computers; fiscal year; accrual accounting; conservatism; materiality; realization; service revenue; amount of revenue; monetary assets; days' sales uncollected.

Lesson 3: Expenses, Inventories & Depreciation

Expense and expenditure; unexpired and expired costs; matching concept; expenses that create liabilities; fringe benefits; rent; losses; the income statement; cost of sales; inventory valuation; first-in, first-out and last-in, first-out methods; average-cost method; adjustment to market; inventory in a manufacturing company; product and period costs; inventory turnover; noncurrent assets; acquisitions; capital leases; depreciation; depletion; intangible assets.

Lesson 4: Liabilities; Equity; Statement of Cash Flows

Working, debt and equity capital; sources of capital; retained earnings and dividends; distributions to shareholders; balancing debt and equity capital; debt ratio; consolidated financial statements; cash flow from operating activities, investing and financing activities; adjustments for depreciation expense and changes in working capital accounts and current assets and liabilities; net effect of working capital changes; summary of operating adjustments; the cash flow statement.

Lesson 5: Non-Profits & Financial Statement Analysis

Limitations of financial statement analysis; auditing; measures of performance and profitability; return on equity; tests of capital utilization and financial condition; non-profit organizations; net assets; revenues, expenses and investments; transfers; similarities to financial statement of for-profit entities; limitation of ratio analysis.

Lesson 6: Getting Started; Setting Up a Company

Manual vs. computer accounting; navigating Peachtree®; the help feature; how to open, save and back up files; types of organizations; setting up a new company; creating a chart of accounts; entering balances.

Lesson 7: Entering Transactions for a Cash Business

Transactions and the general journal; creating new accounts and entering beginning balances for a simple cash business; recording and editing transactions in the general journal; printing the general journal and financial statements.

Lesson 8: Accounts Receivable & Payable for a Services Business

Recording accounts receivable; creating subsidiary ledger accounts for customers and vendors and entering the beginning balances; processing accounts receivable, payable, sales and purchase transactions; creating action items and event logs; adjusting the accounts receivable for uncollectible accounts and print reports; recording accounts payable; how to create subsidiary ledger accounts.

Lesson 9: Processing Cash Payments & Receipts

Recording and managing cash; using the cash payments and cash receipts modules; preparing a reconciliation of the checking account.

Lesson 10: Preparing Financial Statements

How to journalize the adjusting entries; preparing and printing the financial statements; changing the financial statements; changing the accounting period.

Lesson 11: Purchases & Sales of Inventory in a Merchandise Business

Periodic and perpetual inventory systems; common inventory costing methods; the inventory account; subsidiary ledger accounts for inventory items; processing inventory and sales transactions; inventory sales concepts; creating sales tax accounts and codes; invoicing; creating sales orders from quotations; recording finance charges on overdue customer balances; printing inventory and sales reports.

Lesson 12: Payroll & Job Costing

General payroll concepts; using the Payroll Setup Wizard; payroll system maintenance; printing payroll checks, tax returns and payroll reports; job costing projects; creating phase codes and cost codes and entering estimated revenue and expenses; using the job costing system to record purchases; creating and printing job cost reports.

Lesson 13: Fixed Assets, Partnerships & Corporations

Calculating, recording and preparing reports for fixed assets and depreciation; creating subsidiary ledger records for individual fixed assets; making entries to record the disposal of fixed assets; entering the disposal of a fixed asset in the general journal; partnerships and corporations; recording paid-in capital and retained earnings; the stockholders' equity section of the balance sheet; recording dividends; creating partnership and corporate accounts and entering corresponding transactions; closing the fiscal year.

Recommended Softwares

- Quick Book
- MYOB
- Peachtree Accounting
- Microsoft Money
- Accounting Pro.

TAXATION MANAGEMENT

Topic	Source
Income Tax	
Introduction Categories of revenue Features of a good tax system Nature of tax Scope of Income Tax Law Definition & terminology	Chapter 01 Book 1
Income Tax Authorities - Powers & Functions	Chapter 02 Book 1
Scope of Tax	Chapter 03 Book 1
Exemption & concessions	Chapter 04 Book 1
Assessment of Salaried individuals, Non salaries persons, AOP & Company	Chapter 05 Book 1 Chapter 18-20 Book 2
Salary	Chapter 06 Book 1
Provident fund	Chapter 07 Book 1
Income from property	Chapter 08 Book 1
Income from Business	Chapter 09 Book 1
Assets & depreciation	Chapter 10 Book 1
Methods of accounting	Chapter 11 Book 1
Capital gains	Chapter 12 Book 1
Income from other sources	Chapter 13 Book 1
Tax credits	Chapter 17 Book 1
Set off & carry forward of losses	Chapter 18 Book 1
Payment of tax	Chapter 19 Book 1
Assessment procedure	Chapter 20 Book 1
Offences & penalties	Chapter 21 Book 1
Refund & tax credit	Chapter 22 Book 1
Appeals & revision	Chapter 23 Book 1
Final tax regime (FTR) Minimum Tax Liability	Chapter 25 Book 1
Capital Value Tax	Chapter 27 Book 1
Sales Tax	
Introduction & Definition	Chapter 28 Book 1
Sales tax authorities	Chapter 29 Book 1
Scope of sales tax	Chapter 30 Book 1
Registration	Chapter 31 Book 1
Records & books	Chapter 32 Book 1
Returns	Chapter 33 Book 1
Offences & penalties	Chapter 34 Book 1

Refunds & Recoveries	Chapter 36 Book 1
Sales tax calculation-practical problems	Chapter 11 Book 3
Federal Excise duty	
Introduction – definition	Chapter 37 Book 1
Levy & collection of duty	Chapter 38 Book 1
Appeals & revision	Chapter 39 Book 1
Custom duty	
Definition	Chapter 44 Book 1
Scope of custom duty	Chapter 45 Book 1
Warehousing	Chapter 46 Book 1
Drawback	Chapter 47 Book 1
Appeals & revision	Chapter 48 Book 1

Recommended text (latest –edition)

Mirza Munawar Hussain, “Synopsis of taxes in Pakistan” Iqbal Brothers Publications, Lahore
Mughal, Muhammad Muazzam, Income Tax Principles & Practice, Syed Mobin & Co Lahore
Mughal, Muhammad Muazzam, Sales Tax Syed Mobin & Co Lahore

Further Reading:

Income Tax ordinance 2001 (updated & amended to date)
Sales Tax Act 1990 (updated & amended to date)
The Federal Excise Act 2005 (updated & amended to date)
The customs act 1969 (updated & amended to date)
www.fbr.gov.pk

INDUSTRIAL ACCOUNTING

Course Contents:

Introduction: Managerial accounting: A perspective, 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 organizations- Manufacturing organizations- Service organizations. Costing Systems: Job order-costing systems, Process costing system, Hybrid product costing system, Cost management systems for new manufacturing environment. Cost Behavior and Estimation: Cost behavior patterns, Cost estimation methods. 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, Analysis of cost variances. Differential Cost Analysis: Differential costs versus variable costs, Differential costs versus total costs, Cost analysis for pricing decisions, Make-or-buy decision. Variable Costing: Variable costing versus full absorption costing, Appropriateness of variable costing & full absorption costing methods. Flexible Budgeting: Static budget versus Flexible budget, Sales activity (Volume) Variance, Profit variance analysis, Variable, manufacturing costs variance. Budgeting & Monitoring: Framework of budgeting, The master budget development process, Budgeting in

merchandising operations, service enterprising & non-profit organization, Budget under uncertainty, Reports for monitoring.

Text Books:

- Ronald W. Hilton Managerial Accounting McGraw Hill. (Latest Edition)
- Charles T. Hongren Introduction to Managerial Accounting Prentice Hall, International. (Latest Edition)
- Grarrison: Managerial Accounting McGraw Hill. (Latest Edition)
- Matz & Usry, Cost Accounting. (Latest Edition)

SEMINAR IN ACCOUNTING

The seminar consists of a number of cases of international private equity transactions in different industries and gives students profound real-life insights. Case assignments combine the key learning's from the issues taught in class discussions. Students have the opportunity to apply the concepts to existing business cases and undertake an in-depth analysis. Furthermore, guest lecturers from private equity groups and consulting companies provide additional perspectives on challenges of private equity transactions.

Recommended Text:

Relevant latest research published in world reputed international journals.

CORPORATE FINANCE

Fundamentals of Corporate Finance, Introduction of Corporate Finance, Financial Management Vs. Management Accounting

Financial Management: An Overview

Concept of Profit Maximization vs. Value Maximization

Concept and Measurement of Cost of Capital

Concept and Measurement of Cost of Capital

Cost of Capital – Problems and Case Study

Financing Decisions

Operating, Financial and Combined leverage

Financing Decisions

Operating, Financial and Combined leverage

Capital Structure: Cost of Capital and Valuation

Capital Structure: Cost of Capital and Valuation

Designing Capital Structure

Long Term Financing:

Capital Markets

Equity / Ordinary Shares

Term Loans, Debentures / Bonds and Securitisation

Hybrid Financing Instruments

Analysis of Risk and Uncertainty

Derivatives: Managing Financial Risk
Dividend and Valuation
Dividend and Valuation
Dividend Policy and Determinants of Dividend Policy
Theory of Working Capital Management
Management of Cash and Marketable Securities
Inventory Management
Receivables Management

Reference Books

1. Haley, Schal, Introduction to Financial Management, Tata McGraw Hill, New Delhi.
2. Pandey, I. M., Financial Management, Vikas Pub., New Delhi.
3. Van Horne, James C., Financial Management and Policy, Prentice Hall of India, New Delhi.
4. Mao, James C. T., Quantitative Analysis of Financial Decisions, Macmillan.
5. Solomon, Ezra, The Theory of Financial Management, Columbia University Press, NY.
6. Bierman, Harold and Smidt, Seymour, Capital Budgeting Decision, Collier.
7. Hampton, John J., Financial Decision Making, Prentice Hall of India, New Delhi.

INTERNATIONAL FINANCE

INTRODUCTION TO INTERNATIONAL FINANCE (Module One, 6-8 hours)

- Introduction to the Topic in Company Context
- Size and Scope of International Business
- Size and Scope of Foreign Exchange Markets
- How Foreign Exchange Affects International Business
- Why the Company Needs Expertise in International Finance

FACTORS THAT AFFECT EXCHANGE RATE MOVEMENTS (Module Four , 6-8 hours)

- The Problem of Foreign Exchange (FX or Forex) Changes
- Getting Started in Trading Currencies
- Principles of Forecasting
- Currency "Crises"
- Interest Rates - IRP
- Inflation - PPP
- Economic Growth
- Government Actions

MANAGING FOREIGN EXCHANGE RISKS (Module Five, 6-8 hours)

- The Speculator
- Adjusting Prices
- Dealing in Single Currency
- Leads and Lags
- Forward Contracts
- Futures
- Options

- Swaps
- Hedging Principles
- FORECASTING EXCHANGE RATES (Module Six, 6-8 hours)
- Fundamental Forecasting
- Technical Forecasting
- Using Experts
- MEASURING EXPOSURE TO FOREX RISKS (Module Seven, 6-8 hours)
- Inflows Exposure
- Outflows Exposure
- Netting
- Economic or Business Exposure
- Review Figures for Korea - Sensitivity Analysis
- Risk Assessment
- MANAGING EXPOSURE, HEDGING METHODS (Module Eight, 6-8 hours)
- Arguments Regarding Hedging Risks
- Types of Exposure
- Assess & Manage Transaction, Economic, and Translation Exposure
- FOREX EFFECTS ON DFI AND CAPITAL BUDGETING (Module Nine, 6-8 hours)
- Investing in Singapore
- Gathering the Facts
- Resources for the Analysis
- Risk Analysis
- Tax Exposure
- Capital Budgeting Review
- FASB Rules Review
- FINANCING IMPORTS AND EXPORTS (Module Ten, 6-8 hours)
- Import-Export Opportunity
- Trade Terms and Resources
- Letters of Credit and Payment Terms
- OPIC
- Terms and Resources for Trade
- Methods of short term financing
- Counter Trade
- THE FUTURE OF INTERNATIONAL FINANCE (MODULE Eleven, 4-6 hours)
- Argentina
- Japan
- Islam - Bahrain, Saudi Arabia, Libya
- China and India
- Keeping an Eye on the Future
- Thoughts from Professional Financial Managers

Textbook

International Economics: Theory and Policy (Sixth Edition) by Paul Krugman and Maurice Obstfeld

Selected articles and readings as assigned.

Complementary Readings

International Monetary Economics by Bennett T. McCallum
International Macroeconomics and Finance by Nelson C. Mark

CREDIT MANAGEMENT

Course Objectives

Confidential credit assessment/ratings on sample debtors / prospects.

- Design effective T & C's and Credit Application forms for prompt payments.
- Focus on improvement in Company Receipts and Cash Flows.
- Appreciate the essential features of a legally binding contract.
- Outline the main considerations in getting paid in a sales contract.
- Understand the issues involved in pursuing slow payers and debtor recovery.
- Understand the Legal Processes in the Collection of Debts.
- Utilise the international banking payment methods to minimise credit risks.
- Ensure Credit Management is seen as a positive influence in Customer Relations.

Course Contents:

Doing Business in a Global Environment

International Commercial Terms

International Commercial Terms

Commercial Documents

Commercial Documents

International Payment Criteria. national Payment Criteria.

Credit Risk Management

Credit Insurance

Credit Control & Collections

Terms and Conditions of sale

Assessing the Financial Risks

Assessing Credit Terms

Credit application Form

Defining Credit Limits ---

Accounts Receivables Receivables

Debtor aged analysis, days outstanding ---

The Currency Market and Exchange Rates ---

Debtor Management ---

Using Debt Collection Agencies ---

Credit Payments Case Study & Exercise

International Banking Payment Methods

Documentary Letters of ---

Documentary Letters of Credit and Collections Credit and Collections

Parties to the contract ---

Parties to the contract

Customer Relationships ---

Customer Relationships

Role of Finance and Credit Management ---

Role of Finance and Credit Management
Operations Development
Operating Procedures & Progress check lists
Review of Key Credit Criteria
Communications internally / third parties parties
Effective document generation
Basics of Civil Litigation
Late Payments legislation.
Legal Proceedings
Making Decisions on Legal Action
Court Processes
What you can do

Recommended Text:

Credit Risk Management by Colquitt, Joetta (Latest Edition)

INVESTMENT AND PORTFOLIO MANAGEMENT

The goal of the course is to become familiar with the theory and empirical evidence related to investment management. Topics will include fundamentals of security valuation, the functioning of capital markets, optimal portfolio construction, elements of investor psychology, performance evaluation, and risk measurement. We'll emphasize stocks, but other investments such as fixed income securities and financial derivatives will also be considered.

Understanding the principles of investment management requires a solid grounding in statistics. Familiarity with statistics should extend through covariance, correlation, and regression analysis.

Course outline

Overview of financial markets/assets
Thurs Fundamental analysis
Fundamental analysis
Industry analysis
Analyst topics, risk and return
Securities trading
Stock report due (unofficially)
Portfolio theory and optimal asset allocation
CAPM BKM
APT and multiple factor models
Market efficiency
Anomalies
Behavioral finance (psychological biases)
Behavioral finance
Bond portfolio management BKM: 16
Derivatives

Hedge funds
Performance evaluation
Value at Risk
Risk management

Recommended Text:

Investments, ZviBodie, Alex Kane, and Alan Marcus, fifth edition, 2001.Irwin/ McGrawHill Publishing. (BKM)

STOCK MARKET EFFICIENCY

The module has two main objectives. First, it aims to give students an awareness and understanding of the way financial markets function in terms of the different categories of participants, their role in the financial system and their interaction.

The second purpose of the module is to develop students' ability to understand, critically evaluate and conduct empirical research on the role of accounting and financial information in capital markets.

Lecture Topic and Activities

Investment Background

Article for Presentation:

Investment Background and Issues

Article for Presentation:

Introduction to Capital Market Research

Article for Presentation:

Introduction to Capital Market Research

Article for Presentation:

Efficient Market Hypothesis

Article for Presentation:

Efficient Market Hypothesis

Article for Presentation:

Definition and types

Market Efficiency Anomalies

Article for Presentation:

Efficient Diversification

Article for Presentation:

Efficient Diversification

Article for Presentation:

Capital Asset Pricing and Arbitrage Pricing Theory

Article for Presentation:

Capital Asset Pricing and Arbitrage Pricing Theory

Article for Presentation:

Capital Asset Pricing and Arbitrage Pricing Theory

Article for Presentation:

Capital Asset Pricing and Arbitrage Pricing Theory

Article for Presentation:

Efficient Markets and the Behavioural Critique-I: EMH

Article for Presentation:

Efficient Markets and the Behavioural Critique-I: EMH

Article for Presentation:

Efficient Markets and the Behavioural Critique-I: EMH

Article for Presentation:
Efficient Markets and the Behavioural Critique-I: EMH
Article for Presentation:
Efficient Markets and the Behavioural Critique-II: Market Anomalies
Article for Presentation:
Efficient Markets and the Behavioural Critique-II: Market Anomalies
Article for Presentation:
Efficient Markets and the Behavioural Critique-III: Earnings Management
Article for Presentation:
Efficient Markets and the Behavioural Critique-III: Earnings Management
Article for Presentation:
Equity Valuation
Article for Presentation:
Equity Valuation
Article for Presentation:
Financial Statement Analysis
Article for Presentation:
Behavioural Finance and Technical Analysis
Article for Presentation:
Behavioural Finance and Technical Analysis
Article for Presentation:
Behavioural Finance and Technical Analysis
Article for Presentation:
Recap and Exam Discussion

1. Recommended Core Text:

Bodie, Z., A. Kane, and A. J. Marcus (2007), Essentials of Investments, ISBN-13: 978-007-125445-8.

A substantial list of suggested primary and secondary readings comprising, relevant chapters from the core text, mini case studies, and published journal articles for students' presentations is given below. This reading list forms the core of the module and the recommended reading should be completed before the relevant sessions.

a. Other Useful Texts:

- i. Hirschey, M., and J. R. Nofsinger (2008), Investments: Analysis and Behavior, McGraw-Hill, ISBN-13 9780073311227.
- ii. Haugen, R. A., (2001), Modern Investment Theory, Prentice Hall, ISBN-0-13-019170-1.

SEMINAR IN FINANCE

To learn some contemporary issues in finance and investment area
To bridge the gap between theory and real world practices

Explore to broader area of study and works in financial world

Gains experience in real world data

Apply Excel to generate desired solution

Course Contents:

4.1 The CAPM and an econometric review

a. Methodology: CAPM, OLS, and tests of the CAPM

Any source to review CAPM theory. In AP, it is Ch. 9, but this chapter depends on Chapters 4, 5, and 6 as well.

Time-series tests: Gibbons, Ross and Shanken (1989). AP Ch. 12.

Cross-sectional tests: AP pp. 434 - 452.

Other references: Shanken (1987), Shanken (1992), Black, Jensen, and Scholes (1972), Fama and MacBeth (1973)

b. Early evidence on the CAPM: Fama and French (1992)

Fama and French (1992)

3c. Methodology: review of asymptotics for OLS

Any graduate-level econometrics textbook (e.g., Greene, referenced above).

4.2 Multifactor models I: Methodology, and standard linear Kfactor models

a. The Fama-French Model and critiques

Fama and French (1993)

AP Ch. 9

MacKinlay (1995)

Lo and MacKinlay (1990)

Berk (1995)

b. General linear factor models

AP Ch. 13

Pastor and Stambaugh (2003)

Other references: Chen, Roll, and Ross (1986)

c. Momentum

Jegadeesh and Titman (1993)

4.3 Methodology: GMM tests of models with an observable stochastic discount factor

Hansen and Singleton (1982)

AP Ch. 10, 11

Other references: Hansen, Heaton and Yaron (1996)

4.4 Time-series properties of returns I: Predictability

AP Ch. 20.1

Shiller (1981)

Fama and French (1989)

Campbell and Shiller (1988)

Hodrick (1992)

Lettau and Ludvigsson (2001a)

Stambaugh (1999)

Boudoukh, Michaely, Richardson, and Roberts (2007)

Other references: Ang and Bekaert (2006).

4.5 Beyond the (static) CAPM

a. Conditional linear factor models

AP Ch. 8.

Lettau and Ludvigsson (2001b)

Lewellen and Nagel (2006)

Other references: Jagannathan and Wang (1996), Ferson and Harvey (1999), Petkova and Zhang (2005)

b. Value, growth, and duration

Campbell (1991)

Campbell and Mei (1993)

Dechow, Sloan, and Soliman (2004)

Campbell and Vuolteenaho (2004)

Other references: Campbell (1993), Cohen, Polk, and Vuolteenaho (2003), Cohen, Polk, and Vuolteenaho (2006), Lettau and Wachter (2007)

54.6 Consumption-based asset pricing with a representative agent

AP Ch. 21

Campbell (2003) - Excellent summary article

Parker and Julliard (2005)

Bansal and Yaron (2004)

Yogo (2006)

Piazzesi, Schneider, and Tuzel (2007)

Other references: Working (1960), Mehra and Prescott (1985), Campbell and Cochrane (1999), Bansal, Kiku and Yaron (2007).

4.7 Investor heterogeneity

Brav, Constantinides, and Geczy (2002)

Vissing-Jorgensen (2002)

Other references: Constantinides and Duç e (1996), Guvenen (2005).

4.8 Geometric evaluations of asset pricing models

Required reading (although you do not need to follow in detail all of the math of the Hansen papers, especially when nonnegativity is imposed). The Jagannathan and Wang paper was suggested reading earlier in the semester. Here it is included because it develops an estimation methodology for the HJ-distance.

Hansen and Jagannathan (1991)

Hansen and Jagannathan (1997)

AP The material on H-J bounds in Chapter 5, and Chapters 13 - 16 (they are short chapters)

Jagannathan and Wang (1996)

We will also briefly discuss

Hodrick and Zhang (2001)

We will not discuss this related paper. It works out the econometrics of the HJ-distance when the null is that the econometrician has the wrong stochastic discount factor.

Hansen, Heaton, and Luttmer (1995)

64.9 What is total wealth and does it matter?

Heaton and Lucas (2000)

Moskowitz and Vissing-Jorgensen (2002)

Campbell (1996)

4.10 Explaining asset price innovations

We will only briefly discuss these papers:

Roll (1984)

Kothari and Shanken (1992)

Boudoukh, Richardson, Shen and Whitelaw (2007); follow-up to Roll (1984)

4.11 Stock return volatility

We will only briefly discuss these papers:

Schwert (1989)

French and Roll (1986)

Campbell, Lettau, Malkiel, and Xu (2001)

A follow-up to French and Roll's paper is:

Barclay, Litzenberger, and Warner (1990)

4.12 The term structure

Motivation and some facts

AP, Chapter 19

Litterman and Scheinkman (1991)

Campbell and Shiller (1991)

Cochrane and Piazzesi (2006)

7 Formal modeling

A good background source on this topic is

Piazzesi (2003)

We will discuss some features of the following papers

Dai and Singleton (2000)

Dušee (2002)

Ang and Piazzesi (2003)

Other references: Ang, Dong, and Piazzesi (2004), Dušee (2006), Bibkov and Chernov (2006).

Recommended Text:

Relevant latest research published in world reputed international journals

ADVANCE FINANCIAL INSTRUMENTS AND MARKETS

Course Description:

The Financial Instruments and Markets specialization includes courses on equity markets and debt instruments, as well as futures and options and other more specialized topics. This specialization focuses primarily on understanding the markets in which various financial instruments are traded and understanding the factors that influence the return and risk characteristics of financial instruments, both individually and in portfolios. The financial instruments and markets specialization may be suitable for students pursuing careers in the securities industry or the broad area of investment management.

Course Contents

BA313B Macroeconomics for Managers (offered to MBA students only, not currently offered by Prof. Evans) - This is a review course covering the fundamentals of macroeconomics, with emphasis on fiscal and monetary policy. Most theory in the course is taught with the use of computer simulation models. The course has a strong historical emphasis and a practical orientation. Much attention is given to U.S Government fiscal operations, including a review of the budget, and to the Federal Reserve System and their policy procedures.

EMGT305 Introduction to Financial Instruments and Markets(offered to EMP students only) - This is an introductory course designed to give students first-time detailed exposure to the wide variety of financial instruments, like stocks, bonds, and mutual funds, and the financial markets in which they are traded. This course is intended for students with little background in this area. The course is mostly descriptive rather than theoretical; course material and lectures describe features and characteristics of financial markets and the securities traded in those markets, but introduces only minimal theory of security performance.

MGT373 Corporate Financial Policy and Strategy (offered to MBA students only) - This is an advanced course on mergers and acquisitions, takeovers, LBOs and other buyouts, valuation, the legal environment for M&As, restructuring, strategy and governance. This course blends a combination of in-depth reading, case studies, lectures, and team projects. Students in this class organize into teams, review mergers and acquisitions and report to the class on their findings. Strong emphasis is placed on corporate valuation, strategy, and the analysis of actual mergers and takeovers.

EMGT377 Government Fiscal and Monetary Policy (offered to EMP students only) - Explores in depth the fiscal operations of the U.S. Government and the monetary policy of the Federal Reserve System, including the impact upon the economy of both. Includes a review of government expenditures and taxation, the budget deficit, means of finance, and related topical issues. The study of monetary policy includes discussion of techniques used to control interest rates and monetary aggregates, open market operations, and topical and historical issues.

EMGT385,386,585 Mergers, Acquisitions & Valuations (offered to EMP students only) - See the description for MGT373. This is the same course, except taught as a half-course in seven weeks. This course does not rely so much upon large team projects. .

RISK MANAGEMENT

The Effective Risk Management Course enables learners to understand risk and provides them with techniques for identification and management of risk. This is a practical course during which learners work to a project scenario. This provides an opportunity for practical application throughout the course. It will enable learners to develop an approach to risk for their own projects.

Course Contents

Setting the scene

- Understanding the need for risk management

- Key terminology used in risk management

- Understanding the benefits of risk management

Introducing risk management to a project

- Identifying the success factors needed for effective risk management

- Overcoming objections to managing risk

- Risk management in the project life cycle

- The different levels of risk management

- Understanding the attitudes to risk

Understanding the risk management Process

- Identifying the steps to effective risk management

- Using tools and techniques to identify and assess risks

Understand how to respond effectively to risks – what are the options?

Recommended Books

- Saunders, A. and M. Cornett. 2008. Financial institutions management: A risk management approach, 6th ed. Boston: McGraw-Hill.
- Harrington, S. and G. Niehaus. 2004. Risk management and insurance, 2nd ed. Boston: McGraw-Hill.
- Rivai, V., A. Veithzal, and F. Idroes. 2007. Bank and financial institutions management: Conventional and Sharia System. Jakarta: Rajawali Pers.
- Relevant articles and case studies acquired from journals and magazines, especially those related to risk management concepts and practices.

Specialization in Marketing

SALES MANAGEMENT

The Sales Management Course is comprised of 11 comprehensive lessons. They are easy to follow, yet challenging and stimulating at the same time. Each lesson begins with a subject matter preview and objectives, an introductory note from your instructor and a vocabulary builder of new words and terms.

Course Outline

Lesson 1: Setting the Foundation; Customer Service

Lesson 2: Success as a Large Retail Store Department Manager

Lesson 3: Success as a Small Retail Store Entrepreneur

Lesson 4: The Exciting Retail World

Lesson 5: Multichannel Retailing & Consumer Behavior

Lesson 6: Strategic Planning & Financial Performance

Lesson 7: Location & Site Selection

Lesson 8: Managing Human Resources; Customer Relations; Information Systems

Lesson 9: Merchandise Assortment, Buying Systems & Vendor Relations

Lesson 10: Pricing & the Retail Communication Mix

Lesson 11: Store Management

Required Text and Case

- Management of Sales Force. 11th edition (2003). Irwin/McGraw-Hill. Spiro, Stanton & Rich
- Course packet containing 1 case study will be available in the next few weeks at GSB 3.136.

MARKETING MANAGEMENT

Course Objective

In today's fast-paced world, marketing has become more complex. Changes in technology and consumer and business needs, as well as, increased globalization pose new challenges for marketers. These events have made marketers more aware of the necessity for careful but speedy analysis and decision-making. The implication is that marketing management as a field of study has become more important. Marketing management is the art of optimal manipulation of the marketing mix to achieve business goals. It encompasses activities such as demand creation and stimulation, positioning, product differentiation, product and brand management among others. All these activities involve planning, analysis, and decision-making.

This course is geared toward providing an understanding of the rationale for marketing decisions from a managerial perspective. It also seeks to provide a framework for decision-making that is logical but does not stifle creativity. To meet these goals, this course will require the integration of theory and practice. Students will have to make strategic marketing decisions based on analytical techniques they will learn in this course. They will have to devise a plan that is based on a sound conceptual framework, to implement the decision. It is hoped that through this exercise students will learn the value of marketing management in business

BRIEF CONTENTS

- Who Markets?
- Company Orientation toward the Marketplace
- Marketing Management Tasks
- Developing Marketing Strategies and Plans
- Corporate and Division Strategic Planning
- Channel Design Decisions
- Channel Integration and Systems
- Advertising Sales
- Conducting Marketing Research and Forecasting Demand
- Connecting with Customers
- Analyzing Consumer Markets
- Analyzing Business Markets
- The Scope of Branding
- Building Brand Equity
- Managing Brand Equity
- Customer Equity
- Shaping the Market Offerings
- Designing and Managing Services
- Developing Pricing Strategies and Programs
- Sales Promotion
- Events and Experiences
- Interactive Marketing
- Word of Mouth
- Managing the Sales Force

Creating Successful LongTerm Growth
Tapping into Global Markets
Evaluating Potential Markets
Branding
Deciding on the Marketing Organization
Internal Marketing
Building a Creative Marketing Organization
Marketing Implementation

Recommended Text

Marketing Management by Philip Kotler

ADVERTISING MANAGEMENT

Course Description

Students will be able to:

1. Identify basic advertising terminology.
2. Explain the application of advertising principles as they relate to the marketing of goods and services for profit and non-profit businesses.
3. Produce a comprehensive advertising campaign.
4. Assess the types of media, such as: print, broadcast, interactive and outof- home media.
5. Outline the relationship between ethics, social responsibility and advertising.

Outline of Course Content

- A. Role of advertising in society
- B. The Evolution of Advertising
- C. Advertising and Consumer Behavior
- D. Ethics and social responsibility
- E. Social, and Regulatory Aspects of Advertising
- F. Advertising and the marketing mix
- G. Planning and Strategy
- H. Advertising research
- I. Media strategy in print, broadcast, out-of-home, and interactive media
- J. Creative Strategy and the Creative Process
- K. Creative aspects of advertising in print, broadcast, out-of-home, and interactive media
- L. Direct -Response advertising
- M. Interactive, Direct Mail & Out of Home Media
- N. Promotions
- O. Public Relations
- P. Developing an integrated advertising campaign

Recommended Text

Suggested textbook: Author(s): William F. Arens Title: Contemporary Advertising
Publisher: McGraw Hill, Edition: latest

BRAND MANAGEMENT

INTRODUCTION

In the domain of marketing one of the issues that comes up for creative analysis is the nature of an organizations assets, which include market share, supplier and customer relationships all of which are represented by the BRAND. This is frequently misunderstood and consequently neglected and therefore most businesses in developing countries are unable to develop or create powerful brands for local or international markets.

Course Content

NATURE OF PRODUCTS AND BRANDS

- Characteristics of Products and Services; The Concept of the Brand ; Brand Types in Products and Services

IMPORTANCE OF STRONG BRANDS

- Brand Adds Value to Companies; Prevent competition; Affect Consumer Perceptions as basis for Extension; Form Quality Certification and Trust LECTURE THREE

BUILDING SUCCESSFUL BRANDS

- Creating a Brand; Brand name Strategies and Choices; Re-branding and Brand Extension; • Stretching and Co-branding

POWERFUL BRANDS AND COMPETITION

- Brands as Strategic Devices; Brands Sources of Competitive Advantage; The Meaning of Brand Share; • Extending Brands

GLOBAL BRANDING

- Global Branding Decisions and Strategies; Geographic Extension; Brand acquisition; Brand Alliances

CORPORATE IDENTITY MANAGEMENT

- Dimensions of Corporate Identity, Managing Corporate Identity Programme; Protecting Brands through Trade, Ethical Issues Concerning Brands

MANAGING BRANDS OVER THEIR LIFE CYCLE

- Developing and Launching New Brands, Managing over their Life Cycle, Financial Implications During the Life Cycle; Rejuvenating/Revitalizing Brands.

BRAND EVALUATION

- Growing Brand Equity; Commercial Models of Brand Equity Growth; Measuring Brand Equity; Financial Value of Brands and Measurement

RECOMMENDED READINGS

1. K. Okoso-Amaa, Compendium on Brand Management and Corporate Identity. FBM – OUT 2007

INTERNATIONAL MARKETING

Course Objectives:

Many businesses today have expanded and are continuing to expand in the global arena in search of higher profits and market share. Their success depends on a large extent on their ability to apply business concepts in foreign markets. Given this trend, there has been a big demand for people who are able to apply business principles in an international

setting. One of the objectives of this course is to prepare students to meet such needs. More fundamentally, the instructor seeks to give a broad understanding of international marketing.

This course is designed to provide students with the necessary marketing knowledge and skills to understand and function effectively in a global environment. It seeks to familiarize them with the international marketing concepts and applications. By doing so, it is hoped that students will develop a cultural sensitivity, in addition to enhancing their analytical and creative skills.

Course Contents

- I. Introduction
 - A. The Globalization of Markets
 - B. Protectionism vs. Int'l. Free Trade
 - C. Financial Risk Mgt. in Int'l Markets
- II. Environmental Variables in International Marketing
 - A. Geography, Culture, and History
 - B. Business Customs and Practices
 - C. Political and Legal Environments
 - D. Economic Development
 - E. Multinational Market Groups
- III. The International Marketing Mix
 - A. Global Marketing Management
 - B. Target Market Identification
 - C. Product Strategy
 - D. Pricing Strategy
 - E. Promotion Strategy
 - F. Distribution Strategy
 - G. International Negotiation

Required Text: *International Marketing, 15th*

MARKETING RESEARCH

Course Outline

1.1 The Marketing Research Environment

- Introduction and welcome to marketing research.
- Why does marketing research exist?
- What is marketing?
- What is market research and marketing research?
- Who carries out marketing research?
- What are the various types of marketing research?
- What are the benefits of marketing research to marketing managers?
- Professional commercial marketing research in Canada.
- guide-lines for successful marketing research

1.2 How to Design a Marketing Research Project

- Why is research design important?
- What was I thinking?
- Why problems are not defined properly.
- Confusing latent variables with manifest variables.
- Confusing project objectives with the scope of the study.
- A practical guide to defining marketing research problems.
- Can this study provide answers to the problem?
- What are marketing research projects like?
- How is data collection designed?
- When should qualitative research be used?
- When should quantitative research be used?
- Why is the marketing research proposal so important?
- A very practical introduction to consulting in marketing research, obtaining a client, developing the project proposal, scheduling the project, and initiating the research process.

2. STATISTICAL ANALYSIS OF SURVEY DATA

2.1 Introduction to Statistical Analysis Using SPSS

The analysis of survey data using a computer-based statistical package -- SPSS Windows

2.2 Data Reduction, Processing and Tabulation

- Editing; coding; tabulation (one-way & cross-tabs)

2.3 Data Analysis: Basic Questions

- Choice of analysis technique; type of data; research design;
- assumptions for statistics, hypothesis testing confidence intervals;
- univariate and bivariate analyses
- cross tabs & Chi-Square test
- z-test for the difference between proportions
- t-test for the difference between two means

2.4 Data Analysis: Multivariate Analysis

- Analysis of variance and
- Linear regression.
- Other multivariate methods

2.5 Data Analysis: Other Non-Parametric Procedures

- Correlation and difference tests for nominal and ordinal data.
- Friedman analysis of variance

3. HOW TO DESIGN A QUESTIONNAIRE

- The development of questionnaires will be covered in depth. A specific questionnaire design will be explained. The principles taught in this section must be used for the project questionnaires.

4. HOW TO MEASURE ATTITUDES, BEHAVIOUR AND TRAITS

- How to write screeners and warm-up questions
- General overview of measurement and scaling
- How to measure attitudes
- How to assess behaviour
- Lifestyle measurement
- Measuring demographic traits

5. HOW TO MANAGE THE MECHANICS OF RESEARCH

- How is fieldwork done?
- How to secure confidentiality and assure quality
- What factors influence fieldwork?
- Interviewer training
- Data collection online
- Processing the data

6. HOW TO CARRY OUT QUALITATIVE RESEARCH: FOCUS GROUPS AND IN-DEPTH PERSONAL INTERVIEWS

- the purpose, design and execution of focus groups
- designing the discussion guide, recruiting respondents, moderating the group discussion, debriefing clients and presenting the findings

8. HOW TO DRAW SAMPLES

8.1 Sample Size

- Population and sample characteristics; intention of the sampling (variables, attribute, precision, and confidence)

8.2 Sampling Procedures

- Sampling plan; non-probability and probability samples; estimation; stratified and cluster sampling

8.3 Adjusting for sample bias

- Techniques to adjust results to account for sample biases and non-representativeness, sample weighting

9. ETHICS IN MARKETING RESEARCH

- Rights & obligations among parties
- Common-sense relationship building in marketing research
- Responsibilities to the public

10. HOW TO PRESENT RESEARCH FINDINGS

- A short course in business communication
- Avoid gobbledygook
- Use Multiple Exposure
- Write with a purpose
- Providing key marketing research deliverables
- How to effectively present research findings
- Writing the formal research report

Recommended Text:

Chakrapani, C. and K. Deal. Modern Marketing Research: Step-by-Step. Revised Edition, 2010. A Guide to PASW (SPSS) Statistics 18.0.

RETAIL MARKETING

Course Description

This course offers an in-depth examination of the retail industry for students interested in the field of retail marketing management-whether employed with a large organization or in their own business. Covering planning, management, and execution of activities taking place in the buying and selling of goods and services for the end consumer, the course addresses the

challenges of this dynamic industry. Through analysis of the retail marketing mix, the course looks at branding in the retail industry, product placing and development, pricing alternatives, location options, and the promotion of goods and/or services. Because of their importance in today's competitive environment, the course covers matters such as the application of technology to retail marketing management, e-commerce, international retailing, and customer relationship management.

Course Contents:

The following are the modules and their respective topics:

Module 1: Retail Marketing Management

- Topic 1: Introduction to Retailing
- Topic 2: Types of Retailers
- Topic 3: Global Retailing
- Topic 4: Consumer Buying Behaviour in Retailing
- Topic 5: Retail Marketing

Module 2: Retail Marketing Strategy

- Topic 1: Retail Marketing Strategy
- Topic 2: Financial Strategy
- Topic 3: Retail Location Strategy
- Topic 4: Retail Site Location Strategy

Module 3: Retail Marketing Mix-Product

- Topic 1: Product Category Structure and Management
- Topic 2: Merchandise Management
- Topic 3: Merchandise Planning Systems
- Topic 4: Buying Merchandise

Module 4: Retail Marketing Mix-Price and Distribution

- Topic 1: Retail Pricing
- Topic 2: Distribution
- Topic 3: Multi-Channel Retailing
- Topic 4: Supply Chain Management and Information Systems

Module 5: Retail Marketing Mix-Promotion

- Topic 1: Retail Communication Mix
- Topic 2: Customer Relationship Management
- Topic 3: Store Layout, Design, and Visual Merchandising
- Topic 4: Customer Service

Recommended Text:

Levy, M and B Weitz. *Retailing Management*. 6th ed. New York: McGraw-Hill Irwin, 2007.

Type: Textbook. ISBN: 9780073019789 / 0-07-301978-X

SERVICES MARKETING

To provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services. Participants will be introduced to and have the opportunity to work with tools and strategies that address these challenges.

- To develop an understanding of the ‘state of the art’ service management thinking.
- To promote a customer service-oriented mindset.

Course Outline

The following outline summarizes the modules, and the topics that each module covers:

Module 1: Introduction to Services Marketing

Topic 1: The Scope of Services Marketing

Topic 2: The Gaps Model of Services Quality

Topic 3: Focus on the Customer-Consumer Behaviour

Topic 4: Focus on the Customer-What Do Customers Expect?

Module 2: Services Marketing: Understanding the Customer

Topic 1: Customer Perceptions in Services

Topic 2: Listening to Customers Through Research

Topic 3: Building Customer Relationships

Topic 4: Service Recovery

Module 3: Standardizing and Aligning the Delivery of Services

Topic 1: Service Development and Design

Topic 2: Customer-Defined Service Standards

Topic 3: Physical Evidence and the Servicescape

Module 4: The People Who Deliver and Perform Services

Topic 1: Employees' Roles in Service Delivery

Topic 2: Customers' Roles in Service Delivery

Topic 3: Delivering Service Through Intermediaries and Electronic Channels

Topic 4: Managing Demand and Capacity

Module 5: Promotions and Pricing Strategies in Services Marketing

Topic 1: Integrated Services Marketing Communications

Topic 2: Pricing of Services

Topic 3: The Financial and Economic Impact of Service

Required Text and Materials

Zeithaml, V.A., Bitner, M.J., Gremler, D.D., Mahaffey, T., & Hiltz, B. . Services marketing: Integrating customer focus across the firm. Canadian ed.. Toronto, ON: McGraw-Hill Ryerson Limited, 2007. Type: CUSTOM TEXT ISBN: 1259076598

TOURISM MARKETING

Marketing of Tourism Destinations Examines the guidelines for formulating destination-oriented marketing goals and strategies; covers the trend issues and challenges influencing tourism destination marketing and the elements that combine to create an integrated destination marketing system.

Contents

A. Understand the function of positioning in tourism marketing.

B. Explain the impact of competition and its impact in tourism marketing.

C. Develop a marketing plan or a destination.

- D. Explain how intangibles are a part of marketing a tourism destination.
- E. Analyze the importance of target marketing.
- F. Understand how the target market perceives competition.
- G. Define the top ten activities used to market a destination.
- H. Understand the pricing mix in the marketing of tourist destinations.
- I. Identify attributes features, or customer benefits of a destination.
- J. Explain the various positioning approaches used in marketing a destination.
- K. Identify current trends influencing tourism destination marketing.
- L. Explain the components of an integrated destination marketing system.
- M. Develop a strategic marketing plan.
- N. Understand how the SOWT analysis is used in destination marketing.
- O. Develop a presentation to “Sell” a destination.
- P. Understand the role of symbiotic relationships in destination marketing.

Recommended Text:

Utilize the available online sources

CYBER MARKETING

Course Description

Cyber Marketing combines the creative and technical aspects of the Internet with design, development, advertising, and marketing part of a business. The purpose of this course is to acquaint you with the special behavioral considerations for buyers that emerge when the Internet plays a role in the firm’s marketing.

Course Contents

- Module 01: Introduction to Cyber Marketing
- Module 02: E-Commerce Concepts
- Module 03: E-Commerce Policies and Legal Issues
- Module 04: Building E-Commerce Websites
- Module 05: Electronic Payment Systems
- Module 06: Search Engine Optimization and Increasing Website Traffic
- Module 07: Web Analytics
- Module 08: Advertising Campaign
- Module 09: Designing Ad Banners
- Module 10: E-mail Marketing
- Module 11: Viral Marketing
- Module 12: Affiliate Marketing
- Module 13: Blog Advertising
- Module 14: YouTube and Video Advertising
- Module 15: Podcast Advertising
- Module 16: Advertising on Search Engines
- Module 17: Mobile Advertising
- Module 18: Social Media Advertising

Module 19: Advertising on News Sites

Module 20: Converting Visitors into Customers and Maintaining Customers

Module 21: Competitive Intelligence

Module 22: Ad Revenues

Module 23: Cyber Marketing Consulting Companies

Recommended Text:

Utilize the available online sources

EXPORT MARKETING

Introduction to Export Marketing, basic definitions and terms related to Exports. Explanations of shipping terminologies.

Explanation of Incoterms 2000.

Methods of Payment

Scope, Concepts and Drivers of International Marketing.

Arguments for protectionism.

Trade Barriers and Facilitators.

Regional Economic and Political Integration.

Impact of culture on International Marketing.

Requirements for International market segmentation.

Country Attractiveness.

Macro and Micro Segmentation,

Global Targeting and Positioning strategies and techniques.

International marketing plan.

Market Entry mode selection.

Products and Services: Branding Decisions in International Markets

Standardization Vs Adaptation

Product/Service Stereotypes

International Product Life Cycle.

International Product and Service strategies.

Managing International Distribution Operations.

International Retailing.

International Promotional Mix and Advertising strategies.

International Publicity and Public relations.

Sales promotion strategies.

Global Services

Services Vs products

Global Distribution, Retailing and Wholesaling

International Pricing Strategies.

International Personal Selling and Personnel Management

Text Book:

* International Marketing by Dana-Nicoleta Lascu

Supplementary Texts:

* Global marketing – Foreign Entry, Local Marketing and Global Management by

Johny K. Johansson – 4th Edition

AGRICULTURAL MARKETING

The Market System and the Operating Environment

Chapter – 1: Market System

Chapter – 2: Economic Environment

Chapter – 3: Public Policy and the Market & Government Programs

Part – Two

Functional & Organizational issues

Chapter – 4: Market and Bargaining Power

Chapter – 5: Risk Management and Futures Market

Chapter – 6: Market Development and Demand Expansion

Chapter – 7: Post-Harvest handling of Farm products

Part – Three

Modern Marketing of Farm Products

Chapter – 8: Goat Marketing System

Milk Marketing System

Marketing System of Fish Feed

Silk Marketing

Recommended Text:

Agricultural Marketing – System, Coordination, Cash and Future Prices, Wage Purcell

Marketing of Agricultural Products, Kohls & Uhl

Changing Role of Agricultural Marketing in Bangladesh, Akramul Haque

PROMOTION

Course Objectives

This course is designed for marketing professionals, both agencies and clients, who want to improve their Promotion strategies, learn how to integrate this strategy in their overall marketing plans and develop the skill set to enhance their ability to bring successful promotions to life. In a saturated market and challenging economic times, Promotions are more than ever a way to both increase sales and act as a key differentiator for your brand. This course will teach you how to be successful in the short-term goal of the promotion and how to translate that success into long-term marketing potential.

Course Contents:

Session 1: Introduction and Understanding Promotion Strategy

Course Overview

The role and purpose of Promotions

Developing Promotion strategies

Session 2: The Marketing Mix – Marketing Strategy and Promotion Planning

Exploring the role of Promotions within the Marketing Mix

Review of the corporate structure and external influencers in promotional planning

Developing the ideal promotion planning framework
Session 3: Understanding Segments & Promotion Objectives – B2B/B2C New Customer Acquisition and Client Up-Sell
Identifying, developing promotion strategies for new customer acquisition objectives
Identifying, developing promotion strategies for client up-sell objectives
Integrating promotion strategies as a means of attracting and keeping clients
Session 4: Promotion Strategy in Loyalty Marketing
Defining Loyalty Marketing
Integrating multi-organizational promotion strategies
Developing the client relationship strategy
Session 5: The “Net Effect” – Paying the Benefit Forward
Defining Success: the tangible and intangible success criteria of promotion campaigns
Establishing the optimal measurement criteria
Integrating results into future planning potential
Session 6: Targeting - Maximizing Redemption Opportunities
Using analysis and segmentation as a tool
Understanding the role of Customer Insight and Market Research in developing Promotion Strategy
Analysis and trends for use in Promotional planning
Session 7: Group Case Study Presentations
Session 8: The Message and the Media – Promotions and the Client Experience
Linking the message and the media
Assessing the media opportunities and integrating into a comprehensive communications plan by segment
Defining value through promotions
Session 9: Promotion Redemption Design and Strategy
Assessing online and offline redemption strategies
Establishing vendor management
Linking internal and external processes
Recommended
Advertising and Promotion (Latest Edition)

SEMINAR IN MARKETING

This course is designed for marketing professionals, both agencies and clients, who want to improve their Promotion strategies, learn how to integrate this strategy in their overall marketing plans and develop the skill set to enhance their ability to bring successful promotions to life. In a saturated market and challenging economic times, Promotions are more than ever a way to both increase sales and act as a key differentiator for your brand. This course will teach you how to be successful in the short-term goal of the promotion and how to translate that success into long-term marketing potential.

Recommended Text:

Relevant latest research published in world reputed international journals

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