

**UNIVERSITY OF SARGODHA,  
SARGODHA**

**Masters in Business Administration (MBA)  
2 Years Executives Program (Term System)**



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# **Masters in Business Administration (MBA)**

## **2 Years Executives Program (Term System)**

### **1. Introduction**

Master of Business Administration (MBA) program aims at producing well-trained Business graduates who have capacity for independent thought and work, as well as for teamwork. There has always been a great demand for Marketing, accounting and finance executives and Corporate Auditors. The emerging global scenario has compelled the Commerce and Industry to look for a new breed of business graduates capable of responding to the market demands. The innovative MBA program develops critical and conceptual thinking skills in the participants. It also provides them exposure of cutting-edge business/industrial issues being faced by the real world and provides their solutions. The program has been devised keeping in view the current market needs, economy requirements and the globalization demands of Trade & Commerce.

### **2. Eligibility Criteria**

#### **2.1 Qualification**

- a) Candidates having a B.Com or BBA (02-years) or B.A/B.Sc. (two year) and the candidates having professional degrees with 04 year duration are eligible to apply for admission in MBA.
- b) The candidates must have at least 45% marks to apply for admission to the program in addition to 4 years of practical/Job experience after graduation.

### **3. Degree Awarding Requirement**

#### **3.1 Evaluation**

As per University rules available at official website of University of Sargodha

#### **3.2 Specialization**

The students enrolled in MBA term system will be required to select one option from the following specialization:-

- Human Resource Management
- Finance

- Marketing

### **3.3 Research Project/Report**

Student enrolled in MBA Executive 2 years under term system program will be required to do research project. External Examiner for this purpose will be appointed by the university and respective colleges will appoint internal examiner. Both will have 30 marks each. (total = 60 marks) Minimum passing marks for Research Project/Report shall be 50%.

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

Students fulfilling the requirements mention above shall be eligible for appearing in the final oral examination. The external examiner for oral evaluation shall be appointed by the university. The external examiner will have 40 marks. Passing percentage is 50%.

Those who will be declared pass in the oral examination will be awarded the degree of MBA 2 years under “Term System”.

**Course Description of the Masters in Business Administration (MBA)**  
**2 years Program**  
**Term Wise Course Breakup**

**1<sup>st</sup> Term**

Code	Course Title	Marks	Cr. Hrs.
BMKT 5101	Principles of Marketing	100	3
BACC 5105	Financial Reporting & Control	100	3
BMGT 5107	Organizational Management	100	3
BSSE 5106	Communication and Report Writing	100	3
BMAT 5103	Quantitative Business Analysis	100	3
BCMP 5102	Computer Applications in Business	100	3
	<b>Total Marks</b>	<b>600</b>	<b>18</b>

**2<sup>nd</sup> Term**

Code	Course Title	Marks	Cr. Hrs.
BMKT 5204	Marketing Management	100	3
BACC 5205	Managerial Accounting and Control System	100	3
BBRM 5201	Business Research Methods	100	3
BECO 5205	Economics (Micro and Macro) for Business	100	3
BMGT 5204	Production and Operations Management	100	3
	<b>Total Marks</b>	<b>500</b>	<b>15</b>

**3<sup>rd</sup> Term**

Code	Course Title	Marks	Cr. Hrs.
BFIN 6101	Managerial Finance	100	3
BHRM 6101	Human Resource Management	100	3
BECO 6105	Managerial Economics	100	3
BMGT 6103	Strategic MIS	100	3
BFIN 6103	Business Strategy & Policy	100	3
BMGT 6105	Corporate Governance	100	3
	<b>Total Marks</b>	<b>600</b>	<b>18</b>

**4<sup>th</sup> Term**

Code	Course Title	Marks	Cr. Hrs.
BMGT 6201	Entrepreneurship	100	3
BHRM 6202	Industrial Relations and Labor Laws	100	3
3	Specialization - I	100	3
4	Specialization - II	100	3
5	Specialization - III	100	3
	<b>Total Marks</b>	<b>500</b>	<b>15</b>

Comprehensive Oral Exam/Viva Voce	40
Research Project/Report	<u>60</u>
Total	<u>100</u>
<b>Total Marks for the Program</b>	<b><u>2300</u></b>

### **Specialization in HRM**

Codes	Course Title
BHRM 6204	Performance Management
BHRM 6208	Organizational Development
BHRM 6211	Strategic Human Resource Management

### **Specialization in Finance**

Codes	Course Title
BFIN 6203	International Financial Management
BACC 6208	Financial Statement Analysis
BFIN 6205	Investment and Portfolio Management

### **Specialization in Marketing**

Codes	Course Title
BMKT 6202	Sales Management
BMKT 6205	Brand Management
BMKT 6204	Advertising Management

## **1. PRINCIPLES OF MARKETING**

Marketing concepts: Defining Marketing and managing profitable customer relationship, Evolution of marketing as a customer led business. Understanding the Marketplace and Consumer, The Marketing Environment, Consumer Markets and Consumer, Buyer Behavior, Business Markets and Business Buyer Behavior. Designing as Customer-Driven Marketing Strategy and Integrated Marketing Mix, Market segmentation. Product differentiation, Market positioning. Product: Product, services and branding strategies, New product development and product life cycle strategies. Price: Factors to consider in setting prices, pricing strategies

Place: Nature and importance of distribution channel, Channel behavior and organization, Channel design, decisions, Channel management decisions, Public policy and distribution decisions.

Promotion: Integrated marketing communication strategy, Advertising, personal selling, sales promotion, public

relationships

### **BOOKS RECOMMENDED.**

1. Principles of marketing by Philip Kotler, Latest Edition
2. Fundamentals of marketing by William j. Stanton, Latest Edition

## 2. FINANCIAL Reporting & control

### Course Contents:

**Introduction:** Purpose and Nature of Accounting, Various areas of Accounting, Forms of Business enterprises, Accounting Information users, GAAP, Conversion, Business transaction 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, Accounting of merchandize business

**Accounting system:** Special journals, The control of Cash transaction and Bank Reconciliation, Accounting for receivables, Accounting for Inventory, Accounting for depreciation of fixed assets, Deprecation Methods, Intangible Assets, Amortization & Depletion Methods

**Liabilities; Partnership:** Formation, Division of Income, Liquidation Process

**Corporations:** Organization, Classes of stock, Stock Holders Equity Statement, Stock value, Issuance of Stock, Stock dividend, Treasury Stock, Stock Split, Measuring Corporation Income, Earning Per Share

**Measuring Cash Flows:** Statement of cash flows, Classification of cash flows

### Recommended Books:

- Robert F.Meigs and Walter B.Meigs: Accounting: The Basis for Business Decisions, McGraw Hill, Inc (Latest Edition)
- Eric G. Flamholtz, Diana TroikFlamholtz, Michael A. Diamond: Principle of Accounting, Macmillan Publishing Co. New York 6 (Latest Edition)
- Frankwood: Business Accounting-I, Business Accounting-II (Latest Edition)

## 3. Organizational MANAGEMENT

## **COURSE OUTLINE:**

Introduction to management and organizations, Thinking critically about Ethics, Management Yesterday & Today: How do today's managers use the behavioral approach? Current trends and issues, Globalization

Workforce diversity, Entrepreneurship, Managing in a E-Business World

Need for Innovation and Flexibility, Quality Management, Learning organization and Knowledge Management, Organizational Culture and the Environment

The Manager: Omnipotent or Symbolic? The organization's culture

How culture affects managers, Current organizational culture issues facing managers, The Environment, External Environment, How the environment affects managers, Decision Making: The Essence of Manager's Job: The Decision Making Process, The manager as a decision maker, Making Decisions: Rationality, Bounded Rationality, and intuition, Managing workforce diversity, Foundation of Planning: What is planning?

Who do managers plan? Purpose of planning, Planning and performance

How do managers Plan? The role of goals and plan in planning, Establishing goals. Strategic Management: The importance of strategic management, What is strategic management? Purposes of strategic management, The strategic management process, Types of organizational strategies. Organizational Structure and Design: Defining organizational structure, Work specialization, Departmentalization, Chain of command, Span of control, Cartelization and decentralization, Formalization

Organizational design decisions, Mechanistic and organic organization, Contingency factors, Traditional and contemporary organizational designs, Human Resource Management: Why human resource management is important, The human resource management process, Human resource planning, Recruitment, Selection, Selection devices, Reliability, Validity, Employee training and development, Employee performance management, Managing change and innovation, What is change: Forces for change, The manager as a change agent, Two views of the change process, Managing change, Motivating Employees, What is motivation?, Early theories of motivation

Contemporary theories of motivation, Leadership, Managers versus leaders, Early leadership theories, Contingency, Contingency theories of leadership, Cutting-edge approach to leadership, Controlling: What is control? Why is control important? The control process, Types of control, Taking management action

## **BOOKS RECOMMENDED.**

- **Management** By Stephen P. Robbins and Mary Coulter, Latest Edition
- **Management** By Griffen, Latest edition



- **Management:** By Harold Kootz&HeinsWehrich
- **The Practice of Management,** By Drucker, P. F (Latest Edition)

#### 4. BUSINESS COMMUNICATION AND REPORT WRITING

**Course Contents :** Effective Communication in Business, Seven C's of Effective Communication, Business Communication and the Global Context, Business Communication and the Technology Context, Process of Preparing Effective Business Messages, Appearance and Design of Business Message, Bad News Message, Persuasive written Message, Short Reports, Long Reports, Proposals, Presentation Skills, Job Application Process.

##### **Recommended Books:**

- **Effective Business Communication** By Herta A. Murphy (Latest Edition)

#### 5. QUANTITATIVE TECHNIQUES IN BUSINESS

Basic mathematical concepts and their application in various business real numbers, discrete and continuous variables, functions, linear and exponential functions, simultaneous equations & Quadratic equations, matrix algebra: Solution of equations , compounding and discounting techniques, basic algebra and set theory, permutation and combination, and differential calculus up to higher order derivative; Maxima & Minima.. 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: Absolute and Relative measures of dispersion, probability; basic concepts, Rule of Addition and Multiplication. Probability distribution; Normal, Binomial, Poisson and Geometric distribution, estimation and testing of Hypothesis, regression and correlation analysis and Rank correlation , time series analysis and forecasting and index numbers; Weighted, Unweighted Index number And CPI.

##### **Recommended Books:**

1. Mansfield, E., Statistics for Business & Economics: Methods and Applications.
2. Danier, W.W., Terrell, J.C., Business Statistics: Basic Concepts and Methodology. (Latest Edition)
3. Mason, R. D., Lind, D. A. and Marchal, W. G. *Statistical Techniques in Business and Economics*, 11<sup>th</sup> Edition, Richard D. Irwin Inch.
4. Levin, R. I., Rubin, D. S. (1998). *Statistical for Management*, 7<sup>th</sup> Edition, Prentice Hall. (Latest Edition)
5. Ernest F. Haeussler. Jr. & Richard S. Paul. *Introductory Mathematical Analysis for Business, Economics and the life and Social Sciences*, 9<sup>th</sup> Edition, 1999.
6. Budnick, F.S. "Applied Mathematics for Business, Economics and the Social Sciences" McGraw Hill Ltd. (Latest Edition)

## 6. COMPUTER APPLICATIONS IN BUSINESS

**Course Contents:** *Introduction To Computer Concepts And Literacy, Windows XP/2000 Pro, 98, Computer Technician Fundamentals, Advanced PC Hardware, PC Troubleshoot, Maintain and Repair, Communications www and Internet, Microsoft Word, Microsoft Excel, Microsoft Power Point, Microsoft Access*

### Recommended Books:

- **Introduction to Computers**  
By Peter Norton (Latest Edition)
- **Introduction to Computer**  
By Dr. Altaf A. Khan (Latest Edition)
- **MS Office 2003 (Simplified tips & Tricks)**  
By Jinjer Simon (Latest Edition)

## 7. MARKETING MANAGEMENT

### Course Outline

Marketing an overview:, Definitions, evolution of marketing management, social responsibility, basic functions of marketing, importance and scope of marketing, The marketing environment analysis:, An organization's external micro and macro, environment analysis, internal environment of an organization, Marketing information system:, Concepts and components of marketing information system, MKIS, MRS,, analytical marketing system, marketing decision support system, Consumer markets, and consumer behavior analysis:, Demographic dimensions of consumer markets,, behavioral dimensions of consumer markets,, Buyer behavior: Objectives and structure, An overview of marketing opportunities and target markets:, Market segmentation, concept patterns and procedure, Product marketing strategies:, basic concepts of, product planning, Product life cycle, New product

planning and development:, Product, mix strategies, packaging and labeling, Pricing strategies and policies:, Procedures for, price setting, methods of setting prices, Marketing channel system: , Nature of marketing channel, various marketing channel systems, channel design decision,, channel management decision, channel dynamics., Promotion strategies, meaning and importance of promotion, communication and promotion mix strategies, effective advertising programs, sales promotion and public relations programme, strategic personal selling process, strategic sales force management

### **Recommended Bookss**

Phillips kotler, marketing management, Latest edition

E J Jerome Mc Carthy & William. D.Preanth, Basic marketing :managerial approach (Latest Edition)

## **8. MANAGERIAL ACCOUNTING & control system**

### **Cost Accounting:**

Introduction: nature scope and significance, Basic cost concepts and terms, Organization of cost Accounting department and design cost accounting system and managements reports, Cost Flows and Accumulations: The basic cost flow model, Cost accumulation for merchandising, Manufacturing and service concerns, Costing Systems: Job Order Costing Systems, Process Costing System, Hybrid Product Costing system , Material controlling and Costing, material quantitative models for planning and control, Controlling and Accounting for Labor costs, Factory overhead planned, Actual, applied variance analysis, Factory Overhead Departmentalization

### **Managerial Accounting:**

Introduction; nature scope and significance; Cost terms concepts and classifications , Responsibility Accounting and cost classifications: Responsibility Accounting and performance reports.The basic accounting centers and performance reports, Cost behaviors and estimations: Cost behavior patterns, Cost estimation methods, Cost –Volume- Profit Analysis: Break Even point in units and dollars. CVP Analysis simple and with multiple products, cost Structure and Leverage Analysis, Standard Costing Systems: Standard Costs and Controls, Setting Cost Standards, Overhead Application in standard costing system. Differential cost analysis: Differential cost vs. Total Cost, Product pricing determination and adjustment decision, and Transfer of goods Decision and determination of transfer price. Activity Based Costing Approach, Variable Costing Approach: Variable Costing Vs full Absorption Costing, Master Budgets/Profit planning, Static and Flexible Budget

**Recommended Books:**

1. Garrison: Managerial Accounting McGraw Hill; latest edition (Latest Edition)
2. Charles Brandon Managerial Accounting: Strategy and Control, McGraw Hill latest edition (Latest Edition)
3. Charles T. Horngren Introduction to Managerial Accounting Prentice Hall, latest edition International (Latest Edition)
4. MatzUsary; Cost accounting; Planning and control; latest edition (Latest Edition)

## **9. BUSINESS RESEARCH METHOD**

Research in Business: (Why Study Business Research, Planning Drives Business Research, Emerging Hierarchy of Information Based, How the Research Industry Works, What is Good Research) Thinking like a Researcher: (Research and the Scientific Method, Sound Reasoning for Useful Answers, The Language of research)

The Research Process: An Overview: (The research Process, The management Research Question, Pilot Testing) Business Research Requests and Proposals: (Proposing Research, The request for proposal, The Research Proposal, Types of Research Proposals, Structuring the Research Proposal) Research Design: An Overview: (What is Research Design, Classification of Designs, Exploratory Studies, Descriptive Studies, and Causal Studies?)

Secondary Data Searches: (The Exploratory Phase Search Strategy, Levels of Information, Types of Information, Sources, Searching a Bibliographic, Searching the World Wide Web for Information, Mining Internal Sources)

Qualitative Research: (What is Qualitative Research, The process of Qualitative Research, Qualitative Research Methodologies?) Observation Studies: (The Uses of Observation, Data Collection) Surveys: (Characteristics of the Communication, Self-Administered Surveys, Evaluation of the Self-Administered Survey, Survey via Telephone Interview, Survey via Personal Interview, Selecting an Optimal Survey Method) Experiments and Test Markets: (What is Experimentation, An Evaluation of Experiments, Conducting an Experiment, Validity in Experimentation, Experimental Research Designs, and Test Marketing?) Measurement: (The Nature of Measurement, Measurement Scales, the Characteristics of Good Measurement)

Measurement Scales: (The Nature of Attitudes, The Relationship Between Attitudes and Behavior, Selection a Measurement Scale, Rating Scales, Ranking Scales, Sorting, Cumulative Scales) Questionnaires and Instruments: Revisiting the Research Question Hierarchy, Constructing and Refining the Measurement, Drafting and Refining the Instrument)

Sampling: (The Nature of Sampling, Steps in Sampling Design, Probability Sampling, Non-Probability Sampling) Data Preparation and Description: (Introduction, Editing, Coding, Data Entry) Exploring, Displaying, and Examining Data: (Exploratory Data Analysis, Frequency Tables, Bar Charts, and Pie Charts, Histograms, Stem and Leaf Displays, Pareto Diagrams, Box-Plots, Mapping, Cross Tabulation)

Hypothesis Testing: (Statistical Significance, The Logic of Hypotheses Testing, Selecting Tests Using the Choice Criteria, One Sample Tests, Two Related Samples Tests, k-Independent Samples Tests, k-Related Samples Tests)

Measures of Association: (Bi-Variate Correlation Analysis, Computation and Testing of  $r$ , Interpretation of Correlations, Simple Linear Regression, Method of Least Squares, Predictions, Testing the Goodness of Fit), Presenting Insights and Findings: Written and Oral Reports: (The Written research Report, Research Report Components, Writing the Report, Presentation of Statistics, Oral Presentations)

**Recommended Books:**

1. Business Research Methods by Donald Cooper
2. Business Research Methods by Uma Sekaran

## **10. Economics for Business**

### **Course Contents**

Introduction: Basic Economics Concepts, problems of Economic Organizations, Markets and Elements of supply and demand and product markets and Elastic ties: 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.

**Recommended Books:**

1. Robert S.Pindyck&Danial L. Rubinfeld: Microeconomics, Prentice Hall (Latest Edition)
2. RudigerDornbusch& Stanley Fischer: Microeconomics, McGraw Hill (Latest Edition)
3. Samuleson&Nordhausan: Economics, Tata McGraw Hill (Latest Edition)
4. "Principles of Economics" By Dominick Salvatore (Latest Edition)
5. "Economics for Business" By Ian Fraser & John Gionea (Latest Edition)

## **11. PRODUCTION & OPERATIONS MANAGEMENT**

Introduction to Operations management, The strategic role and objectives of operations, Operations strategy, Process design, The design of products and services, Supply network

design, Layout and flow, Process technology, Job design and work organization, The nature of planning and control, Aggregate Planning, MRP I, MRP II, Capacity planning and control, Inventory planning and control, Supply chain planning and control, Enterprise resource planning (ERP), Lean operations and Just-in-time (JIT), Project planning and control, Quality planning and control, Operations improvement, Failure prevention and recovery, Total quality management, Decision Trees, Linear Programming, Simulation.

## Recommended Books

**Operations Management**, Latest Edition, Lee J. Krajewski ,Larry P. Ritzman ,Manoj K. Malhotra

**Operations & Supply Management**, F. Robert Jacobs, Latest Edition

**Operations Management**, By Chase, Latest Edition

## 12. MANAGERIAL FINANCE

### Course contents:

**Introduction:** Nature, scope and functions, financial decisions areas, Objectives of financial management, Framework for financial management, Career opportunities in finance, Forms of business organizations. The goals of the corporation, Managerial actions to maximize shareholder wealth, Agency relationships.

**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. Inventory management

**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, The determinants of Market interest rate, Term structure of interest rates(theories), Risk and rates of return(CAPM)

**Sources of Finance: Short term financing:** Trade credit, commercial bank loans, collateral supported loans and commercial paper, Intermediate financing.

**Cost of capital:** The target capital structure. Determining the optimal capital structure. Weighted average cost of capital, marginal cost of capital, degree of leverage, liquidity and capital structure, capital structure theory,

**The Valuation Concepts:** Key concepts of value, Time-value concept, The valuation process, The fundamental valuation model, Valuation of securities.(Bonds ,Stocks)

**Financial Forecasting:** Short term financial projections: Cash budget and pro-forma financial statements, Long term financial projections. Ratio analysis (Liquidity, Solvency, activity, market)

**Capital Budgeting:** Nature & process, Estimation and identification of the relevant cash-flows, Capital budgeting evaluation techniques, Capital rationing. Comparison of the various capital budgeting techniques.

**Incorporating Risk in capital budgeting analysis,** stand alone risk, Market risk, how project risk is considered in capital budgeting decisions.

**Dividend Policy:** Determinants of dividend policy, Alternate dividend policies. Factors influencing dividend policy, investor and dividend policy

**Recommended Books:**

- 1• Weston & Brigham: Essentials of Managerial Finance, the Dryden Press. (Latest Edition)
- 2• James C. Van Horne: Financial Management & Policy, Prentice Hall. (Latest Edition)
- 3• Gitman: Managerial Finance:4. Richard Brearly& Stewart Myers: Principles of Corporate Finance. McGraw Hill. (Latest Edition)

### 13. HUMAN RESOURCE MANAGEMENT

Introduction and basic concepts of human resource management

Human resource management functions

Human resource challenges, strategic perspective of HRM in dynamic environment

Equal employment opportunity and discrimination

HR planning, planning process, strategy planning linkage

Job design and analysis, techniques of job design and job analysis, collection of job information.

Recruitment, recruitment sources, recruitment alternatives, global perspective of recruitment.

Selection, selection process & procedures, elements for successful selection devices, global perspective of selection

Socialization and orientation, global perspective for socialization and orientation programs.

Employee training & development, organizational development, global perspective for training employees.

Performance management, performance management system, process, methods, errors and guidelines for an effective performance management system

Motivation and compensation management, types of compensations, designing a pay structure, different compensation plans, global perspective for designing pays, employee benefits, legally required and discretionary benefits

Career management, career stages, career choices

Workplace safety, safety programs, stress and stress management

Collective bargaining and grievance handling

**Recommended Books:**

Bernardin & Russell: Human Resource Management, McGraw Hill (Latest Edition)

Gray Dessler: Human Resource Management (Latest Edition)

David A. Decenzo & Stephen P. Robins: Fundamentals of Human Resource Management (Latest Edition)

## **14. MANAGERIAL ECONOMICS**

### **Course Contents**

Nature and Scope of Managerial Economics: Theories of profit , Theory of the Firm, Economics Optimization; Tools of Economic Analysis • Demand Estimation and Analysis; Regression Analysis, Measuring Economic Relationships; Forecasting Statistical Relations and Regression Analysis, Cost Analysis and Estimation, Linear Programming , Market Structure and Pricing Policies; Market Structure, Perfect Competition, Monopolies ,Models of Oligopoly, Measuring Firms' Performance ,Making Decisions under , competitive Conditions, Pricing Methods, Role of Government in Market Economy; Economies of Scale, Taxes and Subsidies , Costs of Regulation  
Decision Making under Uncertainty ,Risk Analysis

### **Recommended Books:**

1. Mark Hirschey, *Managerial Economics*, Latest edition, Thomson/South-Western College Publishing: 2003
2. Paul Keat and Philip Young, *Managerial Economics*, Latest edition, Pearson Publishing:
3. Dominick salvatore, *Managerial Economics in Global Economy*, Latest edition,

## **15. Strategic MANAGEMENT INFORMATION SYSTEMS**

Information Systems in the Digital Age, Business Information Systems Global E-Business and Collaboration,. Achieving Competitive Advantage with Information Systems , Information Technology Infrastructure , IT Infrastructure: Hardware and Software , Foundations of Business Intelligence: Databases and Information Management ,Telecommunications, the



Internet, and Wireless Technology ,. Securing Information Systems, Key System Applications for the Digital Age,. Achieving Operational Excellence and Customer Intimacy: Enterprise Applications , E-Commerce: Digital Markets, Digital Goods , Improving Decision Making and Managing Knowledge , Building and Managing Systems ,Building Information Systems and Managing Projects, Ethical and Social Issues in Information Systems , Introduction to Information Systems (MIS) , Decision Support Systems. Introduction to SAP ERP.

### **Text/Recommended Books**

Essentials of MIS ,Kenneth Laudon ,Jane Laudon , Latest Edition

Information Systems Essentials with MISource 2007, Latest Edition Stephen Haag,

Corporate Information Strategy and Management: The Challenges of Managing in a Network Economy , 6th Edition Lynda M Applegate, HARVARD BUSINESS SCHOOL Robert D. Austin, HARVARD BUSINESS SCHOOL ,F. Warren McFarlan,

## **16. Business strategy & Policy**

Introduction to strategic management and business policy, Phases of strategic management, strategic decision making, basic model of decision making, guidelines and pitfalls of strategic management, business ethics.

Vision and mission, process, characteristics, components of mission statement.

External environmental analysis, I/O view, external environmental forces, structural analysis of competitive forces, sources of external information, external factor evaluation, industry analysis.

Internal environmental analysis, RB view, internal environmental factors, internal factor evaluation.

Corporate level strategies, business level strategies, functional level strategies, types of strategies, generic competitive strategies, strategy formulation and analysis framework, matching matrices, deciding upon strategies, political and cultural aspects of strategy

Strategy implementation, internal factors in implementation, conflict management, resistance management, reengineering, restructuring, natural environment.

Strategy evaluation, nature and framework of strategy evaluation, effective evaluation system.

**Recommended Books:**

- Thomas L. Wheelen & j. David Hunger: Strategic Management and Business Policy, Prentice hall. (Latest Edition)
- Wheelen and whelar: Strategic Management. (Latest Edition)
- Fred R. David: Strategic Management, Prentice hall. (Latest Edition)

## **17. CORPORATE GOVERNANCE**

**Course Outline:**

Introduction: Corporations and Corporate Governance, Origin of Corporate Governance, Value of good governance, Origin & need of corporate governance in Pakistan, International Environment for Corporate Governance, The Board of Directors, Role & Responsibilities of Directors & Managers, Stake Holders of Organization & CG, Shareholders and Shareholder Activism, Agency Theory, Executive and Non-Executive Compensation and Incentives, Financial Controls, Auditing & Disclosure, Corporate Takeovers: Mergers & Acquisitions, Corporate Reporting, Reporting Responsibilities, Role of Auditors, Risk Management, Role of Financial Institutions in Corporate Governance, Corporate Social Responsibility

**Recommended Text:**

- Corporate Governance & Accountability, Student Edition, By Solomon & Solomon, J. Wiley Ltd (Latest Edition)
- Kenneth A Kim and John R. Nofsinger, Corporate Governance (Latest Edition). Prentice-Hall
- Corporate Governance: Promises Kept, Promises Broken
- Author(s): Jonathan Macey Published:
- A History of Corporate Governance Around the World: Family Business Groups to Professional Managers Author(s): Randall K Morck Published: December 2005 by University of Chicago Press

## **18. ENTREPRENEURSHIP**

- **COURSE OUTLINE**  
**ENTREPRENEURSHIP AND NEW VENTURE OPPORTUNITIES.**

An Entrepreneurial Perspective, Defining Entrepreneurship, Perspective on Small Business, Corporate Entrepreneurship, Entrepreneurship in Practice

**ENTREPRENEURSHIP AND INNOVATION.**

Creativity as a Prerequisite to Innovation, Innovation and Entrepreneurship, Opportunities Through Change, Windows and Corridors, Success Factors for Entrepreneurs

**SMALL BUSINESS AND CORPORATE ENTREPRENEURSHIP**

**Contrasting Enterprises**

The Environment of Small Business, Risk and Failure, Resolutions for Success, Corporate Entrepreneurship, Corporate New Venture Units

**A MODEL FOR NEW VENTURES: Feasibility Planning**

The Concept of Planning Paradigm, The Four Stage Growth Model, Fundamentals of a Feasibility Plan, The Feasibility Plan, Responsibility for Business Planning

**THE PRODCUT CONCEPT AND COMMERCIAL OPPORTUNITIES.**

A Macro View—Manufacturing Matters, Products and Technology, Identifying Opportunities, The Product Development Process.

**PRODUCT PROTECTION: Patents, Trademarks and Copyrights.**

An Introduction to Patents, Types of Patents, Disclosures, Who May Apply for a Patent, The Patent Process, Patents in Perspective, Trademarks, Copyrights, Registering Software as Intellectual Property, A Note on Trade Secrets, Validating Property Rights, Accessing Government Information, Implications for Entrepreneurs.

**SERVICES: The Human Side of Enterprise**

The Infrastructure of Services, Types of Services Ventures, Success Factors in Service Ventures

**MARKETING RESEARCH FOR NEW VENTURES.**

The Marketing Concept, Perspective on Marketing Research, Market Research in the Pre-Start-up Phase, Markets Focused on Organizations, Sources of Market Intelligence, Competitive Analysis: Research after Start up, Implications of Market Research and Competitive Analyses

**MARKETING: Functions and Strategies:**

Fundamentals of Marketing, Product Concepts, Distribution, Promotion, Pricing, Marketing Strategies. The Marketing Plan

**INTERNATIONAL MARKETS: New Venture Opportunities.**

The Changing International Environment, Exporting, Importing, Establishing International Ventures, The Foreign Environment of Business.

**THE ENTREPRENEURIAL TEAM AND BUSINESS FORMATION.**

Matching Human Resource Needs and Skills, The Board of Directors, Networking—Extending Human Relations, Legal Forms of Business in Perspective, Sole Proprietorship., Partnerships., Corporations.

**BUSINESS ACQUISITIONS AND FRANCHISING.**

Rationale for Acquiring a Business., Evaluating Acquisition Opportunities., Methods of Valuation., Structuring the Acquisition., Franchising.

**FINANCIAL RESOURCES FOR NEW VENTURES.**

Asset Management., Equity Financing., Venture Capital, Debt Financing, Government Programs

**INFORMATION TECHNOLOGY AND ENTREPRENEURSHIP**

E-commerce and entrepreneurship, Myths related to e-commerce, Marketing on the web, Strategies related to e-commerce

**Book Recommended:**

*ENTREPRENEURSHIP New Venture Creation. By DAVID H.HOLT (Latest Edition)*

**19. INDUSTRIAL RELATIONS & LABOUR LAWS**

**Course Contents:**

**Industrial Relations**

The Nature and Aspects of Industrial Relations (IR)

The Concept and Models of Industrial Relations

Labor Relations Process

Trade Unions: Nature and Evolution

Union / Management Relationship - Ground Realities

Elements of an Ideal Union - Management Relationship

Ways to take away Union Issues

Purpose, Aim, & Fundamental Elements of Negotiations

Collective Bargaining - Process & Conventions

Factors affecting Industrial Relations

Organizing an Employee Relations Program

## Grievances Procedure and the Firm Performance

### Legal Aspects of Industrial Relations

#### **Labor Laws**

Historical Background

Labor Laws in Pakistan

Ramifications of 18th Constitutional Amendment (Apr 20,2010) on Labor Laws

Labor Enactments

IRA 2012 (Mar 14, 2012)

The Punjab IRO 2010

The Industrial Relations (Revival & Amendment) Act 2010 (Sindh)

The Balochistan IRO 2010

Standing Orders

Banking Companies Ordinance as amended

Employees Old Age Benefits Act

Employees Social Security Ordinance

Staff Service Rules

Shops & Establishment Ordinance

Factories Act

#### **Recommended Books**

- Labour relations. By Arthur Sloane and Fred Witney: Prentice Hall, New Jersey. (Latest Edition)
  - Relevent Acts & ordinance
- John B. Miner: Personnel Industrial Relations(Latest Edition)

## **20-HRM. PERFORMANCE MANAGEMENT**

### COURSE CONTENTS:

#### **PERFORMANCE MANAGEMENT AND REWARD SYSTEMS IN CONTEXT**

definition of performance management

the performance management contribution

disadvantages/ dangers of poorly implemented PM systems

Definition of Reward systems.

aims and role of PM systems

characteristics of an ideal PM systems

integration with other human resources and development activities

### **PERFORMANCE MANAGEMENT PROCESS**

prerequisites

performance planning

performance execution

performance assessment

performance review

performance renewal and recontracting

### **PERFORMANCE MANAGEMENT AND STRATEGIC PLANNING**

Definition and purposes of strategic planning

process of linking performance management to the strategic plan

strategic planning

environmental analysis

mission

vision

goals

strategies

developing strategic plans at the unit level

job descriptions

individual and team performance

### **DEFINING PERFORMANCE & CHOOSING A MEASUREMENT APPROACH**

Defining performance

determinants of performance

performance dimensions

approaches to measuring performance

### **MEASURING RESULTS AND BEHAVIORS**

measuring results

measuring behaviors

### **GATHERING PERFORMANCE INFORMATION**

appraisal forms

characteristics of appraisal forms

determining overall rating

appraisal period and number of meetings

Who should provide performance information?

a model of rater motivation

preventing rating distortion through rater training programs

### **IMPLEMENTING A PERFORMANCE MANAGEMENT SYSTEM**

Preparation: communication, appeal process, training programs, and pilot testing

communication plan

appeal process

training programs for the acquisition of required skills

frame of reference training

behavioral observation training

self-leadership training

pilot testing

ongoing monitoring and evaluation

### **PERFORMANCE MANAGEMENT AND EMPLOYEE DEVELOPMENT**

Personal developmental plans

developmental plan objectives

content of developmental plan

developmental activities

direct supervisor's role

360 degree feed back systems

advantages of 360 degree feedback systems

characteristics of a good system

### **PERFORMANCE MANAGEMENT SKILLS**

Coaching

coaching styles

coaching process

giving feedback

praise

negative feedback

performance review meetings

### **Recommended Book:**

**Performance management** By Herman Aguinis , Latest Edition

## **21-HRM ORGANZATIONAL DEVELOPMENT**

### **Introduction change and the field of Organizational Development**

- OD defined
- Who is the OD practioner
- History of OD

### **The Nature of planned change**



- Theories of planned change
- General Mode of planned change
- Types of change
- **Entering and contracting**
- Entering into and developing a contract
- **Diagnosing Organizations, Groups and Jobs**
- Open systems model
- Diagnosing Org systems at the individual, group and organization level
- **Collecting, analyzing and feeding back diagnostic information**
- Methods for collecting data
- Techniques for analyzing data
- Feedback of information surveys
- **Designing Interventions**
- What is an effective intervention & how to design them
- Overview of Interventions
- **Leading and Managing Change**
- Motivating change
- Vision, developing support, managing the transitions, sustaining and institutionalizing change
- **Leading and Managing Change**
- Motivating change
- Vision, developing support, managing the transitions, sustaining and institutionalizing change
- **Human Process Interventions**
- Process consultation
- Team building
- Conflict resolution
- Large group interventions
- **Restructuring Organizations, Employee Involvement, Work design**
- Structural design
- Downsizing
- Reengineering
- Definition of employee involvement
- High involvement orgs.
- Total quality management
- Socio tech systems
- Motivation approach to work design
- **Human Resources Management Interventions**
- Performance management, career planning & development interventions, workforce diversity interventions

## Recommended Book:

Cumming, Thomas G, Worley, Christopher G, Organizational Development and Change, 2010. Nelson Education Ltd. Custom Publication. (Latest Edition)

## 22-HRM. STRATEGIC HUMAN RESOURCE MANAGEMENT

### **The Nature of Strategic HRM**

Defining strategic management, stages of strategic management, integrating intuition and analysis, Process of generating and selecting strategies: strategy formulation framework, input stage, matching stage, decision stage,

#### **Organizational Strategy, Structure, Culture and Policy:**

SHRM and Business Strategy, Vision versus mission, Structure of the of the Organization, Organizational culture and policies

#### **Human Resource Planning:**

Human resource planning, HRP and Strategic organizational planning, the process of HRP, Legislation and Human Resource Planning

#### **HRM in a Diverse Workplace:**

Definitions and Strategy Options, Components of Legislation, Legislation process and legislative forces, demographic profile of the manpower and issues regarding gender, race, ethnicity

#### **Job requirements in Changing Workplace:**

Job Analysis and HR functions, the Job analysis process, Data collection methods, Job descriptions, Job specifications and Job design strategies

#### **Recruitment Strategies:**

The strategic perspective of recruitment, internal sources of recruitment, external sources of recruitment, Organizational recruiters

#### **Employee Selection:**

Pre-employment screening, Matching people and Jobs, The employment interviews, The nature of employment tests, reaching a selection decision,

#### **Training, Developing and Educating Employees:**

Orientation and socialization, training and development programs, principles of learning, Techniques of training and development, training process

**Performance Management and Appraisal:**

Performance appraisal programs, Performance appraisal methods, Improving performance, employee counseling, employee discipline

**Strategic Remuneration Management:**

Historical perspectives, Flexibility and remuneration systems, Current issues in remuneration management and future directions

**Recommended Books**

- **Strategic Management and Business Policy, 9/e by Thomas L. Wheelen & J. David Hunger (Prentice Hall, 2003)**
- **Strategic Human Resource Management By Jaffery (Latest Edition)**
- **Human Resource Strategy By James W. Walker**

**20-MKT. SALES MANAGEMENT**

**Course Objectives**

The Job of Sales Management

The Nature of Personal Selling ,Personal Selling in the Marketing Mix,Dimensions of Sales Management

Preliminary Steps in the Selling Process

Prospecting, Qualifying Prospects , Preparing

Advanced Steps in Selling Process

Convincing the Prospect , Handling Objections , Closing , Follow Up

Territory Development

Sales Territory Design, Procedure for Developing Territories

Sales Management Environment

Coping with Environmental Changes, The Social and Cultural Environment, The Competitive Environment

Sales Management Planning

The nature and importance of sales planning, Sales planning in the corporate context,  
Information for sales planning

The Sale Management Planning Process

Setting Sales Objectives, Formulating Sales Strategies

Sales Forecasting

Importance of Sales Forecasting, Sales Quotas and Budgets , Sales Forecasting Concepts

Sales Forecasting Procedures

Estimating market and sales potentials, Information Sources

Sales Budgeting

Types of Budget , Determining the Budget level

Sales Personnel Planning and Recruiting

Analyzing Sales Personnel Needs , Sources of Sales Recruits

Sales Training and Development

Training and the Salesperson's Career Cycle , Designing a Formal Sales Training Program  
, Training Techniques

Sales Leadership and Supervision

Selected View of Sales Motivation , The Essence of Sales Leadership , Sales Leadership and  
Coordination

Sales Compensation

Criteria for Sound Compensation Plan , Developing a Compensation Plan

International Sales Management

International Sales and Marketing Opportunities, International Sales Management  
Challenges , International Sales Techniques

**Recommended Books:**

1. Eugene m. Jhonson Rovid L. Kurtz E. Scherumg. Sales Management SeconU Edition  
1994, Mc.Graw-Hill Publishers.

2. Rople E. Adverson, Joseph F. Haw Jr, Ajam J. Bush. Professional Sales Management Second Edition 1992, Mc. (3raw-Hill Publishers.
3. David L. Kurtz, H. Robert Dodge, Professional Selling, Sixth Edition Irwin Publishers 1991
4. Doughtas j. Sairymple, Sales Management Third Edition 1988 Wiley International Publishers
5. Leslie W. Rodger Statistics for Marketing, Mc Graw-Hill Publishers 1984
6. Reten J. Youdale. Managing Your Sales, Office Business:Books Lts. UK. 1974.

## **21-MKT. BRAND MANAGEMENT**

### **Course Outline**

#### **Introducing the Brand Concept**

Identify the definition of a brand.

Match the common branding terms with their descriptions.

Select the characteristics of an effective brand name or brand mark

#### **Branding Responsibilities**

Identify common brand manager responsibilities.

Select tasks to complete common brand manager responsibilities.

Sequence the stages of the consumer adoption process.

#### **Strategic Branding Options**

Identify the types of brands.

Select branding strategies.

Identify the guidelines for creating a strong brand.

Apply the guidelines for creating a strong brand.

#### **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

### **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**

- Kevin Lane Keller (2003), Strategic Brand Management (Latest Edition)
- Kevin Lane Keller (2003), Best Practice Cases in Branding: Lessons from the World's Strongest Brands. (Latest Edition)

## **22-MKT. ADVERTISING MANAGEMENT**

### **Course Outline**

- Introduction to the Advertising
- The Foundations of Advertising
- The Advertiser-Agency Partnership
- The Advertising Environment
- Audience Analysis and Buyer Behaviour
- Segmentation, Targeting and Positioning
- Advertising Research
- Objectives, Strategy and Plans
- Intercultural and International Advertising
- Creativity, Creative Strategy and Copywriting
- Art Direction
- Print Production
- Electronic Production
- Media Objectives, Strategy and Planning
- Print Media
- Electronic Media
- Direct Marketing and Out of Home Advertising
- Sales Promotion and Supplementary Media
- Public Relations and Special Communications
- Local Advertising
- From Plan to Results: The Complete Campaign

## TEXTBOOKS

- **Advertising Excellence** by Bovee C.L., Thill J.V., Dovel G.P (Latest Edition)
- Clow, K. E., and Baack, D. (2004), *Integrated Advertising, Promotion, and Marketing Communications*, 2<sup>nd</sup> edition, New Jersey: Pearson Prentice Hall
- **Advertising (7<sup>th</sup> Edition)** By William F. Arens (Latest Edition)
- **Advertising (4<sup>th</sup> Edition)** By Frank Jefkins (Latest Edition)

## 20-FIN. INTERNATIONAL FINANCIAL MANAGEMENT

Introduction to International Finance ;Benefits of studying International Finance ,Growing importance of International Finance, Post war economic, financial and institutional developments

Foreign exchange market; Introduction to foreign exchange market, Functions of the foreign exchange market, Market Participants and Traded currencies, The spot and forward exchange rate ,The bid and offer rates, Cross exchange rates

Balance of Payment; Definition and structure of Balance of payment, Balance of payment and foreign exchange market, Derivation of supply curve of foreign exchange, Derivation of demand curve of foreign exchange, Factors affecting the balance of payment, Central bank intervention

Exchange rate determination; The partial supply and demand model, Factors affecting the supply and demand of foreign exchange, Arbitrage in the spot foreign exchange market, Speculation in the spot foreign exchange market

The international monetary system and exchange rate arrangements; Definition and criteria of classification, Flexibility of exchange rate as a criterion of classification, The classical gold standard

The international monetary system and exchange rate arrangements; The Bretton Woods System ,The European monetary system, Fixed verses Flexible exchange rates

Currency Futures and Forwards; Definition and specification, Problematic characteristics of forward contracts, Comparison of forward and future markets, Currency and interest rate Swap, Swap terminology.

Currency Options; The basic concepts, Diagrammatic representation of the payoff, Call and Put options, Other options positions, Pricing currency options

The Eurocurrency market and international banking; The Eurocurrency market, Some features of Euro banking, The evolution and growth of Eurocurrency market, International banking



Purchasing Power Parity; Introduction, The law of one price, Absolute and relative form of PPP

Interest rate parity.

International debt crisis; Introduction, The low and middle income LDCs, Characteristics of middle income LDCs, The economics of LDCs borrowing, Types of capital inflow into LDCs, Measures of indebtedness

International long term financing; International Bank loan financing, International bond and equity financing, Other sources of financing

International long term Investment; Bond and equity investment, Benefits of International portfolio diversification, International capital asset pricing model

### **BOOKS RECOMMENDED**

International Finance By **Imad Moosa, Latest Edition**

International Financial Management By **Jeff Madura, Latest Edition**

## **21-FIN. FINANCIAL STATEMENT ANALYSIS**

Fundamental concepts and introduction to financial Reporting, Forms of business entities, The Accounting cycle ,Auditors Report, Consolidated Statement, Basic elements of the Balance Sheet Analysis, Basic elements of Income Statement, Special Income Statement Items, Basics of Analysis, Common Size ,Ratios, Liquidity of Short term assets; related debt paying ability, Long term debt paying ability, Income statement consideration when determining long term debt paying ability, Balance sheet consideration when determining long term debt paying ability, Special items that influence a firms long term debt paying ability, Analysis of profitability, Analysis for the investor, Statement of Cash flow, Utility of financial ratios, Impact of change in prices on financial reporting

### **BOOKS RECOMMENDED**

- Financial Statement Analysis by **Gibson, Latest Edition**
- Financial Statement Analysis by **Foster, Latest Edition**
- Financial statement Analysis by **Giroux, Latest Edition**

## **22-FIN. INVESTMENT AND PORTFOLIO MANAGEMENT**

Concept of in investments and portfolio investments, Investment decision process, Security Markets and their workings, Concept of Market efficiency, its types and implications on security prices, Investment alternatives, Direct and Indirect investment approach, Passive and active strategies of Investment, Fundamental and technical analysis of securities,

Portfolio and Capital market theory, Risk and return, Portfolio theory, Portfolio Selection Process, Assets Pricing Model, Common Stock Analysis, its Valuation and Management, Fixed Income securities Analysis, its Valuation and Management, Derivative Securities: Options and Futures, Evaluation of investment performance and Portfolio Management

### **BOOKS RECOMMENDED**

Investments: Analysis and Management by **Charles P. Jones**, Latest Edition

Investment analysis and portfolio management by **Reily and Brown**, Latest Edition

Investment by **Sharpe**, Latest edition

