

BS-COMMERCE

QUAID-E-AZAM COLLEGE OF COMMERCE
UNIVERSITY OF PESHAWAR
2024

About the Program:

The BS-Commerce program is a dynamic and essential educational pathway designed to prepare students for success in the business world. Through courses in accounting, finance, human resource, marketing, management, supply chain management, and economics, students develop a solid foundation in business theory and application. The program offers students the opportunity to specialize in key areas of business, including accounting and finance, human resource management, marketing, and supply chain management. Through specialized coursework and hands-on experiences, students develop expertise in their chosen field while gaining a solid foundation in core business principles. Those specializing in accounting and finance delve into financial analysis, budgeting, and auditing, preparing them for roles in banking, investment firms, or corporate finance departments, and Government accounts and audit departments. Human resource management specialization emphasizes organizational behavior, talent acquisition, and employee development, preparing graduates for HR roles in diverse industries. Marketing specialization focuses on entrepreneurship, e-commerce, consumer behavior, market research, and strategic marketing planning, equipping students for careers in advertising, brand management, or sales. A specialization in Supply Chain Management equips students with skills in logistics, procurement, and operations, enabling them to optimize business processes and improve efficiency. It also prepares them for roles in strategic planning and global supply chain coordination. With these specialized tracks, this program remains highly relevant in today's dynamic business landscape, offering a time-tested approach to education that equips students with the skills needed to excel in a competitive global marketplace.

Admission Requirements:

Admission to BS Commerce Program is open to those candidates who have passed the Intermediate Examination, from any recognized Board of Intermediate and Secondary Education or Diploma in Commerce from the Board of Technical Education, or any other equivalent examination.

Program Duration:

This is a four-year program comprising of 8 semesters. There will be a Fall and a Spring Semester each year. The maximum duration for program completion adheres to the regulations set forth by the university and semester guidelines.

CGPA Requirements:

The minimum CGPA requirement for the award of the degree aligns with the regulations outlined by the university and semester guidelines.

Exit Rule After 14 Years Qualification:

After successful completion of 4th semester (60 credit hours), students may be awarded “Associate Degree in commerce”, and is subject to the approval of the competent authority.

Program Educational Outcomes (PEOs):

- PEO-1: Graduates will demonstrate a comprehensive understanding of core business concepts, theories, and practices.
- PEO-2: Graduates will possess strong oral and written communication skills.
- PEO-3: Graduates will be able to apply analytical thinking and problem-solving techniques to address business challenges.
- PEO-4: Graduates will exhibit ethical leadership qualities and professional behavior, while also demonstrating effective teamwork and collaboration.

Program Learning Objectives (PLOs):

- PLO 1: Cross Functional Knowledge:
Acquire a comprehensive understanding of core business principles, theories, and practices across various functional areas such as accounting, finance, human resources, marketing, and economics.
- PLO 2: Problem Analysis:
Apply analytical and critical thinking skills to evaluate business problems, analyze data, and develop effective strategies and solutions.
- PLO 3: Communicate Effectively:
An ability to communicate effectively, verbally as well as in writing, in corporate settings.
- PLO 4: Develop entrepreneurial Mindset:
An ability to identify opportunities, take initiatives, and innovate to create value in dynamic business environments.
- PLO 5: Modern Tool Usage:
An ability to identify and apply appropriate tools and techniques to create and disseminate business information.
- PLO 6: Demonstrate Leadership and Teamwork:
Demonstrate leadership skills and the ability to work effectively in teams, fostering collaboration, motivating team members, and achieving common goals.
- PLO 7: Foster Ethical Decision Making:
Recognize ethical dilemmas in business contexts and apply ethical reasoning to make responsible decisions.
- PLO 8: Corporate Social Responsibility:
An ability to understand the responsibility of an organization towards society at large and to contribute towards the betterment of society.
- PLO 9: Engage in Lifelong Learning:
Ability to recognize the importance of lifelong learning and professional development, pursuing opportunities for further education, skill enhancement, and career advancement throughout their professional journey.

Degree Requirements:

Area	Cr. Hrs.
General Education	30
Interdisciplinary	12

Major or Disciplinary – Core	33
Major or Disciplinary – Electives	39
Practical-02 (Internship and Capstone Project)	06
Total	120

General Education (30 Cr. Hrs.)

Course Title	Code	Cr. Hrs.
Introduction to Philosophy	GE-	2
Introduction to Environmental Sciences	GE-	3
Sociology	GE-	2
Functional English	GE-	3
Expository Writing	GE-	3
Quantitative Reasoning I	GE-	3
Quantitative Reasoning II	GE-	3
Islamic Studies	GE-	2
Ideology and Constitution of Pakistan	GE-	2
Applications of ICT	GE-	3
Entrepreneurship	GE-	2
Civics and Community Engagement	GE-	2

Interdisciplinary (12 Cr. Hrs.)

Course Title	Code	Cr. Hrs.
Microeconomics	ECO-101	3
Macroeconomics	ECO-102	3
Environmental Economics	ECO-103	3
Digital Literacy and Technology Skills	COMP-301	3

Major or Disciplinary – Core (33 Cr. Hrs.)

Course Title	Code	Cr. Hrs.
Introduction to Business	COM-101	3
Principles of Management	MGT-101	3
Fundamentals of Accounting	ACC-101	3
Management Information System in Commerce	MGT-102	3
Cost and Management Accounting	ACC-102	3
Research Methods in Business	COM-102	3
Financial Management	FIN-101	3
Human Resource Management	HRM-301	3
Qualitative and Quantitative Research Techniques	COM-301	3
Principles of Marketing	MKG-301	3
Leadership, Governance and Accountability	MGT-301	3

Major or Disciplinary – Electives (39 Cr. Hrs.)

Elective Courses	No. of Courses	Cr. Hrs.
Acc & Fin. / HRM / Marketing	13	39

Elective Courses:

Accounting and Finance (39 Cr. Hrs.)

Course Title	Code	Cr. Hrs.
Required:		
Company Law	LAW-301	3
Financial Reporting-I	ACC-301	3
Audit and Assurance	ACC-302	3
Performance Management	ACC-303	3
Money and Banking	FIN-301	3
Corporate Finance	FIN-302	3
Optional:		
Financial Reporting-II	ACC-304	3
Capital Markets in Pakistan	FIN-303	3
Tax Practices	ACC-305	3
Investment Management	FIN-304	3
Advanced Accounting and Financial Reporting	ACC-306	3
Business Finance Decisions	FIN-305	3
Advanced Performance Management	ACC-307	3
Islamic Banking	FIN-306	3
Computerized Accounting	ACC-308	3
Sustainable Finance	FIN-307	3
Public Sector Accounting	ACC-309	3
Commercial Banking	FIN-308	3
International Finance	FIN-309	3
Forensic Accounting	ACC-310	3
International Trade Finance	FIN-310	3
Financial Risk Management	FIN-311	3
Advanced Tax Planning and Practices	ACC-311	3
Economic Analysis	FIN-312	3
Emerging Issues in Financial Crimes	FIN-313	3
Fiscal Management	FIN-314	3
Public Finance	FIN-315	3
International Trade Governance	FIN-316	3

Human Resource Management (39 Cr. Hrs.)

Course Title	Code	Cr. Hrs.
Required:		
Strategic Management	MGT-302	3
International Human Resource Management	HRM-302	3

Organizational Behavior	HRM-303	3
Research Methodology in HRM	HRM-304	3
Strategic Human Resource Management	HRM-305	3
Training and Development	HRM-306	3
Optional:		
Compensation Management	HRM-307	3
Industrial Relations	HRM-308	3
Digital Transformation in Human Resource	HRM-309	3
Talent Management	HRM-310	3
HR Analytics and Metrics	HRM-311	3
Performance Management	HRM-312	3
Qualitative and Quantitative Research in HR	HRM-313	3
Industrial Law	LAW-302	3
Labour Markets	HRM-314	3
Total Quality Management	HRM-315	3
Introduction to Supply Chain Management	MGT-303	3
Managing Teams in Organizations	HRM-316	3
Cross-Culture Work Experience	HRM-317	3
Human Resource Development	HRM-318	3
Organizational Theory	MGT-304	3
Industrial Management	MGT-305	3
Change Management	HRM-319	3
Project Management	MGT-306	3
Human Resource Information System (HRIS)	HRM-320	3
Seminar in Human Resource Management	HRM-321	3
Comparative Human Resource Management	HRM-322	3

Marketing (39 Cr. Hrs.)

Course Title	Code	Cr. Hrs.
Required:		
Marketing Management	MKG-302	3
Consumer Behavior	MKG-303	3
Commercial Law	LAW-303	3
Marketing Channels	MKG-304	3
E-Marketing	MKG-305	3
Sales Force Management	MKG-306	3
Optional:		
Advertising	MKG-307	3
Distribution Management	MKG-308	3
Introduction to E-Commerce	COM-302	3
Global Freight Logistic Management	MKG-309	3
International Marketing	MKG-310	3
Procurement Management	MKG-311	3
Retailing	MKG-312	3
Selling Techniques in Business	MKG-313	3
Marketing Research	MKG-314	3
Seminar in Marketing	MKG-315	3

Marketing Plan Development	MKG-316	3
Services Marketing	MKG-317	3
Pharma Marketing	MKG-318	3
Agri Business Marketing	MKG-319	3
Marketing Communications	MKG-320	3
Branding and Culture	MKG-321	3
Consumer Marketing	MKG-322	3

Supply Chain Management (39 Cr. Hrs.)

Course Title	Code	Cr. Hrs.
Research Methodology in Supply Chain Management	SCM-301	3
Supply Chain and Operation Management	SCM-302	3
Inventory Management	SCM-303	3
Supplier Relation Management	SCM-304	3
Training and Development in Supply Chain	SCM-305	3
Talent Management	HRM-310	3
HR Analytics and Metrics	HRM-311	3
Supply Chain Analytics	SCM-306	3
Management Information System in Supply Chain	SCM-307	3
Transportation and Distribution Management	SCM-308	3
Warehousing and Material Management	SCM-309	3
Logistic Management	SCM-310	3
Total Quality and Supply Chain Management	SCM-311	3

Scheme of Studies:

Semester - 1

Course Code	Course Title	Cr. Hrs.
COM-101	Introduction to Business	3
ECO-101	Microeconomics	3
GE-	Functional English	3
GE-	Applications of ICT	3
GE-	Quantitative Reasoning I	3
GE-	Islamic Studies	2

Semester - 2

Course Code	Course Title	Cr. Hrs.
MGT-101	Principles of Management	3
GE-	Civics and Community Engagement	2
GE-	Expository Writing	3
ECO-102	Macroeconomics	3
GE-	Ideology and Constitution of Pakistan	2

GE-	Quantitative Reasoning II	3
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Semester - 3

Course Code	Course Title	Cr. Hrs.
ACC-101	Fundamentals of Accounting	3
MGT-102	Management Information System in Commerce	3
ECO-103	Environmental Economics	3
GE-	Sociology	2
GE-	Introduction to Philosophy	2

Semester - 4

Course Code	Course Title	Cr. Hrs.
ACC-102	Cost and Management Accounting	3
COM-102	Research Methods in Business	3
FIN-101	Financial Management	3
GE-	Introduction to Environmental Sciences	3
GE-	Entrepreneurship	2

Semester - 5

Course Code	Course Title	Cr. Hrs.
HRM-301	Human Resource Management	3
COM-301	Qualitative and Quantitative Research Techniques	3
MKG-301	Principles of Marketing	3
MGT-301	Leadership, Governance and Accountability	3
COMP-301	Digital Literacy and Technology Skills	3

Semester - 6

Course Code	Course Title	Cr. Hrs.
	Elective I (A&F/HRM/MKTG/SCM)	3
	Elective II (A&F/HRM/MKTG/SCM)	3
	Elective III (A&F/HRM/MKTG/SCM)	3
	Elective IV (A&F/HRM/MKTG/SCM)	3
	Elective V (A&F/HRM/MKTG/SCM)	3
	Elective VI (A&F/HRM/MKTG/SCM)	3

Semester – 7

Course Code	Course Title	Cr. Hrs.
	Elective VII (A&F/HRM/MKTG/SCM)	3
	Elective VIII (A&F/HRM/MKTG/SCM)	3
	Elective IX (A&F/HRM/MKTG/SCM)	3
	Elective X (A&F/HRM/MKTG/SCM)	3
	Elective XI (A&F/HRM/MKTG/SCM)	3

Semester – 8

Course Code	Course Title	Cr. Hrs.
	Elective XII (A&F/HRM/MKTG/SCM)	3
	Elective XIII (A&F/HRM/MKTG/SCM)	3
	Bachelor's Internship/Fieldwork	3
	Bachelor's Capstone Project	3

Course Outlines:

Course Title : Introduction to Business

Course Code : COM-101

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Nil

Course Description:

"Introduction to Business" is a foundational course designed to provide students with a comprehensive overview of the principles, concepts, forms, and functions of business within the contemporary global marketplace. The subject matter of the course sheds light on concepts regarding the establishment and routine operation of a business. The focus is on the business environment in Pakistan.

Course Objectives:

The course aims to help students understand basic concepts of business, know the concepts and application of sole traders' business, partnership form of business and company form of business in Pakistan, know how to initiate a private and a public limited company, document memorandum of association and article of association and prospectus and to know the concept of shares and issues regarding transfer of shares.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Describe the basic concepts, nature, definition, and history of business.
2. Analyze the business environment and think critically and creatively about the nature of business opportunities, resources, and industries.
3. To know the concept and application of sole trader's business
4. To know the concept and application of partnership form of business
5. To practically implement a small level business
6. To know the concept and application of company form of organization.
7. To know how to initiate a private and a public limited company.
8. To document memorandum of association and article of association and prospectus.
9. To know the concept of shares and issues regarding transfer of shares

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):**Project 1: im/idea Competition**

Any innovative business idea for which mentoring sessions will be conducted to prepare and guide the students. Evaluation criteria will be shared with the students beforehand.

Project 2: Company's Success/Failure Story

Each student will take up a company and present its success or failure story along with its details in the class.

Course Contents:

- Week 1-2: Introduction to Business: Introduction, meaning and definition of business, components of business (industry and commerce) history of business, what businesses do?
- Week 3: Business Environment: Internal and external factors affecting business environment, SWOT Analysis, PESTLE Analysis, and Porter's five forces
- Week 4: Introduction to various angles of business: Manufacturing / Service Provision, Managing Financial Resources, Marketing of its Products or Services, Managing Human Resources, Maintaining Information Technology
- Week 5: Sole Proprietorship: Definition and characteristics, Advantages and disadvantages, discussion on starting a new business
- Week 6: Partnership: Definition and characteristics, Advantages and disadvantages, Partnership agreement/ deed, Kinds of partners
- Week 7: Mutual duties, rights and liabilities of partners in the absence of partnership agreement, Reconstitution of partnership, Position of minor in partnership, Registration of partnership, Dissolution of partnership, Forms of business partnership
- Week 8: Company Form or Organization: Joint stock company and its characteristics, Classification of companies, Advantages and disadvantages
- Week 9: Promotion and Formation of a Joint stock Company: Private limited company, public limited company, Conversions
- Week 10: Promotion and Formation of a Joint Stock Company: Company promoters and their functions, Formation of a public company, Basic legal documents issued by a company (memorandum of association, articles of association, and prospectus)
- Week 11: Capital of a Company: Classes of capital, Classes of shares, Transfer and transmission of shares, Bonds, Underwriting of shares, Ploughing back of profit, Dividends
- Week 12: Management and Direction of a Company: Company management, Shareholders, Directors of company, Chief executive, Secretary
- Week 13: Company Meetings and Liquidation or Winding Up of a Joint Stock Company: Kinds of company meetings, Statutory report, Meetings of board of directors, Procedure and conduct at general meetings, Winding Up by Court, Voluntary Winding Up
- Week 14: Business combinations and introduction of stock exchange: Types and forms of business combinations, Advantages and Disadvantages
- Week 15-16: Presentations/Project

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics

are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Modern Business Administration by Rober C. Appleby

Business Studies by John W. Aberle, Wordsworth Publishing Company Inc.

Introduction to Business by M. Saeed Nasir

Introduction to Business by Muhammad Irshad, Naveed Publications Lahore

Companies Ordinance 1984 and 2017

Course Title : **Microeconomics**

Course Code : **ECO-101**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Nil

Course Description:

Embark on an introductory journey into microeconomics, where you'll unravel the dynamics of markets and economic decision-making. Explore supply and demand, dissect various market structures, and understand the role of government intervention. Through interactive discussions and practical analyses, hone your skills in interpreting economic data and making informed judgments. Gain the foundational knowledge and critical thinking abilities necessary to navigate economic landscapes with confidence.

Course Objectives:

The course aims to equip students with a comprehensive understanding of economics, blending theoretical frameworks with real-world applications. Through exploration of key economic concepts, market dynamics, and government interventions, students will analyze economic phenomena and develop problem-solving skills. By engaging with case studies and interdisciplinary perspectives, they will gain insights into the complexities of economic issues and their broader societal implications, while also honing their ability to interpret economic data and make informed decisions in dynamic environments.

Student Learning Outcomes:

Students will be able to:

1. Master fundamental economic concepts for analyzing real-world phenomena.
2. Enhance communication skills through oral and written presentations.
3. Apply quantitative methods to analyze economic data and relationships.
4. Evaluate supply and demand dynamics and their impact on market equilibrium.
5. Analyze firm behavior and market structures to understand efficiency and regulation.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Individual and/ or Group assignments/ presentation or any other course driven project as asked by the instructor/ teacher in accordance with the university and semester rules and regulations.

Course Contents:

- Week 1-2: Basic economic ideas; Scarcity, choice and resource allocation, market, planned and mixed economy, the margin and decision making at the margin, production possibility curves, positive and normative economics
- Week 3-5: Demand, Supply analysis; Law of demand and supply, individual and market demand curves and supply curves, concept of elasticity along with their business relevance, consumer's surplus
- Week 6-7: Theory of consumer behavior; Cardinal/utility approach, law of diminishing marginal utility, law of equi marginal utility, ordinal/indifference curve approach, properties of indifference curves, consumer's budget line, shift & consumer's equilibrium, price, income and substitution effect
- Week 8-9: Theory of production; Production function, short run & long run production function, production with one variable, and with two variables, isoquants, return to scale and return to scope
- Week 10-11: Cost of production; Different cost concepts, cost analysis in short-run and in long-run
- Week 12-14: Market structure; Perfect competition, monopoly, imperfect competition, oligopoly
- Week 15-16: Labour market; Demand for labour, Labour's marginal productivity, supply of labour, wage rate determination, S/R, L/R supply of labour, factors influencing, role of government and labour union along with the concept of transfer earning and economic rent

Course Methodology:

In our class sessions, we transcend the traditional approach of walking you through textbook chapters. Instead, we embark on an intellectual journey outlined in our course syllabus, where you're invited to arrive primed with insights on the designated topic. Engage with our sessions as we delve into expansive concepts and models, supplementing them with curated reading materials and captivating presentations. Your active involvement through participation, dialogue, and collaboration is not only encouraged but pivotal, shaping your grade through meaningful interactions.

Recommended Resources:

Pindyck, R. S., Rubinfeld, D.L., & Mehta, P.L. (2008). Micro Economics, (7th Edition). Pearson.

Gould, J.P., & Lazear P. E. (2001). Micro Economics, (6th Edition). A.I.T.B.S.

Hailstone, J. T., & Mastrianna, V. F. (2004). Basic Economics, (13th Edition). Thomson.

Dominick, S. (2004). Micro Economics Theory and Applications, (4th Edition). New York: Oxford University Press.

Vaseer, H. U. (2012). Fundamental of Economics. Farhan Publisher.

Course Title : Functional English

Course Code : GE-

Credit Hours : 03

Total Week : 16

Total Hours : 48

Pre-requisite/s: Nil

Course Description:

This course is designed to equip students with essential language skills for effective communication in diverse real-world scenarios. It focuses on developing proficiency in English language usage: word choices, grammar and sentence structure. In addition, the course will enable students to grasp nuanced messages and tailor their communication effectively through application of comprehensive and analytical skills in listening and reading. Moreover, the course encompasses a range of practical communication aspects including professional writing, public speaking, and everyday conversation, ensuring that students are equipped for both academic and professional spheres. An integral part of the course is fostering a deeper understanding of the impact of language on diverse audiences. Students will learn to communicate inclusively and display a strong commitment to cultural awareness in their language use. Additionally, the course will enable them to navigate the globalized world with ease and efficacy, making a positive impact in their functional interactions.

Course Objectives:

The course objectives of Functional English aim to equip students with the essential language skills necessary for effective communication in various real-life contexts. Through a combination of listening, speaking, reading, and writing activities, students will develop proficiency in English language usage, grammar, vocabulary, and pronunciation. Objectives include enhancing communication skills for everyday interactions, such as giving presentations, participating in discussions, and writing emails or reports. Additionally, students will learn to comprehend and respond to different types of texts, including informational, persuasive, and narrative materials. Overall, the course objectives seek to empower students with the linguistic and communicative competence needed to succeed in academic, professional, and social settings where English is used as a primary or secondary language.

Student Learning Outcomes:

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

1. Apply enhanced English communication skills through effective use of word choices, grammar and sentence structure.
2. Comprehend a variety of literacy/non-literacy written and spoken texts in English.
3. Effectively express information, ideas and opinion in written and spoken English.
4. Recognize inter-cultural variations in the use of English language and to effectively adapt their communication style and content based on diverse cultural and social contexts.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1: Orientation to the functional aspects of English divided into the following parts:
1) description, 2) objectives, and 3) learning outcomes.

Week 2:	Foundations of Functional English: Vocabulary building (contextual usage, synonyms, antonyms and idiomatic expressions)
Week 3:	Foundations of Functional English: Communication grammar (subject-verb-agreement, verb tenses, fragments, run-ons, modifiers, articles, word classes, etc.)
Week 4:	Foundations of Functional English: Word Formation (affixation, compounding, clipping, back formation, etc.)
Week 5:	Foundations of Functional English: Sentence Structure (simple, compound, complex and compound complex) and Sound production and pronunciation
Week 6:	Comprehension and Analysis: Understanding purpose, audience and context
Week 7:	Comprehension and Analysis: Contextual Interpretation (tones, biases, stereotypes, assumptions, inferences, etc.)
Week 8:	Comprehension and Analysis: Reading strategies (skimming, scanning, SQ4R, critical reading, etc.)
Week 9:	Comprehension and Analysis: Active Listening: (overcoming listening barriers, focused listening, etc.)
Week 10:	Effective Communication: Principles of Communication (clarity, coherence, conciseness, courteousness, correctness, etc.)
Week 11:	Effective Communication: Structuring Documents (Introduction, body, conclusion and formatting)
Week 12:	Effective Communication: Inclusivity in communication (gender-neutral language, stereotypes, cross-cultural communication, etc.)
Week 13:	Effective Communication: Public Speaking (overcoming stage fright, voice modulation and body language)
Week 14:	Effective Communication: Presentation Skills (organization content, visual aids and engaging the audience)
Week 15:	Effective Communication: Informal Communication (small talk, networking and conversational skills)
Week 16:	Effective Communication: Professional Writing (business e-mails, memos, reports, formal letters, etc.)

Course Methodology:

The course methodology for Functional English employs a communicative and task-based approach to language learning, emphasizing practical language skills and real-life applications. Through a variety of interactive activities such as role-plays, simulations, discussions, and problem-solving tasks, students engage in authentic language use and meaningful communication. Integrated skills practice, including listening, speaking, reading, and writing, allows students to develop comprehensive language proficiency. Continuous feedback and guided practice sessions support students' progress, while learner-centered activities encourage active participation and autonomy in language learning. Overall, the course methodology aims to create a dynamic and engaging learning environment that fosters language acquisition, fluency, and confidence in real-world communication situations.

Course Resources:

Understanding and Using English Grammar by Betty Schramper Azar

English Grammar in Use by Raymond Murphy

The Blue Book of Grammar and Punctuation by Jane Straus

English for Specific Purposes: A Learning-Centered Approach by Tom Hutchinson and Alan Waters

Cambridge English for Job-Hunting by Colm Downes

Practical English Usage by Michael Swan

Reading Literature and Writing Argument by Missy James and Alan P. Merickel

Improving Reading: Strategies, Resources, and Common Core Connections by Jerry Johns and Susan Lenski

Comprehension: A Paradigm for Cognition by Walter Kintsch

Communication Skills for Business Professionals by J.P. Verma and Meenakshi Raman

Course Title : **Applications of Information and Communication Technology**

Course Code : **GE-**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Nil

Course Description:

This course equips students with the foundational knowledge and practical skills to navigate the ever-evolving world of Information and Communication Technology (ICT). Students will explore the history and evolution of computers, delve into essential hardware and software components, and gain hands-on experience with popular operating systems and productivity applications. The course also covers essential ICT tools for communication, collaboration, education, e-commerce, and responsible online citizenship.

Course Objectives:

1. Students will gain a comprehensive understanding of the fundamental concepts of ICT, including its history, characteristics, scope, and applications across various domains.
2. Students will be able to identify and differentiate between different types of computer hardware and software components.
3. Students will develop practical skills in installing, operating, and troubleshooting basic computer systems.
4. Students will gain proficiency in using essential productivity applications like word processing, spreadsheets, and presentation software.
5. Students will explore various ICT tools for communication, collaboration, education, and e-commerce.
6. Students will develop an understanding of responsible online behaviour and ethical considerations in the digital world.

Student Learning Outcomes:

1. Identify: Students will be able to identify the key components of a computer system (hardware and software).
2. Install: Students will be able to install hardware peripherals and software applications (hands-on).
3. Operate: Students will be able to operate a computer system using a graphical user interface (GUI).
4. Troubleshoot: Students will be able to troubleshoot basic computer system issues.
5. Create: Students will be able to create professional documents using word processing software (e.g., MS Word, Google Docs).
6. Analyze: Students will be able to analyze data and create charts and graphs using spreadsheet software (e.g., MS Excel, Google Sheets).

7. Design: Students will be able to design visually appealing presentations using presentation software (e.g., MS PowerPoint, Google Slides).
8. Utilize: Students will be able to utilize various ICT tools for communication (e.g., email, video conferencing), collaboration (e.g., cloud storage), and learning (e.g., online courses).
9. Navigate: Students will be able to navigate the internet effectively, utilizing search engines for information retrieval.
10. Evaluate: Students will be able to evaluate the credibility and reliability of online information.
11. Demonstrate: Students will be able to demonstrate responsible online behavior and ethical use of ICT tools.

Course Assessment:

As per the Semester Regulations

Course Projects & Assessments:

Weekly quizzes and lab assignments: Assess understanding of key concepts and practical skills in using computer hardware and software.

Midterm project: Develop a multimedia presentation showcasing a specific application of ICT in a chosen field (e.g., healthcare, education, business).

Final project: Design and implement a website or a mobile application to address a specific need or problem.

Class participation: Active participation in discussions and collaborative activities demonstrates engagement with the course material.

Course Contents:

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| Week 1: | Introduction to Computers: Information Technology: characteristics, scope, and applications across various domains; History and evolution of computers; Types of computers: Microcomputers, Mainframes, Supercomputers, Workstations, Minicomputers, Wearable Computers, Personal Computers (Tower, Desktop, Laptop, Notebook, Palmtop, PDA, Handheld). |
| Week 2: | Basics of Computer Hardware: Computer system architecture; Computer memory: Primary (RAM, ROM) and Secondary storage (Magnetic, SSD, Optical, Flash); Hardware and peripheral installation (Hands-on); Input/output devices; CPU and its components; Communication Devices (Wi-Fi, Bluetooth, Network Interface Card) |
| Week 3: | Basics of Computer Software: Software types: System Software (Operating Systems, Utilities, Drivers, Firmware, BIOS) and Application Software (Desktop, Web, Mobile); Software installation guidelines (Hands-on); Copyright status and piracy of software; Categorization of software with respect to copyright status. |
| Week 4: | Data Communication and Computer Networks: Network & Networking Basics: LAN, MAN, WAN, GAN, Intranet, Extranet, Client-server, Peer-to-peer network; Wireless communication technologies: Wi-Fi, Bluetooth, cellular radio (2G, 3G, 4G, 5G); Operating Systems: Installation and Repair; types (Linux, Unix, Android, Apple Mac OS, Apple iOS); Using Windows Environment (Hands-on). |
| Week 5-6: | Word Processing Basics: Creating, saving, closing, opening, and printing MS Word documents; Inserting tables, figures, headers, and footers; Automatic table of contents, table of tables, and table of figures creation; Linking Excel |

- with Word; Practical experience with Google Workspace (Google Docs) and Microsoft 365 Copilot in Word
- Week 7-8: Spreadsheet Applications: Formulas and data visualization (charts and graphs design); Introduction to Data Analysis Tools; Creating relational databases in advanced versions of Excel; Practical experience with Google Workspace (Sheets) and Microsoft 365 Copilot in Excel for data analysis.
- Week 9: Presentations through Presentation Software: Adding Smart Art, inserting shapes and images, slide transitions, and animations; Integrating presentations with other applications (exporting slides to Word and importing/linking Excel charts); Practical experience with Google Workspace (Slides), Office 365, AI tools for automatic presentation creation, and Microsoft 365 Copilot in PowerPoint.
- Week 10: Introduction to the Internet and Web: Basics of the World Wide Web (Web 1.0 to 4.0 and beyond); Web browsers, chat rooms, Voice over IP (VoIP), GPS, newsgroups, RSS feeds, voicemail, online social networks, and firewalls; Search Engines (Google, Bing, etc.) and effective search techniques.
- Week 11: Electronic Commerce and Personal Finance: Electronic Business (Online shopping platforms); Personal finance and shopping applications.
- Week 12: ICT Tools for Digital Communication and Collaboration; Formal communication tools (Gmail, Microsoft Outlook, etc.); Managing meetings (Google Calendar, etc.); Video conferencing tools (Google Meet, Zoom, Microsoft Teams)
- Week 13: ICT Tools for Education and Health and Fitness: Learning Management Systems Google Classroom, etc.); Online Courses Platforms (Coursera, Udemy, edX, Khan Academy, etc.); Health and Fitness Applications (Google Fit, Samsung Health, Apple Health, Runkeeper).
- Week 14: ICT Tools for Social Networking: Social Media Platforms (LinkedIn, Facebook, Twitter, Instagram, etc.); Digital Citizenship: Online identity, reputation, and ethical use of social media (harassment, respectful communication).
- Week 15: Effective Use of AI Chatbots for Education: Utilizing AI Chatbots like ChatGPT, Gemini, Bing Copilot, Office 365 Copilot, and Grammarly for educational purposes.
- Week 16: Healthy Computing and Ethical Use of ICT: Ethical considerations in using ICT platforms and tools: copyright issues, plagiarism, content accuracy and integrity; Basics of Security, Privacy, and Cybercrimes: Malware (viruses, worms, Trojan horses), scareware, spyware, adware, spam; protection from malware.

Course Methodology:

The course will employ a blended learning approach, combining teacher-led instruction with hands-on activities, projects, and discussions.

Teacher-centered: Lectures will introduce key concepts and principles of ICT, hardware and software components, and ethical considerations.

Student-centered: Hands-on labs will allow students to gain practical experience with computer hardware, software applications, and online tools. Projects will encourage students to apply their knowledge and skills in a creative and innovative way. Discussions will foster critical thinking and exploration of ethical issues in the digital world.

Course Resources:

Rahman Ali and Asmat Ali (2023). Introduction to Computer & ICT (2nd Edition Vol. 2023). Peshawar, Pakistan: Al-ilum Publication.

Discovering Computers by Vermaat, Shaffer, and Freund.

GO! with Microsoft Office Series by Gaskin, Vargas, and McLellan.

Exploring Microsoft Office Series by Grauer and Poatsy.

Computing Essentials by Morley and Parker.

Kocoń, Jan, Igor Cichecki, Oliwier Kaszyca, Mateusz Kochanek, Dominika Szydło, Joanna Baran, Julita Bielaniewicz et al. "ChatGPT: Jack of all trades, master of none." Information Fusion 99 (2023): 101861.

Technology in Action by Evans, Martin, and Poatsy.Norton, P. (2006). Introduction to Computers, (6th Edition). Irwin McGraw-Hill Publications.

Aggarwal, Sakshi. "A Review of ChatGPT and its Impact in Different Domains." International Journal of Applied Engineering Research 18, no. 2 (2023): 119-123.

Perry, G. (2013). SAMs Teach Yourself Microsoft Office XP in 24 Hours, (3rd Edition). SAMS Publishing.

Perry, G. (2002). SAMs Teach Yourself Microsoft Windows XP in 24 Hours, (2nd Edition). SAMS Publishing.

Crumlish, C. (1997). The ABCs of the Internet, (2nd Edition). Sybex Inc.

Ramon, A., Mata-Toledo, Pauline, K., & Cushman. (2000). Schaum's Outline of Introduction to Computer Science (Latest Edition)., McGraw-Hill Professional

Course Title : Quantitative Reasoning (I)

Course Code : GE-

Credit Hours : 03

Total Week : 16

Total Hours : 48

Pre-requisite/s: Nil

Course Description:

Quantitative Reasoning (I) is an introductory-level undergraduate course that focuses on the fundamentals related to quantitative concepts and analysis. The course is designed to familiarize students with the basic concepts of mathematics and statistics and to develop students' abilities to analyze and interpret quantitative information. Through a combination of theoretical concepts and practical exercises, this course will also enable students cultivate their quantitative literacy and problem-solving skills while effectively expanding their academic horizon and breadth of knowledge of their specific major/field of study.

Course Objectives:

The course aims to cultivate numerical literacy, fundamental mathematical concepts, and statistical proficiency among students. By mastering the basics of arithmetic operations, units, conversions, and data presentation, students will develop a solid foundation in quantitative reasoning. Through exploration of fundamental mathematical concepts such as geometry, algebra, and sets, students will acquire problem-solving skills essential for analyzing real-world scenarios and applying mathematical principles. Additionally, the course will introduce students to fundamental statistical concepts including measures of central tendency, probability theory, and data interpretation, empowering them to make informed decisions and draw meaningful conclusions from data.

Student Learning Outcomes:

By the end of this course, students shall have:

1. Fundamental numerical literacy to enable them work with numbers, understand their meaning and present data accurately,
2. Understanding of fundamental mathematical and statistical concepts
3. Basic ability to interpret data presented in various formats including but not limited to tables, graphs, charts, and equations etc.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1:	Numerical Literacy: Number System and Basic Arithmetic Operations
Week 2:	Numerical Literacy: Units and Their Conversions, Dimensions, Area, Perimeter; Volume
Week 3:	Numerical Literacy: Rates; Ratios; Proportions; Percentages and Types and Sources of Data
Week 4:	Numerical Literacy: Measurement Scales; Tabular and Graphical Presentation of Data
Week 5:	Numerical Literacy: Quantitative Reasoning Exercises Using Number Knowledge
Week 6:	Fundamental Mathematical Concepts: Basics of Geometry (lines, angles, circles, polygons, etc.)
Week 7:	Fundamental Mathematical Concepts: Sets and Their Operations
Week 8:	Fundamental Mathematical Concepts: Relations, Functions, and Their Graphs
Week 9:	Fundamental Mathematical Concepts: Exponents, Factoring; simplifying Algebraic Expressions
Week 10:	Fundamental Mathematical Concepts: Algebraic and Graphical Solution of Linear and Quadratic Equations and Inequalities
Week 11:	Fundamental Mathematical Concepts: Quantitative Reasoning exercises Using Fundamental Mathematical Concepts
Week 12:	Fundamental Statistical Concepts: Population and Sample; Measures of central tendency, dispersion and data interpretation
Week 13:	Fundamental Statistical Concepts: Rules of counting (multiplicative, permutation and combination)
Week 14:	Fundamental Statistical Concepts: Basic probability theory
Week 15:	Fundamental Statistical Concepts: Introduction to random variables and their probability distributions
Week 16:	Fundamental Statistical Concepts: Quantitative reasoning exercises using fundamental statistical concepts

Course Methodology:

The course methodology integrates theoretical learning with hands-on practice to ensure a comprehensive understanding of numerical, mathematical, and statistical concepts. Through a combination of lectures, demonstrations, and interactive activities, students will engage with

each topic in a structured manner. Collaborative learning through group discussions and peer-to-peer interactions will encourage active engagement and enhance comprehension. Regular assessments and feedback sessions will track student progress and provide opportunities for refinement. Overall, the course methodology aims to foster a supportive and dynamic learning environment conducive to mastering numerical, mathematical, and statistical competencies.

Course Resources:

Quantitative Reasoning: Tools for Today's Informed Citizen" by Bernard L. Madison, Lynn and Arthur Steen

Quantitative Reasoning for the Information Age" by Bernard L. Madison and David M. Bressoud

Fundamentals of Mathematics" by Wade Ellis

Quantitative Reasoning: Thinking in Numbers" by Eric Zaslow.

Thinking Clearly with Data: A Guide to Quantitative Reasoning and Analysis" by Ethan Bueno de Mesquita and Anthony Fowler

Using and Understanding Mathematics: A Quantitative Reasoning Approach" by Bennett, J. O., Briggs, W. L., & Badalamenti, A

Discrete Mathematics and its Applications" by Kenneth H. Rosen

Statistics. Unlocking the Power of Data" by Robin H. Lock, Patti Frazer Lock, Kari Lock Morgan, and Eric F. Lock

Statistics for Technology: A Course in Applied Statistics" by Chatfield, C

Course Title : Islamic Studies

Course Code : GE-

Credit Hours : 02

Total Week : 16

Total Hours : 32

Pre-requisite/s: Nil

Course Description:

This course is designed to provide students with a comprehensive overview of the fundamental aspects of Islam, its beliefs, practices, history, and influence on society. It will further familiarize the students with a solid foundation in understanding Islam from an academic and cultural perspective. Through this course, students will have an enhanced understanding of Islam's multifaceted dimensions which will enable them to navigate complex discussions about Islam's historical and contemporary role, fostering empathy, respect, and informed dialogue.

Course Objectives:

This course aims to provide students with a comprehensive understanding of Islam, its foundational principles, and its role in shaping both historical and contemporary societies. Through exploration of key topics such as the core beliefs of Islam, the life and teachings of the Prophet Muhammad (Peace Be Upon Him), Islamic jurisprudence, and the status of family and society in Islam, students will develop a nuanced appreciation for the religion's theological, ethical, and legal dimensions. Moreover, the course seeks to contextualize Islam within broader historical and global frameworks, examining its contributions to civilization and its relevance in the modern world.

Student Learning Outcomes:

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

1. Demonstrate enhanced knowledge of Islamic foundational beliefs, practices, historical development, spiritual values, and ethical principles.
2. Describe basic sources of Islamic law and their application in daily life.
3. Identify and discuss contemporary issues being faced by the Muslim world including social challenges, gender roles and interfaith interactions.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1: Introduction to Islam: Definition of Islam and its Core Beliefs.
- Week 2: Introduction to Islam: The Holy Quran (introduction, revelation, and compilation)
- Week 3: Introduction to Islam: Hadith and Sunnah (compilation, classification, and significance)
- Week 4: Introduction to Islam: Key theological concepts and themes (Tawhid, Prophethood, Akhirah etc.)
- Week 5: Sirah of the Holy Prophet (Peace Be Upon Him) as Usma-i-Hasana: Life and legacy of the Holy Prophet PBUH; Diverse roles of the Holy Prophet PBUH (as an individual, educator, peace maker, leader etc.)
- Week 6: Islamic History and Civilization: World Before Islam
- Week 7: Islamic History and Civilization: The Rashidun Caliphate and expansion of Islamic rule
- Week 8: Islamic History and Civilization: Contribution of Muslim scientists and philosophers in shaping world civilization
- Week 9: Islamic Jurisprudence (Fiqh): Fundamental sources of Islamic jurisprudence
- Week 10: Islamic Jurisprudence (Fiqh): Pillars of Islam and their significance; Major schools of Islamic jurisprudence
- Week 11: Islamic Jurisprudence (Fiqh): Significance and principles of Ijtihad
- Week 12: Family and Society in Islam: Status and rights of women in Islamic teachings
- Week 13: Family and Society in Islam: Marriage, family, and gender roles in Muslim society
- Week 14: Family and Society in Islam: Family structure and values in Muslim society
- Week 15: Islam and the Modern World: Relevance of Islam in the modern world (globalization, challenges and prospects); Islamophobia, interfaith dialogue, and multiculturalism
- Week 16: Islam and the Modern World: Islamic viewpoint towards socio-cultural and technological changes

Course Methodology:

The course methodology combines historical inquiry, textual analysis, and critical reflection to provide students with a comprehensive understanding of Islam and its diverse manifestations. Through a combination of lectures, readings, and discussions, students will explore key concepts, texts, and historical events related to Islam. Interactive sessions will encourage

engagement with primary sources such as the Quran and Hadith, as well as secondary literature on Islamic theology, history, and jurisprudence. Group activities will facilitate critical thinking and application of knowledge to contemporary issues, fostering a deeper appreciation for the complexities of Islamic thought and practice.

Course Resources:

The Five Pillars of Islam: A Journey Through the Divine Acts of Worship by Muhammad Mustafa Al-Azami

The Five Pillars of Islam: A Framework for Islamic Values and Character Building by Musharraf Hussain

Towards Understanding Islam by Abul A' la Mawdudi

Islamic Civilization Foundations Belief & Principles by Khurshid Ahmad

An Introduction to Islamic Theology by John Renard.

Islamic Civilization Foundations Belief & Principles by Abul A' la Mawdudi

Women and Social Justice: An Islamic Paradigm" by Dr. Anis Ahmad

Islam: Its Meaning and Message" by Khurshid Ahmad

Course Title : Principles of Management

Course Code : MGT-101

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Nil

Course Description:

This course is designed to give an overview of the theory and practice of management. The concept of management is presented as a discipline as well as a process. The course will cover the evolution of management, its history, and the development of important concepts. It will cover the basic functions of management: planning, organizing, leading, and controlling.

Course Objectives:

The objectives of this course are:

1. To expose students to the theories of management, organizational theory, and the practice of management in contemporary organizations from a conceptual, analytical, and pragmatic perspective.
2. The course will also allow students to develop their own framework for analyzing and understanding management as well as exploring and developing their own personal philosophy of management.
3. The students would be able to communicate effectively, develop people, solve problems and make decisions, organize themselves and also would be able to work in a team.

Student Learning Outcomes:

Learning outcomes include:

1. Gain a comprehensive understanding of foundational management theories and principles.
2. Develop essential managerial skills such as decision-making, communication, and problem-solving.

3. Explore various management functions including planning, organizing, leading, and controlling.
4. Apply theoretical knowledge to real-world scenarios through case studies and practical exercises, preparing for effective leadership roles in diverse organizational settings.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1:	Foundation of Management Thinking
Week 2:	The Evolution of Social Cognitive Theory
Week 3:	Environment, National Culture and Management Practices
Week 4:	Planning & Strategic Management
Week 5:	The Escalation of Commitment: Step Toward an Organizational theory; Decision Making
Week 6:	Organization and Structure
Week 7:	Controlling
Week 8:	Human Resource Management
Week 9:	Communicating
Week 10:	Personality and Human Behavior
Week 11:	Motivation: Theories and Styles; How Job Characteristics Theory Happened; On the Origins of Expectancy Theory
Week 12:	Leadership & Leader's styles; Team and Teamwork Management; External Influences & Globalization
Week 13:	Technology, The market, Competition and the External environment; Internationalization and Globalization; Management Practices
Week 14:	Management Skills and Competencies; Entrepreneurship; Stress Management
Week 15:	Change Management; Managing Organizational Conflict, Politics and Negotiation
Week 16:	Ethics and Social Responsibility; New Management Paradigms

Course Methodology:

This course involves a mix of theoretical lectures, case studies, interactive discussions, and real-world simulations, fostering critical thinking and practical application of management theories to prepare students for leadership roles in diverse organizational settings.

Course Resources:

- Hill, W. L. C., & McShane, S. (2006). *Principles of Management*. PA, USA: McGraw-Hill Professional.
- Carpenter, M. (2009). *Principles of Management*. Flat World Knowledge, Inc.
- Certo, C. S., & Certo, T. S. (2015). *Modern Management: Concepts and Skills*. NJ, USA: Prentice- Hall.
- Robbins, P. S., De Cenzo, A. D., & Coulter, M. (2014). *Fundamentals of Management: Essential Concepts and Applications*. NJ, USA: Prentice- Hall.
- Hannagan, T. (2009). *Management: Concepts & Practices*. NJ, USA: Prentice- Hall.

Mejia, Balkin, & Cardy. (2006). *Management*, (3rd Edition). McGraw-Hill.
Morden, T. (2004). *Principles of Management*, (2nd Edition). Ashgate.
Bateman, S. (2002). *Management Competing in New Era*, (5th Edition). McGraw-Hill.

Course Title : **Civics and Community Engagement**

Course Code : **GE-**

Credit Hours : **02**

Total Week : **16**

Total Hours : **32**

Pre-requisite/s: Nil

Course Description:

This course is designed to provide students with fundamental knowledge about civics, citizenship, and community engagement. In this course, the students will learn about the essentials of civil society, government, civic responsibilities, inclusivity, and effective ways to participate in shaping the society which will help them apply theoretical knowledge to the real-world situations to make a positive impact on their communities.

Course Objectives:

This course aims to provide students with a comprehensive understanding of civics, citizenship, and civic engagement in the context of Pakistan's society and governance. Through exploration of fundamental concepts such as democracy, rights, and responsibilities, students will develop a nuanced appreciation for the role of citizens in shaping their communities and nation. Moreover, the course seeks to foster critical thinking and ethical decision-making by examining the relationship between civic engagement and social justice, emphasizing the importance of accountability, non-violence, and inclusivity.

Student Learning Outcomes:

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

1. Demonstrate fundamental understanding of civics, government, citizenship and civil society.
2. Understand the concept of community and recognize the significance of community engagement for individuals and groups.
3. Recognize the importance of diversity and inclusivity for societal harmony and peaceful co-existence.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Civics and Citizenship: Concepts of Civics, Citizenship and Civic Engagement; Foundation of Modern Society and citizenship; Types of Citizenship, Active, Participatory, Digital, etc.
- Week 3-4: State, Governance and Civil Society: Structure and Functions of Government in Pakistan; The Relationship Between Democracy and civil Society; Right to Vote and Importance of Political Participation and Representation
- Week 5-6: Rights and Responsibilities: Overview of fundamental rights and liberties of citizens under Constitution of Pakistan 1973; Civic responsibilities and duties; Ethical considerations in civic engagement (accountability, non-violence, peaceful dialogue, civility, etc.)
- Week 7-8: Community Engagement: concept, nature and characteristics of community; Community development and social cohesion
- Week 9-10: Community Engagement: Approaches to effective community engagement; Case studies of successful community driven initiatives
- Week 11-12: Advocacy and Activism: Public discourse and public opinion; Role of advocacy in addressing social issues; Social action movements
- Week 13-14: Digital Citizenship and Technology: The use of digital platforms for civic engagement; Cyber ethics and responsible use of social media; Digital divides and disparities (access, usage, socioeconomic, geographic, etc.) and their impacts on citizenship
- Week 15-16: Diversity, Inclusion and Social Justice: Understanding diversity in society (ethnic, cultural, economic, political etc.; Youth, women and minorities' engagement in social development; Addressing social inequalities and injustices in Pakistan; Promoting inclusive citizenship and equal rights for societal harmony and peaceful co-existence

Course Methodology:

Through a combination of lectures, discussions, and interactive activities, students will explore key concepts and theories related to governance, democracy, rights, and responsibilities. Additionally, guest speakers and field visits may be incorporated to provide firsthand insights into community engagement and advocacy efforts. The course will also utilize digital platforms and technology to explore the role of digital citizenship and its impact on civic participation. Emphasis will be placed on critical thinking, ethical considerations, and inclusive dialogue to foster a deeper understanding of diversity, inclusion, and social justice issues.

Course Resources:

Civics Today: Citizenship, Economics, & You by McGraw-Hill Education
 Citizenship in Diverse Societies by Will Kymlicka and Wayne Norman
 Engaging Youth in Civic Life by James Youniss and Peter Levine
 Digital Citizenship in Action: Empowering Students to Engage in Online Communities by Kristen Mattson
 Globalization and Citizenship: In the Pursuit of a Cosmopolitan Education by Graham Pike and David Selby
 Community Engagement: Principles, Strategies, and Practices by Becky J. Feldpausch and Susan M. Omilian
 Creating Social Change: A Blueprint for a Better World by Matthew Clarke and Marie-Monique Steckel

Course Title : Expository Writing

Course Code : GE-

Credit Hours : 03

Total Week : 16

Total Hours : 48

Pre-requisite/s: Functional English

Course Description:

Expository Writing is a sequential undergraduate course aimed at refining writing skills in various contexts. Building upon the foundation of the pre-requisite course, Functional English, this course will enhance students' abilities of producing clear, concise and coherent written texts in English. The course will also enable students to dissect intricate ideas, to amalgamate information and to express their views and opinions through well-organized essays. The students will further be able to refine their analytical skills to substantiate their viewpoints using credible sources while adhering to established ethical writing norms. Additionally, the course will highlight the significance of critical thinking enabling students to produce original and engaging written texts.

Course Objectives:

This course aims to equip students with the essential skills needed to effectively communicate complex ideas and information through written expression. Throughout the course, students will refine their ability to craft clear, organized, and coherent prose, with an emphasis on logical structure, evidence-based arguments, and persuasive techniques. By engaging with a variety of texts and genres, students will develop critical reading and analytical skills, enabling them to evaluate and respond thoughtfully to different rhetorical situations. Moreover, the course seeks to cultivate students' creativity and individual voice while honing their proficiency in grammar, style, and mechanics.

Student Learning Outcomes:

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

1. Understand the essentials of the writing process integrating pre-writing, drafting, editing and proof reading to produce well-structured essays.
2. Demonstrate mastery of diverse expository types to address different purposes and audiences.
3. Uphold ethical practices to maintain originality in expository writing.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1: Introduction to Expository Writing: Understanding expository writing (definition, types, purpose and applications)
- Week 2: Introduction to Expository Writing: Characteristics of effective expository writing (clarity, coherence and organization); Introduction to paragraph writing

Week 3:	The Writing Process: Pre- writing techniques (brainstorming, free-writing, mind-mapping, listing, questioning and outlining etc.)
Week 4:	The Writing Process: Drafting (three stage process of drafting techniques); Revising and editing (ensuring correct grammar, clarity, coherence, conciseness etc.)
Week 5:	The Writing Process: Proof reading (fine-tuning of the draft); Peer review and feedback (providing and receiving critique
Week 6:	Essay Organization and structure: Introduction and hook (engaging readers and introducing the topic); Thesis statement (crafting a clear and focused central idea)
Week 7-8:	Essay Organization and structure: Body Paragraphs (topic sentences, supporting evidence and transitional devices; Conclusion (types of concluding paragraphs and leaving an impact); Ensuring cohesion and coherence (creating seamless connections between paragraphs
Week 9:	Different Types of Expository Writing: Description; Classification; Cause and Effect (exploring causal relationships and outcomes)
Week 10:	Different Types of Expository Writing: Process analysis (explaining step-by-step procedures; Comparative analysis (analyzing similarities and differences)
Week 11:	Writing for Specific Purposes and Audiences: Different types of purposes (to inform, to analyze, to persuade, to entertain etc.); Writing for academic audiences (formality, objectivity, and academic conventions)
Week 12:	Writing for Specific Purposes and Audiences: Writing for public audiences (engaging, informative and persuasive language)
Week 13:	Writing for Specific Purposes and Audiences: Different tones and styles for specific purposes and audiences
Week 14:	Ethical Considerations: Ensuring original writing (finding credible sources, evaluating information etc.); Proper citation and referencing (APA, MLA, or other citation styles)
Week 15:	Ethical Considerations: Integrating quotes and evidences (quoting, paraphrasing, and summarizing)
Week 16:	Ethical Considerations: Avoiding plagiarism (ethical considerations and best practices)

Course Methodology:

The methodology emphasizes a process-oriented approach, the course encourages students to brainstorm, outline, draft, revise, and edit their compositions systematically. Various writing exercises and assignments are tailored to target specific aspects of expository writing, such as evidence integration, and clarity of expression. Additionally, discussions on rhetorical strategies and stylistic techniques deepen students' understanding of how to tailor their writing to different purposes and audiences. By fostering a supportive and collaborative learning environment, the course methodology empowers students to become proficient and confident expository writers.

Course Resources:

The St. Martin's Guide to Writing by Rise B. Axelrod and Charles R. Cooper

They Say/1Say: The Moves That Matter in Academic Writing by Gerald Graff and Cathy Birkenstein

Writing Analytically by David Rosenwasser and Jill Stephen.

Style: Lessons in Clarity and Grace by Joseph M. Williams and Joseph Bizup

The Elements of Style by William Strunk Jr. and E.B. White

Good Reasons with Contemporary Arguments by Lester Faigley and Jack Selzer
Writing to Learn: How to Write and Think - Clearly About Any Subject at All by William Zinsser
The Norton Field Guide to Writing by Richard Bullock, Maureen Daly Goggin, and Francine Weinberg
The Art of Styling Sentences by Ann Longknife and K.D. Sullivan
Writing Today" by Richard Johnson-Sheehan and Charles Paine

Course Title : **Macroeconomics**

Course Code : **ECO-102**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Nil

Course Description:

This introductory course immerses students in the fundamentals of macroeconomics, delving into global economic dynamics and their real-world impacts. From fiscal policy to international trade, students gain essential insights and analytical skills to understand and evaluate macroeconomic trends and policies with confidence.

Course Objectives:

In this course, students will grasp the foundational principles of macroeconomics, exploring topics such as the measurement of national income through various methodologies, the intricate role of money within the economy, and the drivers behind economic growth and stability. Through the lens of fiscal policy, they'll examine government spending, taxation, and their impact on aggregate supply and demand. Further investigation into inflation dynamics and the nuances of supply and demand shocks will provide a comprehensive understanding of economic fluctuations and their ramifications for Pakistan's macroeconomic landscape.

Student Learning Outcomes:

1. Broaden students' understanding of global economics and its impact on individuals, businesses, and societies.
2. Establish a robust foundation in macroeconomic principles, covering topics like aggregate demand, inflation, and fiscal policy.
3. Strengthen students' ability to interpret key macroeconomic indicators, enabling them to evaluate economic health and performance.
4. Investigate the causes and consequences of macroeconomic fluctuations, drawing from historical events and contemporary developments.
5. Assess the effectiveness of macroeconomic policy tools in stabilizing economies and managing key factors like inflation and unemployment.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students will complete assignments individually or in groups as instructed by the instructor, adhering to the rules and regulations of the university and the semester.

Course Contents:

- Week 1: National income accounting; Concept of GNP, GDP, circular flow of national income, measures (value added criteria, income & expenditure approach), precautions & cares to be taken in calculation
- Week 2-3: Money: Functions, forms and financial intermediaries, demand for and supply of money, quantity theory of money, its crude and sophisticated version, value of money, inflation, unemployment, velocity of money, how banks create money its limitations, quantity theory of money and AS & AD model
- Week 4: Determinants of national income; Consumption, saving & investment;
- Week 5: Fiscal policy: Impacts of government expenditure and taxation on NNP, recessionary & inflationary gaps, objectives of fiscal policy with aggregate supply and aggregate demand model, how deficit is financed & surpluses are used
- Week 6: IS/LM framework: Impact of fiscal & monetary policy on IS/LM curves & two market equilibrium
- Week 7-8: Inflation: Significances, inflationary & ant inflationary measures along with AS/AD model, demand pull and cost push inflation, Phillip curve & cost of inflation
- Week 9-10: Aggregate supply (AS) & Aggregate demand (AD) model; Components of aggregate demand, aggregate demand and national output, adjustment to equilibrium, S/R & LR (classical) AS curve, wages and AS, demand & supply shocks
- Week 11: Balance of payment: Significances, current, financial & capital account, equilibrium, disequilibrium causes and their impacts on country's internal & external status, ways to overcome BOP disequilibrium
- Week 12: Exchange rate: Types & determination of exchange rate, difference among fixed, floating & managed exchange rate, causes & consequences of appreciation & depreciation in exchange rate
- Week 13: Business cycles: Boom, Recession, Recovery, ways to overcome
- Week 14-15: Unemployment: Issues, dimensions, types, theories & cost of unemployment
- Week 16: Pakistan's macro-economic indicators; Current status of an economy, fiscal & policy statements, trade balances

Course Methodology:

Within our educational environment, we depart from conventional pedagogical approaches that center solely on textbook content dissemination. Instead, we embark on an intellectual journey as outlined in our course syllabus, requiring students to arrive prepared with insights relevant to the assigned topic. Engage with us as we delve deeply into expansive concepts and models, supported by meticulously chosen reading materials and compelling presentations. Your active participation, dialogue, and collaboration are not only encouraged but deemed essential, as they significantly impact your academic performance through meaningful interactions. Furthermore, assessments in this course adhere to a closed-book policy, necessitating students to demonstrate mastery unaided by external resources.

Course Resources:

- Parkins, M. (2011). Macro Economics, (10th Edition). New York Addison Wesley.
- Mensfield, E. (1992). Principles of Macro Economics, (7th Edition). New York W.W. Norton.
- Begg, D., Stanley, F., & Rudiger, D. (2003). Economics, (7th Edition). The McGraw-Hill.
- Nordous.D.W., & Samuelson, P. (2005). Macro Economics, (8th Edition). The McGraw-Hill.

Diulio, E. (1997). Schaum's Outline of Macroeconomics, (13th Edition). McGraw-Hill. Professional.

Course Title : **Ideology and Constitution of Pakistan**

Course Code : **GE-**

Credit Hours : **02**

Total Weeks : **16**

Total Hours : **32**

Pre-requisite/s: Nil

Course Description:

This course is designed to provide students with a fundamental exploration of the ideology and the constitution of Pakistan. The course focuses on the underlying principles, beliefs, and aspirations that have been instrumental in shaping the creation and development of Pakistan as a sovereign state. Moreover, the course will enable students to understand the core provisions of the Constitution of the Islamic Republic of Pakistan concerning the fundamental rights and responsibilities of Pakistani citizens to enable them function in a socially responsible manner.

Course Objectives:

The course "Ideology and Constitution of Pakistan" aims to provide a comprehensive understanding of the foundational principles that shaped Pakistan as a nation-state. It delves into the historical, political, and socio-cultural contexts that contributed to the formation of Pakistan's ideology, including the ideas of its founding fathers and the role of Islam in its identity. Additionally, the course examines the evolution and significance of Pakistan's constitution, exploring its drafting process, key principles, and amendments, to foster critical analysis and appreciation of the country's constitutional framework.

Student Learning Outcomes:

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

1. Demonstrate enhanced knowledge of the basis of the ideology of Pakistan with special reference to the contributions of the founding fathers of Pakistan.
2. Demonstrate fundamental knowledge about the Constitution of Pakistan 1973 and its evolution with special reference to state structure.
3. Explain about the guiding principles on rights and responsibilities of Pakistani citizens as enshrined in the Constitution of Pakistan 1973.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1: Introduction to Ideology of Pakistan: Definition and significance of ideology.

Week 2:	Introduction to Ideology of Pakistan: Historical context of the creation of Pakistan (with emphasis on socio-political, religious, and cultural dynamics of British India between 1857 till 1947).
Week 3:	Introduction to Ideology of Pakistan: Contributions of founding fathers of Pakistan in the freedom movement including but not limited to Allama Muhammad Iqbal, Muhammad Ali Jinnah., etc.
Week 4:	Introduction to Ideology of Pakistan: Contributions of women and students in the freedom movement for separate homeland for Muslims of British India.
Week 5:	Two-Nation Theory: Evolution of the Two-Nation Theory (Urdu-Hindi controversy, Partition of Bengal, Simla Deputation 1906, Allama Iqbal's Presidential Address 1930, Congress Ministries 1937 Lahore Resolution 1940).
Week 6:	Two-Nation Theory: Role of communalism and religious differences.
Week 7:	Introduction to the Constitution of Pakistan: Definition and importance of a constitution; Ideological factors that shaped the Constitution(s) of Pakistan (Objectives Resolution 1949).
Week 8:	Introduction to the Constitution of Pakistan: Overview of constitutional developments in Pakistan
Week 9:	Constitution and State Structure: Structure of Government (executive, legislature, and judiciary)
Week 10:	Constitution and State Structure: Distribution of powers between federal and provincial governments
Week 11:	Constitution and State Structure: 18th Amendment and its impact on federalism
Week 12:	Fundamental Rights, Principles of Policy, and Responsibilities: Overview of fundamental rights guaranteed to citizens by the Constitution of Pakistan 1973 (Articles 8-28)
Week 13:	Fundamental Rights, Principles of Policy, and Responsibilities: Overview of Principles of Policy (Articles 29-40)
Week 14:	Fundamental Rights, Principles of Policy, and Responsibilities: Responsibilities of the Pakistani citizens (Article 5)
Week 15:	Constitutional Amendments: Procedures for amending the Constitution
Week 16:	Constitutional Amendments: Notable constitutional amendments and their implications

Course Methodology:

The course integrates lectures, seminars, and discussions to explore historical narratives, political theories, and legal frameworks relevant to Pakistan's ideology and constitution. By fostering active participation and independent inquiry, the methodology aims to cultivate analytical skills and nuanced insights into Pakistan's ideological foundations and constitutional development.

Course Resources:

The Idea of Pakistan by Stephen P. Cohen
 Ideology of Pakistan by Javed Iqbal
 The Struggle for Pakistan by I.H. Qureshi
 Pakistan the Formative Phase by Khalid Bin Sayeed
 Pakistan: Political Roots and Development by Safdar Mahmood
 Ideology of Pakistan by Sharif-ul-Mujahid
 The Struggle for Pakistan: A Muslim Homeland and Global Politics by Ayesha Jalal
 Jinnah, Pakistan and Islamic Identity: The Search for Saladin by Akbar S. Ahmed
 The Making of Pakistan: A Study in Nationalism by K.K. Aziz

Pakistan: A New History by Ian Talbot
Pakistan in the Twentieth Century: A Political History" by Lawrence Ziring
The Constitution of Pakistan 1973". Original
Constitutional and Political Development of Pakistan" by Hamid Khan
The Parliament of Pakistan" by Mahboob Hussain
Constitutional Development in Pakistan" by G.W. Choudhury
Constitution-Making in Pakistan: The Dynamics of Political Order" by G.W. Choudhury

Course Title : **Quantitative Reasoning (II)**

Course Code : **GE-**

Credit Hours : **03**

Total Week : **16**

Total Hours : **48**

Pre-requisite/s: Quantitative Reasoning (I)

Course Description:

Quantitative Reasoning (II) is a sequential undergraduate course that focuses on logical reasoning supported with mathematical and statistical concepts and modeling / analysis techniques to equip students with analytical skills and critical thinking abilities necessary to navigate the complexities of the modern world. The course is designed to familiarize students with the quantitative concepts and techniques required to interpret and analyze numerical data and to inculcate an ability in students the logical reasoning to construct and evaluate arguments, identify fallacies, and think systematically. Keeping the pre-requisite course of Quantitative Reasoning (1) as its base, this course will enable students to further their quantitative, logical, and critical reasoning abilities to complement their specific major/field of study.

Course Objectives:

The course aims to equip students with essential skills in logic, mathematical modeling, and statistical analysis to enable them to make informed decisions and solve real-world problems. By delving into the principles of logic and critical reasoning, students will learn to evaluate arguments, identify fallacies, and construct valid propositions using deductive, inductive, and abductive approaches. Through mathematical modeling, students will develop proficiency in representing real-world phenomena using deterministic models, linear functions, and exponential growth models, enabling them to analyze and interpret complex systems. Furthermore, the course will introduce students to statistical modeling techniques, including bivariate analysis, regression, hypothesis testing, and inference, providing them with the tools to draw meaningful conclusions from data and make evidence-based decisions.

Student Learning Outcomes:

By the end of this course, students shall have:

1. Understanding of logic and logical reasoning,
2. Understanding of basic quantitative modeling and analyses,
3. Logical reasoning skills and abilities to apply them to solve quantitative problems and evaluate arguments,
4. Ability to critically evaluate quantitative information to make evidence-based decisions through appropriate computational tools.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1:	Logic, Logical and Critical Reasoning: Introduction and importance of logic
Week 2:	Logic, Logical and Critical Reasoning: Inductive, deductive and abductive approaches of reasoning
Week 3:	Logic, Logical and Critical Reasoning: Propositions, arguments (valid; invalid), logical connectives, truth tables and propositional equivalences
Week 4:	Logic, Logical and Critical Reasoning: Logical fallacies; Venn Diagrams
Week 5:	Logic, Logical and Critical Reasoning: Predicates and quantifiers; Quantitative reasoning exercises using logical reasoning concepts and techniques
Week 6:	Mathematical Modeling and Analyses: Introduction to deterministic models; Use of linear functions for modeling in real-world situations
Week 7:	Mathematical Modeling and Analyses: Modeling with the system of linear equations and their solutions
Week 8:	Mathematical Modeling and Analyses: Elementary introduction to derivatives in mathematical modeling
Week 9:	Mathematical Modeling and Analyses: Linear and exponential growth and decay models
Week 10:	Mathematical Modeling and Analyses: Quantitative reasoning exercises using mathematical modeling
Week 11:	Statistical Modeling and Analysis: Introduction to probabilistic models
Week 12:	Statistical Modeling and Analysis: Bivariate analysis, scatter plots
Week 13:	Statistical Modeling and Analysis: Simple linear regression model and correlation analysis; Basics of estimation and confidence interval
Week 14:	Statistical Modeling and Analysis: Testing of hypothesis (z-test; t-test)
Week 15:	Statistical Modeling and Analysis: Statistical inference in decision making
Week 16:	Statistical Modeling and Analysis: Quantitative reasoning exercises using statistical modeling

Course Methodology:

The course methodology is structured to foster a deep understanding of logical, mathematical, and statistical concepts through a blend of theoretical instruction and practical application. Lectures and discussions will introduce students to foundational principles in logic, critical reasoning, mathematical modeling, and statistical analysis, emphasizing the importance of each topic and its relevance to real-world scenarios. Hands-on activities, such as constructing truth tables, solving mathematical models, and conducting statistical analyses, will provide students with practical experience and reinforce their understanding of key concepts. Regular assessments, feedback, and discussions will promote active engagement and enable students to track their progress throughout the course.

Course Resources:

Using and Understanding Mathematics: A Quantitative Reasoning Approach by Bennett, J. O., Briggs, W. L., & Badalamenti, A
Discrete Mathematics and its Applications by Kenneth H. Rosen

Discrete Mathematics with Applications by Susanna S. Epp.
Applied Mathematics for Business, Economics and Social Sciences by Frank S Budnick
Elementary Statistics: A Step by Step Approach by Allan Bluman
Introductory Statistics by Prem S. Mann
Applied Statistical Modeling by Salvatore Babones
Barrons SAT by Sharvon Weiner Green, M.A and Ira K.Wolf

Course Title : **Fundamentals of Accounting**

Course Code : **ACC-101**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Introduction to Business

Course Description:

The syllabus for Fundamentals of Accounting (FOA) introduces the candidate to the fundamentals of the regulatory framework relating to accounts preparation and to the Qualitative characteristics of useful financial information. The syllabus then covers the principles of accounts preparation, including an in-depth look at recording, processing, and reporting business transactions and events. The syllabus also covers reconciliations, preparation of a trial balance, error correction and suspense accounts, all of which will lead to the preparation of financial statements for incorporated and unincorporated entities. The syllabus then moves in two directions, firstly requiring the preparation of basic consolidated financial statements from the individual financial statements of entities within a group; and secondly requiring candidates to be able to conduct a basic interpretation of financial statements.

Course Objectives:

The overall aim of the syllabus is to develop knowledge and understanding of the underlying principles and concepts relating to financial accounting and technical proficiency in the use of double-entry bookkeeping, including the preparation of basic financial statements.

Student Learning Outcomes:

On successful completion of this examination, candidates should be able to:

1. Explain the context and purpose of financial reporting
2. Define the accounting principles, concepts and qualitative characteristics of useful financial information
3. Demonstrate the use of double-entry bookkeeping and accounting systems
4. Record transactions and events
5. Perform reconciliations
6. Prepare a trial balance
7. Prepare financial statements
8. Prepare basic consolidated financial statements
9. Interpret financial statements

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):**Project 1: Capstone Project on Accounting Cycle**

Students will be required to do a capstone project on accounting cycle from initial recognition of the transactions to preparing the financial statements for a small company based on the applicable accounting framework.

Project 2: Create accounting system for a Small Company in Excel.

Students will be required to create an automated accounting system in excel specifically for a small company.

Course Contents:

- Week 1-2: The context and purpose of financial reporting: The scope and purpose of financial statements for external reporting; Stakeholders' needs; The main elements of financial reports; The regulatory framework; Duties and responsibilities of those charged with governance; The qualitative characteristics of financial information; Qualitative characteristics of useful financial information
- Week 3-4: The use of double-entry bookkeeping and accounting systems: Double-entry bookkeeping principles including the maintenance of accounting records; General ledger accounts and journal entries
- Week 5-6: Recording transactions and events: Sales and purchases; Cash; Inventories; Tangible non-current assets; Depreciation; Intangible non-current assets and amortization; Accruals expenses (accruals), prepaid expenses (prepayments), accrued income, and deferred income; Receivables and payables; Provisions and contingencies 10. Capital structure and finance costs
- Week 7: Preparing a trial balance; Trial balance; Correction of errors; Suspense accounts
- Week 8-9: Preparing financial statements: Statement of financial position; Statement of profit or loss and other comprehensive income; Disclosure notes; Events after the reporting period; Statement of cash flows (excluding partnerships)
- Week 10-11: Reconciliations: Bank reconciliations; Trade payables account reconciliations
- Week 12-13: Preparing basic consolidated financial statements; Subsidiaries; Associates
- Week 14: Interpretation of financial statements: Importance and purpose of analysis of financial statements; Ratios; Analysis of financial statements
- Week 15-16: Complete Capstone Project and Present Project on Automated Accounts of Small Company in Excel

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Financial Accounting (FA/FFA) by BPP Learning Media and Kaplan Publishing (Updated edition).

Introduction to accounting (ICAP Study Text) Updated Edition

Course Title : Management Information Systems in Commerce

Course Code : MGT-102

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Applications of ICT

Course Description:

This course equips commerce and management students with a comprehensive understanding of Management Information Systems (MIS) and their critical role in modern business operations. Students will explore the fundamental concepts of information systems, various types of business information systems, and how they are used to solve business problems and gain a competitive edge. Through lectures, discussions, hands-on exercises, and projects, students will develop the skills to analyze business needs, design and develop information systems, utilize databases for information management, and leverage Business Intelligence (BI) tools for data analysis.

Course Objectives:

1. Students will gain a solid understanding of the role of information systems in business, their evolution, and key components.
2. Students will be able to identify and differentiate between different types of information systems used for business operations and management support.
3. Students will develop the ability to apply the System Development Life Cycle (SDLC) methodology for designing and developing information systems to address business challenges.
4. Students will acquire foundational knowledge of databases, relational database management systems (DBMS), and E-R modeling for data management.
5. Students will be introduced to Business Intelligence (BI) tools and technologies for performance measurement and data analysis.
6. Students will explore the emerging trends in information systems, including Big Data, Data Mining, and Artificial Intelligence (AI) applications in business.

Student Learning Outcomes:

1. Define: Define key terms related to information systems (information system, business information system, data, hardware, software, database).
2. Classify: Classify different types of information systems based on their function (e.g., transaction processing, management support, collaborative).
3. Analyze: Analyze business problems and identify how information systems can be used to solve them.
4. Apply: Apply the SDLC methodology to various stages of information system development (system design, coding, testing).
5. Model: Model data relationships using Entity-Relationship (E-R) diagrams for relational database design.
6. Utilize: Utilize basic functionalities of a DBMS (e.g., MS Access) for creating and managing databases.
7. Evaluate: Evaluate the performance of business processes using Key Performance Indicators (KPIs) and BI tools.
8. Explain: Explain the concepts of data mining, big data, and their applications in business.
9. Identify: Identify potential applications of Artificial Intelligence (AI) and Machine Learning in business contexts.

Course Assessment:

As per the Semester Regulations

Course Projects (Assignments):

Weekly quizzes and assignments: Assess understanding of key concepts and concepts related to information systems and database management.

Midterm project: Develop a conceptual design for an information system to address a specific business challenge (e.g., inventory management, customer relationship management).

Final project: Design and develop a functional prototype of a database application using a chosen DBMS (e.g., MS Access) to address a chosen business problem.

Class participation: Active participation in discussions, case studies, and group activities demonstrates engagement with the course material.

Course Contents:

- Week 1: Introduction to Information Systems in Business; Review of computer hardware, software, operating systems, and data communication networks; Definition of information systems, business information systems, and their importance in business; Components of information systems (input, processing, output, storage); Evolution of business information systems from manual record-keeping to modern digital technologies.
- Week 2-3: Fundamentals of Information Systems; Types of Information Systems for Business Operations: Transaction Processing Systems (TPS), Process Control Systems (PCS), Collaborative Information Systems (CIS); Types of Information Systems for Management Support: Management Information Systems (MIS), Decision Support Systems (DSS), Executive Information Systems (EIS), Group Decision Support Systems (GDSS); Other Information Systems: Expert Systems (ES) and others
- Week 4: Solving Business Problems with Information Systems (continued): Systems Development Life Cycle (SDLC) methodology; System Investigation, System Analysis, Requirements Engineering, System Design (including algorithm, flowchart, and pseudocode), Coding, Testing/verification and Deployment/Implementation, Maintenance/support
- Week 5-6: Fundamentals of Databases (Information Management): Database concepts, Database Management Systems (DBMS), database architecture; Types of databases: Relational databases; Entity-relationship (E-R) modeling for database design and development.
- Week 7-8: Utilizing DBMS in Practical Application: Applying the SDLC methodology for designing and developing information systems using a chosen DBMS (e.g., MS Access, MS SQL Server, Oracle); Examples: Sales Information Systems, Inventory Management Systems, Payroll Systems.
- Week 9-10: Foundations of Business Intelligence (BI) and Business Analytics: Introduction to BI Tools and Technologies; Performance Management and Key Performance Indicators (KPIs): Defining KPIs and using BI tools for performance tracking and analysis.
- Week 11-12: Big Data and Data Analysis: Basic concepts of Data Mining, Big Data, Data Warehousing, Data Marts, and Online Analytical Processing (OLAP).
- Week 13-14: Artificial Intelligence (AI) in Information Systems: Basic concepts of Machine Learning, Deep Learning, and Large Language Models (e.g., ChatGPT, Gemini) and their applications in businesses; Expert Systems: Types and applications in businesses.

Week 15-16: Achieving Operational Excellence and Customer Intimacy: Fundamentals of Enterprise Resource Planning (ERP) systems; Analyzing freely available ERP systems for business applications; Understanding SAP (Systems Applications Products) as a leading ERP system.

Course Methodology:

The course will employ a blended learning approach, combining teacher-centred instruction with interactive activities, case studies, hands-on projects, and group work.

Teacher-centered: Lectures will introduce foundational concepts of information systems, different types of business information systems, and the SDLC methodology.

Student-centered: Case studies will encourage students to analyze real-world business scenarios and explore the role of information systems. Hands-on labs will provide students with practical experience in database management using a DBMS. Group projects will allow students to apply their knowledge to design and develop information system solutions.

Course Resources:

Rahman Ali & Asmat Ali, "Management Information Systems (MIS)" 1st Edition 2021, Al-Ilm Publication, Peshawar.

Irwin O'Brien, J. A. (2010). Management Information Systems, (10th Edition). Prentice- Hall.

Chaffey, D. (2003). Business Information Systems: Technology, Development, and Management for the E-Business. Financial Time/Prentice- Hall.

Bhatia, Parteek. Data mining and data warehousing: principles and practical techniques. Cambridge University Press, 2019.

W. H. Inmon, "Building the Data Warehouse", Wiley-India Edition.

O'Leary, Daniel E. Enterprise resource planning systems: systems, life cycle, electronic commerce, and risk. Cambridge university press, 2000.

Akter, Shahriar, and Samuel Fosso Wamba. "Big data analytics in E-commerce: a systematic review and agenda for future research." Electronic Markets 26 (2016): 173-194.

Eckstein, Jonathan, and Bonnie R. Schultz. Introductory relational database design for business, with Microsoft Access. John Wiley & Sons, 2018.

Ralph Kimball, "The Data Warehouse Toolkit – Practical Techniques for Building Dimensional Data Warehouse," John Wiley & Sons, Inc.

Gupta, G. U. (1998). Management Information System. Galgotia Publication.

George, R. R. (2009). Management Information System, (1st Edition). Cengage Learning.

Course Title : **Environmental Economics**

Course Code : **ECO-103**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Nil

Course Description:

Environmental economics is a course in applied welfare economics and considers the efficient and equitable use of society's scarce environmental resources. The course explains the interdependencies between the environment and the economy. The course focuses on market failure, particularly externalities and common property resources and studies the economics

valuation of environmental amenities such as clear air and ecological systems. It also discusses issues of sustainability, conservation and preservation of natural resources.

Course Objectives:

Course objectives include: (i) to demonstrate how environmental problems such as global warming, ozone depletion, air and water pollution are threats to the global economy, (ii) to understand how environmental problems can be approached and analyzed using economic theory.

Student Learning Outcomes:

Following are the learning outcomes of this course:

1. A comprehensive understanding of the economic principles underlying environmental issues and policies.
2. Proficiency in analyzing the costs and benefits of environmental degradation and conservation efforts, as well as evaluating the effectiveness of various policy instruments such as taxes, subsidies, and cap-and-trade systems.
3. Ability to assess the economic impacts of environmental regulations on different stakeholders and industries, and they will be equipped with the skills to propose and evaluate solutions for sustainable resource management and environmental protection.
4. Develop capacity to apply economic theory to real-world environmental challenges, preparing them to make informed decisions and contribute positively to environmental policy and management initiatives.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students will complete assignments individually or in groups as instructed by the instructor, adhering to the rules and regulations of the university and the semester.

Course Contents:

Week 1:	Introduction: An introduction to Environmental Economics; Economy-Environment Interdependence; Main Environmental Problems, Environmental Economics-An Overview
Week 2:	Reasons of Studying Environmental Economics: Market Failure, Externalities; Imperfect Competition; Dynamic Decisions and irreversible Consequences; Public vs Private Goods; Property Rights and Open Access Resources
Week 3:	Economic Efficiency and Social Efficiency: Review of Basic Concepts; Economic Approach and Economic Efficiency; Social Decision Making and Socially Efficient Level
Week 4-5:	Externalities: Private Costs and Benefits; Social Costs and Benefits; External Costs and Benefits; Partial Welfare Analysis of External Effects; Benefits and Costs of Environmental Resources; Regulation of External Effects
Week 6:	Environmental Pollution and Control Mechanisms: Pollution Control: Targets; Pollution Flows and Stocks; Privately and Socially Efficient Level of Pollution; Pollution Control: Instruments
Week 7-8:	Command and Control Instruments: Economic (Market-based) Instruments; Institutional Instruments; Instruments: Taxes, Subsidies, Tradable Permits; Pigouvian Taxation

- Week 9: Criteria for Evaluating Environmental Policies: Cost Efficiency and Cost Effectiveness
- Week 10-11: Economic Valuation: Concepts and Measurement of Value for Decision Making; Direct Method of Valuation and Indirect Method of Valuation; contribution of Non-Market Valuation Methods; Hedonic Models
- Week 12: Sustainability and Development: Limits to Growth; The Origins of the Sustainability Problem; The Pursuit of Sustainable Development;
- Week 13-14: Population Growth and Natural Resources: Impact of Population Growth on Economic Development; Poverty, Population and Natural Resources; Poverty, Inequality and Natural Resources
- Week 15: Input-Output Analysis, Technology and Environment: Origin, Derivation and Usefulness of the Model
- Week 16: Global Environmental Problems: Global Environmental Problems; Role of International Environmental Treaties in Control of Global Pollution

Course Methodology:

The Environmental Economics course adopts an interactive and multidisciplinary approach to learning, blending theoretical concepts with practical applications to address complex environmental challenges. Through a combination of lectures, seminars, and case studies, students will explore the economic principles underlying environmental issues and policies. They will engage in discussions and debates, analyze real-world environmental problems, and evaluate the economic incentives and disincentives that shape environmental decision-making. Field trips and guest lectures from industry experts will provide valuable insights into the practical implementation of environmental economics concepts.

Course Resources:

- Field, B.C., & Field, M. (2002). Environmental Economics: An Introduction. Boston: Mc Graw Hill
- Hanley, N., Shogren, J. F., & White, B. (2nd ed.). Environmental Economics in Theory and Practice. Palgrave Macmillan
- Perman, R., Yue, M., Common, M., Maddison, D., & McGilvary, J. (2011). Natural Resources and Environmental Economics (4th ed.) Pearson Addison Wesley
- Tietenberg, T. H., & Lewis, L. (2012). Environmental and Natural Resources Economics (9th ed.) Pearson Addison Wesley

Course Title : **Sociology**

Course Code : **GE-**

Credit Hours : **02**

Total Week : **16**

Total Hours : **32**

Pre-requisite/s: Nil

Course Description:

A course in sociology offers students a comprehensive exploration of the social world, focusing on the study of human behavior, social institutions, and societal structures. Through lectures, discussions, and readings, students examine key sociological concepts such as socialization, power, culture, and social change. Students learn to analyze social phenomena from multiple perspectives and apply sociological theories to understand complex social issues, and critically

evaluate the ways in which social forces impact human lives. Ultimately, the course seeks to cultivate a deeper understanding of society and its dynamics, fostering critical thinking, empathy, and a commitment to social justice.

Course Objectives:

The objective of this course is to provide students with a foundational understanding of sociological principles, theories, and methods. Students will explore key sociological concepts such as social structure, culture, socialization, inequality, and social change. Objectives include developing the ability to critically analyze social phenomena, apply sociological perspectives to everyday life, and recognize the interconnectedness of individuals, groups, and institutions within society. Overall, the course aims to foster a deeper appreciation for the complexity of human societies and the role of sociology in illuminating patterns of behavior, social relationships, and societal dynamics.

Student Learning Outcomes:

Upon completion of this course students will demonstrate a comprehensive understanding of sociological concepts, theories, and methods.

1. They will be able to critically analyze social phenomena, recognize the influence of social structures and institutions on individual behavior and society at large, and apply sociological perspectives to diverse contexts.
2. They will cultivate a sociological imagination, enabling them to understand the connections between personal experiences and broader social patterns.
3. They will gain insight into contemporary social issues, develop empathy and cultural awareness, and engage in informed discussions on topics such as inequality, social change, and globalization. Overall, the course fosters critical thinking, analytical skills, and a deeper appreciation for the complexities of human society.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1:	Introduction; Nature, scope and subject matter of Sociology; Brief historical development of Sociology; Introduction to Quranic Sociology
Week 2:	Society and community; Relationship with society; Social Interaction Processes The study of social life; Exploring the global village; Sociology as a science; The Social imagination.
Week 3:	The development of Sociology; Pioneers of Sociology
Week 4:	Social groups; Definition and functions; Types of social groups
Week 5:	Social institutions; Definition; Structure and function of social institutions; Inter-relationships among various social institutions
Week 6-7:	Culture and related concepts; Definition and aspects of culture; Elements of culture; Organization of culture; Other concepts, cultural relativism, sub-cultures, ethnocentrism, cultural lag
Week 8:	Socialization and personality; Role and status; Socialization; Culture and personality

- Week 9-10: Deviance and social control; Definition and types of deviance; Juvenile delinquency; Formal and informal methods of social control
- Week 11: Social stratification; Approach to study social stratification; Caste class and race as basics of social stratification
- Week 12-14: Concept of social movement; Theories of social movement; Social and cultural change; Collective behavior; Definition; Characteristics; Causes; Types; Social movements; Mob and crowd behavior
- Week 15-16: Social and cultural change; Definition of social change; Dynamics of social change; Impact of globalization on society and culture; Resistance to change

Course Methodology:

The course methodology for Sociology combines lectures, discussions, and interactive activities to engage students in the study of sociological concepts and theories. Lectures provide foundational knowledge, while discussions encourage critical thinking and application of sociological principles to real-world scenarios. Interactive activities, such as group projects, case studies, and role-playing exercises, promote active learning and facilitate deeper understanding of course material.

Course Resources:

Kendall, D. (2013). Sociology in our Times, (9th Edition). Wadsworth.

James, M. H. (2014). Sociology, (11th Edition). Needham Heights, Massachusetts, USA.

Kendall, D. (2013). Sociology in our Times, (9th Edition). Wadsworth.

James, M. H. (2014). Sociology, (11th Edition), Needham Heights, Massachusetts, USA.

Macdonald, J.J. & Plummer, K. (2005). Sociology, A Global International, (3rd Edition). Prentice-Hall.

Tischler, H.L. (2002). Introduction to Sociology (7th Edition). Horcourt.

Bergar, G.J. & Sorokin, M.P. (1997). Sociology, Needham Heights, Massachusetts, USA.

Course Title : Introduction to Philosophy

Course Code : GE-

Credit Hours : 02

Total Week : 16

Total Hours : 32

Pre-requisite/s: Nil

Course Description:

Introduction to Philosophy offers a comprehensive exploration of the fundamental inquiries and concepts that shape human understanding and existence. Delving into the rich tapestry of philosophical thought, students examine the scope of philosophy, including ontology, epistemology, axiology, logic, aesthetics, and ethics. They critically evaluate the value and significance of philosophy in relation to religion and science, exploring various theories of knowledge such as rationalism, empiricism, and idealism. Metaphysical problems are scrutinized, including the existence of God, human immortality, and freedom of will. The course also delves into theories and kinds of evolution, from Darwinian and Lamarckian theories to Maulana Rumi's and Allama Iqbal's perspectives.

Course Objectives:

The objectives of Introduction to Philosophy encompass a multifaceted exploration of foundational concepts and inquiries within the field. Students will develop a comprehensive understanding of the scope of philosophy, including its branches such as ontology, epistemology, axiology, logic, aesthetics, and ethics. They will critically evaluate the value and significance of philosophy in relation to religion and science, discerning its role in shaping human thought and behavior. Through the examination of various theories of knowledge, from rationalism to materialism, students will cultivate analytical skills and the ability to assess philosophical perspectives critically.

Student Learning Outcomes:

Upon completing Introduction to Philosophy, students will:

1. Demonstrate proficiency in identifying and analyzing the scope of philosophy, including its branches such as ontology, epistemology, axiology, logic, aesthetics, and ethics.
2. Assess the value and importance of philosophy in relation to religion and science, developing the ability to articulate and defend their own philosophical perspectives.
3. Gain insight into various theories of knowledge, including rationalism, empiricism, idealism, materialism, and naturalism, enabling them to engage in thoughtful evaluation and critique.
4. Refine their analytical skills and deepen their understanding of complex philosophical concepts. Ultimately, the course aims to equip students with the critical thinking skills and philosophical acumen necessary for navigating contemporary issues and engaging in meaningful intellectual discourse.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the institution and the current semester.

Couse Contents:

Week 1-2:	Definition of Philosophy; Scope of Philosophy: (i) Ontology (ii) Epistemology (iii) Axiology, Logic, Aesthetics, Ethics.
Week 3:	Value and importance of Philosophy
Week 4:	Philosophy and Religion
Week 5:	Philosophy and Science
Week 6:	Rationalism, Empiricism, Authoritarianism or Testimony, Mysticism,
Week 7:	Theories of knowledge: Idealism and kinds of idealism—Subjective idealism; Objectivism; Personal idealism; Critical evaluation of idealism
Week 8:	Theories of knowledge: Materialism and Naturalism. Mechanical Materialism and Dialectical Materialism.
Week 9:	Metaphysical problems of Philosophy: Existence of God, Pantheism; Deism
Week 10:	Metaphysical problems of Philosophy: Proofs for the existence of God (Cosmological, Ontological, Teleological Arguments)
Week 11:	Metaphysical problems of Philosophy: Human immortality; Freedom of will
Week 12:	Evolution: Kinds of evolution: (Mechanical Evolution, Teleological Evolution, Creative Evolution.)

- Week 13-15: Theories of Evolution: (a) Darwinian Theory of Evolution (Struggle for existence, survival of the fittest, Natural selection); (b) Lamarckian theory of Evolution; (c) Maulana Rumi's concept of Evolution; (d) Miskawaih concept of Evolution; (e) Allama Iqbal concept of Evolution
- Week 16: Presentations

Course Methodology:

Introduction to Philosophy employs a methodology designed to foster deep understanding and critical engagement with philosophical concepts. Through a combination of lectures, discussions, and interactive activities, students will explore the foundational inquiries of philosophy. They will participate in thought-provoking discussions, analyze primary texts, and engage in critical reflection on key philosophical ideas. Additionally, students will be encouraged to apply philosophical concepts to contemporary issues and real-world scenarios, fostering an appreciation for the relevance of philosophy in modern society.

Course Resources:

Elements of Philosophy by Dr. Abdul Khaliq
 Fundamentals of Philosophy by David Stewart/H. Gene Blocker (Second Edition)
 Introduction to Philosophy by Patrick, G. T. W.
 Iqbal, Allama M., The Reconstruction of Religious Thought in Islam, Lahore, 1989
 R. A. Nicholson. (tr.) The Mathnawi of Jalaluddin Rumi, Lahore, 1989

Course Title : Cost and Management Accounting

Course Code : ACC-102

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Introduction to Business, Fundamentals of Accounting, Quantitative Reasoning

Course Description:

The syllabus for Management Accounting (MA)/FMA, introduces candidates to elements of management accounting which are used to make and support decisions. The syllabus starts by introducing the nature, the source and purpose of management information followed by the statistical techniques used to analyse data. Then the syllabus addresses cost accounting and the costing techniques used in business which are essential for any management accountant. The syllabus then looks at the preparation and use of budgeting and standard costing and variance analysis as essential tools for planning and controlling business activities. The syllabus concludes with an introduction to measuring and monitoring the performance of an organization.

Course Objectives:

To develop knowledge and understanding of management accounting techniques to support management in planning, controlling and monitoring performance in a variety of business contexts.

Student Learning Outcomes:

On successful completion of this exam, candidates should be able to:

1. Explain the nature, source and purpose of management information
2. Explain and apply data analysis and statistical techniques
3. Explain and apply cost accounting techniques
4. Prepare budgets for planning and control
5. Compare actual costs with standard costs and analyse any variances
6. Explain and apply performance measurements and monitor business performance.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Project 1: Capstone Project on Cost Accounting

Project 2: Presentation /Quiz

Students will do Financial Statement Analysis for a specific company in Excel.

Course Contents:

- Week 1-2: The nature, source and purpose of management information: Accounting for management; Sources of data; Cost classification; Presenting information
- Week 3-4: Data analysis and statistical techniques: Sampling methods; Analytical techniques in budgeting and forecasting; Summarizing and analyzing data; Spreadsheets
- Week 5-9: Cost accounting techniques: Accounting for material, labor and overheads; Absorption and marginal costing; Cost accounting methods; Alternative cost accounting principles
- Week 10-12: Budgeting: Nature and purpose of budgeting; Budget preparation; Flexible budgets; Asset budgeting and investment appraisal; Budgetary control and reporting; Behavioral aspects of budgeting
- Week 13-14: Standard costing: Standard costing system; Variance calculations and analysis; Reconciliation of budgeted and actual profit
- Week 15: Performance measurement: Performance measurement – overview; Performance measurement – application; Cost reductions and value enhancement; Monitoring performance and reporting
- Week 16: Complete Capstone Project and Presentation / Quiz

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Management Accounting (MA/FMA) by BPP Learning Media and Kaplan Publishing (Updated edition).

Cost and Management Accounting (ICAP Study Text) Updated edition

Course Title : Research Methods in Business

Course Code : COM-102

Credit Hours : 03

Total Week : 16
Total Hours : 48

Pre-requisite: Introduction to Business, Quantitative Reasoning

Course Description:

Students learn to identify and formulate a research question, select and apply appropriate quantitative and qualitative research methods, and present research findings. A strong focus is placed on ethical issues relevant for research in the business and economics disciplines. Topics include an introduction to research methodology; defining the problem statement; critical literature review; theoretical framework and hypothesis development; elements of research design; data collection methods; experimental designs; experimental designs; measurement of variables; sampling; research reports; research ethics; and a review of quantitative data analysis.

Course Objectives:

This course aims to equip students with the fundamental knowledge and skills necessary to conduct rigorous and ethical research in the field of business. Students will learn various research methodologies, including quantitative and qualitative approaches, and develop proficiency in data collection, analysis, and interpretation. Through practical exercises and case studies, students will understand how to formulate research questions, design research projects, and critically evaluate existing research literature. By the end of the course, students will be able to apply appropriate research methods to address real-world business problems, communicate research findings effectively, and make informed decisions based on evidence.

Student Learning Outcomes:

Upon completing this course, students should be able to:

1. Explain the hallmarks of scientific research.
2. Describe research problems clearly and precisely.
3. Conduct critical analysis of research in the various fields of business.
4. Develop a theoretical framework for a research project.
5. Design a study to address a research question.
6. Demonstrate familiarity with various data collection methods.
7. Distinguish between different types of experimental designs.
8. Operationally define variables.
9. Identify appropriate sampling design for different research questions.
10. Write a research report.
11. Demonstrate an appreciation for research ethics.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the institution and the current semester.

Course Contents:

- Week 1: Introduction to Research Methodology: What is research? Types of business research: applied and basic; Hallmarks of scientific research; Hypothetico-deductive method; Seven-step process in the hypothetico-deductive method
- Week 2: Research Process: Defining the Problem Statement: What makes a good problem statement? The research proposal; Ethical issues in the preliminary stages of investigation
- Week 3: Research Process: Critical Literature Review: Searching for literature; Evaluating the literature; Documenting the literature review
- Week 4-5: Research Process: Theoretical Framework and Hypothesis Development; Statement of hypotheses: formats; Hypothesis testing with qualitative research: negative case analysis; Managerial implications
- Week 6-7: Research Process: Elements of Research Design: Research design; Purpose of the study: exploratory, descriptive, hypothesis testing (analytical and predictive), case study analysis; Extent of researcher interference; Research strategies; Unit of analysis: individuals, dyads, groups, organizations, cultures; Time horizon: cross-sectional versus longitudinal studies
- Week 8: Data Collection Methods: Sources of data; Interviews; Observation; Questionnaire Design; Questionnaire content; Cover Letter
- Week 9-10: Experimental Designs: Lab experiment; Field experiment; Factor affecting the validity of experiments; Types of experimental design and validity; Ethical issues in experimental design research
- Week 11-12: Measurement of Variables: Measurement; Types of Variables; Operationalizing Concepts; Scale; Goodness of Measure
- Week 13: Sampling: Population, element, sample, sampling unit, and subject; Sampling process; Sampling Techniques: Probability Sampling and Nonprobability Sampling; Sample size guidelines
- Week 14: Research Reports: Written report; Purpose of the written report; Characteristics of a well-written report; Contents of the research report; Oral presentation; Deciding on the content; Visual aids; Presenter, the presentation, and handling questions
- Week 15: Research Ethics: Voluntary participation; Anonymity and confidentiality; Deceiving subjects; TRU-REB requirement; Preparing submission for ethics approval
- Week 16: Review of Quantitative Data Analysis: Getting the data ready for analysis; Editing data, transforming data, getting a feel for the data, and frequencies; Descriptive statistics: central tendencies and dispersions; Reliability analysis

Course Methodology:

Methodology supplements theoretical lectures with real-world case studies and examples to illustrate how these research methods are used in business contexts. Incorporate hands-on exercises where students can apply these methods to solve business problems or analyze datasets. Additionally, foster critical thinking through discussions and debates on ethical considerations and the limitations of different research methodologies. Finally, encourage collaborative projects where students can conduct their own research under guidance, promoting deeper understanding and skill development.

Course Resources:

Texts/Materials Uma Sekaran and Roger Bougie, *Research Methods for Business: A Skill-Building Approach*, 6th Edition, Wiley, 2012

Sekaran, U. (2013). *Research Methodology for Business*, (6th Edition). New York: Johni Wrley Sons Inc.

Zikmund, W.G. (2010). *Business Research Methods*, (8th Edition). Orlando: The Dryden Press: Harcourt College Publishers.

Chaudhary, S. M. & Kamal, S. (2009). *Introduction to Statistical Theory*, (6th Edition). Lahore: Ilmi Kitab Khana.

Emmoy, W. (2002). *Business Research*, (3rd Edition), Richard D. Irwin Inc. Illinois USA.

Rao, K.V. (1993). *Research Methodology in Commerce and Management*, New Delhi India: Sterling Publishers Private Limited.

Course Title : **Financial Management**

Course Code : **FIN-101**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-Requisite: Introduction to Commerce, Fundamentals of Accounting, Quantitative Reasoning

Course Description:

This course provides in-depth exploration of financial management principles and practices, covering essential topics such as financial objectives alignment with corporate strategy, sources of business finance, and analysis of financial statements. Students delve into the economic environment's influence on business decisions, including macroeconomic policies and regulatory frameworks. Additionally, they gain proficiency in time value of money calculations, risk-return relationships, and employability-enhancing technology skills crucial for modern financial management roles. Through theoretical foundations and practical applications, this course equips students with the knowledge and skills necessary for successful careers in finance across diverse industries.

Course Objectives:

This course aims to equip students with a comprehensive understanding of financial management, spanning from foundational concepts to advanced principles.

Student Learning Outcomes:

After completing this course, students will be able to:

1. Understand the fundamental scope of financial management, including its role within different forms of business organizations and its integration into the organizational structure.
2. Analyze the intricate relationship between financial objectives and corporate strategy and comprehend their implications within both for-profit and not-for-profit organizations.
3. Evaluate the economic environment's impact on business operations, including macroeconomic policy targets, government economic policies, and regulatory frameworks.
4. Develop proficiency in financial analysis techniques, including ratio analysis, trend analysis, and time value of money calculations, empowering students to interpret financial statements effectively, assess investment opportunities, and manage risk-return tradeoffs, essential for making informed financial decisions in real-world scenarios.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Project 1: Financial Analysis and Strategy Development Project

Project 2: Economic Environment and Business Strategy Analysis Report

Project 3: Any Project Assigned by the Course Instructor

Course Contents:

- Week 1: Overview of Financial Management: Scope of Finance and its Career Opportunities; Alternative form of Business Organization; Finance in the organizational structure of the firm; Scope of financial management; Functions of a Finance Manager; Business Ethics and Social Responsibility
- Week 2: Financial objectives and the relationship with corporate strategy; Relationship between financial objectives, corporate objectives and corporate strategy; Variety of financial objectives; Financial and other objectives in not-for-profit organizations; Impact of not-for-profit status on financial and other objectives; the achievement of objectives in not-for-profit organizations.
- Week 3: The Financial and Economic environment for business: The Financial Markets; Financial Institutions; The Stock Market; Macroeconomic policy targets; Role of fiscal, monetary, interest rate and exchange rate policies; How government economic policy interacts with planning and decision-making in business
- Week 4: Sources of Business Finance: Sources of, and raising, business finance; Sources of finance and their relative costs; Finance for small- and medium-sized entities (SMEs)
- Week 5-6: Financial Statement, Cash Flows and Taxes; A Brief History of Accounting and Financial Statements; Financial Statements and Reports; The Balance Sheet; The Income Statement; Statement of Retained Earnings; Net Cash Flow; Statement of Cash Flows; Depreciation; Modifying Accounting Data for Managerial Decisions; Measurement and use of MVA and EVA
- Week 7-8: Analysis of Financial Statements: 1. Ratio Analyses: Liquidity Ratio; Assets Management Ratios; Debt Management Ratios; Profitability Ratios; Market Value Ratio; Return on capital employed; Return on equity; Earnings per share; dividend per share; 2. Trend Analysis; 3. Common Size analysis; Uses and Limitations of Ratio Analysis; The Impact of Operating and Financial Decisions on the Firm; Operating Leverage; Financial Leverage; Combined or Total Leverage
- Week 9-11: Time Value of Money: Future Value and Compounding; Present Value and Discounting; Impact of Higher Compounding Frequency; Inflation and the TVM; Sinking Fund; Providing for Retirement; Deferred Annuities; Loan Amortization Determining the Discount Rate; Present Value of Annuities; Future Value of annuities; annuity Due vs. Ordinary Annuity; Perpetuities: Annuities with infinite Time Horizons
- Week 12: The Cost of Money; Interest Rate Levels; The Determinants of Market Interest Rates; The Term Structure of Interest Rates; What Determines the Shape of the Yield Curve?; Using the Yield Curve to Estimate Future Interest Rates; Investing Overseas; Other Factors That Influence Interest Rate Levels; Interest Rates and Business Decisions; Expectation Theory of Interest
- Week 13: Risk and Return: Introduction to Risk and Return: Definition and Concepts; Measuring Risk: Variance, standard Deviation; Understanding Risk: Expected

Return and Historical performance; The relationship between risk and return:
Risk-return trade-off

Week 14-15: Employability and technology skills: Use computer technology to efficiently access and manipulate relevant information; Work on relevant response options, using available functions and technology, as would be required in the workplace; Navigate windows and computer screens to create and amend responses to exam requirements, using the appropriate tools; Present data and information effectively, using the appropriate tools

Week 16: Presentations

Course Methodology:

This course adopts integrating theoretical foundations with practical applications. Through interactive lectures, case studies, and real-world examples, students gain insights into diverse financial concepts, including corporate objectives alignment, economic environment analysis, and financial statement evaluation. Emphasis is placed on active learning through group projects, simulations, and technology integration, fostering critical thinking and practical problem-solving skills.

Course Resources:

ACCA Financial Management (FM) – Study Text by Becker Professional Education

Brigham, F. E., & Houston, F. J. (2014). Fundamentals of Financial Management. Cengage Learning.

Van Horne, J. M., & Wachouicz J. M. (2008). Fundamentals of Financial Management (illustrated). Financial Times/ Prentice-Hall.

Block, S., Hirt, G., & Danielsen, B. (2010). Foundations of Financial Management, (14th Edition). PA, USA: McGraw-Hill.

Brigham, E.F. & Ehrhardt, M.C. (2013). Financial Management: Theory and Practice (14th Edition), HarCourt College Publishers.

Course Title : Introduction to Environmental Sciences

Course Code : GE-

Credit Hours : 03

Total Week : 16

Total Hours : 48

Pre-requisite/s: Nil

Course Description:

This course provides a foundational exploration of the complex interplay between humans and their environment. This course delves into key principles of ecology, environmental systems, and sustainability, examining the impact of human activities on natural ecosystems and resources. Students gain an understanding of environmental issues such as climate change, biodiversity loss, pollution, and resource depletion.

Course Objectives:

Course objectives include: To introduce the subject of the environment to students and to develop awareness of major environmental issues.

Student Learning Outcomes:

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

1. Analyze and evaluate the interactions between human activities and the environment, including the impact on ecosystems, biodiversity, and natural resources.
2. Demonstrate proficiency in applying scientific methods to investigate environmental issues and propose evidence-based solutions for environmental challenges.
3. Develop a heightened awareness of their role as responsible stewards of the environment, equipped with the knowledge and skills necessary to contribute to sustainable practices and advocate for positive environmental change in their communities and beyond.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1-3: Definitions, History, Movements, and Environmental Systems: Atmosphere, Lithosphere, Hydrosphere and Biosphere, Origin and Interrelationship.

Week 4-5: Environmental Factors: Chemical, Physical and Biological

Week 6-8: Environmental Pollution: Types, Sources, Causes, and Effects.

Week 9-10: Environmental Dilemmas: Deforestation; Water Logging; Salinity; Drought; Desertification

Week 11-12: Issues of Environment and Sustainable Development

Week 13-14: Issues of the Social Environment: Population Growth; Urbanization

Week 15-16: Issues of the Social Environment: Migration and Poverty Environment and lifestyle

Course Methodology:

Through a blend of lectures, discussions, case studies, and hands-on activities, students explore the complexities of environmental issues and scientific concepts. Through collaborative projects and presentations, students develop communication skills and the ability to articulate their understanding of environmental science principles. The methodology will foster a stimulating and immersive learning environment that empowers students to analyze, synthesize, and apply their knowledge to real-world environmental challenges.

Course Resources:

Miller, G. T., & Spoolman, S. E. (2022). Environmental Science. Cengage Learning.

Botkin, D. B., & Keller, E. A. (2020). Environmental Science: Earth as a living planet. Wiley.

Cunningham, W. P., Cunningham, M. A., & Saigo, B. (2023). Environmental Science: A Global Concern. McGraw Hill Education

Course Title : Entrepreneurship

Course Code : GE-

Credit Hours : 02

Total Weeks : 16

Total Hours : 32

Pre-requisite/s: Nil

Course Description:

This course is designed to promote entrepreneurial spirit and outlook among students, encouraging them to think critically, identify opportunities, and transform their ideas into successful ventures. It aims at imparting them with the requisite knowledge, skills, abilities, enabling them to seize the identified opportunities for initiating ventures and successfully navigating the challenges that come with starting a business and managing it. The course covers topics relevant to entrepreneurship including setting up and initiation of business, market research, opportunity identification, business planning, financial literacy for managing finances and securing funding, marketing and sales, team building and innovation.

Course Objectives:

This course is designed to equip students with the knowledge, skills, and mindset necessary to identify, evaluate, and pursue entrepreneurial opportunities. Through a combination of theoretical frameworks, case studies, and practical exercises, the course aims to foster an understanding of the entrepreneurial process, including idea generation, market analysis, business model development, and risk management. Moreover, it seeks to cultivate entrepreneurial competencies such as creativity, resilience, adaptability, and effective communication, empowering students to navigate the challenges of starting and growing a business successfully in diverse contexts.

Student Learning Outcomes:

By the end of this course, students shall have:

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

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Project 1: Business Plan Development:

Students can work individually or in teams to develop comprehensive business plans for their entrepreneurial ventures. This project involves conducting market research, identifying target customers, designing products or services, outlining marketing strategies, creating financial projections, and presenting the business plan to potential investors or stakeholders.

Project 2: Feasibility Analysis:

Students can conduct feasibility studies for various business ideas to assess their viability and potential for success. This project involves evaluating market demand, competition, regulatory requirements, resource availability, and financial feasibility to determine whether a business idea is worth pursuing.

Course Contents:

- Week 1: Introduction to Entrepreneurship: Definition and concept of entrepreneurship; Why to become an entrepreneur? Entrepreneurial process; Role of entrepreneurship in economic development
- Week 2: Entrepreneurial Skills: Characteristics and qualities of successful entrepreneurs (including stories of successes and failures).
- Week 3: Entrepreneurial Skills: Areas of essential entrepreneurial skill and ability such as creative and critical thinking, innovation and risk taking abilities etc.
- Week 4: Opportunity Recognition and Idea Generation: Opportunity identification, evaluation and exploitation
- Week 5: Opportunity Recognition and Idea Generation: Innovative idea generation techniques for entrepreneurial ventures
- Week 6-8: Marketing and Sales: Target market identification and segmentation; Four P's of Marketing; Branding; Developing a marketing strategy
- Week 9-10: Financial Literacy: Basic concepts of income, savings and investments; Basic concepts of assets, liabilities and equity; Basic concepts of revenue and expenses
- Week 11-12: Financial Literacy: Overview of cash-flows; Overview of banking products including Islamic modes of financing; Sources of funding for startups (angel financing, debt financing, equity financing etc.)
- Week 13: Team Building for Startups: Characteristics and features of effective teams; Team building and effective leadership for startups
- Week 14: Regulatory Environment to Establish Enterprises in Pakistan: Types of enterprises (e.g., sole proprietorship; partnership; private limited companies etc.); Intellectual property rights and protection
- Week 15: Regulatory Environment to Establish Enterprises in Pakistan: Regulatory requirements to register an enterprise in Pakistan, with special emphasis on export firms; Taxation and financial reporting obligation
- Week 16: Presentations

Course Methodology:

The course methodology employs a blend of theoretical lectures, practical exercises, case studies, and experiential learning to provide students with a comprehensive understanding of entrepreneurial concepts and practices. Lectures and discussions introduce students to foundational theories and principles of entrepreneurship, while guest speakers and industry experts offer real-world insights and experiences. Practical exercises, such as business plan development, and feasibility analysis allow students to apply theoretical knowledge to real entrepreneurial scenarios. Additionally, case studies of successful and failed ventures offer valuable lessons and insights into entrepreneurial decision-making and strategies.

Course Resources:

Entrepreneurship: Successfully Launching New Ventures by Bruce R. Barringer and R. Duane Ireland

Entrepreneurship: Theory, Process, and Practice by Donald F. Kuratko

New Venture Creation: Entrepreneurship for the 21st Century by Jeffrey A. Timmons, Stephen Spinelli Jr., and Rob Adams

Entrepreneurship: A Real-World Approach by Rhonda Abrams

The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses by Eric Ries

Effectual Entrepreneurship by Stuart Read, Saras Sarasvathy, Nick Dew, Robert Wiltbank, and Anne-Valérie Ohlsson

Course Title : Human Resource Management

Course Code : HRM-301

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Nil

Course Description:

Human Resource Management: Explore the strategic management of an organization's most valuable asset—its people. Delve into recruitment, training, performance evaluation, and employee relations to cultivate a skilled workforce driving organizational success.

Course Objectives:

The importance of human resources cannot be overemphasized in the modern world. The contents will help students to grasp the main concerns of HRM in today's dynamic business environment. The course deals with the issues of recruitment, training, motivational techniques, different performance appraisal procedures, and their use for efficient handling of human resources.

Student Learning Outcomes:

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

1. Understand the strategic importance of human resources in achieving organizational goals.
2. Develop skills in recruitment, selection, training, and performance management to optimize employee performance.
3. Gain insights into legal and ethical considerations in HR practices to ensure compliance and fair treatment.
4. Learn to foster a positive work culture, enhance employee engagement, and manage workplace conflicts effectively, fostering a productive and harmonious work environment.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1: Introduction to HRM
Week 2: Job Design and Analysis
Week 3-4: Human Resource Planning
Week 5-6: Recruitment and Selection
Week 7-8: Testing, Interviewing
Week 9-10: Performance Appraisal

Week 11: Training
Week 12: Promotion, Transfer, Layoff and Discharge
Week 13-14: Motivation
Week 15-16: Discipline

Course Methodology:

This course employs a combination of class lectures, case-based learning and role-playing exercises facilitates a deep understanding of HR principles, enabling students to develop strategic HRM skills essential for organizational success.

Course Resources:

Dale, S., & Macmillan, B. (1985). *The Management of People at Work*, (5th Edition), Publishing Company, New York.
Flippo E. B. (1971). *Principles of Personnel Management*, (3rd Edition), McGraw-Hill Book Company.
Decenzo, David A. & Robbins, S.P. (1996). *Human Resource Management*. Indiana University: John Wiley.
William B. & Davis.K. (1989). *Human resources and personnel management* (3rd Edition). Pennsylvania State University: McGraw-Hill.
Bernardin, H.J. (2004). *Human Resource Management*. New Delhi: Tata McGraw-Hill.

Course Title : Qualitative and Quantitative Research Techniques

Course Code : COM-301

Credit Hours : 03

Total Week : 16

Total Hours : 48

Pre-requisite: Research Methods in Business, Quantitative Reasoning

Course Description:

This course focuses on introducing students to both advanced qualitative and quantitative research techniques.

Course Objectives:

To provide background for the student to understand and apply a variety of standard and advanced methods of quantitative and qualitative data analysis.

Student Learning Outcomes:

By the end of the module, students should be able to:

1. Demonstrate an understanding of a variety of approaches to qualitative analysis and critically appraise the credibility and dependability of qualitative methods within research study.
2. Analyze and interpret qualitative data using a specified qualitative analysis method.
3. Demonstrate an understanding of data interpretation and presentation and justify the conclusions and recommendations arising from the data.
4. Perform simple and advanced regression analyses.

5. Perform simple and advanced analysis of variance.
6. Outline and compare techniques such as multidimensional scaling and factor analysis.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1:	Introduction to Qualitative Data Analysis: Understanding the fundamentals of qualitative research; Overview of qualitative data collection methods; Introduction to different approaches: Thematic analysis, Interpretative Phenomenological Analysis, Grounded Theory, etc.
Week 2:	Thematic Analysis: Principles and process of thematic analysis; Identifying themes and patterns in qualitative data; Coding and theme development
Week 3:	Interpretative Phenomenological Analysis (IPA): Exploring the interpretative approach in qualitative analysis; Understanding the principles of IPA; Conducting IPA: Steps and techniques
Week 4:	Grounded Theory: Introduction to grounded theory methodology; Theoretical coding and constant comparative analysis; Hands-on activities on developing grounded theory from qualitative data
Week 5:	Mixed Methods Approach: Integration of qualitative data analysis with quantitative methods; Advantages and challenges of mixed methods research; case studies and examples of mixed methods studies
Week 6:	Ethical Considerations in Qualitative Research: Discussion on ethical issues in qualitative data analysis; Ensuring rigor and trustworthiness in qualitative research; Ethical guidelines and best practices
Week 7:	Advanced Topics and Applications: Advanced techniques in qualitative data analysis; Applications of qualitative analysis in various research contexts; Presenting qualitative findings
Week 8:	Revision
Week 9:	Introduction to Quantitative Data Analysis: Overview of quantitative research methods; Introduction to statistical analysis in research; Understanding the importance of data preparation and organization
Week 10:	Comparing Groups: T-Tests and ANOVA: Principles of comparing groups using t-tests; Understanding one-way and two-way ANOVA; Practical application and interpretation of results using statistical software
Week 11:	Advanced Comparisons: ANCOVA and MANOVA: Introduction to Analysis of ANCOVA, MNOVA
Week 12-13:	Exploring relationship: Simple and Multiple Regression: Principles of Regression analysis; Understanding regression assumptions and diagnostics; Practical application and interpretation of results (simple and multiple regression) with real world data sets
Week 14:	Logistic Regression: Introduction to logistic regression analysis; Understanding the binary logistic regression model; Application of logistic regression in predicting categorical outcomes

- Week 15: Advanced Topics and Applications: Advanced statistical techniques for exploring relationships among variables; Best practices in quantitative data analysis and reporting results
- Week 16: Presentations/Project

Course Methodology:

For quantitative research techniques, lectures are integrated with hands-on data analysis exercises, emphasizing statistical methods and real-world application to instill proficiency in research design and analysis.

Course Resources:

Research Design: Qualitative, Quantitative, and Mixed Methods Approaches" by John W. Creswell and J. David Creswell

Qualitative Inquiry and Research Design: Choosing Among Five Approaches" by John W. Creswell and Cheryl N. Poth

Qualitative Data Analysis: A Methods Sourcebook" by Matthew B. Miles, A. Michael Huberman, and Johnny Saldana

Doing Qualitative Research: A Practical Handbook" by David Silverman

Qualitative Research Design: An Interactive Approach" by Joseph A. Maxwell

Handbook of Qualitative Research" by Norman K. Denzin and Yvonna S. Lincoln

Quantitative Data Analysis: A Companion for Accounting and Information Systems Research" by Myung-Joong Kang and Michael D. Shields.

Statistical Methods for the Social Sciences" by Alan Agresti and Barbara Finlay

Research Methods for Business Students" by Mark Saunders, Philip Lewis, and Adrian Thornhill

Course Title : Principles of Marketing

Course Code : MKG-301

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Principles of Management

Course Description:

Introduction to marketing principles and functions designed to satisfy an organization's target markets by offering an appropriate marketing mix consisting of product, price, place and promotion in domestic and international settings.

Course Objectives:

The purpose of this course is to familiarize the student with the language and theories supporting Marketing Discipline.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Explain what marketing is and how it's used
2. Define marketing
3. Identify evidence of marketing in everyday life
4. Demonstrate a clear understanding of the marketing concept

5. Describe the role of marketing in building and managing customer relationships

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Project 1: Marketing Plan Competition

Any innovative marketing idea for which mentoring sessions will be conducted to prepare and guide the students. Evaluation criteria will be shared with the students beforehand.

Project 2: Company's Success/Failure Story

Each student will take up a company and present its marketing success or failure story along with its details in the class.

Course Contents:

- Week 1-2: What Is Marketing? Understanding the Marketplace and Customer Needs, designing a Customer Value–Driven Marketing Strategy and Plan, Managing Customer Relationships and Capturing Customer Value, The Changing Marketing Landscape
- Week 3: Company-Wide Strategic Planning: Defining Marketing's Role, Business portfolios and developing growth strategies, Marketing working with its partners to create and deliver customer value, Customer value–driven marketing strategy and mix, Elements of a marketing plan, Measuring and managing marketing return on investment
- Week 4-5: Environmental forces, Demographic and economic environments, Natural and technological environments, Political and cultural environments,
- Week 6: Customer insights, Marketing information system, Marketing research process,
- Week 7-8: Model of consumer buyer behavior, Factors influencing consumer buyer behavior, Types of buying decision behavior and the stages in the buyer decision process, Adoption and diffusion process for new products
- Week 9: Business market, Factors influencing business buyer behavior, Steps in the business buying decision process, Institutional and government markets
- Week 10: Market segmentation, targeting, differentiation, and positioning, Bases for segmenting consumer and business markets, Identifying attractive market segments and choosing a market-targeting strategy,
- Week 11: Major classifications of products and services, Product lines, and product mixes, Branding
- Week 12: Developing new product ideas, Steps in the new product development process, Product life cycle and strategies,
- Week 13: Major pricing strategies, Customer-value perceptions, company costs, and competitor strategies when setting prices, Pricing new products
- Week 14: Marketing channels and functions, Interaction and performance of channel partners, Major channel alternatives, Selection, motivation and evaluation of channel partners, Marketing logistics and integrated supply chain management
- Week 15-16: Integrated Marketing Communications, Promotion mix tools, Steps in developing effective marketing communications, Setting the promotion budget, Design of the promotion mix, Advertising and Public Relations, Personal selling and Sales Promotion, Direct, online, social media and mobile marketing

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Principles of Marketing by Philip Kotler (19th edition)

Marketing by Micheal J. Etzel, Bruce J. Walker, Willian J. Stanton (14th edition),

Course Title : Leadership, Governance and Accountability

Course Code : MGT-301

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Nil

Course Description:

The course "Leadership, Governance, and Accountability" offers students an in-depth exploration of the principles, theories, and practices related to leadership, governance, and accountability within organizations. Through a multidisciplinary approach drawing from management, ethics, and organizational behavior, students examine the roles and responsibilities of leaders and governing bodies in guiding organizational decision-making, promoting ethical conduct, and ensuring accountability.

Key topics include the nature of leadership, different leadership styles and approaches, principles of effective governance, mechanisms for ensuring transparency and accountability, and ethical considerations in leadership and governance. Students will explore case studies, engage in discussions, and participate in experiential exercises to deepen their understanding of these concepts and their application in real-world contexts.

By the end of the course, students will have developed a comprehensive understanding of the complexities of leadership, governance, and accountability in organizations, and will be equipped with the knowledge and skills to critically evaluate leadership practices, contribute to ethical decision-making processes, and promote accountability and transparency within organizational settings.

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. Understand the Concepts of Leadership, Governance, and Accountability:
2. Analyze Different Leadership Styles and Approaches:
3. Examine Principles and Practices of Organizational Governance:
4. Explore Ethical Considerations in Leadership and Governance:
5. Develop Leadership and Governance Skills:
6. Evaluate the Impact of Leadership and Governance on Organizational Performance:
7. Promote Accountability and Transparency in Organizations:

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to Leadership, Governance, and Accountability: Definitions and key concepts; Importance of effective leadership and governance; Ethical considerations and accountability mechanisms
- Week 3-4: Theories and Models of Leadership: Trait theory, behavioral theory, and contingency theory; Transformational, transactional, and servant leadership; Leadership styles and approaches
- Week 5-6: Organizational Governance: Principles of organizational governance; Board structures and roles; Governance mechanisms and oversight processes
- Week 7-8: Ethical Leadership and Decision Making: Ethical responsibilities of leaders; Ethical decision-making models; Case studies in ethical leadership
- Week 9-10: Stakeholder Engagement and Transparency: Stakeholder theory and stakeholder analysis; Communicating with stakeholders; Transparency and disclosure practices
- Week 11-12: Accountability Mechanisms: Performance metrics and key performance indicators (KPIs); Internal controls and audit processes; Reporting and accountability frameworks
- Week 13-14: Leadership Development and Succession Planning: Leadership development programs; Succession planning and talent management; Case studies in leadership development
- Week 15-16: Case Studies and Applications: Analyzing real-world examples of leadership, governance, and accountability; Group projects and presentations; Reflection on personal and professional development

Course Methodology:

In teaching Leadership, Governance, and Accountability, a mix of theory, case studies and experiential learning approaches cultivates a nuanced understanding of ethical leadership principles and effective governance practices, preparing students for responsible leadership roles in various sectors.

Course Resources:

Hickman, C., Smith, T., & Conners, R. (2010). *The Oz Principle: Getting Results Through Individual and Organizational Accountability*. Portfolio.

Chait, R.P., Ryan, W.P., & Taylor, B.E. (2004). *Governance as Leadership: Reframing the Work of Nonprofit Boards*, (1st Edition). Wiley.

Mallin, A. C. (2nd Edition). *Corporate Governance*, (2nd Edition). Oxford University Press.

Luthans Fred. (2005), *Organizational Behavior*, (10th Edition). McGraw-Hill.

John R. Schermerhorn, (2004), *Management and Organizational Behavior Essentials*. Wiley & Sons.

Robbins P. Stephen. (2006), *Organizational Behavior*, (8th Edition). Prentice- Hall.

Course Title : **Digital Literacy and Technology Skills**

Course Code : **COMP-301**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Nil

Course Description:

This course equips students with the knowledge and skills to navigate the digital world responsibly and confidently. It explores core concepts like digital citizenship, information literacy, media literacy, and online safety. Through a blend of lectures, discussions, hands-on activities, and projects, students will develop critical thinking skills to evaluate online information, manage their digital footprint, communicate effectively online, and become responsible digital citizens.

Course Objectives:

1. Students will gain an understanding of the principles and practices of digital citizenship.
2. Students will develop critical thinking skills for evaluating information and identifying credible sources online.
3. Students will learn strategies for creating and managing a positive digital identity.
4. Students will explore safe and ethical online communication practices.
5. Students will be introduced to the legal and ethical considerations of the digital world.

Students Learning Outcomes:

1. Analyze: Students will be able to analyze the credibility of online information using various techniques (e.g., lateral reading).
2. Evaluate: Students will be able to evaluate the impact of their online behavior on their digital footprint and reputation.
3. Create: Students will be able to create a professional online profile that reflects their skills and interests.
4. Collaborate: Students will be able to collaborate effectively using online communication tools.
5. Advocate: Students will be able to advocate for safe and ethical practices in the digital world.
6. Identify: Students will be able to identify potential risks and threats in digital environments.
7. Design: Students will be able to design a plan for managing their online privacy and security.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Weekly quizzes and discussions: Assess understanding of key concepts and encourage critical thinking.

Midterm project: Develop a digital citizenship campaign raising awareness about a specific online safety issue (e.g., cyberbullying, online scams).

Final project: Design a portfolio showcasing digital skills and achievements, incorporating a professional online profile and examples of responsible online communication. Participation: Active participation in class discussions and activities demonstrates engagement with the course material.

Course Contents:

Week 1:	Introduction to Digital Citizenship: Concept of digital citizenship; Principles of digital citizenship: Respect, educate, and protect; Domains of Digital Citizenship (e.g., digital access, literacy, communication, privacy, security)
Week 2:	Understanding Digital Literacy: Understanding digital literacy and its enabling technologies; Framework for digital skills (understanding, finding, evaluating, managing, collaborating); Locating and consuming content online (search engines, online databases); Creating and communicating content online; Techniques for identifying reliable sources and avoiding misinformation
Week 3:	Information, Media, and News Literacy: Exploring information literacy and its relevance; Media and News literacy: Evaluating credibility of sources and recognizing bias; Methods for identifying trustworthy sources and using them effectively; Recognizing misrepresentations and stereotypes in media and news; Detecting fake news
Week 4:	Digital Identity and Online Presence: Understanding digital identity and its significance; Cultivating a responsible and empowering digital identity; Managing online presence and reputation; Creating and managing a professional online profile; Exploring privacy settings on social media platforms
Week 5:	Don't Fall for Fake: Identifying and avoiding online scams, fake profiles, and misleading information; Strategies for evaluating the credibility of online information.
Week 6:	Digital Footprints - Share with Care: Understanding the concept of digital footprints and its implications; Managing digital footprints for responsible online behavior; Strategies for minimizing the negative impact of online activity.
Week 7:	Digital Health - Staying Healthy and Safe: Exploring digital well-being and e-safety: Connecting and communicating safely; Threats to physical and psychological well-being while using digital technologies; Avoiding physical stress, eye strain, headaches, etc., caused by internet usage; Utilizing health and fitness applications (e.g., Google Fit, Samsung Health, Apple Health)
Week 8:	Digital Commerce - Ensuring Safe and Reliable Transactions; Understanding online buying, selling, negotiation, and payment systems; Evaluating online payment systems (credit cards, etc.) and personal finance applications
Week 9:	Tools for Digital Communication - Positive Online Interactions; Fostering positive online interactions within various environments; Exploring online communication tools and collaboration platforms (e.g., scheduling meetings, video conferencing); Utilizing appropriate online communication etiquette for different mediums (email, instant messaging)
Week 10:	Empowering Student Voice, Agency, and Advocacy - Digital Rights and Responsibilities: Understanding freedom of expression in the digital world; Digital rights and responsibilities of digital citizens (e.g., privacy, free speech); Exploring legal digital tools for student advocacy and online rights (e.g., government portals)
Week 11:	Character Education and Ethics: It's Cool to Be Kind; Connecting positively, treating others respectfully, and creating a culture of kindness online; Combating negativity and cyberbullying; Ethical considerations in digital communication: Maintaining ethical behavior and moral conduct
Week 12:	Online Security and Privacy - Staying Safe and Legal: Copyright law, intellectual property respect, and attribution; Identifying and mitigating potential risks and threats in digital environments (viruses, malware, scams);

- Online security measures (strong passwords, data backup, antivirus software); Understanding privacy settings and data protection practices; Copyright considerations and responsible use of Creative Commons (CC) licenses
- Week 13: Behavioral Threats and Risks through Online Harassment: Recognizing different forms of online harassment (e.g., name-calling, embarrassment, threats, stalking); Understanding concepts like bullying, cyberbullying, cyberstalking, trolling, and sexting; Strategies for preventing and responding to online harassment; Exploring legal frameworks and regulations concerning cybercrime
- Week 14: Cybercrime and its Prevention: Understanding cybercrime, its types, and prevention methods; Relevant legal frameworks for addressing cybercrime (e.g., Prevention of Electronic Crimes Act); Global cybercrime legislation and international cooperation
- Week 15: Digital Literacy and AI: Bridging Digital Skills: Introduction to Artificial Intelligence (AI) concepts; Differentiating between digital literacy and AI literacy; Understanding Generative AI and its applications; Exploring AI-powered tools for enhancing digital literacy skills
- Week 16: Prompt Engineering for AI Chatbot: Developing strategies for effective prompt engineering with AI Chatbots; Utilizing AI Chatbots (e.g., ChatGPT, Google Gemini, Bing) for educational purposes; Considering ethical considerations, regulations, and responsible use of AI Chatbots

Course Methodology:

The course will employ a student-centered approach that leverages teacher expertise. This will be achieved through a combination of methods:

Teacher-centered: Lectures will introduce key concepts and frameworks related to digital citizenship, information literacy, and online safety.

Student-centered: Discussions, hands-on activities (e.g., fact-checking exercises, creating online profiles), and projects (e.g., digital citizenship campaign, online portfolio) will allow students to apply their knowledge, develop critical thinking skills, and explore their creativity.

Technology Integration: The course will integrate technology throughout, using online resources, collaborative platforms, and AI-powered tools (where appropriate) to enhance learning and engagement.

Course Resources:

Brown, Lynn. Digital Citizenship: A Journey to Internet Safety. Illinois State University, 2023.
Isin, Engin, and Evelyn Ruppert. Being digital citizens. Rowman & Littlefield Publishers, 2020.

Mossberger, Karen (2008). Digital citizenship: the internet, society, and participation. Caroline J. Tolbert, Ramona S. McNeal. Cambridge, Mass.: MIT Press. ISBN 978-0-262-28028-0. OCLC 181030871.

Seale, Jim, and Nicole Schoenberger. "Be internet awesome: A critical analysis of google's child-focused internet safety program." *Emerging Library & Information Perspectives* 1.1 (2018): 34-58. URL: https://storage.googleapis.com/gweb-interland.appspot.com/en-us/hub/pdfs/2021/BIA_Curriculum_June-2021_EN_PDF-Version.pdf

Internet literacy handbook, 2017, Janice Richardson, Dr.Elizabeth Milovidov, J.D., Martin Schmalzried

DigiComp 2.2 The Digital Competence Framework for Citizens, 2022, Vuorikari Riina; Kluzer Stefano; Punie Yves

GCF Global learn free, Internet Basics: <https://edu.gcfglobal.org/en/internetbasics/>
Tech Terms, The Computer Dictionary: <https://techterms.com/>
Techopedia, Technology Dictionary: <https://techopedia.com/dictionary>
Digital Citizenship Education (DCE), COUNCIL OF EUROPE PORTAL, Council of Europe,
Avenue de l'Europe F-67075 Strasbourg Cedex, France, URL:
<https://www.coe.int/en/web/digital-citizenship-education/domains>, Access Date:
30.04.2024.
<https://www.open.edu/openlearn/mod/oucontent/view.php?id=105148>

Accounting and Finance Required and Optional Courses (39 Cr. Hrs.)

Course Title : Company Law

Course Code : LAW-301

Credit Hours : 03

Total Weeks : 16

Total hour : 48

Pre-requisite: Nil

Course Description:

The course has been designed to introduce the students with the theory & practice of corporate Law in Pakistan. The course is intended for a diverse readership. It will benefit the students, Businessmen, Business Executive, Traders, Professionals e.g. Chartered Accountants, Cost & Management Accountants, Bankers & Investors, etc. However, the primary target readership includes students, teachers and executives having interest in the corporate sector's affairs of Pakistan.

Course Objectives:

This course covers the historical development and current framework of company law in Pakistan, detailing legislative aspects, corporate entity types, and formation procedures. It delves into key legal documents like Memorandum and Articles of Association, as well as doctrines like Ultra Vires. Additionally, it explores prospectus roles, company court jurisdiction, and dispute resolution mechanisms. Lastly, it addresses corporate governance issues including shareholder rights, director responsibilities, share capital structures, and winding-up procedures, with a focus on Modarba company regulation.

Student Learning Outcomes:

1. Gain a deep understanding of the historical development and legislative framework of company law in Pakistan, contextualizing legal principles for corporate governance.
2. Explore the scope of company law, analyzing its application to different corporate entities and key legal provisions in the Companies Ordinance, enhancing comprehension of corporate structures.
3. Develop proficiency in company formation procedures and documentation, ensuring compliance with legal requirements such as drafting Memorandum and Articles of Association.
4. Evaluate the role of prospectuses in company law, understanding their contents and legal implications in securities offerings, and exploring alternatives, fostering a critical approach to securities regulation.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1: Introduction; History of Company Law in Pakistan; Constituents of the Company Ordinance; Legal Terminologies;
- Week 2: The Scope of Company Law; Law Governing Companies; Companies Ordinance – Preamble and Sections 4 and 5; Body Corporate – Section 2 (4);
- Week 3: An Overview of the Company's Formation; Procedure for Forming a Company;
- Week 4: The Companies Basic Legal Documents; Memorandum of Association; Contents of Memorandum; Forms of Memorandum; Procedure for Alteration of Object Clause; Doctrine of Ultra Vires; Procedure of Change of Name;
- Week 5: Articles of Association; The Contents of the Articles; Difference between Memorandum & Articles; Procedure for Alteration of Articles of Association;
- Week 6: The Prospectus; The Contents of Prospectus; Liabilities Arising from Mis-Statement in Prospectus; Statement in Lieu of Prospectus;
- Week 7: Company Courts; Section 2 (11); Jurisdiction – Section 7; Company Benches – Section 8; Procedure of the Court – Section 9; Appeal against Court Order – Section 10;
- Week 8: Corporate Law Authority; Meaning; Constitution; Powers and Functions; Procedures; References to Court ;
- Week 9: Share and Shareholders; Share Certificates; Register of Members; Rights of Members; Liabilities of Shareholder;
- Week 10: Commission Discount and Premium; Commission on Issue of Shares; Premium on Issue of Shares; Issue of Shares at Discount;
- Week 11: Capital Structure; Meaning; Share Capital; Kinds of Preference Shares; Deferred Shares;
- Week 12: Underwriting of Shares; Underwriter; Underwriting; General; Definition of Underwriting; Objects; Duties of Directors in Underwriting Contract; Sub underwriting; Underwriting Commission; Overriding Commission;
- Week 13: Company Directors; Legal Relationship between Director and Company; Directors Trustees or Agents; Directors as Agents; Directors as Trustees; Person Eligible to become Director – Section 175;
- Week 14: Ineligibility of Person to become Director; Powers of Directors; Procedure of Election of Director; Chief Executive
- Week 15: Winding Up of Companies; Compulsory Winding by the Court; Powers of the Court on Hearing Petition; Voluntary Winding Up; Declaration of Solvency; Appointment of Liquidator; Creditors Voluntary Winding up; Winding up subject to Supervision of Court
- Week 16: Modarba Companies and Modarbas; Definitions; Registration of Modarba Companies; Types of Modarba

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics

are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Companies Ordinance 1984 and 2017

Saeed, A. K. (2003). *Company Law & Practice in Pakistan*, (Latest Edition). IBA Lahore Pakistan.

Nayazee, I. A. K. . (2014). *Company Law (includes Companies ordinance 1984)*. Federal law house Rawalpindi/Lahore.

Krishnamurti , D. S. R. (2009). *Company Law Procedures*, (5th Edition). Taxmann Publications.

Akhtar, S. (2014). *Complete Company Law with Procedures and Ready References*. Islamabad: SA Salam publications.

Course Title : **Financial Reporting - I**

Course Code : **ACC-301**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Introduction to Business, Fundamentals of Accounting

Course Description:

The syllabus is designed to progressively broaden and deepen the knowledge, skills and professional values demonstrated by the student on their way through the qualification. The Financial Accounting and Reporting - 1 syllabus assumes knowledge acquired in Financial Accounting (FOA) and develops and applies this further and in greater depth. This course focuses on equipping students with essential competencies and technical skills in financial accounting and reporting, laying a strong foundation for their professional journey in accounting and finance. This course is designed to develop proficiency in applying selected international standards on financial reporting and understanding the conceptual framework governing financial statements.

The principal areas of the syllabus cover the Preparation of Financial Statements, Conceptual Framework and Interpretation of Financial Statements and Accounting for Financial Transactions as per the applicable accounting framework in Pakistan.

Finally, the syllabus trains the students for the Financial Accounting and Reporting-2 and Advanced Accounting and Financial Reporting courses.

Course Objectives:

Financial Accounting and Reporting-I is to equip students with the knowledge, skills, and ethical principles necessary to excel in the dynamic field of financial accounting and reporting. Through comprehensive exploration of international accounting standards and the conceptual framework for financial reporting, students will develop proficiency in preparing, analyzing, and interpreting financial statements with precision and insight. By honing their technical competence in addressing complex accounting transactions and cultivating critical thinking and communication skills, students will emerge prepared to navigate real-world challenges with

integrity and professionalism. This course aims to not only facilitate success in the Financial Accounting and Reporting-1 examination but also to lay a strong foundation for lifelong learning and ethical practice in the accounting profession.

Student Learning Outcomes:

On successful completion of this exam, candidates should be able to:

1. Demonstrate proficiency in applying selected International Accounting Standards (IAS) governing financial reporting, including IAS 1, 7, 8, 16, 20, 23, 33, 36, and 40, by accurately interpreting and applying relevant principles in practical scenarios.
2. Prepare various financial statements, including statements of changes in equity, cash flows, and financial statements for non-profit organizations, showcasing their ability to accurately compile financial information in compliance with international standards.
3. Develop the ability to analyze financial statements through ratio analysis, assessing an entity's performance and financial position against industry benchmarks, thereby enhancing their capacity to interpret financial data and make informed decisions.
4. Apply the principles of recognition, measurement, and disclosure to address complex accounting transactions related to property, plant, and equipment, government grants, borrowing costs, and investment property, demonstrating proficiency in accounting treatment and reporting.
5. Cultivate critical thinking skills to evaluate data, solve accounting problems, and make informed judgments in diverse accounting contexts, enabling them to navigate complexities and challenges effectively.
6. Enhance their communication skills for presenting and discussing financial information clearly and persuasively in formal and informal settings, fostering the ability to convey complex accounting concepts with clarity and professionalism.
7. Demonstrate an understanding of ethical principles and professional values essential for maintaining integrity and trust in the accounting profession, upholding ethical standards in accounting practice and decision-making processes.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Project 1: Capstone Project on Financial Reporting

Students will be required to do a capstone project based on the IAS (s) included in this course.

Project 2: Create Financial Statements in Excel as per the IFRS together with Financial Statement Analysis

Course Contents:

Week 1-4: Preparation of Single Entity Financial Statements: Prepare the statement of financial position; Prepare the statement of comprehensive income; Prepare the statement of changes in equity; Prepare the statement of cash flows; Analyze the impact of errors on the financial statements within a reporting period; Apply the principles and concepts of selecting and applying accounting policies, accounting for changes in estimates and reflecting corrections of prior period errors; Compare the usefulness of cash flow information with that of a statement of profit or loss or a statement of profit or loss and other comprehensive income; Prepare financial statements for non-profit organizations.

Week 5-8: Conceptual Framework and Interpretation of Financial Statements; Apply and

discuss the requirements of the conceptual framework for financial reporting; Calculate and interpret ratios to give an assessment of an entity's performance and financial position with different benchmarks and discuss window dressing of financial statements to produce the desired effect; Apply the principles and concepts concerning measurement, retrospective adjustments, presentation and disclosure of basic and diluted earnings per share.

- Week 9-15: Accounting for Financial Transactions: Apply the principles and concepts of recognition, measurement at recognition and after recognition and disposal of property plant and equipment, the determination of their carrying amounts, and the depreciation charges and impairment losses to be recognized in relation to them; Apply the principles and concepts of accounting and disclosure of Government grants, other Government assistance and loans granted by the government (subsidized and forgivable); Apply the principles and concepts of recognition, measurement and disclosure of borrowing costs; Apply the principles and concepts of carrying assets (other than cash-generating unit and goodwill) at no more than their recoverable amount and recognition of impairment loss and reversal thereof; Apply the principles and concepts of recognition, measurement, transfer, disposal and disclosure of Investment Property
- Week 16: Complete Capstone Project and submit.

Specific Examinable Knowledge Reference

1. IAS 1: Presentation of Financial Statements
2. IAS 7: Statement of Cash Flows
3. IAS 8: Accounting policies, changes in accounting estimates and errors
4. IAS 16: Property, plant and equipment
5. IAS 20: Accounting for government grants and disclosure of government assistance
6. IAS 23: Borrowing costs
7. IAS 36: Impairment of assets
8. IAS 40: Investment property
9. Conceptual Framework for financial reporting: - Recognition and measurement of the elements of financial statements - Concepts of capital and capital maintenance
10. IAS 33: Earnings per share
11. Accounting standards for Not-for-profit organizations

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

1. Financial Accounting and Reporting 1 (ICAP Study Text) 2024 or latest edition
2. Financial Reporting (FR by BPP Learning Media and Kaplan Publishing (Updated edition).

Course Title : **Audit and Assurance (AA)**

Course Code : **ACC-302**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Fundamentals of Accounting, Financial Reporting, Cost Accounting

Course Description:

The Audit and Assurance syllabus is essentially divided into six areas. The syllabus starts with the nature, purpose and scope of assurance engagements, including the statutory audit, its regulatory environment, and introduces governance and professional ethics relating to audit and assurance. It then leads to planning the audit and performing risk assessment. The syllabus then covers a range of areas relating to an audit of financial statements including the scope of internal control and the role and function of internal audit. These include evaluating internal controls, audit evidence, and a review of the financial statements. In addition to final review procedures, the syllabus concentrates on reporting, including the form and content of the independent auditor's report.

Course Objectives:

The course objective of Audit and Assurance encompasses a comprehensive understanding of assurance engagements, with a focus on statutory audits and their regulatory framework. Students will delve into governance principles and professional ethics integral to audit practices. Emphasis is placed on strategic planning and risk assessment techniques crucial for effective audits. Furthermore, students will explore internal control mechanisms, internal audit functions, and the evaluation of audit evidence. The syllabus culminates in mastering final review procedures and the formulation of independent auditor's reports, ensuring proficiency in reporting standards and practices.

Student Learning Outcomes:

On successful completion of this exam, candidates should be able to:

1. Explain the concept of audit and assurance and the functions of audit, corporate governance, including ethics and professional conduct.
2. Demonstrate how the auditor obtains and accepts audit engagements, obtains an understanding of the entity and its environment, assesses the risk of material misstatement (whether arising from fraud or other irregularities) and plans an audit of financial statements.
3. Describe and evaluate internal controls, techniques and audit tests, including IT systems to identify and communicate control risks and their potential consequences, making appropriate recommendations. Describe the scope, role and function of internal audit.
4. Identify and describe the work and evidence obtained by the auditor and others required to meet the objectives of audit engagements and the application of the International Standards on Auditing (ISAs)
5. Explain how consideration of subsequent events and the going concern principle can inform the conclusions from audit work and are reflected in different types of auditor's report, written representations and the final review and report.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Presentation / Quiz/Capstone Project (to be decided by the course instructor)

Course Contents:

- Week 1-2: Audit framework and regulation: The concept of audit and other assurance engagements; External audits; Corporate governance; Professional ethics and ACCA's Code of Ethics and Conduct
- Week 3-5: Planning and risk assessment: Obtaining, accepting and continuing audit engagements; Objective and general principles; Assessing audit risks; Understanding the entity and its environment and the applicable financial reporting framework; Fraud, laws and regulations; Audit planning and documentation
- Week 6-8: Internal control; Systems of internal control; The use and evaluation of systems of internal control by auditors; Tests of controls; Communication on internal control; Internal audit and governance and the differences between external audit and internal audit; The scope of the internal audit function, outsourcing and internal audit assignments
- Week 9-12: Audit evidence: Assertions and audit evidence; Audit procedures; Audit sampling and other means of testing; The audit of specific items; Automated tools and techniques; The work of others; Not-for-profit organizations
- Week 13-15: Review and reporting; Subsequent events; Going concern; Written representations; Audit finalization and the final review; The Independent Auditor's Report
- Week 16: Complete Capstone Project/Presentation / Quiz

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Audit and Assurance (AA) by BPP Learning Media and Kaplan Publishing (Updated edition).
Audit and Assurance (AA) ICAP Study Text, latest edition

Course Title : Performance Management (PM)

Course Code : ACC-303

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Cost and Management Accounting

Course Description:

The syllabus for Performance Management (PM), builds on the knowledge gained in Cost and Management Accounting (CMA) and seeks to examine students' understanding of how to manage the performance of a business. The syllabus begins by focusing on the uses and control

of information, management information systems and data analytics required by organizations to manage and measure performance in the modern, competitive environment. It is vital for an accountant to understand how information systems and developments in technology influence the management accounting techniques employed and how vital information systems are in the mechanisms of managing and controlling an organization.

Course Objectives:

The aim of the syllabus is to develop knowledge and skills in the application of management accounting techniques to quantitative and qualitative information for planning, decision making, performance evaluation, and control.

Student Learning Outcomes:

On successful completion of this exam, students should be able to:

1. Identify and discuss the management information systems, the uses and controls over information and big data and data analytics used by organizations to manage and measure performance.
2. Explain and apply cost and management accounting techniques.
3. Select and appropriately apply decision-making techniques to facilitate business decisions and promote efficient and effective use of scarce business resources, appreciating the risks and uncertainty inherent in business and controlling those risks.
4. Identify and apply appropriate budgeting techniques, including quantitative techniques, and methods for planning and control and use standard costing systems to measure and control business performance and to identify remedial action.
5. Assess the performance of private, public and not-for-profit organizations from both a financial and non-financial viewpoint, appreciating the problems of controlling divisionalized businesses and the importance of allowing for sustainability and external aspects.
6. Demonstrate required employability and technology skills.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Presentation / Quiz/Capstone Project

Course Contents:

- Week 1-2: Management information systems and data analytics: Management information systems; Uses and control of information; Big data and data analytics
- Week 3-5: Specialist cost and management accounting techniques: Activity-based costing; Target costing; Life-cycle costing; Throughput accounting; Accounting for environmental and sustainability factors
- Week 6-8: Decision-making techniques: Relevant cost analysis; Cost volume profit analysis (CVP); Limiting factors; Pricing decisions; Make-or-buy and other short-term decisions; Dealing with risk and uncertainty in decision-making
- Week 9-12: Budgeting and control: Budgetary systems and types of budget; Analytical techniques in budgeting and forecasting; Standard costing; Material mix and yield variances; Sales mix and quantity variances; Planning and operational variances; Performance analysis
- Week 12-14: Performance measurement and control; Performance analysis in private sector,

public sector and not-for-profit organizations; Divisional performance and transfer pricing; Specific performance analysis issues in not-for-profit organizations and the public sector

Week 15-16: Complete Capstone Project/Presentation / Quiz

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Performance Management (PM) by BPP Learning Media and Kaplan Publishing (Updated edition).

Cost and Management Accounting (ICAP Study Text) Updated edition

Course Title : Money and Banking

Course Code : FIN-301

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Microeconomics, Macroeconomics

Course Description:

This course delves into the intricate workings of financial systems, exploring the dynamics between money, banks, and central institutions. Students examine the functions of money, the role of banks in money creation and lending, and the regulatory frameworks governing financial institutions. Topics include monetary policy tools, central banking operations, financial market interactions, and the impact of banking activities on economic stability and growth. Overall, the course equips students with essential knowledge and critical thinking skills to navigate the complexities of modern banking and monetary systems.

Course Objectives:

Objectives include developing an appreciation for the functions of money, understanding the mechanisms through which banks facilitate economic activity, and evaluating the implications of monetary policies on inflation, employment, and economic growth. Additionally, the course aims to cultivate critical thinking skills by examining historical and contemporary issues in banking, fostering an appreciation for the complexities and interconnectedness of the global financial landscape. Ultimately, the course aims to prepare students to engage thoughtfully in discussions about monetary policy, financial regulation, and the broader economic implications of banking activities.

Students Learning Outcomes:

Upon completion of the course on money and banking, students are expected to:

1. Demonstrate a deep understanding of the financial system and its components. They should be able to analyze the functions of money and its importance in economic transactions, as well as comprehend the operations of banks and their role in money creation and lending.

2. Be proficient in evaluating the objectives and tools of monetary policy, understanding central banking operations, and assessing the impact of monetary policy on various economic indicators such as inflation, unemployment, and economic growth.
3. Be capable of critically analyzing financial market interactions, identifying risks and regulatory challenges, and proposing informed solutions to address them.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Project 1: *Banking Regulation and Financial Stability Analysis:*

Students can research and analyze the regulatory frameworks governing banks in different countries. They can examine the impact of regulatory policies on financial stability, risk management practices, and the prevention of banking crises and proposing recommendations for enhancing banking regulation to ensure a stable and resilient financial system.

Project 2: *Monetary Policy Simulation:*

In this project, students can create a simulation model to explore the effects of different monetary policy actions on key macroeconomic variables such as inflation, unemployment, and GDP growth. Using real-world data and economic models, students can design scenarios to simulate central bank decisions, such as changes in interest rates, quantitative easing programs, or forward guidance policies. They can then analyze the simulated outcomes and assess the effectiveness of various monetary policy strategies in achieving macroeconomic objectives.

Project 3: *Financial Inclusion Initiatives:*

Students can research and evaluate initiatives aimed at promoting financial inclusion, particularly in underserved communities or developing countries. They can examine the role of banks, microfinance institutions, mobile banking technologies, and government policies in expanding access to financial services such as savings accounts, credit, and insurance. The project could involve conducting interviews with stakeholders, assessing the effectiveness of financial inclusion programs in improving economic outcomes for marginalized populations, and proposing innovative solutions to address remaining barriers to financial access.

Course Contents:

Week 1-2:	Money; Definition, origin and functions of money; Qualities of a good money system; Importance of money; Paper money; Kinds of paper money; Its advantages and disadvantages; Value of money; Monetary Policy; Effects of changes in value of money; Inflation, its causes and remedies; Deflation; Reflation; Devaluation
Week 3:	Bank; Definition of Bank; Origin and scope of banking; Test of efficiency of a good bank; Classification of banks on the basis of their functions and constitution; Importance of bank for the development of a country
Week 4-5:	Credit and Credit Instruments; Definition of Credit; Uses and abuses of Credit; Importance of Credit; Difference between negotiable and non-negotiable instruments; Characteristics of negotiability; Credit Instruments; Cheque; Bill of Exchange; Promissory Note; Bank Draft; Travelers Cheque; Letter of Credit; The Concept of Plastic Money; Credit Cards; Telephonic transfer of Money; Electronic transfer of Money
Week 6-8:	Commercial Banks; Definition, Importance and Functions of Commercial Banks; Regulations of Commercial Banking; Liquidity; Efficiency; Economy; Publicity; Credit Creation and its Limitations; The Principal Features of

- Different Bank Accounts; Fixed Account; Current Account; PLS Saving Account; PLS Fixed Term Account; Rights and Duties of a Bank Customer and a Banker; Reasons for Dishonoring Cheques; Kinds and Importance of Crossing and Endorsing Cheques; Types of Bank Advances; Cash Credit; Fixed Loans; Overdraft; Principles of Bank Advances; Securities and Kinds of Securities; Banker's Lien; Pledge; Mortgage; Hypothecation
- Week 9-10: Central Bank (with special reference to Pakistan); The nature, principles, constitution and objectives and Regulations of Central Bank; Importance of Central Bank for an economy like Pakistan; Main functions of a Central Bank; Methods of Credit Control; State Bank of Pakistan; Its Primary and Secondary Functions; Its Role in the Economic Development of the Country
- Week 11-12: Introduction to Digital Currency and Blockchain Technology; Types of Digital Currency; Blockchain Technology Fundamentals; Application of Blockchain in Banking and Finance; Challenges and Risks of Digital Currency and Blockchain Technology; Future Trends and Implications
- Week 13-14: Simple Foreign Exchange Transactions; Meaning of Foreign Exchange; Regulations for Foreign Exchange Transactions; Factors Influencing Foreign Exchange; Methods of International Payments; Exchange Control; Forms of Exchange Control; Forward Foreign Exchange; Letter of Credit; Import Letter of Credit; Export Letter of Credit; Why Banks Handle Letter of Credit?; Advantages of Letter of Credit
- Week 15: Export and Import Transactions; Commodity Barter; Import License; Cash Transactions; Methods of Making Payments; Export Transactions; Problems of the Exporter; The Channels of Export Trade; Financing of Exports; Handling of Import and Export Documents
- Week 16: Revision & Presentations & Final Term Examination

Course Methodology:

The course methodology for money and banking integrates class lectures to establish foundational knowledge with interactive discussions and case studies to promote critical thinking and real-world application. Simulation exercises and group projects allow students to immerse themselves in practical scenarios, honing decision-making and teamwork skills. Technology is seamlessly integrated to facilitate engagement and collaboration, fostering an enriched learning experience that equips students with the analytical tools and insights necessary to navigate the complexities of the financial world.

Course Resources:

- Rothbard, N. M., & Salerno, T. J. (2002). *A History of Money and Banking in the United States*. Ludwig von Mises Institute.
- Howells, P. G. A., & Bain, K. (2008). *The Economics of Money, Banking and Finance: A European Text*. Prentice-Hall Financial Times.
- Meenai, S.A. (latest Edition). *Money and Banking In Pakistan*. Karachi: Oxford University Press.
- Thomas, L. (2005). *Money, Banking and Financial Markets*. Cengage Learning.
- Croushore, D. (2006). *Money and Banking: A Policy-Oriented Approach*. Cengage Learning.
- Usmani, T. (2004). *An Introduction to Islamic Finance*. Arham Shamsi.
- Ayub, M. (2009). *Understanding Islamic Finance*. John Wiley & Sons.

Course Title : Corporate Finance

Course Code : FIN-302

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-Requisite: Fundamentals of Accounting, Financial Management

Course Description:

This course provides a comprehensive overview of corporate finance principles, covering topics such as investment decisions, agency theory, working capital management, capital structure, risk management, business valuation, and dividend policy. Students will learn to analyze financial management decisions, evaluate investment opportunities, understand stakeholder objectives and conflicts, and apply various valuation and capital budgeting techniques. Through practical examples and real-world applications, students will develop critical skills for effective financial decision-making in corporate settings.

Course Objectives:

This course aims to equip students with a comprehensive understanding of corporate finance principles and practices, focusing on financial management decisions, investment appraisal techniques, risk management strategies, and dividend policy considerations.

Student Learning Outcomes:

By the end of the course, students will be able to analyze and evaluate investment opportunities, determine optimal capital structures, assess and mitigate financial risks, and make informed dividend policy decisions in corporate settings. Through practical applications and case studies, students will develop critical thinking skills essential for effective financial management in real-world business environments.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Project 1: Case Study Analysis on Capital Structure Decision Making

Project 2: Financial Risk Management Simulation

Project 3: Dividend Policy Formulation and Analysis

Course Contents:

- Week 1: Introduction to Corporate Finance: Financial Management Decisions; Investment Decisions; Indirect Investments; Direct Investments; Dividend Policy's Decisions
- Week 2: Agency theory: Principal-Agent Theory; Stewardship Theory; Corporate Governance Theory; Behavioral Agency Theory; Ways to encourage the achievement of stakeholder objectives, including: i) managerial reward schemes. ii) regulatory requirements
- Week 3-4: Working capital management: The nature, elements and importance of working capital; Management of inventories, accounts receivable, accounts payable and cash; Determining working capital needs and funding strategies

- Week 5-6: Capital Structure: Capital structure theories and practical consideration; Estimating the cost of capital: Estimating cost of equity, estimating cost of debt; estimating overall cost of capital
- Week 7-8: Risk management: The nature and types of risk and approaches to risk management; Causes of exchange rate differences and interest rate fluctuations; Hedging techniques for foreign currency risk; Hedging techniques for interest rate risk
- Week 9-10: Business Valuation: Valuation of business and financial assets; Models for the valuation of shares: i) net book value basis ii) net realizable value basis iii) net replacement cost basis.; income-based valuation models, cash flow-based valuation models; The valuation of debt and other financial assets; Valuation models; Efficient Market Hypothesis (EMH) and practical considerations in the valuation of share.
- Week 11-12: Investment Appraisal: Investment appraisal techniques; relevant cash flows; Payback period; discounted payback; return on capital employed; net present value and discuss its usefulness as an investment appraisal method; internal rate of return; the superiority of discounted cash flow (DCF) methods over non-DCF methods; merits of NPV and IRR;
- Week 13-14: Investment Appraisal: Allowing for inflation and taxation in DCF; the real-terms and nominal-terms approaches; Taxation effects of relevant cash flows; Adjusting for risk and uncertainty in investment appraisal; difference between risk and uncertainty in relation to probabilities and increasing project life; sensitivity analysis to investment projects; Investment Appraisal: Adjusting for risk and uncertainty in investment appraisal; Specific investment decisions (lease or buy, asset replacement, capital rationing)
- Week 15-16: Dividends and Dividend Policy; Cash Dividend and Dividend Payments; Stock Dividend Payments; Real World Factors Favoring a Low Payout and High Payout; A Resolution of Real-World Factors; Establishing a Dividend Policy; Residual Dividend Approach; Irrelevance of Dividend Factor; Bird in Hand Theory of Dividend; Stock Repurchases; Stock Split

Course Methodology:

Course methodology includes interactive lectures and case studies and collaborative projects and discussions.

Course Contents:

ACCA Financial Management (FM) – Study Text by Becker Professional Education

Brigham, F. E., & Houston, F. J. (2014). *Fundamentals of Financial Management*. Cengage Learning.

Ross, P., Westerfield, & Jordan, (2012). *Fundamentals of Corporate Finance*, (10th Edition). McGraw-Hill.

Damodaran, A. (2011). *Applied Corporate Finance*. John Wiley & Sons.

Quiry, P. (2011). *Corporate Finance Theory*. John Wiley & Sons.

Brealey, R. A. (2008). *Principles of Corporate Finance*. McGraw-Hill.

Stanley, B., & Geoffrey A. H. (2008). *Foundations of Financial Management*. McGraw-Hill.

Block, S. B., & Hirt, G. A. (1996). *Foundation of Financial Management*, (7th Edition). Richard-D-Irwin Inc.

Course Title : Financial Reporting - II

Course Code : ACC-304

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Financial Reporting -I

Course Description:

The syllabus is designed to progressively broaden and deepen the knowledge, skills and professional values demonstrated by the student on their way through the qualification. The Financial Accounting and Reporting – II syllabus assumes knowledge acquired in the Financial Accounting and Reporting –I and develops and applies this further and in greater depth.

This advanced course builds on foundational knowledge to develop students' expertise in applying international standards, laws, and regulations to financial reporting. Through comprehensive study of complex accounting principles and ethical considerations, students will master the preparation and presentation of financial statements, including consolidated statements. Advanced topics such as accounting for non-current assets, including financial instruments, leases, intangible assets, and biological assets, will be explored. Emphasis will be placed on ethical principles, enabling students to navigate ethical dilemmas in financial reporting with integrity. Upon completion, students will possess the skills and ethical awareness required to excel in the dynamic field of financial accounting and reporting. The principal areas of the syllabus cover the preparation of financial statements, accounting for non-current assets, ethics and other areas of IFRS. Finally, the syllabus trains the students for Advanced Accounting and Financial Reporting.

Course Objectives:

The aim of Financial Reporting-II is to provide students with advanced expertise in applying international standards, laws, and regulations to financial reporting, fostering a deep understanding of complex accounting principles and ethical considerations. Through comprehensive study of advanced topics such as accounting for non-current assets and ethical dilemmas inherent in financial reporting, the course aims to equip students with the skills and ethical awareness necessary to excel in navigating the dynamic landscape of financial accounting and reporting with integrity and professionalism.

Student Learning Outcomes:

On successful completion of this exam, candidates should be able to:

1. Demonstrate proficiency in applying international accounting standards, laws, and regulations to prepare accurate and compliant financial statements, ensuring adherence to relevant regulatory frameworks.
2. Master the preparation and presentation of complex financial statements, including consolidated statements of financial position and comprehensive income, reflecting a deep understanding of accounting principles and practices.
3. Advance knowledge and skills in accounting for non-current assets, including financial instruments, leases, intangible assets, and biological assets, demonstrating competency in recognition, measurement, and disclosure practices.
4. develop a heightened awareness of ethical principles and considerations in financial reporting, enabling them to identify, evaluate, and address ethical dilemmas effectively while upholding professional integrity and ethical standards.

5. Cultivate critical thinking skills to analyze complex accounting issues, solve problems, and make informed judgments in compliance with international standards and regulatory frameworks.
6. Enhance communication skills for presenting, discussing, and reporting financial information clearly and persuasively in formal and informal settings, fostering effective collaboration and teamwork.
7. Embrace a commitment to lifelong learning and professional growth, demonstrating the ability to stay updated with evolving accounting standards, regulations, and ethical practices to maintain relevance and excellence in the accounting profession.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Project 1: Capstone Project on Financial Reporting-II

Students will be required to do a capstone project based on the IFRS included in this course.

Project 2: Quiz/Assignment/Presentation (to be decided by course instructor)

Course Contents:

Week 1-6: Accounting for Non-current Assets: Apply the principles and concepts with respect to recognition, classification and measurement of financial instruments including preparation of journal entries (excluding impairment, reclassification, derivatives, embedded derivatives, hedge accounting, de-recognition and modification); Apply the principles and concepts for recognition, measurement, presentation and disclosure of Leases (Excluding modification, sale and lease back and reassessment); Apply the principles and concepts for recognition and measurement of intangible assets and expense; and measurement after recognition and disclosure of intangible assets (including website costs); Apply the principles and concepts for recognition, measurement at and after recognition and disclosure of biological assets, agriculture produce and government grants related to a biological asset.

Week 7-12: Other Areas of IFRS: Apply the principles and concepts with respect to disclosure and measurement of operating and reportable segments; Apply the principles and concepts for recognition, measurement and disclosure of adjusting and non-adjusting events after the reporting period; Apply the principles and concepts for recognition, measurement and disclosure of Provisions, Contingent liabilities and Contingent assets; Apply the principles and concepts of recognition, measurement, presentation and disclosure of Revenue from contracts; Apply the principles and concepts for recognition, measurement and disclosure of current tax and deferred tax asset and liability (excluding Business Combinations); Apply principles and concepts in respect of effect of changes in foreign exchange rates on foreign currency transactions.

Week 13-15: Preparation of Financial Statements: Apply the principles, laws and concepts with respect to preparation and presentation of the following: a. Statement of financial position; b. Statement of comprehensive income; c. Statement of changes in equity; d. Notes to the financial statements; Calculate goodwill and consideration transferred in case of business combinations; Calculate the value

of Investment in associates as per equity method of accounting; Prepare and present consolidated statements of financial position and consolidated statement of comprehensive income involving a single subsidiary and associate.

Week 16: Ethics: Describe with simple examples the fundamental principles of professional ethics; Apply the conceptual framework to identify, evaluate and address threats to compliance with fundamental principles; Explain using simple examples the ethical responsibilities of a Chartered Accountant in the preparation and reporting of financial information; Complete Capstone Project and submit.

Specific Examinable Knowledge Reference

1. IAS 1: Presentation of Financial Statements
2. IAS 10: Events after the reporting period
3. IAS 12: Income Taxes
4. IAS 21: The effect of changes in foreign exchange rates
5. IAS 28: Investments in associates and joint ventures
6. IAS 37 and IFRIC 1: Change in Existing Decommissioning, Restoration and Similar Liabilities.
7. IAS 38 and SIC 32: Intangible assets – Website costs
8. IAS 41: Agriculture
9. IFRS 3: Business Combinations
10. IFRS 8: Operating Segments
11. IFRS 9: Financial Instruments
12. IFRS 10: Consolidated Financial Statements
13. IFRS 15: Revenue from Contracts with Customers
14. IFRS 16: Leases
15. Companies Act, 2017 Third, Fourth schedule and Fifth schedules
16. Code of Ethics, (Revised) 2019 (sections 100-120, 220)

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Financial Accounting and Reporting 2 (ICAP Study Text) 2024 or latest edition
Financial Reporting (FR by BPP Learning Media and Kaplan Publishing (Updated edition).

Course Title : Capital Markets in Pakistan

Course Code : FIN-303

Credit Hours : 03

Total Week : 16

Total Hours : 48

Pre-requisite: Financial Management

Course Description:

Finance is the life blood for business. It is necessary for the growth, development and expansion of trade, commerce and industry. The entire financial mechanism is regulated by financial institutions and capital markets. The course has been designed to enable the students to explore the scope, importance and involvement of financial institutions and markets in current day business.

Course Objectives:

This course explores financial management, focusing on finance managers' role in achieving firms' objectives. Students analyze Pakistan's financial system, economic systems' impact on capital markets, and financial intermediaries' functions. Segments of Pakistan's financial markets are studied for their contributions to capital formation and liquidity management. The course delves into the efficiency of Pakistan's capital market, securities trading, and the significance of financial institutions like commercial banks and the State Bank of Pakistan. Interactive methods like presentations and quizzes reinforce learning outcomes.

Student Learning Outcomes:

The students will be able to:

1. Understand finance managers' role in Pakistani firms' financial objectives.
2. Evaluate Pakistan's financial system, distinguishing economic units and assets.
3. Compare economic systems' impacts on Pakistani capital markets.
4. Evaluate and understand the significance of the financial markets in capital formation, liquidity management, and price determination.
5. Assess significance of Pakistan's markets and institutions for economic development.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Individual and/ or group assignment/ presentation or any other course driven project as asked by the instructor/ teacher, in accordance to the institution and semester rules and regulations.

Course Contents:

- | | |
|---------|---|
| Week 1: | The Field of Finance; The role of the finance Manager; The basic financial goals of the firm |
| Week 2: | The Financial System; Surplus Economic Units; Deficit Economic Units; Securities/ Financial Assets\ |
| Week 3: | The Major Economic Systems; Capitalism; Communism; The Islamic Economic System |
| Week 4: | The nature and role of financial markets and institutions: Nature and role of money and capital markets, both nationally and internationally; Role of financial intermediaries; Functions of a stock market and a corporate bond market; Nature and features of different securities in relation to the risk/return trade-off. Impact of Fintech in changing the nature and role of financial markets and institutions. |
| Week 5: | The nature and role of money markets: Role of the money markets in: i) providing short-term liquidity to the private sector and the public sector ii) providing short-term trade finance iii) allowing an organization to manage its |

	exposure to foreign currency risk and interest rate risk. Financial Markets; The Primary Market; The Secondary Market
Week 6:	The Capital Market; Security Exchanges; The Over- The- Counter (OTC) Market; Market Efficiency
Week 7:	Securities in the financial marketplace; Securities in the money market; Treasury bills; Commercial paper; Euro Dollars; Bankers' acceptance
Week 8:	Securities in the capital market; Bonds; Bond terminologies and types; Treasury notes and bonds; Municipal bonds
Week 9:	Corporate bonds; Corporate stock; Common stock; Preferred stock
Week 10:	Role of banks and other financial institutions in the operation of the money markets; Characteristics and role of the principal money market instruments: i) interest-bearing instruments ii) discount instruments iii) derivative products.
Week 11:	Financial Institutions; Financial intermediation; Denomination Matching; Absorbing credit risk; Types of Financial institutions; Commercial Bank; Importance of Commercial Banks; Functions of Commercial Banks
Week 12:	Central Bank; Functions of Central Bank; Credit control
Week 13:	State Bank of Pakistan; Constitution; Function of State Bank; Principles of Note Issue
Week 14:	Specialized Financial Institution in Pakistan; Pakistan industrial credit and Investment Corporation; Small business Finance Corporation; Industrial development Bank of Pakistan; Investment Corporation of Pakistan; National investment trust
Week 15:	International Financial Institutions; International Monetary funds; International Bank for reconstruction and development; World Bank; International Finance Corporation
Week 16:	Presentations, Quiz competition and test

Course Methodology:

In our classroom, we shun the mundane routine of rote learning, embarking instead on a captivating intellectual odyssey meticulously charted in our syllabus. Join us as we navigate through the intricacies of complex concepts, guided by carefully selected materials and dynamic interactive sessions. Your enthusiastic participation is not just encouraged but indispensable, serving as a guiding force in your academic expedition. Assessments, designed to gauge your mastery, are conducted without external aids, demanding a profound understanding of the subject matter.

Course Resources:

- Fredericl-S-Mishken, (2011). *Financial Markets, Institutions and Money*, (7th Edition). New York: Harper Collins Publisher.
- Meenai, S.A. (latest Edition). *Money and Banking In Pakistan*. Karachi: Oxford University Press.
- Abbasi. M. B. (1994). *Capital Markets in Pakistan*. Pakistan: National Development Finance Corporation.
- Lawrence-S-Ritter and Willion-L-Silber (8th Edition). *Principles of Money, Banking and Financial Institutions*. New York: Harper Collins Publishers.
- Ansari, J .A. (2005). *Financial Management in Pakistan*. Oxford University Press.

Course Title : Tax Practices (TP)

Course Code : ACC-305

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Financial Reporting - I

Course Description:

Tax Practices offers a comprehensive exploration of income and sales tax principles essential for aspiring accounting and finance professionals. Beginning with a thorough examination of taxation's historical context, constitutional provisions, and ethical dimensions, students delve into the fundamental concepts shaping contemporary tax landscapes. Through an in-depth study of income tax laws, including computation methodologies, procedural intricacies, and appeals processes, students gain a robust understanding of individual and corporate tax obligations. Furthermore, the syllabus extends to sales tax laws, equipping learners with the knowledge to navigate registration requirements, bookkeeping procedures, and invoicing protocols. By combining theoretical insights with practical applications, this course prepares students to navigate the complexities of taxation with confidence and proficiency in diverse professional contexts.

Course Objectives:

Tax Practices is to equip students with the necessary competencies to proficiently prepare income and sales tax information. Throughout the syllabus, students will delve into the historical background, constitutional provisions, and ethical considerations surrounding taxation. They will master the intricacies of income tax laws, including computation, procedural aspects such as returns and assessments, and appeals processes. Additionally, students will gain expertise in sales tax laws, covering scope, payment, registration, bookkeeping, and invoicing requirements. By the end of the course, students will demonstrate a high level of proficiency in applying tax laws and principles, enabling them to navigate complex tax scenarios with confidence and accuracy.

Student Learning Outcomes:

On successful completion of this exam, candidates should be able to:

1. Demonstrate a comprehensive understanding of the historical background, constitutional provisions, and ethical considerations influencing contemporary taxation systems.
2. Apply advanced knowledge of income tax laws to accurately compute taxable income, assess tax liabilities, and effectively utilize tax credits, exemptions, and deductions.
3. Navigate procedural aspects of taxation including tax compliance requirements, submission protocols, and appeals procedures with precision and adherence to legal standards.
4. Analyze and interpret complex tax scenarios to formulate strategic tax planning strategies for individuals and corporations, ensuring compliance with relevant tax laws and regulations.
5. Evaluate sales tax laws and regulations to calculate tax liabilities, register entities appropriately, maintain accurate records, and adhere to invoicing requirements in accordance with legal stipulations.
6. Demonstrate effective communication skills in engaging with tax authorities, filing necessary applications, representations, and extensions, and advocating on behalf of clients in various tax-related matters.

7. Cultivate a professional ethos of integrity, fairness, transparency, and accountability in tax practice, emphasizing ethical responsibilities towards clients, taxpayers, and regulatory authorities.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Presentation / Quiz/Capstone Project (to be decided by the course instructor)

Course Contents:

Week 1-2: Objective, System and Historical Background, Constitutional Provisions and Ethics: Basic Concepts of taxation and Constitutional Provisions; Federal and Provincial Financial Procedures; Ethics

Income Tax Laws

Week 3: Central Concepts: Describe the central concepts and scope of income

Week 4-8: Chargeability and Computation of Income and Tax; Compute income, taxable income and tax thereon under various heads of income for non-corporates i.e. salary, income from property, income from business, capital gains and income from other sources; Apply the provisions relating to carry forward, deductible allowances, set-off of losses, tax credit and tax exemptions/concessions.

Week 9-11: Procedural Aspects: Returns, Assessments, Appeals and Records: Explain tax compliance requirements and related submissions; Identify persons required to furnish a return of income and wealth statement; Explain the provisions of law relating to the method of filing, revision, due dates for filing and extension in the date for filing of return/statement; Prepare return of income and wealth statement along with its reconciliation; Communicate with Inland Revenue Authorities (filing applications, representations and extensions); Explain the provisions of law relating to various types of assessment; Discuss the provisions of law relating to maintenance of records and audit of income tax affairs of a person; Describe procedure involved in appeals before various appellate authorities i.e. Commissioner (Appeals), Appellate Tribunal, High Court and Supreme Court; State provisions of law relating to alternative dispute resolution.

Sales Tax Laws

Week 12-14: Scope and Payment of Tax: Calculate sales tax (output and input) on taxable supplies (including zero-rated and exempt supplies); Discuss the time and manner of sales tax liability and its payment; Calculate apportionment of input tax and carry forward/refund thereof.

Registration

Describe the types, requirements and procedures involved for registration, de-registration and returns; Bookkeeping and Invoicing Requirements; List the records to be kept by a registered person and explain the related retention requirements and procedures involved in the audit; State the significance of tax invoice, debit and credit notes and their related requirements; Explain the procedure for the destruction of goods

Week 14: Practical workshop on Tax Filing through FBR IRIS Portal

Week 16: Complete Capstone Project/Presentation / Quiz

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics

are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Tax Practices (TP) ICAP Study Text, updated edition

Bare Acts (As amended till date)

The Constitution of Pakistan

Course Title : **Investment Management**

Course Code : **FIN-304**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite/s: Financial Management, Economics, Accounting, Financial Markets and Institutions, and Corporate Finance

Course Description:

The "Investment Management" course provides students with a comprehensive understanding of investment principles, techniques, and practices. Covering topics such as the nature and meaning of investments, portfolio management, risk analysis, economic and industry analysis, company valuation, and stock market operations, the course equips students with the knowledge and skills necessary to make informed investment decisions.

Course Objectives:

This course is designed to provide a good understanding of the field of investment, while stimulating interest in the subject. This understanding is quite valuable because students must make various investment decisions during their lifetimes. The basic purpose of this course is to enhance the knowledge of students regarding understanding investment opportunities, making good investment decisions and recognizing where investment problems and controversies arise and knowing how to deal with them.

Student Learning Outcomes:

Students Learning Outcomes are:

1. Define the nature and meaning of investments within both financial and economic contexts.
2. Differentiate between investments, speculation, and gambling, understanding their respective roles and outcomes.
3. Explain the concept of portfolio management and its importance in achieving investment objectives.
4. Define investment risk and identify its various components, including systematic and unsystematic risks.
5. Conduct economic analysis to assess macroeconomic indicators such as growth rates, interest rates, and government finances. Also perform industry analysis to evaluate sector-specific trends, competitive dynamics, and growth prospects.
6. Apply fundamental analysis techniques to assess the financial health, intrinsic value, and growth potential of individual companies.

7. Describe the functions and operations of stock exchanges and understand their role in facilitating securities trading.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Project 1: Portfolio Construction and Management Project:

Students create a hypothetical investment portfolio based on a set of objectives and constraints provided by the instructor.

Project 2: Industry and Company Research Report:

Students conduct in-depth research on a specific industry or company to assess its investment potential and present their findings in a comprehensive research report, including investment recommendations based on their analysis.

Project 3: Calculation of risk and return of selected Companies:

Students calculate risk and return of selected companies provided by the instructor.

Couse Contents:

Week 1:	Introduction; The Nature and Meaning of Investments; Financial in Economic Concept of Investment; Characteristics of Investment
Week 2:	Objectives of Investment; Investment Vs Speculation; Investment Vs Gambling; Types of Investors; Individual and Institutional Investors; Investment Avenues
Week 3:	Introduction to Portfolio Management; Phases of Portfolio Management; Security Analysis; Portfolio Analysis; Portfolio Selection
Week 4:	Portfolio Revision; Portfolio Evaluation; Evolution of Portfolio Management; Historical Facts
Week 5:	Investment and Risk; Meaning of Risk; Elements of Risk; Systematic Risk; Interest Rate Risk; Market Risk; Purchasing Power Risk
Week 6:	Unsystematic Risk; Business Risk; Financial Risk; Estimation of Systematic Risk
Week 7-8:	Economy Analysis; Growth Rates of National Income; Interest Rates; Government Revenue, Expenditure and Deficit; Exchange Rates; Infrastructure; Economic and Political Stability; Economic Forecasting
Week 9-10:	Industry Analysis: Why do Industry Analysis? The Business Cycle and Industry Sectors; Evaluating the Industry Life Cycle; Structural Economic Changes and Alternative Industries
Week 11:	Analysis of Industry competition; Estimating Industry Rates of Return; Industry Analysis Using the Relative Valuation
Week 12:	Company Analysis: Economic, Industry and structural Links to Company Analysis, Company Analysis; Estimating Intrinsic Value; Estimating Company Earnings per Share
Week 13:	Fundamental Analysis; The Concept of Fundamental Analysis
Week 14:	Stock Exchange; Definition; Functions; Advantages and Disadvantages; Procedure Dealings on Stock Exchange; Broker; Order; Contract; Communication; Settlement
Week 15:	Buyer and Sellers of Securities; Types of Speculators; Causes of Fluctuation in Security Prices; Types of Orders; Pakistan's Stock Market
Week 16:	Presentations

Course Methodology:

The course methodology for Investment Management combines theoretical lectures with practical applications, integrating case studies and group projects. Lectures introduce key concepts and theories, while case studies and projects allow students to apply these concepts in real-world scenarios. Guest speakers provide industry insights, and trading simulations offer hands-on experience in managing portfolios. Class participation will be graded, and examinations will be closed book.

Course Resources:

- Bob Litterman, Q. R. (2011). *Modern Investment Management: An Equilibrium Approach*, (9th Edition). New York: John Wiley & Sons.
- Jones, C. P. (2012). *Investment: Analysis and Management*, (12th Edition). Jon Wiley & Sons.
- Frank, J. Fabozzi, H. M. (2013). *The Theory and Practice of Investment Management: Asset Allocation, Valuation, Portfolio Construction, and Strategies*, (10th Edition). New York: John Wiley & Sons.
- Hagin, R. L. (2010). *Investment Management: Portfolio Diversification, Risk, and Timing--Fact and Fiction*, (3rd Edition). New York: John Wiley & Sons.
- Jones, C. P. (2012). *Investment: Analysis And Management* (12th Edition). Jon Wiley & Sons.
- Bhalla, V.K. (2008). *Investment Management*. S. Chand Limited
- Karachi Stock Exchange (2004). *Investors Guide*. Karachi Stock Exchange (also available on Web Site www.kse.com.pk).
- Kevin, S. (2007). *Portfolio Management*. New Delhi: Prentice- Hall of India Pvt. Ltd.
- Maheshwari, Y. (2010). *Investment Management*, (8th Edition). Pheonix: PHI Learning Pvt. Ltd.
- Stevenson, T. H. (2010). *Investment Management: A Practical Approach for Financial Institutions*, (9th Edition). Pennsylvania: Bankers Publishing Company.
- Winfield, R.G., & Curry, S.J. (2008). *Success in Investment*. John Murrly Publishers Ltd.

Course Title : **Advanced Accounting & Financial Reporting (AAFR)**

Course Code : **ACC-306**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Financial Reporting –I and Financial Reporting -II

Course Description:

Advanced Accounting and Financial Reporting is designed to equip professionals with the expertise to prepare, analyze, and report accurately represented financial information in accordance with International Financial Reporting Standards (IFRS). Through a comprehensive curriculum, students will delve into advanced topics such as consolidated financial statements, financial reporting for financial instruments, and specialized financial statements for various entities including banks, mutual funds, and insurance companies. Emphasis is placed on the application of IFRS principles, including the appropriateness of accounting policies, fair value measurement, and impairment of assets, while adhering to ethical standards outlined in the code of ethics for professional accountants. Upon completion, students will possess the knowledge and skills required to navigate complex financial reporting challenges and contribute effectively to the finance and accounting profession.

The course covers consolidated financial statements, financial reporting of financial instruments, financial reporting of other areas and specialized financial statements and areas and ethics.

Question scenarios will be based in contemporary business settings; however, candidates will not be required to have detailed knowledge of these businesses.

Course Objectives:

The aim Advanced Accounting and Financial Reporting is to enable professionals to proficiently prepare, analyze, and report financial information in a manner that is both relevant and faithful to the underlying economic reality, aligning with International Financial Reporting Standards (IFRS). By delving into advanced concepts such as consolidated financial statements, financial reporting for various financial instruments, and specialized financial statements for diverse entities, the course aims to equip students with the expertise necessary to navigate complex reporting challenges with accuracy and integrity. Furthermore, the course aims to instill a strong ethical foundation by emphasizing adherence to the code of ethics for professional accountants, ensuring that graduates contribute ethically and responsibly to the finance and accounting profession.

Student Learning Outcomes:

On successful completion of this paper, candidates should be able to:

1. Demonstrate proficiency in applying the principles, laws, and concepts related to the preparation and presentation of consolidated financial statements, ensuring compliance with International Financial Reporting Standards (IFRS).
2. Apply IFRS principles to financial instruments, including accounting policies, fair value measurement, impairment of assets, and the effects of changes in foreign exchange rates, demonstrating competence in reporting complex financial instruments accurately.
3. Apply IFRS principles to other areas of financial reporting, including employee benefits, share-based payments, non-current assets held for sale, revenue from contracts with customers, leases, income taxes, and related party disclosures, ensuring accurate and compliant financial reporting.
4. Apply principles, laws, and concepts to prepare specialized financial statements for entities such as small and medium-sized entities, banks, mutual funds, and insurance companies, demonstrating proficiency in reporting requirements specific to these entities.
5. Apply the requirements of the code of ethics for professional accountants working in business, demonstrating an understanding of ethical responsibilities and behaviors in financial reporting practices.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Presentation / Quiz/Assignment/ Capstone Project (To be decided by the instructor)

Course Contents:

Week 1-4: Consolidated Financial Statements: Apply the principles, laws and concepts with respect to the preparation and presentation of Consolidated Financial Statements.

- Week 5-8: Financial Reporting-Financial instruments: Apply International Financial Reporting Standards (IFRSs) including appropriateness of accounting policies used to prepare financial statements to: a. Financial instruments b. Fair Value Measurement c. Impairment of Assets d. The Effects of Changes in Foreign Exchange Rates
- Week 9-11: Financial Reporting-Others: Apply International Financial Reporting Standards (IFRSs) including appropriateness of accounting policies used to prepare financial statements to: a. Employees benefits; b. Share-based Payment; c. Non-current Assets Held for Sale and Discontinued Operations; d. Revenue from Contracts with Customers; e. Leases; f. Income Taxes; g. Related Party Disclosures; h. Interim Financial Reporting
- Week 12-15: Specialized Financial statements and Areas: Apply the principles, laws and concepts with respect to preparation and presentation of disclosures of the following: a. Small and medium-sized entities; b. Banks; c. Mutual funds; d. Insurance companies; Account for and report retirement benefit plans; Apply the IFRSs on: a. First-time Adoption of International Financial Reporting Standards; b. Insurance Contracts ; c. Exploration for and evaluation of Mineral Resources; d. Regulatory Deferral Accounts; e. Financial Reporting in Hyperinflationary Economies; State overview of Islamic Accounting Standard issued by ICAP; State overview of IPSASs and The Conceptual Framework for General Purpose Financial Reporting by Public Sector, Presentation of Financial Statements and Financial Reporting under the Cash Basis of Accounting.
- Week 16: Complete Capstone Project /Assignment/quiz/Presentation

Specific Examinable Knowledge Reference

1. Consolidated Financial statements
 - a. IFRS 3 Business Combinations
 - b. IFRS 10 Consolidated Financial Statements
 - c. IFRS 11 Joint Arrangements
 - d. IFRS 12 Disclosure of Interests in Other Entities
 - e. IAS 7 Preparation of statement of cash flows (only Consolidated)
 - f. IAS 27 Separate Financial Statements
 - g. IAS 28 Investments in Associates and Joint Ventures
2. Financial reporting-Financial instruments
 - a. IFRS 7 Financial Instruments: Disclosures
 - b. IFRS 9 Financial Instruments (including IFRIC 16 & 19)
 - c. IFRS 13 Fair Value Measurement
 - d. IAS 21 The Effects of Changes in Foreign Exchange Rates (including IFRIC 22)
 - e. IAS 32 Financial Instruments: Presentation
 - f. IAS 36 Impairment of Assets
3. Financial reporting-Others
 - a. IFRS 2 Share-based Payment
 - b. IAS 19 Employee Benefits (including IFRIC 14)
 - c. IFRS 5 Non-current Assets Held for Sale and Discontinued Operations

- d. IFRS 15 Revenue from Contracts with Customers
- e. IFRS 16 Leases
- f. IAS 12 Income Taxes (including SIC 25) 7 IAS 24 Related Party Disclosures
- g. IAS 34 Interim Financial Reporting (including IFRIC 10)
- 4. Specialized financial statements and areas
 - a. IAS 26 Accounting and Reporting by Retirement Benefit Plans
 - b. • IFRS 1 First-time Adoption of International Financial Reporting Standards
• IFRS 17 Insurance Contracts • IFRS 6 Exploration for and evaluation of Mineral Resources • IFRS 14 Regulatory Deferral Accounts • IAS 29 Financial Reporting in Hyperinflationary Economies (including IFRIC 7)
 - c. Islamic Accounting Standard issued by ICAP
 - d. • IPSAS 1 Presentation of Financial Statements • IPSAS Financial Reporting under the Cash Basis of Accounting

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Advanced Accounting and Financial Reporting (ICAP Study Text) Updated edition
Strategic Business Reporting (SBR BPP Learning Media and Kaplan Publishing (Updated edition).

Course Title : **Business Finance Decisions**

Course Code : **FIN-305**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-Requisite: Financial Management; Corporate Finance

Course Description:

This syllabus develops upon the core financial management knowledge and skills covered in the Financial Management (FM) syllabus and prepares candidates to advise management and/or clients on complex strategic financial management issues facing an organization.

Course Objectives:

The aim of the syllabus is to apply relevant knowledge, skills and exercise professional judgement as expected of a senior financial executive or advisor, in taking or recommending decisions relating to the financial management of an organization in private and public sectors.

Student Learning Outcomes:

On successful completion of this exam, candidates should be able to:

1. Explain and evaluate the role and responsibility of the senior financial executive or advisor in meeting conflicting needs of stakeholders and recognize the role of international financial institutions in the financial management of multinationals.

2. Evaluate potential investment decisions and assess their financial and strategic consequences, both domestically and internationally.
3. Assess and plan acquisitions and mergers as an alternative growth strategy.
4. Evaluate and advise on alternative corporate re-organization strategies.
5. Apply and evaluate alternative advanced treasury and risk management techniques.
6. Apply a range of professional skills in addressing requirements within the Advanced Financial Management exam, and in preparation for, or to support, current work experience.
7. Apply employability and technology skills

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Project 1: Financial strategy Formulation Project:

Students will develop a comprehensive financial strategy for a multinational organization, considering factors such as market dynamics, regulatory requirements, and organizational goals; analyze the company's current financial position, identify areas for improvement, and propose strategic initiatives to optimize capital structure, manage risks, and enhance financial performance; and present it.

Project 2: Management of International Trade and Finance Project:

Students will Evaluate the impact of international trade on the financial operations of a multinational organization and develop strategies to mitigate risks and capitalize on opportunities. A comprehensive report highlighting key findings, recommendations, and risk management strategies. Presentation of the findings to stakeholders, including senior management and relevant departments involved in international trade and finance.

Project 3: Any project assigned by the course instructor

Course Contents:

- Week 1-3: Role of senior financial adviser in the multinational organization: The role and responsibility of senior financial executive/advisor; Financial strategy formulation; Corporate environmental, social, governance (ESG) and ethical issues; Management of international trade and finance; Strategic business and financial planning for multinational organizations; Dividend policy in multinationals and transfer pricing
- Week 4-6: Advanced investment appraisal: Discounted cash flow techniques; Application of option pricing theory in investment decisions; Impact of financing on investment decisions and adjusted present values; Valuation and the use of free cash flows; International investment and financing decisions
- Week 7-8: Acquisitions and mergers: Acquisitions and mergers versus other growth strategies; Valuation for acquisitions and mergers; Regulatory framework and processes; Financing acquisitions and mergers
- Week 9-10: Corporate reconstruction and reorganization: Financial reconstruction; Business re-organization
- Week 11-13: Treasury and advanced risk management techniques: The role of the treasury function in multinationals; The use of financial derivatives to hedge against forex risk; The use of financial derivatives to hedge against interest rate risk
- Week 14: Professional skills: Communication; Analysis and evaluation; Skepticism; Commercial acumen

Week 15: Employability and technology skills: Use computer technology to efficiently access and manipulate relevant information; Work on relevant response options, using available functions and technology, as would be required in the workplace; Navigate windows and computer screens to create and amend responses to exam requirements, using the appropriate tools; Present data and information effectively, using the appropriate tools.

Course Methodology:

Through interactive lectures and discussions, students grasp the idea of key concepts. Hands-on exercises and case studies deepen understanding by allowing students to apply theories to real-world scenarios.

Course Resources:

ACCA Advanced Financial Management (AFM) – Study Text by Becker Professional Education

ACCA Advanced Financial Management (AFM) – Exam Kit by Kaplan Publishing

Course Title : **Advanced Performance Management (APM)**

Course Code : **ACC-307**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Cost and Management Accounting

Course Description:

The Advanced Performance Management syllabus further develops key aspects introduced in Cost and Management Accounting (CMA) and Performance Management (PM) at the Applied Skills level. The syllabus introduces candidates to the strategic role of management accounting as a discipline for planning and controlling performance so that strategic objectives can be set, monitored and controlled. It recognizes the impact of external factors on strategic management issues and covers the risks these factors present and how they can be measured and managed. Appreciating the strategic context of performance management and the impact of wider factors, the syllabus examines the issues relating to performance management information systems and their design. It also addresses the impact which developments in technology will have on the performance management and measurement systems used by organizations.

The syllabus then introduces more specialized costing and management accounting topics. There is some knowledge assumed from Cost and Management Accounting (CMA) – primarily overhead treatments. The objective here is to ensure students have a broader background in management accounting techniques.

The syllabus then moves from performance management systems to the scope and application of high-level performance measurement techniques in a variety of contexts, including not-for-profit organizations and multi-national businesses. Having covered the strategic aspects of performance management and operational systems for the measurement and control of performance in a wide range of organizational contexts, candidates are then expected to synthesize this knowledge in the role of an advisor to senior management or independent clients

on how to assess and control the performance of an entity. The professional skills section of the syllabus links to all others and provides a range of professional skills which the candidate must demonstrate in the exam. These professional skills will make candidates more employable, or if already in work, will enhance their opportunities for advancement.

Course Objectives:

The aim of the syllabus is to apply relevant knowledge, skills and exercise professional judgement in selecting and applying strategic management accounting techniques in different business contexts to contribute to the planning, control and evaluation of the performance of an organization and its strategic and operational development.

Student Learning Outcomes:

On successful completion of this exam, candidates should be able to:

1. Use strategic planning and control models to plan and monitor organizational performance.
2. Identify and evaluate the design features of effective performance management information and monitoring systems and recognize the impact of developments in technology on performance measurement and management systems.
3. Apply appropriate strategic performance measurement techniques in evaluating and improving organizational performance.
4. Advise clients and senior management on strategic business performance evaluation.
5. Apply a range of professional skills in addressing requirements within the Advanced Performance Management exam, and in preparation for, or to support, current work experience.
6. Employability and technology skills.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Presentation / Quiz/Capstone Project

Course Contents:

- Week 1-2: Strategic planning and control: Strategic management accounting; Performance hierarchy; Performance management and control of the organization; Changes in business structure and management accounting; Environmental, social and governance factors
- Week 3-5: Performance management information systems and developments in technology: Performance management information systems; Sources of management information; Recording and processing systems and technologies; Data analytics; Management reports
- Week 6-9: Strategic performance measurement: Strategic performance measures in the private sector; Divisional performance and transfer pricing issues; Strategic performance measures in not-for-profit organizations; Non-financial performance indicators; The role of quality in management information and performance measurement systems; Performance measurement and strategic human resource management issues Other behavioral aspects of performance measurement
- Week 10-12: Performance evaluation: Alternative views of performance measurement and management; Strategic performance issues in complex business structures

Week 13-15: Professional skills: Communication; Analysis and evaluation; Scepticism; Commercial acumen

Employability and technology skills: Use computer technology to efficiently access and manipulate relevant information; Work on relevant response options, using available functions and technology, as would be required in the workplace; Navigate windows and computer screens to create and amend responses to exam requirements, using appropriate tools; Present data and information effectively, using the appropriate tools.

Week 16: Complete Capstone Project/Presentation / Quiz

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Advanced Performance Management (APM) by BPP Learning Media and Kaplan Publishing (Updated edition).

Course Title : Islamic Banking

Course Code : FIN-306

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite : Money and Banking

Course Description:

The course introduces Islamic Banking, covering the meaning of Riba, usury, and interest. It examines interest-free banking's viability, constraints, and its place in the Islamic Economic System. Recommendations are provided to improve Islamic Banking System's effectiveness.

Course Objectives:

Comprehend economic systems: capitalism, communism, and Islamic economics, focusing on principles. Explore Riba in Islamic finance: prohibition, background, and economic implications. Examine Riba's rationale: its impact on economic justice and societal welfare. Learn about Islamic banking: its development, areas of operation, and principles.

Student Learning Outcomes:

1. Understand economic systems: capitalism, communism, and Islamic economics, focusing on principles.
2. Evaluate Riba in Islamic finance: prohibition, implications for transactions and welfare.
3. Critically assess arguments for and against interest-based transactions, emphasizing ethical considerations.
4. Explain interest-free banking in Islam: historical development, operations, and ethical framework.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Engage in individual or group assignments, presentations, and other course-driven projects as prescribed by the instructor, aligning with the rules and regulations set forth by the institution and the current semester guidelines.

Course Contents:

- Week 1: A Brief Overview of Economic Systems; Capitalism; Communism; Islamic Economic System
- Week 2: The Islamic Economic System; Factors of Production in Islam; The Objectives of the Distribution of Wealth in Islam
- Week 3: Riba, Usury, Interest; Introduction; Historical Background; Nature & Meaning
- Week 4: Prohibition of Riba; Riba in the Quran; Riba in Hadith; Riba in Fiqha
- Week 5: Rationale of Prohibition of Riba; Arguments in Favor of Interest; Arguments against Interest; Analysis of the Arguments in Favor of & Against Interest
- Week 6: Interest free Banking System; Objections; Reservations; Evaluation of the Objections & Reservations
- Week 7: Islamic Banking; Philosophy, Development; Areas of Operations; None Fund Based Transactions; Investment Activities; Social Activities; Financing under Profit and Loss Sharing System; Potential of Islamic Banks
- Week 8: Islamic Modes of Financing; Musharakah; Definition of Musharakah; The Basic Rules of Musharakah; The Management of Musharakah; Basic Rules of Distribution of Profit and Loss
- Week 9: Powers and Rights of Partners and Musharakah; Termination of Musharakah; Termination of Musharakah without Closing the Business; Distinction between Interest Based Financing and Musharakah
- Week 10: Mudarabah; Definition; Types of Mudarabah; Difference between Mudarabah and Musharakah; Investment; Mudarabah Expenses; Distribution of Profit and Loss; Roles of Mudarib; Termination of Mudarabah
- Week 11: Diminishing Musharakah; Meaning and Concept; Uses of Diminishing Musharakah
- Week 12: Murabaha; Definition; Difference between Murabaha and Sale; Issues in Murabaha; Basic Mistakes in Murabaha Financing; Bai' Muajjal
- Week 13: Salam and Istisna; Salam; Purpose of Use; Conditions of Salam; Parallel Salam; Istisna; Concept of Istisna; Difference between Istisna and Salam; Istisna as a Mode of Financing
- Week 14: Ijarah (Leasing); Basic Rules; Lease as a Mode of financing; Difference between Murabaha and Leasing; Expenses Consequent to Ownership; Lessee as Ameen; Ijarah Wa Iqtina
- Week 15: Applications of Islamic Financing; Project Financing; Working Capital Financing; Import Financing; Export Financing
- Week 16: Islamic Investment; Securitization; Securitization of Musharakah; Securitization of Murabaha; Securitization of Ijarah

Course Methodology:

In our classroom, we extend our learning beyond the confines of textbooks. We encourage active participation, inviting you to engage deeply with the concepts we discuss. Your insights are valued as we explore together and collaborate in our journey of learning. When it comes to

assessments, we prioritize demonstrating your understanding rather than rote memorization. Come join us, and let's embark on this enriching exploration together!

Course Resources:

- Kettell, B. (2014). *Introduction to Islamic Banking and Finance*, (1st Edition). New York: John Wiley & Sons.
- Mervyn Lewis, L. M. (2013). *Islamic Banking*, (2nd Edition). London: Edward Elgar.
- Munawar Iqbal, D. T. (2011). *Islamic Banking and Finance: New Perspectives on Profit Sharing and Risk*, (4th Edition). London: Edward Elgar Publishing.
- Schoon, D. N. (2014). *Islamic Banking and Finance*, (1st Edition). Washington: Spiramus Press Ltd.
- Siddiqui, S. H. (Latest Edition), *Islamic Banking*. Karachi: Publisher, Royal Book Company.
- Ayub, M. (2009). *Understanding Islamic Finance*. John Wiley & Sons.
- Usmani, M. T. (1999). *An Introduction to Islamic Finance*. Karachi: Idaratul Marrif.
- Usmani, T. (2002). *Islamic Banking*. Karachi: Darul Ishaat.
- Venardos, A. M. (2012). *Current Issues in Islamic Banking and Finance: Resilience and Stability in the Present System*, (2nd Edition). Chicago: World Scientific.

Course Title : **Computerized Accounting**

Course Code : **ACC-308**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Fundamentals of Accounting, Basic Computer Skills

Course Description:

Computerized Accounting introduces students to the principles and practices of accounting software applications in modern business environments. The course covers topics such as accounting information systems, database management, and the utilization of accounting software packages for financial data processing and reporting. Through theoretical instruction, hands-on practice, and case studies, students develop the skills necessary to effectively utilize accounting software to record transactions, prepare financial statements, and analyze financial data.

Course Objectives:

1. To familiarize students with the principles of accounting information systems and the role of technology in accounting processes.
2. To develop students' proficiency in utilizing accounting software packages for data entry, financial reporting, and analysis.
3. To enhance students' understanding of database management concepts and their application in accounting information systems.
4. To provide students with hands-on experience in using accounting software to record transactions, generate reports, and analyze financial data.
5. To prepare students for careers in accounting, finance, auditing, and related fields, with a focus on computerized accounting applications.

Student Learning Outcomes:

Upon completion of this course, participants will acquire the following abilities:

1. Understand the principles and concepts of accounting information systems and their role in modern business environments.
2. Navigate and utilize accounting software packages for data entry, transaction processing, and financial reporting.
3. Apply database management concepts to organize and manage financial data effectively within accounting software systems.
4. Generate and interpret financial statements and reports using accounting software, including balance sheets, income statements, and cash flow statements.
5. Analyze financial data and make informed business decisions based on information processed through accounting software applications.
6. Troubleshoot common issues and errors encountered in accounting software usage and apply corrective measures.
7. Collaborate with colleagues and stakeholders to utilize accounting software for efficient financial management and reporting.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Outline:

- Week 1-2: Introduction to Accounting Information Systems: Overview of accounting information systems (AIS), Role of technology in accounting processes, Types of accounting software packages.
- Week 3-4: Database Management in Accounting: Introduction to database management systems (DBMS), Data organization and storage in accounting software, Data retrieval and manipulation techniques.
- Week 5-6: Utilizing QuickBooks Desktop: Introduction to QuickBooks Online (QBD), Setting up company files and chart of accounts, Recording transactions and generating reports in QBD.
- Week 7-8: Advanced Functions in QuickBooks Desktop: Payroll processing and tax reporting in QBD, Bank reconciliation and cash flow management, Customizing reports and financial analysis in QBD.
- Week 9-10: Using Sage 50 for Computerized Accounting: Introduction to Sage 50 accounting software, Company setup and data entry in Sage 50, Financial reporting and analysis in Sage 50.
- Week 11-12: Integration of Accounting Software Importing and exporting data between accounting software packages, Integration with other business software applications, Troubleshooting common issues and errors in accounting software usage.
- Week 13-14: Case Studies and Applications: Application of accounting software to real-world scenarios, Case studies on using QuickBooks Online, Sage 50, and other accounting software packages, Group projects and presentations.
- Week 15: Review and Conclusion: Review of key concepts and applications covered in the course, Conclusion and summary of the course, including career implications and future directions in computerized accounting.
- Week 16: Complete Capstone Project in QBD and Sage 50 Pro

Course Methodology:

The course methodology combines theoretical understanding with practical application. Guiding students through hands-on exercises to navigate the software interface, set up company profiles, and input transactions. Emphasizing real-world scenarios for bank reconciliation, reporting, and automation features, encouraging critical thinking and problem-solving skills. Incorporating interactive elements such as case studies, group discussions, and simulated exercises to reinforce learning and provide a dynamic learning experience.

Course Resources:

Accounting Information Systems" by Marshall B. Romney, Paul J. Steinbart

Computerized Accounting Using QuickBooks Online: A Cloud Based Approach" by Carol Yacht, Susan Crosson

Computerized Accounting with QuickBooks Online: A Practical Approach" by Kathleen Villani, James B. Rosa

Computerized Accounting with Sage 50" by Kathleen Villani, James B. Rosa

Using QuickBooks Online for Accounting" by Glenn Owen

Course Title : **Sustainable Finance**

Course Code : **FIN-307**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Financial Management

Course Description:

This course explores the purpose and structure of finance within the context of sustainability. Topics include sustainable finance products, risk assessment, and the role of financial institutions in mobilizing investments for environmental solutions. Additionally, the course covers ESG integration, corporate social responsibility, and impact investing. Through case studies and research papers, students gain insight into current practices and emerging trends in sustainable finance, preparing them to make a positive impact in the financial sector.

Course Objectives:

This course aims to provide students with a comprehensive understanding of key concepts and practices within the field. By examining the purpose and structure of finance, including asset classes and finance professions, students will grasp the fundamentals. They will explore sustainable finance principles such as fiduciary duty and ESG integration, alongside various sustainable finance products and their drivers. Through case studies like BNP Paribas Asset Management and Climate Investment Funds, students will analyze real-world applications. Throughout, students will develop critical thinking skills to evaluate the impact of finance on sustainability and society.

Student Learning Outcomes:

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

1. Understand sustainable finance and its key components, including ESG factors and sustainable finance products.

2. Analyze the impact of sustainable finance on environmental challenges and societal well-being, considering risk and materiality.
3. Evaluate case studies and research papers to understand real-world applications and emerging trends in sustainable finance.
4. Assess the role of public financial institutions, corporate governance, and stewardship practices in promoting sustainability within the financial sector.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students will complete assignments individually or in groups as instructed by the instructor, adhering to the rules and regulations of the university and the semester.

Course Contents:

- Week 1: Purpose and Structure of Finance: The Financial System; Asset Classes; Finance Professions; Fiduciary Duty
- Week 2-4: What is Sustainable Finance? Making Sense of the Alphabet Soup (RI, SRI, ESG, etc.); Sustainable Finance Products; Drivers of Sustainable Finance Opportunity; Risk, Materiality and Associated changes in Supervision; Impact and Making a Difference; The state of Sustainable Finance; Case Study: BNP Paribas Asset Management; Research paper: Sustainable Finance-A Conceptual Outline.
- Week 5-6: Financing Sustainability: Instruments of Sustainable Finance; Cash Flows and Balance Sheets; Policy Frameworks and Mobilizing Investment into Solutions to Environmental Challenges; Public Financial Institutions (e.g. MDBs, DFIs, NDBs, ECAs, etc.); Case Study: Climate Investment Funds; Research Paper: Corporate social responsibility and sustainable finance: A review of the literature.
- Week 7-8: ESG Integration: Materiality and Stranded Assets; Measurement: Current Approaches and Their Limitations; Corporate Governance and Reporting; Active Ownership, Engagement, Stewardship; Case Study: Legal and General Investment Management – ESG Integration
- Week 9-11: Central Banking and Financial Supervision: Micro-prudential Regulation; Monetary Policy; Financial Conduct; Macroprudential regulation; Research Paper, Green and sustainable finance: principles and practice in banking, investment and insurance.
- Week 12-13: What does it mean to have an Impact through Finance? Defining Sustainability; Alignment vs Risk Management; Impact Investing; Case Study: Bridges Fund Management
- Week 14-15: Future Directions and Trends: The Power of Law; Civil Society and Divestment vs Engagement; Data and Metrics
- Week 16: Presentations

Course Methodology:

The course methodology for sustainable finance involves a combination of lectures, case studies, research papers, group discussions, presentations, guest speakers, projects, and assessments. This multifaceted approach ensures a comprehensive understanding of sustainable finance concepts and their real-world implications.

Course Resources:

- Cato, M. S. (2012). *Green economics: an introduction to theory, policy and practice*. Routledge.
- Schäfer, H. (2012). Sustainable Finance-A Conceptual Outline.
- Lehner, O. M. (2016). *Routledge handbook of social and sustainable finance*. Routledge.
- Liang, H., & Renneboog, L. (2020). Corporate social responsibility and sustainable finance: A review of the literature. *European Corporate Governance Institute–Finance Working Paper*, (701).
- Thompson, S. (2023). *Green and sustainable finance: principles and practice in banking, investment and insurance* (Vol. 7). Kogan Page Publishers.

Course Title : **Public Sector Accounting**

Course Code : **ACC-309**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Financial Accounting

Course Description: Public Sector Accounting provides students with a comprehensive understanding of accounting principles and practices specific to governmental entities. The course is to give orientation regarding procedures, mechanism, nature of accounts, accounting cycle, through relevant stipulations in the Rules and Regulations. Therefore, it covers topics such as fund accounting, budgeting, financial reporting, and auditing standards applicable to governmental organizations. Through theoretical instruction, case studies, and practical exercises, students develop the skills necessary to apply accounting standards and regulations in the public sector and effectively manage financial resources within governmental entities.

Course Objectives:

1. To introduce students to the unique characteristics of governmental accounting.
2. To make orientation of nature, process, forums and authorities in the public sector accounting.
3. To familiarize students with budgeting processes, revenue recognition, and expenditure control in the public sector.
4. To equip students with the skills necessary to prepare and analyze financial statements for governmental organizations.
5. To enhance students' understanding of auditing standards and internal control procedures in governmental accounting.
6. To prepare students for careers in government finance, auditing, and public administration.

Student Learning Outcomes:

Upon completion of this course, participants will acquire the following abilities:

1. Understand the conceptual framework and principles underlying governmental accounting.
2. Apply fund accounting principles to record financial transactions and prepare financial statements for governmental entities.
3. Analyze budgetary processes, revenue sources, and expenditure controls in the public sector.

4. Prepare and interpret financial statements, including balance sheets, income statements, and statements of cash flows, for governmental organizations.
5. Evaluate internal control procedures and auditing standards applicable to governmental accounting.
6. Communicate financial information effectively to stakeholders, including government officials, taxpayers, and oversight agencies.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Outline:

- Week 1-2: Introduction to Governmental Accounting: Definition of the public sector, Federal structure, provincial structure; Nature of governmental Accounting; Purpose of governmental accounting; Users of governmental accounting information; Comparison of public and private finance; Roles and responsibilities for accounting of the system functionaries; Functions of the Auditor-General of Pakistan; Controller General of Accounts and Accountant General; NAM and charts of accounts.
- Week 3-4: Budgeting in the Public Sector: Accounting principles; policies and procedures for Public Budgeting; Public expenditure; public revenues; public assets; public debt and equity; Budgetary process and legal requirements; Types of budgets: Operating budgets, capital budgets, program budgets, Revenue sources and expenditure controls.
- Week 5-6: Accounting for Revenues and Expenditures: Revenue recognition criteria for governmental entities; Accounting for property taxes; sales taxes; grants; and user fees; Encumbrances; appropriations; and expenditure controls.
- Week 7-8: Preparation of Financial Statements: Preparation of fund financial statements; Balance sheet; statement of revenues; expenditures; and changes in fund balance; Analysis and interpretation of financial statements.
- Week 9-10: Auditing in the Public Sector: Auditing standards for governmental organizations; Internal control procedures and risk assessment; Audit planning; fieldwork; and reporting.
- Week 11-12: Special Topics in Governmental Accounting: Accounting for governmental activities vs. business-type activities; Capital assets and long-term liabilities; Pension accounting and other postemployment benefits (OPEB).
- Week 13-14: Case Studies and Applications: Application of governmental accounting principles to real-world scenarios; Case studies on budgeting; financial reporting; and auditing in the public sector; Group projects and presentations.
- Week 15-16: Review and Conclusion: Review of key concepts and applications covered in the course, Conclusion and summary of the course, including career implications and future directions in governmental accounting.

Course Methodology:

Course methodology includes interactive lectures and case studies and collaborative projects and discussions.

Course Resources:

Governmental Accounting, Auditing, and Financial Reporting" by Warren Ruppel
Principles of Government and Not-for-Profit Accounting" by Stephen J. Gauthier, Michael H. Granof
Manual of Accounting Principles by Auditor General of Pakistan
Accounting Policies and Procedures Manual by Auditor General of Pakistan
IPSAS (Cash Basis) by IPSASB (IFAC)
Code of Classification
Planning manual and budget manual
Constitutional Provision Regarding Audit & Accounts.
AGP Ordinance 2001.
CGA Ordinance 2001

Course Title : **Commercial Banking**

Course Code : **FIN-308**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Financial Management / Business Finance

Course Description:

This course aims to equip students with skills to achieve objectives: understanding trends affecting financial services and their implications for bank risk management, grasping bank behavior models, explaining funding mix and cost significance for bank decision-making, assessing credit risk and default premiums, and analyzing bank performance and capital adequacy.

Course Objectives:

This course covers the evolution of bank management practices and their impact on industry. Students analyze commercial banks' financial performance using balance sheet and income statement concepts. They evaluate the role of bank financial managers in stability and profitability through risk management. Techniques like GAP analysis and hedging strategies are taught for risk mitigation. Students also study funding sources, credit risk management, and regulatory capital requirements, developing strategies for capital planning. They apply financial analysis tools to assess bank performance and propose improvements. Review and study exercises reinforce learning and practical application.

Student Learning Outcomes:

1. Demonstrate understanding of bank management's historical evolution and its impact on the industry.
2. Analyze commercial banks' financial statements using fair value accounting principles.
3. Evaluate roles of bank financial managers in ensuring stability and profitability.
4. Assess and mitigate risks like liquidity, interest rate, and credit risks using various techniques.

5. Analyze funding costs and sources, optimizing bank operations and financial health.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students will be assigned individual and/or group assignments, presentations, or other course-related projects as instructed by the instructor or teacher. These activities align with the rules and regulations set forth by the university and the specific requirements of the semester.

Course Contents:

- Week 1: Introduction; Bank Management and Bank Financial Management; The good old days': A Simple Balance Sheet View of Banking
- Week 2: The Transformation of Banking – 1970 to 2007; Financial Innovation; Implications of Banking Innovations for Bank Financial Management; An Assessment of Credit Risk Transfer
- Week 3: Bank Accounts – A Useful Tool if Handled with Care; Introduction; The Bank's Balance Sheet – An Introduction; The Bank's Income Statement
- Week 4: Fair Value and Mark-to-Market Accounting
- Week 5: Bank Valuation; Introduction; The Functions of Bank Financial Managers; The Risks Facing Bank Financial Managers
- Week 6: The Value of the Banking Firm; The Difference Between Market and Book Value; Performance Analysis Using Financial Ratios
- Week 7: Bank Risk Management – Liquidity Management; Introduction; Bank Risk Management; Concepts of Liquidity and Solvency; Sources of Liquidity
- Week 8: Measuring Banks' Liquidity; Practical Liquidity Management; Payments System Risk and its Potential Impact on Bank Liquidity
- Week 9: Interest Rate Risk Management; Introduction; Interest-Rate Risk Management; GAP Analysis
- Week 10: Duration Analysis; Hedging Interest Rate Risk Off Balance Sheet
- Week 11: Cost of Funds and the Funding of Operations; Introduction; Measuring the Cost of Funds; A Note on the Cost of Capital
- Week 12: Using Cost of Funds Measures; Risks Associated with Raising Funds; Funding Planning and Co-ordination; Review Exercise
- Week 13: Bank Risk Management – Credit Risk; Introduction; Credit Risk; Credit Risk and Default Premiums
- Week 14: Loan Administration – General Procedure; Credit Assessment; Loan Pricing; Problem Loans; Conclusion
- Week 15: Capital Management; Introduction; Main Components of Bank Capital; Risk-based Capital Requirements; Basel and Pakistani Banks Capital Adequacy Rules
- Week 16: Pakistani Banks Capital Adequacy: A Brief Overview; Study Exercise International Capital Adequacy; Impact of Capital Adequacy; A Note on Capital Planning and Dividend Management

Course Methodology:

In our classes, we depart from traditional teaching methods and instead follow a structured intellectual journey outlined in the course syllabus. Students are urged to come prepared with insights on the topic as we explore various concepts and models together, supported by selected reading materials and presentations. Active participation is key to shaping grades through

meaningful interactions. Assessments consist of closed-book examinations, challenging students to demonstrate mastery without external aids.

Course Resources:

- Sinkey, J. F. (2014), *Commercial Bank Financial Management*, (6th Edition). New York: McGraw-Hill.
- Chandra, P. (2011). *Financial management*. Tata McGraw-Hill.
- Timothy, W. K. & MacDonald, S. S. (2010). *Bank Management*, (7th Edition). Mason, Ohio USA: Thomson South-Western.
- Brigham, E. (2009). *Fundamentals of Financial Management*. Cengage Learning.
- Gallagher, & Andrew. (2007). *Financial Management Principles and Practices*. FreeLoad Press.
- Rose, P., & Hudgins, S. (2012). *Bank Management & Financial Services*, (9th Edition). McGraw-Hill/Irwin.

Course Title : **International Finance**

Course Code : **FIN-309**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite/s: Microeconomics, Macroeconomics, Financial Accounting, Financial Management

Course Description:

"International Finance" is a dynamic course that explores the complexities of managing finances in a globalized economy. It delves into topics such as foreign exchange markets, multinational capital budgeting, international investment decisions, and risk management strategies. Students learn to navigate the intricacies of cross-border transactions, analyzing the impact of exchange rate fluctuations, political risks, and regulatory environments on financial decision-making. This course equips students with the knowledge and tools necessary to thrive in the ever-evolving landscape of international finance.

Course Objectives:

The concept of global village is more observable in the fields of businesses and trades. This course is designed to prepare students to work in international organizations. The students on completion of this course will be able to: (i) have understanding of financial management of multinational organization, (ii) have understanding of international monetary and foreign exchange rates systems, (iii) measure and manage economic exposure and transactions accordingly, and (iv) prepare budgets and undertake investment analysis of multinational corporations.

Student Learning Outcomes:

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

1. Understand international capital and foreign exchange market.
2. Identify and appraise investment opportunities in the international environment.
3. Identify risk relating to exchange rate fluctuations and develop strategies to deal with them.
4. Identify and evaluate foreign direct investment and international acquisition opportunities.

5. Develop strategies to deal with other types of country risks associated with foreign operations.
6. Express well considered opinion on issues relating to international financial management.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Individual and/ or Group assignments/ presentation or any other course driven project as asked by the instructor/ teacher in accordance with the university and semester rules and regulations.

Course Contents:

- Week 1-2: Multinational Enterprise and Multinational Financial Management
- Week 3-4: International Monetary System and Exchange Rate Determination
- Week 5: The Foreign Exchange Market
- Week 6: Parity Condition in International Finance
- Week 7: Forecasting Exchange Rate Change
- Week 8: Measuring Economic Exposure; Country Risk Analysis
- Week 9: Managing Transaction and Translation Exposure
- Week 10: Managing Longer Term Operating Exposure
- Week 11: International Financing and National Capital Markets
- Week 12: Managing the Multinational Financial System
- Week 13-14: Corporate Strategy and Foreign Investment Analysis
- Week 15: Capital Budgeting for Multinational Corporation
- Week 16: The Measurement and Management of Political Risk

Course Methodology:

The course methodology for "International Financial Management" would blend theoretical frameworks with practical applications to provide students with a comprehensive understanding of global financial dynamics. It would incorporate lectures, case studies, and interactive discussions to explore topics such as foreign exchange markets, multinational capital budgeting, risk management strategies, and international investment decisions. Practical exercises, such as real-world financial data analysis, would immerse students in the complexities of managing finances across borders.

Course Resources:

- Eun, C. S., Resnick, B. G. (2012). International Financial Management, 6th Edition, McGraw-Hill, New York.
- Moosa, I. A. (2010). International Finance: An Analytical Approach, Third Edition, McGraw-Hill, Australia
- Shapiro, A.C. (2009). Multinational Financial Management, 6th Edition, Wiley.

Journal articles

- Erel, I., Liao, R. C. and Weisbach, W.S. (2012) Determinants of Cross-Border Mergers and Acquisitions, Journal of Finance 67, 1045 – 1082. Wiley-Blackwell.
- Owen S., Yawson A. (2010) Human development and cross border acquisitions. Journal of Empirical Finance 17, 689-701. Elsevier.
- Rossi, R., Volpin, P. F. (2004). Cross-country determinants of mergers and acquisitions, Journal of Financial Economics 74, 277-304. Elsevier.

Course Title : **Forensic Accounting**

Course Code : **ACC-310**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Financial Accounting, Managerial Accounting

Course Description: Forensic Accounting introduces students to the principles and practices of forensic accounting, focusing on the detection, investigation, and prevention of financial fraud and misconduct. The course covers topics such as fraud examination techniques, forensic auditing, litigation support, and ethical considerations in forensic accounting. Through theoretical instruction, case studies, and practical exercises, students develop the skills necessary to analyze financial data, identify irregularities, and communicate findings effectively in legal proceedings.

Course Objectives:

1. To provide students with an understanding of the role and responsibilities of forensic accountants in detecting and investigating financial fraud.
2. To develop students' proficiency in forensic accounting techniques, including data analysis, tracing assets, and reconstructing financial transactions.
3. To familiarize students with the legal and ethical considerations in forensic accounting investigations and litigation support.
4. To enhance students' critical thinking and analytical skills in assessing financial evidence and presenting findings in a clear and concise manner.
5. To prepare students for careers in forensic accounting, fraud examination, auditing, and related fields in both public and private sectors.

Student Learning Outcomes:

Upon completion of this course, participants will acquire the following abilities:

1. Understand the principles and concepts of forensic accounting, including fraud detection, prevention, and investigation.
2. Apply forensic accounting techniques, such as data analysis, financial statement analysis, and tracing assets, to identify and investigate financial fraud.
3. Evaluate the legal and ethical considerations in conducting forensic accounting investigations and litigation support activities.
4. Utilize critical thinking and analytical skills to assess financial evidence and draw conclusions in forensic accounting cases.
5. Communicate forensic accounting findings effectively through written reports, oral presentations, and expert witness testimony.
6. Collaborate with legal professionals, law enforcement agencies, and other stakeholders in forensic accounting engagements.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students will be assigned individual and/or group assignments, presentations, or other course-related projects as instructed by the instructor or teacher. These activities align with the rules and regulations set forth by the university and the specific requirements of the semester.

Course Outline:

- Week 1-2: Introduction to Forensic Accounting: Overview of forensic accounting; Definition; roles; and responsibilities; Types of financial fraud: Fraudulent financial reporting; misappropriation of assets; Legal and regulatory framework for forensic accounting investigations in Pakistan
- Week 3-4: Fraud Examination Techniques; Types of frauds and financial crimes; Fraud detection and prevention strategies; Fraud risk assessment and internal controls evaluation; Interviewing techniques and interrogation methods
- Week 5-6: Forensic Data Analysis: Data analysis techniques for detecting financial fraud; Computer-assisted audit tools and techniques (CAATTs); Data mining and visualization for forensic accounting purposes
- Week 7-8: Financial Statement Analysis in Forensic Accounting: Analytical procedures for detecting financial statement fraud; Red flags of financial statement fraud; Reconstruction of financial transactions and tracing assets
- Week 9-10: Litigation Support and Expert Witness Testimony: Role of forensic accountants in litigation support engagements; Preparation of expert witness reports and courtroom testimony; Legal procedures and rules of evidence in forensic accounting cases.
- Week 11-12: Ethical Considerations in Forensic Accounting; Professional ethics and standards for forensic accountants; Ethical dilemmas in forensic accounting investigations; Whistleblowing and reporting ethical violations.
- Week 13-14: Case Studies and Applications: Application of forensic accounting techniques to real-world cases; Case studies on financial statement fraud; embezzlement schemes; and asset tracing; Group projects and presentations
- Week 15-16: Review and Conclusion: Review of key concepts and applications covered in the course; Conclusion and summary of the course; including career implications and future directions in forensic accounting.

Course Methodology:

In our classes, we depart from traditional teaching methods and instead follow a structured intellectual journey outlined in the course syllabus. Students are urged to come prepared with insights on the topic as we explore various concepts and models together, supported by selected reading materials and presentations. Active participation is key to shaping grades through meaningful interactions. Assessments consist of closed-book examinations, challenging students to demonstrate mastery without external aids.

Course Resources:

Forensic Accounting and Fraud Examination" by Mary-Jo Kranacher, Richard Riley, Joseph T. Wells.

Forensic Accounting and Fraud Investigation for Non-Experts" by Stephen Pedneault.

Principles of Fraud Examination" by Joseph T. Wells.

Forensic Accounting and Financial Fraud Investigation" by William S. Hopwood, George R. Young, Jay J. Leiner.

Fraud Examination" by W. Steve Albrecht, Chad O. Albrecht, Conan C. Albrecht, Mark F. Zimbelman.

Course Title : International Trade Finance

Course Title : FIN-310

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite : Financial Management

Course Description:

This course covers a wide range of topics in international business strategies. It includes understanding key drivers and entry strategies into foreign markets, financing for exports and imports, financial planning in international trade, trade risk analysis, export processes, international finance and payment mechanisms, export credit insurance, trade finance sources, alternative financing options, and international institutions related to trade operations.

Course Objectives:

This course aims to provide students with a comprehensive understanding of various aspects of international business strategies and operations. It covers topics such as drivers of international business strategies, entry modes into foreign markets, sources of financing for export and import activities, financial planning in international trade, risk management strategies, export processes including payment and documentation circuits, international finance forms, payment mechanisms, export credit insurance, official trade finance, alternative financing methods like Islamic finance and factoring, and the roles of international institutions in trade operations.

Student Learning Outcomes:

1. Understand global business strategies and market entry methods.
2. Assess financing options for exports and imports.
3. Apply financial planning to international trade, managing risks efficiently.
4. Analyze and mitigate trade risks for successful transactions.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Tasks and projects, whether undertaken individually or collaboratively, are assigned by the instructor in alignment with the guidelines set forth by the university and the current semester's regulations. These assignments may include presentations, group projects, or other coursework designed to enhance learning outcomes and evaluate student progress.

Course Contents:

- Week 1: Globalization; What is globalization? The emergence of global institutions; Drivers of globalization; The changing demographics of the world economy; The globalization debate; Managing in global marketplace
- Week 2: Trade Risks and Risk assessment; International trade practices; Product; risks; Commercial risks (purchaser risks); Adverse business risks
- Week 3: Political risks; Currency risks; Financial risks

Week 4:	Methods of Payment; Different methods of payment; Bank transfer (bank remittance); Cheque payments; Documentary collection; Letter of credit; Counter-trade
Week 5:	Bonds, Guarantees and Standby Letters of Credit; The use of bonds and guarantees; Common forms of guarantee; Demand guarantees; Standby letters of credit; The structure and design of guarantees
Week 6:	Currency Risk Management; Currency risk; The currency markets; Currency exposure; Hedging currency risks; Practical currency management
Week 7:	Export Credit Insurance; A mutual undertaking; The private sector insurance market; Export credit agencies; Investment insurance
Week 8:	Trade Finance; Finance alternatives; Pre-shipment finance; Supplier credits; Refinancing of supplier credits; Buyer credits; The international money market
Week 9:	Structured Trade Finance; International leasing; Lines of credit and local currency finance; Project finance and joint venture; Multilateral development banks
Week 10:	Terms of Payment; Terms of payment and cash management; Contents of the terms of payment; Structure of the terms of payment; Composite terms of payment; The final design of the terms of payment
Week 11:	International Trade Theory; An overview of trade theory Mercantilism; Absolute; advantage; Comparative advantage; New trade theory; National competitive advantage
Week 12:	International Monetary Market; The gold standard; The Breton Woods system; The collapse of the fixed exchange rate system; The floating exchange rate regime; Fixed versus floating exchange rates; Exchange rate regimes in practice; Crisis management by IMF
Week 13:	The Global Capital Market; Benefits of the global capital market; Global capital market risks; The Eurocurrency market; The global bond market; The global equity market; Foreign exchange risk and the cost of capital
Week 14:	Foreign Direct Investment (FDI); FDI in the world economy
Week 15:	Benefits and costs of FDI; Government policy instruments and FDI
Week 16:	Theories of FDI; Political ideology and FDI

Course Methodology:

In our class, we go beyond textbooks. Dive into concepts with us, share your thoughts, and let's learn together. Exams? No problem, just show what you know. Join us and let's explore together!

Course Resources:

- Ahearn, R. J. (2013). *International Trade and Finance*, (4th Edition). New York: DIANE Publishing.
- Ahn, M. J. (2014). *A Theory of Domestic and International Trade Finance*, (1st Edition). New York: John Wiley & Sons.
- Baker, J. C. (2013). *Financing International Trade*, (11th Edition). Washington DC: Greenwood Publishing Group.
- Sherlock, J. (2011). *International trade: An Essential guideline to the principles and practice of export*. Kogan Page Limited.
- Bishop, E. (2012). *Finance of International Trade*, (6th Edition). Butterworth-Heinemann.
- Tresch, R. W. (2012). *Public Finance: A Normative Theory*, (7th Edition). Academic Press: New York.

Grath, A. (2012). *The Handbook of International Trade and Finance: The Complete Guide to Risk Management, International Payments and Currency Management, Bonds and Guarantees, Credit Insurance and Trade Finance*, (2nd Edition). Kogan Page Ltd.

Course Title : **Financial Risk Management**

Course Code : **FIN-311**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite/s: Quantitative Reasoning, Financial Accounting, Financial Management, Corporate Finance

Course Description:

The course in Financial Risk Management focuses on identifying, analyzing, and managing various types of financial risks faced by organizations. Topics typically include market risk, credit risk, liquidity risk, and operational risk. Students learn to use quantitative techniques, risk models, and risk management strategies to measure and mitigate risks effectively. The course covers key concepts such as value-at-risk (VaR), stress testing, hedging techniques, and regulatory frameworks for risk management.

Course Objectives:

The course is designed to focus on financial risk management to provide knowledge to students to understand theoretical, methodological and technical aspects of financial risk management. The students are expected to, (i) Understanding about the theoretical foundations of financial risk management, and (ii) Understand the methodological approaches to and common hazards of empirical archival research on financial risk management.

Student Learning Outcomes:

After studying this subject, students will be able to have learned:

1. The meaning of risk management, impetus for its growth, categorization of risks, the classical and expansive views about risks, and does risk management creates value for a firm.
2. The derivatives market, particularly the use of forwards, futures, and options in hedging financial risks; their pricing and valuation based on the arbitrage principle.
3. The quantification of volatility using standard deviation; the drawbacks associated with this measure; alternative measures of risk and volatility.
4. The nature of interest rate, its components; how to measure interest rate risk using duration and convexity; the role of duration and income gap analysis in the assessment of interest rate risk for banks.
5. Assessment of credit risk through different models; how to insulate organizations from exposure to credit risk; the role of Basel Accords.
6. The estimation of market risk using measures such as Value at Risk (VaR); methods for calculating VaR using analytical and model building approaches

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Project 1: Assignment on Pakistan Mercantile Exchange (PMEX), its functions, products offered on it for hedging, characteristics of futures contracts.

Project 2: Case Studies on derivatives' debacles.

Project 3: Measuring Volatility using Standard Deviation in Excel Critical Quantitative Problems

Any Quizzes

Course Contents:

- Week 1: Risk, Aversion, & Risk-Return Relationship; Types of Risk Business vs. Financial Event Driven Diversity Driven; Financial Risk Management; Risk Management Process
- Week 2: Risk Management & Value Creation Under Efficient & Inefficient Markets; Benefits of Risk Management; Risk Management Techniques
- Week 3: What are Derivatives? Categories of Derivatives; Types of Derivatives Forwards; Payoffs under Forward Contracts; Futures
- Week 4-5: Options; Call vs. Put Options; Buying & Writing Options; Types of Traders; Hedgers Speculators; Arbitrageurs
- Week 6: Mechanics of Futures Markets; Margins; Initial Margin; Maintenance Margin; Variation Margin; Liquidating a Position; Short selling
- Week 7-8: Basic Principles of Hedging; Types of Hedges; Short Hedge; Long Hedge; Basis Risk; Calculating Profit/loss from Short & Long Hedges
- Week 9: Cross Hedging; Minimum Variance Hedge Ratio; Optimal Number of Contracts; Rolling the Hedge; Forward
- Week 10: What is Interest? Determinants of Interest Rates; Nominal Risk-Free Interest Rate; Risk Premiums; Hedging interest rate using Duration
- Week 11: Volatility; Measuring Current Volatility; Unconditional Volatility; Conditional Volatility; Unweighted (Simple Standard Deviation); Weighted (EWMA)
- Week 12-13: Basel Accords Basel I; Capital & Risk Weighted Assets; Basel II; Standardized Approach; FIRB; AIRB; Basel III
- Week 14: What is Credit Risk? Models of Credit Analysis; Expert Systems; Credit Scoring Systems; Rating Systems (Basel II Accords)
- Week 15-16: Market Risk & Unexpected Losses; Measuring Market Risk; Value at Risk (VaR); Methods of Calculating VaR; Analytical Method/Model Approach

Course Methodology:

The course methodology for Financial Risk Management typically involves a combination of theoretical instruction, practical application, and interactive learning activities. Through lectures, students gain a solid understanding of risk management concepts, frameworks, and techniques. Real-world case studies and examples illustrate how financial risks manifest in different contexts, while quantitative analysis tools and software are used to measure and analyze risk exposures. Group projects allow students to apply their knowledge to solve practical risk management problems, while assessments and feedback help evaluate their understanding and skills development.

Course Resources:

Don M. Chance, & Robert Brooks. (2010). *An Introduction to Derivatives and Risk*

- Management* (8th ed.). USA: South-Western, Cengage Learning.
- John C. Hull. (2009). *Options, Futures, and Other Derivatives* (7th ed.). New Jersey: Pearson, Prentice Hall.
- Christoffersen, P. (2012). *Elements of Financial Risk Management*. Elsevier Inc.
- Allen, S. L. (2012). *Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk*, (2nd Edition). Wiley.
- Bradstreet, D. (2007). *Financial Risk Management*. Tata McGraw-Hill.
- Chatterjee, R. (2014). *Practical Methods of Financial Engineering and Risk Management: Tools for Modern Financial Professionals* (1st Edition). Apress.
- Van Deventer, D. R., Imai, K., & Masler, M. (2013). *Advanced Financial Risk Management: Tools and Techniques for Integrated Credit Risk and Interest Rate Risk Management*, (2nd Edition). Wiley.

Course Title : **Advanced Tax Planning and Practices**

Course Code : **ACC-311**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite : Tax Practices

Course Description:

This course is designed to equip students with the essential skills and knowledge required to navigate the intricate landscape of taxation effectively. Through a comprehensive exploration of Income Tax, Sales Tax, Federal Excise Duty, and Ethics, students will develop a deep understanding of tax laws, regulations, and ethical considerations. In the Income Tax module, students will master the computation of income, tax liabilities, and deductions, alongside advising on complex tax scenarios including international taxation and organizational strategies. Similarly, the Sales Tax and Federal Excise Duty component will immerse students in calculating taxes, registration processes, and strategic insights into indirect taxation. Throughout the course, ethical principles underpinning fair tax legislation and professional conduct will be emphasized, ensuring students develop not only technical proficiency but also ethical integrity in their tax practices. Through a blend of theoretical learning and practical application, students will emerge adept at preparing and analyzing relevant tax information, ready to navigate the dynamic field of taxation with confidence and ethical responsibility.

Course Objectives:

The course objective is to provide students with a comprehensive understanding of the principles and practices essential for effective tax preparation and analysis. Through focused modules on Income Tax, Sales Tax, Federal Excise Duty, and Ethics, students will develop the necessary competencies to compute income and tax liabilities, advise on tax-related matters including international taxation and organizational strategies, and ensure compliance with regulatory frameworks. By exploring ethical considerations inherent in tax practices, students will cultivate a sense of professional integrity and responsibility. The course aims to equip students with the knowledge, skills, and ethical mindset required to navigate the complexities of taxation confidently and ethically in various professional contexts.

Student Learning Outcomes:

On successful completion of this exam, candidates should be able to:

1. Demonstrate proficiency in computing income under various heads and calculating tax liabilities, deductions, and credits in accordance with relevant tax laws and regulations.
2. Apply critical thinking skills to analyze complex tax scenarios, formulate strategic tax planning strategies, and provide informed advice to individuals and organizations.
3. Evaluate international taxation aspects and organizational tax strategies, identifying opportunities for optimization and compliance within legal frameworks.
4. Navigate procedural aspects of tax compliance, including returns, assessments, appeals, audits, and collection/recovery/refund of taxes, with precision and adherence to regulatory requirements.
5. Apply knowledge of Sales Tax and Federal Excise Duty laws to accurately calculate taxes on taxable supplies, advise on registration processes, and strategize for indirect taxation scenarios.
6. Demonstrate an understanding of ethical principles governing fair tax legislation and professional conduct, integrating ethical considerations into tax planning and advisory practices.
7. Communicate tax-related information clearly and concisely in formal and informal settings, fostering effective collaboration and comprehension among stakeholders.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Presentation / Quiz/Capstone Project (to be decided by the course instructor)

Course Contents:

Income Tax

- Week 1-3: Compute income under various heads of income and tax thereon and apply provisions of law relating to losses, deductible allowances, tax credits and other tax concessions
- Week 4-5: Advise on returns, assessments, appeals, records, audit, collection/recovery/refund of tax, advance tax, withholding tax, minimum tax and final tax.
- Week 6-7: Advise on international taxation aspects.
- Week 8-9: Advise on organizational strategies with respect to direct taxation.

Sales Tax and Federal Excise Duty

- Week 10-12: Sales Tax: Calculate sales tax (output and input) on taxable supplies including zero rated and exempt supplies; Calculate apportionment of input tax and carry forward / refund thereof; Advise on registration, de-registration, returns, records, audit and appeals.; Apply provisions of provincial / capital territory sales tax laws applicable on services; Advise on organizational strategies with respect to indirect taxation.
- Week 13-15: Federal Excise Duty: Apply provisions of laws on Federal Excise Duty.
Ethics: Describe principles of fair tax legislation and equitable tax administration.; Explain ethics for tax legislators, tax administrators, taxpayers and tax practitioners.
- Week 16: Complete Capstone Project/Presentation / Quiz

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given

topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Tax Planning and Practices (TPP) ICAP Study Text, updated edition

Bare Acts (As amended till date)

Course Title : **Economic Analysis**

Course Code : **FIN-312**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite/s: Microeconomics, Macroeconomics, Financial Management

Course Description:

"Economic Analysis" provides students with a fundamental understanding of economic principles and their applications in various contexts. Through lectures, discussions, and practical exercises, students explore topics such as supply and demand, market structures, consumer behavior, production theory, and macroeconomic indicators. Emphasis is placed on critical thinking and analytical skills, enabling students to evaluate economic phenomena, policy issues, and business decisions. By the end of the course, students develop the ability to apply economic reasoning to real-world problems and make informed decisions in their personal and professional lives.

Course Objectives:

This unit provides an introduction to modern economic analysis. The first half of the unit deals with the theory and application of microeconomics, while the second half is devoted to macroeconomics, which examines the problems associated with inflation, unemployment and the business cycle in the context of the Australian economy.

Student Learning Outcomes:

The course of Economic Analysis aims to equip students with a robust set of learning outcomes.

1. Students will grasp foundational economic principles and theories, enabling them to understand the workings of markets, consumer behavior, and production processes.
2. Students will develop analytical skills to critically assess economic phenomena, evaluate policy implications, and solve real-world problems.
3. Students will cultivate the ability to interpret and analyze macroeconomic indicators, gaining insights into the broader economic environment.
4. Students will emerge from the course with a comprehensive understanding of economics and the capacity to apply economic reasoning to diverse scenarios, whether in academia, policymaking, or business contexts.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Project 1: Market Research and Analysis:

Students could conduct a comprehensive market analysis for a specific industry or product, examining factors such as demand, supply, market structure, and competitive dynamics. They

would collect and analyze data, identify trends and patterns, and make recommendations for businesses or policymakers based on their findings.

Project 2: Policy Analysis and Recommendations

Teams could choose a current economic policy issue at the local, national, or international level and analyze its potential impacts using economic principles. They would evaluate alternative policy options, assess their likely effects on relevant stakeholders, and formulate recommendations supported by economic reasoning and evidence.

Course Contents:

Week 1:	Foundations: Scarcity, Choice and Trade-offs
Week 2:	Supply and Demand
Week 3:	Elasticity and Applications
Week 4-5:	Production Costs; Perfect Competition
Week 6:	Monopoly Pricing, Price Discrimination, Oligopoly, Monopolistic Competition
Week 7:	Asymmetric Information; Earnings & Unions; Income Inequality and Poverty
Week 8-9:	Efficiency, Applications to International Trade and Costs of Taxes and Subsidies
Week 10:	Market Failure and Policy Remedies
Week 11:	GDP, Income and Growth
Week 12-13:	Money, Finance and the concepts of Open Economy Macroeconomics
Week 14:	Aggregate Demand and Supply; Fiscal Policy
Week 15:	Unemployment
Week 16:	Revision & Final Term Examination

Course Methodology:

Through a combination of lectures, discussions, and interactive activities, students engage with foundational economic theories and concepts, such as supply and demand, market structures, and consumer behavior. Practical exercises, including case studies and data analysis, provide students with opportunities to apply economic frameworks to analyze contemporary issues and make informed decisions. Overall, the course methodology aims to cultivate critical thinking skills and equip students with the ability to analyze and interpret economic phenomena effectively.

Course Resources:

- Daniel M. Hausman, M. S. (2011). *Economic Analysis, Moral Philosophy and Public Policy*, (3rd Edition). Cambridge: Cambridge University Press.
- Mc Afee, P. R. (2009). *Introduction of Economic Analysis*. University Press of Florida.
- Jan. (2014). *Economic Analysis for Management and Policy*, (10th Edition). Berkshire: McGrawHill Inc.
- McPherson, M.S. (2006). *Economic Analysis, Moral Philosophy and Public Policy*. Cambridge University Press.
- Knigh, K. G. (2013). *Unemployment: An Economic Analysis*, (4th Edition). New Jersey: Barnes & Noble Books.
- Robert Dorfman, P. A. (2013). *Linear Programming and Economic Analysis*, (5th Edition). Toronto: Rand Corporation.
- Schumpeter, J. A. (2014). *History of Economic Analysis*, (7th Edition). New York: Routledge Printing.
- Caputo, M.R. (2005). *Foundations of Dynamic Economic Analysis*. Cambridge University Press.

Course Title : **Emerging Issues in Financial Crimes**

Course Title : **FIN-313**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite/s: Financial Accounting, Company Law

Course Description:

"Emerging Issues in Financial Crime" is a dynamic course that explores contemporary challenges and trends in financial crime within the global context. Students learn topics such as money laundering, cybercrime, corruption, terrorism financing, and corporate fraud. Through lectures, case studies, and interactive discussions, students examine the evolving nature of financial crimes, the regulatory responses, and the implications for businesses, governments, and society. By the end of the course, students gain insights into the complexities of financial crime and develop the analytical skills and ethical awareness necessary to address these issues effectively in their professional careers.

Course Objectives:

The course aims to examine the underlying causes and consequences of financial crime, exploring regulatory responses and enforcement strategies. It seeks to equip students with the knowledge and skills to identify, prevent, and mitigate financial crime risks in various sectors, including finance, business, and government. Additionally, the course aims to foster critical thinking and ethical awareness, emphasizing the importance of integrity and compliance in combating financial crime. Overall, the objectives are to empower students to address the complexities of financial crime effectively in their professional roles.

Student Learning Outcomes:

1. After this course students will be able to:
2. Understand the nature, scope, and dynamics of contemporary financial crimes, including money laundering, fraud, and cybercrime.
3. Analyze the regulatory frameworks and legal mechanisms designed to prevent, detect, and prosecute financial crimes.
4. Apply analytical skills to assess and respond to emerging trends and challenges in financial crime, incorporating ethical considerations and professional integrity.
5. Evaluate the effectiveness of risk management strategies and compliance measures in mitigating financial crime risks within organizations and across sectors.
6. Communicate effectively about financial crime issues, demonstrating knowledge of key concepts, theories, and best practices in the field.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Project 1: Case studies on Recent Financial Crimes:

Students analyze and present case studies of recent financial crimes, examining the modus operandi, regulatory failures, and societal impacts, and proposing strategies for prevention and enforcement.

Project 2: Simulation of Anti-Money Laundering Compliance:

Students participate in a simulated exercise where they assess and enhance anti-money laundering (AML) compliance programs for a fictitious financial institution, identifying vulnerabilities and implementing remedial measures.

Project 3: Cybersecurity Threat Assessment:

Teams conduct a comprehensive assessment of cybersecurity threats facing financial institutions, analyzing trends, vulnerabilities, and best practices for mitigating risks, and presenting recommendations for strengthening cyber defenses.

Course Contents:

Week 1:	Introduction/Legal Context
Week 2:	Process/Ethical Governance
Week 3:	Occupational Fraud and Abuse
Week 4:	Environment Fraud
Week 5:	Asset Misappropriations
Week 6:	Cybercrime
Week 7:	Social Engineering/Identity Theft
Week 8:	Superannuation/Mortgage/ Insurance Fraud
Week 9:	Financial Fraud ‘Schemes’
Week 9-10:	Corruption
Week 11-14:	Bribery
Week 15-16:	Conspiracy

Course Methodology:

Through a combination of lectures, case studies, and interactive discussions, students explore diverse topics such as cybercrime, money laundering, corruption, and regulatory responses. Practical exercises, including simulations, forensic investigations, and policy analyses, immerse students in real-world scenarios, enabling them to apply theoretical knowledge to practical challenges. Overall, the course methodology aims to equip students with the knowledge, skills, and ethical awareness necessary to address the complexities of financial crimes in contemporary society.

Course Resources:

King, C., & Walker, C. (2014). *Dirty Assets: Emerging Issues in the Regulation of Criminal and Terrorist Assets* (Law, Justice and Power). Ashgate Pub Co.

Gottschalk, M. P. (2014). *Investigation and Prevention of Financial Crime: Knowledge Management, Intelligence Strategy and Executive Leadership*, (5th Edition). Burlington: Ashgate Publishing Company.

Gottschalk, P. (2011). *Policing Financial Crime: Intelligence Strategy Implementation*, (2nd Edition). Florida: Brown Walker Press.

K. H. Spencer Pickett, J. M. (2012). *Financial Crime Investigation and Control*, (4th Edition). New York: John Wiley & Sons.

Mwenda, K. K. (2013). *Combating Financial Crime: The Legal, Regulatory, and Institutional Frameworks*. Michigan: E. Mellen Press.

Ryder, N. (2013). *Issues in Financial Crime in the 21st Century: Law and Policy*, (3rd Edition). Glasco: Edward Elgr Printing Press.

Course Title : **Fiscal Management**

Course Code : **FIN-314**

Credit Hours : **03**

Total Weeks : 16
Total Hours : 48

Pre-requisite: Basic Courses of Economics and Finance

Course Description:

Students will grasp the federal budget process, including construction, management, and government priority determination. Topics cover central budget agencies like the Cabinet Expenditure Review Committee, Senate, and House of Representatives Estimates Committees, expenditure scrutiny, Treasury management, and changes in agency budgeting processes. We explore efforts to enhance resource allocation rationality, budget control, and the role of non-financial performance data.

Course Objectives:

This course emphasizes understanding fiscal management principles, with a focus on capital markets and financial managers in valuation. Students analyze traditional valuation methods like multiples and discounted cash flow analysis to assess investments and forecast cash flows. They evaluate discount rate determination, considering risk and market conditions. Cross-border valuation complexities, including international factors and regulations, are explored. Additionally, financial and real options are studied for valuation, alongside critical assessment of financial decisions on capital structure and mergers and acquisitions.

Student Learning Outcomes:

1. Understand fiscal management principles, including capital markets and financial managers' roles in investment valuation.
2. Use traditional valuation methods like multiples and discounted cash flow analysis for informed investment decisions.
3. Assess discount rate determination critically, considering risk, market conditions, and time value of money.
4. Navigate cross-border valuation complexities, considering international factors and regulatory environments for accurate assessments.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Unleash your creative prowess through individual or group assignments, captivating presentations, or any other course-driven projects curated by our esteemed instructors. Let your imagination soar within the confines of university and semester guidelines as you embark on an academic journey brimming with innovation and inspiration.

Course Contents:

Week 1-2: Introduction, capital markets and financial managers
Week 3-4: Valuation (1): two traditional approaches –multiples and discounted cash flow analysis; Build a simple projection model
Week 5-6: Valuation (2): what discount rate to use in cash flow analysis
Week 7-8: Valuation (3): cross-border valuation
Week 9: Mid Term Examination
Week 10-11: Valuation (4): financial options and real options; Financial decision (1): capital structure irrelevance and capital structure with taxes

- Week 12-13: Financial decision (2): capital structure irrelevance and capital structure with financial distress costs, agency costs and information asymmetry
- Week 14-15: Financial decision (3): Pay out Policy: interactions of investment and financing; decisions raising capital Mergers and acquisitions
- Week 16: Revision & Final Term Examination

Course Methodology:

Step into our classroom, where we boldly reject the dull monotony of rote learning and instead embark on a thrilling intellectual voyage meticulously mapped out in our syllabus. Journey with us as we navigate through the labyrinth of intricate concepts, guided by meticulously chosen resources and vibrant interactive sessions. Your passionate involvement isn't just welcomed, it's paramount, acting as the compass guiding your academic exploration. Assessments, crafted to test your mastery, are conducted without crutches, demanding a profound grasp of the subject matter.

Course Resources:

- Ales Bulir, T. D. (2013). *Aid and Fiscal Management*, (5th Edition). New York: International Monetary Fund.
- Central Bank of Nigeria. (2014). *Issues in fiscal management: implications for monetary policy*, (3rd Edition). Michigan: John Wiley & Sons.
- Christine P. W. Wong, C. J. (2013). *Fiscal Management and Economic Reform in the People's Republic of China*, (3rd Edition). Hong Kong: Asian Development Bank.
- Rasmussen, B. (2011). *Reimbursement and Fiscal Management in Rehabilitation*, (5th Edition). Michigan: John Wiley & Sons.
- Shah, A. (2012). *Fiscal Management*, (10th Edition). Washington DC: World Bank.

Course Title : Public Finance

Course Code : FIN-315

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite : Microeconomics; Macroeconomics; Financial Accounting

Course Description:

The Public Finance course explores the principles and practices governing government expenditures, revenue generation, and fiscal policies. Students examine how governments allocate resources, finance public goods and services, and address economic challenges through taxation, borrowing, and expenditure programs. Topics include budgeting, taxation systems, debt management, public expenditure analysis, and fiscal policy formulation. Through discussions, students learn to evaluate the efficiency, equity, and sustainability of government fiscal policies and their impact on economic development and social welfare.

Course Objectives:

This course will help the students to understand the role of governments in the economic development of a country in general. The students will understand and critically evaluate: (i) role and sources of public finance, (ii) sources, use, and management systems of government revenues, (iii) fiscal policy and need of provincial coordination within a federation. The course thus will also prepare students to work as employees in the related government departments.

Student Learning Outcomes:

This course helps students:

1. Gain a comprehensive understanding of government fiscal policy tools, including taxation, spending, and debt management, and their role in influencing economic activity and welfare.
2. Develop the ability to analyze different types of taxation systems, their distributional effects, and their impact on economic behavior and efficiency.
3. Learn to evaluate government expenditure programs, assess their effectiveness in achieving policy objectives, and analyze their implications for resource allocation and social welfare.
4. Understand the concepts of fiscal sustainability and intergenerational equity and analyze the long-term implications of government borrowing and debt accumulation.
5. Apply economic analysis tools, such as cost-benefit analysis and public goods theory, to assess public policy issues related to taxation, expenditure, and fiscal policy formulation and implementation.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Individual and/ or Group assignments/ presentation or any other course driven project as asked by the instructor/ teacher in accordance with the university and semester rules and regulations.

Course Contents:

- Week 1: Introduction and Role of Public Sector Finance: The Economic Functions and Public Goods: Allocation of Resources, Redistribution of Income and Wealth and Stabilization; Pricing of Public Goods
- Week 2-4: The Theory of Public Goods: Fiscal Principles and Concepts: The Traditional Principles of Tax Neutrality; Expanded Principle of Fiscal Neutrality; Exhaustive Vs. Non-Exhaustive Public Expenditures; Income Elasticity of Government Expenditures; Tax Vs. Non-tax Revenues; Microeconomic Vs. Macroeconomic Regulatory Taxes; Tax Base, Tax Rate Relationship; Progressive, Regressive and Proportional Taxes; Marginal Propensity to Tax and Marginal Vs. Average Tax Rates; Income Elasticity of a Tax Integral Fiscal Non-Neutrality; Tax Efforts and Tax Collection Performance in Pakistan
- Week 5-6: Public Revenue and Taxes; The Economic Case for the Public Sector to Allocate Resources: Market Imperfections, Decreasing Costs of Production; Public Goods and Externalities; Pricing Decreasing Cost Industry
- Week 7-8: The Theory of Public Goods; Public and Private Goods, Pure Public Goods; Should Public Sector be Produced Vs. Private Goods? Semi Public Goods, Merit Goods; Free Rider Problem; Externalities and Public Policy
- Week 9-10: Distributional Equity in Taxation; The Ability to pay and Economic benefits (received); Canons of Taxation; The Optional Income Tax Approach; Optimum Tax and Revenue Collection
- Week 11-12: Tax Structure of Pakistan; Various Kinds of Taxes and their Objectives / Performance in Pakistan; Income and Sales Taxes, Excise and Custom Duties, Export and Import Taxes; Tax Reforms in Pakistan and their Impacts; General Equilibrium Vs. Partial Equilibrium: Tax Incidence Analysis; Determinants of

- Tax Shifting under Partial Equilibrium Conditions; Impacts of Tax Shifting on Price
- Week 13-14: Fiscal Policy: Public Expenditure and Budget; Theories of Public Expenditures; Wagner's Law; Efforts of Public Expenditures; Components of Public Expenditures in Pakistan; Sources and Direction of the Growth of Public Expenditures; Kinds of Budget, Surplus, Deficit and Balanced; Preparation of Budget Cycle in Pakistan; Development and Non-Development Budget and its Patterns; Zero Based Budget, Planning, Programming Budgeting System
- Week 15-16: Fiscal Relations; Fiscal and Economic Aspects of Federalism; Federal - Provincial Fiscal Co-ordination; Collection of Revenue and Provincial Share and its Distribution Criteria; Deficit Financing and its impacts

Course Methodology:

The course methodology for Public Finance should blend theoretical understanding with practical application and critical analysis. Lectures introduce foundational concepts, while policy analyses provide real-world context. Guest speakers offer insights from practitioners in the field, and research projects allow students to delve into specific issues. Debates and simulations foster active engagement and collaboration. Through this multifaceted approach, students develop a deep understanding of public finance principles and the ability to address complex fiscal challenges with informed policy solutions.

Course Resources:

- Gruber, J. (2011). *Public Finance and Public Policy*, (2nd Edition). Washington: Worth Publishers.
- Holcombe, R. G. (2012). *Public Finance: Government Revenues and Expenditures in the United States Economy*, (6th Edition). Chicago: West Publishing Company.
- Jain, T. (2011). *Public Finance and International Trade*, (7th Edition). Mumbai: FK Publications.
- Kabelo Moeti, T. K. (2013). *Public Finance Fundamentals*, (4th Edition). Cape Town: Juta and Company Ltd.
- Vito Tanzi, E. E. (2013). *Public finance in developing countries*, (10th Edition). New York: John Wiley & Sons.
- Govt. of Pakistan, Economic Survey, Yearly Publication, Ministry of Finance, Economic Advisory Wing, Islamabad.
- Stiglitz, E. (2000). *Economics of the Public Sector*. W. W. Norton & Co.

Course Title : International Trade and Governance

Course Code : FIN-316

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite/s: Microeconomics, Macroeconomics, Financial Management

Course Description:

This course examines the economic, political, and legal aspects of international trade relations. Students explore the theories, principles, and policies governing global trade, including trade agreements, tariffs, quotas, and non-tariff barriers. This course also includes the role of

international organizations such as the World Trade Organization (WTO), regional trade blocs, and bilateral trade agreements. Additionally, the course covers the impact of globalization, trade disputes, and trade negotiations on national economies and global markets. Through discussions, students analyze the challenges and opportunities facing countries and businesses engaged in international trade, and the role of governance mechanisms in shaping trade policies and outcomes.

Course Objectives:

This unit provides an in-depth examination of international trade law and governance regimes, including WTO/GATT, multilateral trading regimes, the Vienna Convention on the Contracts for the International Sale of Goods, letters of credit, the Unidroit principles, carriage of goods by land/sea/air, and international commercial arbitration. Topics to be covered may vary from year to year.

Student Learning Outcomes:

After this course:

1. Students will develop a comprehensive understanding of the key trade policies, agreements, and regulations governing international trade, including tariffs, quotas, and trade facilitation measures.
2. Students will be able to analyze the economic effects of international trade on national economies, including its impact on economic growth, employment, income distribution, and consumer welfare.
3. Students will evaluate the role and effectiveness of international organizations, such as the World Trade Organization (WTO), in regulating and overseeing global trade, resolving disputes, and promoting trade liberalization.
4. Students will analyze the dynamics of regional trade agreements, bilateral trade relations, and trade blocs, and assess their implications for participating countries, businesses, and global trade patterns.
5. Students will explore the intersection of trade policies and governance mechanisms, including the influence of political, legal, and institutional factors on trade negotiations, trade agreements, and trade dispute resolution processes.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Project 1: Trade Policy Analysis Project:

In this project, students select a specific trade policy or agreement (e.g., a regional trade agreement, a bilateral trade negotiation, or a tariff reduction initiative) and conduct a comprehensive analysis of its economic, social, and political implications. Students research the background and objectives of the trade policy, analyze its potential impacts on various stakeholders (e.g., domestic industries, consumers, workers), and assess its alignment with broader economic and social objectives. The project culminates in a written report or presentation where students present their findings, evaluate the trade policy's effectiveness, and provide recommendations for policymakers or stakeholders.

Project 2: Simulation Exercise: Trade Negotiation Simulation

In this simulation exercise, students role-play as representatives from different countries or trade

blocs participating in a simulated trade negotiation or trade dispute resolution process. Students are assigned specific roles (e.g., trade ministers, negotiators, industry representatives) and tasked with representing their country's interests, negotiating trade agreements, resolving disputes, and addressing trade-related issues. The simulation follows a structured process, including preparatory research, negotiation rounds, and debriefing sessions, allowing students to apply negotiation skills, understand the complexities of trade diplomacy, and appreciate the challenges of reaching consensus in international trade negotiations.

Course Contents:

- Week 1: Overview of Global Trade development from the 18th Century until now; Economic Theories that justify Trade; Gravity Model; Market-driven international development policies such as the Washington Consensus and their Impact in Shaping Global Trade
- Week 2-3: Trading Nations: The current state of trade patterns and flows of basic commodities; Focusing on Pakistan's experience as a global trading partner and how Pakistan's economy has undergone transformation as seen through its production and trading patterns; the rise of China as a global trading superpower
- Week 4-5: The Case for (and Against) Free Trade; The arguments supporting free trade; theory of comparative advantage and gains from trade. The arguments against free trade together with how trade is frequently weaponized for political purposes. Concepts such as tariffs and quotas
- Week 6: Chip Wars - Semiconductor trade disputes to understand its impact on free trade and beyond.
- Week 7-8: Trade Governance and Agreements; The role of the World Trade Organization (WTO) in developing the rules of international trade and settling trade disputes. The impact of preferential trade agreements (PTAs), including the North American Free Trade Agreement (NAFTA), Transpacific Partnership (TPP) and Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP).
- Week 9: Transnational Corporations: The Primary 'Movers and Shapers' of the Global Economy; At the firm level, transnational corporations (TNCs) form a complex network of production relationships, shaping how global manufacturing is undertaken on a global scale with implications for local and regional development.
- Week 10-11: Global Production Networks (GPNs); Interconnected set of actors; how the complex production of goods and services is globally organized and its implications for economic development. The concept of "strategic coupling"
- Week 12: Global Trade Disruptions; how climate change, macroeconomic and geopolitical events can have a ripple effect in magnifying the disruptions to global trade flows, such as supply chain interferences.
- Week 13-14: Technology and Shifting Trade Patterns; The growing automation in both manufacturing and services also additive manufacturing and their impacts on trade pattern; How the "green economy" is being incorporated into the context of trade.
- Week 15-16: International Trade, Ethics and Sustainability; As modern societies embrace consumerist lifestyles and demand ever more goods and services, how can global production practices be made more sustainable and ethical? What developments are shaping a more circular economy and reducing plastics usage? To round up the lectures with a forward-looking vision, How

international trade can contribute to the United Nations Sustainable Development Goals (SDGs)

Course Methodology:

The course methodology blends theoretical frameworks with practical applications to provide students with a comprehensive understanding of global trade dynamics and governance structures. The course would incorporate lectures, seminars, case studies, and interactive discussions to explore key concepts such as comparative advantage, trade agreements, regulatory frameworks, and the role of international organizations like the WTO and IMF. Practical exercises, including simulations of trade negotiations and policy analysis, would immerse students in real-world scenarios, enhancing their critical thinking and decision-making skills.

Course Resources:

International Trade: Theory and Evidence by Markusen, Melvin, Kaempfer and Maskus, McGraw Hill, 1995 <http://spot.colorado.edu/~markusen/textbook.html>
Robert C. Feenstra and Alan M. Taylor, *International Trade* (3rd Edition), 2014 Worth Publishers.

Online Learning:

WTO: <http://www.wto.org>
UNCTAD: <http://www.unctad.org>
OECD: <http://www.oecd.org>
International Center for Trade and Sustainable Development: <http://www.ictsd.org>
The World Bank: <http://www.worldbank.org>
Alan Deardorff's Glossary of International Economics Terms: <http://www.personal.umich.edu/~alandear/glossary>

Human Resource Management Required and Optional Courses (39 Cr. Hrs.)

Course Title : Strategic Management

Course Code : MGT-302

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Introduction to Management

Course Description:

The course "Strategic Management" at the undergraduate (BS) level provides students with a comprehensive understanding of the principles, frameworks, and tools used to formulate and implement strategic plans within organizations. Students will explore topics such as environmental analysis, competitive positioning, strategic planning processes, resource allocation, and organizational performance measurement. Through case studies, simulations, and real-world examples, students will learn how to analyze industry trends, assess organizational capabilities, and develop strategic initiatives to achieve sustainable competitive advantage. The course emphasizes the integration of functional areas of business, such as

marketing, finance, operations, and human resources, into the strategic decision-making process. Additionally, students will examine the role of leadership, corporate governance, ethics, and social responsibility in shaping strategic outcomes. By the end of the course, students will be equipped with the knowledge and skills to think critically, make strategic decisions, and contribute to organizational success in dynamic and competitive business environments.

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. Understand the concept and importance of strategic management:
2. explain its significance in achieving organizational goals and competitive advantage.
3. understand the role of strategic management in guiding organizational decision-making and ensuring long-term sustainability.
4. Analyze the external and internal environments:
5. understand how to assess organizational resources, capabilities, and core competencies to identify strengths and weaknesses.
6. Formulate strategic goals and objectives:
7. understand the implications of strategic decisions for organizational success and competitiveness.
8. understand how to develop key performance indicators (KPIs) and metrics to monitor and evaluate strategic performance.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to Strategic Management: Definition and significance of strategic management; Evolution of strategic management theories: Role of strategic management in organizational success
- Week 3-4: Environmental Analysis: External environmental analysis (PESTEL analysis, industry analysis); Internal environmental analysis (SWOT analysis, resource-based view); Identifying strategic opportunities and threats
- Week 5-6: Formulating Strategic Goals and Objectives: Mission, vision, and values alignment; Setting strategic goals and objectives (SMART criteria); Crafting a strategic intent statement
- Week 7-8: Strategy Formulation: Generic competitive strategies (cost leadership, differentiation, focus); Corporate-level, business-level, and functional-level strategies; Portfolio analysis (BCG matrix, GE matrix)
- Week 9-10: Strategy Implementation: Organizational structure and design; Strategy execution process; Aligning resources and capabilities with strategy
- Week 11-12: Strategic Leadership and Change Management: Role of leadership in strategic management; Leading strategic change and transformation; Overcoming resistance to change

Week 13-14: Strategy Evaluation and Control: Developing key performance indicators (KPIs); Balanced scorecard approach; Strategic audit and performance review
Week 15-16: Case Studies and Applications: Analyzing strategic management cases; Application of strategic management concepts in real-world scenarios; Group project presentations and discussions

Course Methodology:

For Strategic Management, a blend of theoretical analysis and strategic simulations equips students with the tools to formulate and implement effective business strategies, fostering critical thinking and decision-making skills essential for organizational success.

Course Resources:

Rothaemel, F. (2014). *Strategic Management*, (2nd Edition). McGraw-Hill/Irwin.
Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2014). *Strategic Management: Competitiveness and Globalization* (11th Edition). South-Western College Pub.
Dess, G., Lumpkin, G. T., Eisner, A., & McNamara, G. (2011). *Strategic Management: Text and Cases* (6th Edition). McGraw-Hill/Irwin.
David, F. R., & David, F. R. (2014). *Strategic Management: A Competitive Advantage Approach, Concepts & Cases* (15th Edition). Prentice-Hall.
Pearce, J., & Robinson, R. (2014). *Strategic Management* (14th Edition). McGraw-Hill/Irwin.
Henk W. V., Robert E. M., Reinmoeller, P., Hitt, A. M., Ireland, R.D., & Robert E. H. (2011). *Strategic Management*. Cengage Learning EMEA.

Course Title : International Human Resource Management

Course Code : HRM-302

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Human Resource Management

Course Description:

The course "International Human Resource Management (IHRM)" provides students with an in-depth understanding of the complexities and challenges of managing human resources in a global context. Students will explore the unique factors that influence HRM practices in multinational corporations (MNCs) and develop strategies to effectively manage a diverse, global workforce. The course covers topics such as global talent acquisition and retention, expatriate management, cross-cultural communication, diversity and inclusion, international compensation and benefits, global mobility, and legal and ethical considerations in international HRM. Through case studies, simulations, and real-world examples, students will analyze the impact of globalization, cultural differences, and regional regulations on HRM practices and develop solutions to address these challenges. Additionally, the course examines emerging trends in IHRM, such as virtual teams, global leadership development, and the impact of technology on international HRM. By the end of the course, students will be equipped with the knowledge and skills to navigate the complexities of managing human resources across borders and contribute to the success of organizations operating in a globalized world.

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. Understand the fundamentals of International HRM:
2. define International HRM and explain its importance in the context of global business operations.
3. Analyze cultural dimensions and their impact on IHRM:
4. understand the complexities involved in managing expatriate assignments, including selection, training, compensation, and repatriation.
5. understand labor relations across borders, including understanding collective bargaining practices and addressing labor disputes.
6. Develop cross-cultural communication and teamwork skills:
7. understand the implications of future trends for HRM practices in a global context.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to International HRM: Definition and scope of International HRM (IHRM); Importance of IHRM in the global business environment; Key challenges and trends in IHRM
- Week 3-4: Cultural Dimensions in IHRM: Understanding cultural differences in international business; Hofstede's cultural dimensions theory; Implications of cultural differences for HRM practices
- Week 5-6: Global Staffing Strategies: International staffing approaches: ethnocentric, polycentric, geocentric, and regiocentric; Expatriate management: selection, training, and repatriation; Managing diverse and multicultural teams
- Week 7-8: Managing International Assignments: Expatriate compensation and benefits; Cross-cultural training and development for expatriates; Addressing adjustment and repatriation issues
- Week 9-10: International Performance Management: Performance appraisal in a global context; Challenges and strategies for evaluating expatriate performance; Aligning performance management with global business objectives
- Week 11-12: International Compensation and Benefits: Global compensation strategies; Pay differentials and expatriate allowances; Managing international benefits packages
- Week 13-14: International Labor Relations: Understanding international labor laws and regulations; Global collective bargaining and labor unions; Managing labor relations across borders
- Week 15-16: Emerging Issues in International HRM: Managing virtual and remote international teams; HRM implications of global crises (e.g., pandemics, economic downturns); Future trends and challenges in International HRM

Course Methodology:

For International HRM, a combination of theoretical concepts, cross-cultural simulations and case studies illuminates global HR challenges, empowering students to develop strategic HR solutions tailored to diverse cultural contexts.

Course Resources:

- Dowling, P. J., Festing, M., & Engle, A. (2013). *International Human Resource Management*, (6th Edition). Cengage Learning EMEA.
- Briscoe, D., Schuler, R., & Tarique, I. (2011). *International Human Resource Management: Policies and Practices for Multinational Enterprises*. Routledge.
- Vance, C. M., & Paik, Y. (2010). *Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management*, (2nd Edition). Routledge.
- Evans, P., Pucik, V., & Bjorkman, I. (2010). *The Global Challenge: International Human Resource*, (2nd Edition). McGraw-Hill/Irwin.
- Keller, M. (2013), *International Human Resource Management*. McGraw-Hill.
- Brewster, C., Sparrow, P. & Vernon, G. (2013) *International Human Resource Management*. (6th Edition), London: CIPD.
- Dowling, P. J., Festing, M. & Engle, A. (2008). *International Human Resource Management*. London: Thomson.

Course Title : **Organizational Behavior**

Course Code : **HRM-303**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Human Resource Management; Introduction to Management

Course Description:

The course "Organizational Behaviour" offers students a comprehensive exploration of human behavior within organizational settings. Through the lens of psychology, sociology, and management theories, students delve into understanding how individuals, groups, and structures interact within organizations. Key topics include individual behavior and motivation, group dynamics, leadership, communication, organizational culture, and change management. The course emphasizes the practical application of theories to real-world organizational challenges, such as employee engagement, conflict resolution, and diversity management. Through case studies, simulations, and experiential exercises, students develop critical thinking skills and interpersonal competencies necessary for effective leadership and management roles. By the end of the course, students will have gained insights into human behavior in organizations and the tools to foster a positive and productive work environment.

Top of Form

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. Understand the fundamental concepts of organizational behaviour:
2. Understand the key concepts in organizational behaviour such as perception, motivation, leadership, and organizational culture.
3. understand the interdisciplinary nature of organizational behaviour and its relevance to management practice.

4. Analyze individual behavior in organizations:
5. understand the factors influencing individual behavior in the workplace, including personality, attitudes, and values.
6. analyze how individual differences impact job performance, job satisfaction, and employee engagement.
7. understand organizational change and development:
8. understand the practical implications of organizational behaviour theories for management practice and organizational effectiveness.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to Organizational Behaviour: Definition and importance of organizational behaviour; Historical development of organizational behaviour theories; The interdisciplinary nature of organizational behaviour
- Week 3-4: Individual Behavior in Organizations: Personality and individual differences; Perception and attribution; Attitudes and job satisfaction
- Week 5-6: Motivation in the Workplace: Theories of motivation (e.g., Maslow's hierarchy, Herzberg's two-factor theory, expectancy theory); Motivation and performance; Incentives and rewards
- Week 7-8: Group Dynamics and Teamwork; Group formation and development; Group norms and roles; Team dynamics and effectiveness
- Week 9-10: Leadership and Influence: Leadership theories (e.g., trait theory, behavioral theory, contingency theory); Leadership styles and effectiveness; Power and influence tactics
- Week 11-12: Communication in Organizations; Importance of communication in organizations; Communication channels and barriers; Effective communication skills
- Week 13-14: Organizational Culture and Change: Understanding organizational culture; Types of organizational culture; Managing organizational change
- Week 15-16: Applied Organizational Behaviour: Application of organizational behaviour concepts to real-world scenarios; Case studies and group discussions; Reflection on personal and professional development

Course Methodology:

For Organizational Behavior, a mix of experiential learning activities and psychological theories offers students insights into individual and group dynamics within organizations, fostering a deep understanding of organizational culture and behavior.

Course Resources:

- Robbins, S.P., & Judge, T.M. (2012). *Organizational Behavior*, (15th Edition). Pearson Education.
- Ray, F., Charlotte, R., Gary, R., & Sally, R. (2011). *Organizational Behaviour*. Wiley Publishers.

Robbins, S. P. (2008). *Organizational Behavior*, (13th Edition). India: Pearson Education.
John, B. (2007). *Organizational Behavior: From Theory to Practice*. M.E. Sharpe Publishing.
Ricky, G., & Gregory, M. (2012). *Organizational Behavior: Managing People and Organizations*, (11th Edition) . Cengage Learning Publishing.
Kavita, S. (2010). *Organizational Behaviour: Text and Cases*. India: Pearson Education.

Course Title : **Research Methodology in HRM**

Course Code : **HRM-304**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Human Resource Management, Quantitative Reasoning

Course Description:

The course "Research Methodology in Human Resource Management" provides students with the necessary knowledge and skills to conduct research effectively within the field of human resource management (HRM). Students will learn various research methodologies, techniques, and tools specifically tailored for HRM research. The course covers topics such as research design, data collection methods, data analysis techniques, and interpretation of findings relevant to HRM. Emphasis is placed on understanding the theoretical underpinnings of different research approaches and their practical applications in HRM contexts. Through practical exercises, case studies, and projects, students will develop proficiency in designing and conducting HRM research projects, critically evaluating existing research literature, and communicating research findings effectively. The course aims to equip students with the necessary research skills to address contemporary challenges and contribute to the advancement of knowledge in the field of HRM.

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. Understand the fundamental concepts of research methodology:
2. Formulate research questions and hypotheses:
3. Conduct a comprehensive literature review:
4. Select appropriate research designs and methods for investigating HRM issues.
5. Apply data analysis techniques in the context of HRM research.
6. Ethical considerations in research:
7. Communicate research findings effectively to various stakeholders in the field of HRM.
8. Demonstrate critical thinking and problem-solving skills:

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to Research Methodology: Definition of research, Importance of research in HRM, Types of research (qualitative, quantitative, mixed-methods), Research process: steps and stages
- Week 3-4: Formulating Research Questions and Hypotheses: Identifying research problems, Formulating research questions and objectives, Developing hypotheses, Significance of research questions and hypotheses in HRM
- Week 5-6: Literature Review: Understanding the role of literature review in research; Conducting literature search and review, Organizing and synthesizing literature, Identifying research gaps in HRM literature
- Week 7-8: Research Design: Types of research designs (experimental, survey, case study, etc.), Selecting appropriate research design for HRM studies, Sampling techniques in HRM research, Ethical considerations in research design
- Week 9-10: Data Collection Methods: Primary data collection methods (interviews, surveys, observations), Secondary data collection methods (document analysis, archival research), Data collection tools and techniques in HRM research, Data validation and reliability in HRM research
- Week 11-12: Data Analysis Techniques: Quantitative data analysis techniques (descriptive statistics, inferential statistics), Qualitative data analysis techniques (content analysis, thematic analysis), Using statistical software for data analysis in HRM research, Interpreting research findings in HRM
- Week 13-14: Reporting and Presenting Research Findings: Structure and format of research reports, Writing literature review, methodology, results, and discussion sections, Creating visual aids for presenting research findings, Effective presentation skills for HRM research
- Week 15-16: Research Ethics and Review: Understanding research ethics in HRM, Ethical considerations in data collection and analysis, Institutional review board (IRB) approval process, Ensuring integrity and credibility in HRM research

Course Methodology:

For Research Methodology in Human Resource Management, integrating theoretical frameworks with practical exercises equip students with essential research skills, enabling them to design and conduct rigorous HRM studies effectively.

Course Resources:

Research Methods for Business Students by Mark Saunders, Philip Lewis, and Adrian Thornhill

Research Methods for Human Resource Management by Valerie Anderson

Research Methods in Human Resource Management: Investigating a Business Issue by Valerie Anderson and Robyn Mansell

Qualitative Research Methods in Human Resource Management by Gillian Symon and Catherine Cassell

Quantitative Methods in Human Resources Management: A Practical Guide by Steven Jacobs

Course Title : Strategic Human Resource Management

Course Code : HRM-305

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Human Resource Management; Strategic Management

Course Description:

Strategic Human Resource Management (SHRM) is a specialized approach to managing human resources that aligns HR practices with organizational goals and objectives. This course provides students with an understanding of how HR practices can contribute to achieving competitive advantage and organizational success.

Students explore the strategic role of HRM in organizations, emphasizing the integration of HR strategies with overall business strategies. Key topics include workforce planning, talent acquisition, performance management, training and development, compensation and benefits, and employee relations.

Through case studies, simulations, and real-world examples, students learn how HR practices can drive organizational performance, enhance employee engagement, and foster a culture of innovation and flexibility. The course also covers emerging trends and challenges in SHRM, such as globalization, diversity and inclusion, technology adoption, and ethical considerations. By the end of the course, students will understand how strategic HRM can contribute to organizational effectiveness and competitiveness. They will be equipped with the knowledge and skills to analyze HR challenges, develop strategic HR solutions, and effectively manage human capital to achieve organizational goals.

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. Understand the Strategic Role of HRM:
2. Analyze HRM Practices in Strategic Contexts:
3. Apply Strategic Thinking to HRM Issues:
4. Develop Strategic HRM Plans:
5. Evaluate the Impact of HR Practices:
6. Understand HRM's Role in Organizational Change:
7. Develop Leadership and Management Skills:
8. Apply Ethical and Legal Principles in HRM:

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- | | |
|-----------|---|
| Week 1-2: | Introduction to Strategic HRM: Overview of SHRM concepts and theories; Importance of aligning HRM with organizational strategy; Role of HRM in achieving competitive advantage |
| Week 3-4: | Strategic HR Planning: Environmental scanning and SWOT analysis; HR forecasting and workforce planning; Setting HRM goals and objectives |
| Week 5-6: | Talent Acquisition and Retention; Recruitment strategies for attracting top talent; Selection methods and hiring processes; Employee retention strategies and talent management practices |
| Week 7-8: | Performance Management: Performance appraisal systems and methods; Setting performance standards and goals; Feedback and coaching for performance improvement |

- Week 9-10: Training and Development: Training needs assessment and analysis; Designing and delivering effective training programs; Employee development and career planning
- Week 11-12: Compensation and Benefits; Compensation strategies and pay structure design Benefits administration and employee incentives; Managing compensation to align with organizational goals
- Week 13-14: Employee Relations and Engagement; Managing employee relations and conflict resolution; Building positive organizational culture and employee engagement; Strategies for enhancing employee morale and motivation
- Week 15-16: Emerging Trends in SHRM: Impact of technology on HRM practices; Globalization and international HRM challenges; Diversity and inclusion initiatives in SHRM

Course Methodology:

This course employs a blend of case studies and strategic planning exercises empowers students to align HR practices with organizational goals, fostering the development of strategic HRM competencies essential for driving sustainable competitive advantage.

Course Resources:

- Robbins, S.P., & Judge, T.M. (2012). *Organizational Behavior*, (15th Edition). Pearson Education.
- Ray, F., Charlotte, R., Gary, R., & Sally, R. (2011). *Organizational Behaviour* . Wiley Publishers.
- Robbins, S. P. (2008). *Organizational Behavior*, (13th Edition). India: Pearson Education.
- John, B. (2007). *Organizational Behavior: From Theory to Practice*. M.E. Sharpe Publishing.
- Ricky, G., & Gregory, M. (2012). *Organizational Behavior: Managing People and Organizations*, (11th Edition) . Cengage Learning Publishing.
- Kavita, S. (2010). *Organizational Behaviour: Text and Cases*. India: Pearson Education.

Course Title : Training and Development

Course Code : HRM-306

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Human Resource Management

Course Description:

The course "Training and Development" offers students a comprehensive overview of the theories, practices, and methodologies involved in designing, implementing, and evaluating training programs within organizations. Students will explore the importance of employee development for organizational success and examine various training needs assessment techniques, learning theories, and instructional design principles. The course covers topics such as training program design, delivery methods (including e-learning and virtual training), training evaluation, and the role of technology in training and development. Through case studies, practical exercises, and simulations, students will develop the skills necessary to analyze training needs, design effective training programs, deliver engaging training sessions, and assess training outcomes. Additionally, the course examines emerging trends and challenges in training and development, such as lifelong learning, upskilling, and the impact

of remote work on training delivery. By the end of the course, students will be equipped with the knowledge and skills to plan, implement, and evaluate training initiatives that contribute to individual and organizational performance improvement.

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. Understand the fundamental concepts of training and development:
2. Conduct training needs assessments:
3. Design effective training programs:
4. Implement various training delivery methods:
5. Evaluate training effectiveness:
6. Understand the role of training and development in a global context:
7. Stay abreast of emerging trends in training and development:

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to Training and Development: Definition and importance of training and development; Historical evolution of training and development; The role of training and development in organizational success
- Week 3-4: Needs Assessment and Training Design: Conducting training needs assessments; Identifying learning objectives and outcomes; Designing effective training programs
- Week 5-6: Training Delivery Methods: Traditional training methods (lectures, workshops, on-the-job training; Technology-enabled training methods (e-learning, virtual classrooms); Experiential learning techniques (role-playing, simulations)
- Week 7-8: Training Evaluation: Kirkpatrick's Four Levels of Training Evaluation; Measuring training effectiveness; Assessing the return on investment (ROI) of training programs
- Week 9-10: Employee Development: Career development and succession planning; Coaching and mentoring programs; Talent management and high-potential development
- Week 11-12: Training and Development in a Global Context: Cultural considerations in training and development; Cross-cultural training programs; Managing virtual teams and remote training initiatives
- Week 13-14: Training and Development for Diversity and Inclusion: Addressing diversity and inclusion in training programs; Unconscious bias training ; Creating inclusive learning environments
- Week 15-16: Emerging Trends in Training and Development: Personalized learning and adaptive training technologies; Micro-learning and just-in-time training approaches; Future trends and challenges in training and development

Course Methodology:

For Training and Development, a blend of theoretical frameworks and practical workshops empowers students to design and implement effective learning interventions, fostering skill enhancement and organizational growth.

Course Resources:

- Alan, M., & Robert, R. (2010). *Managing Performance Through Training and Development*, (5th Edition). Cengage Learning ltd.
- Martin, F. (2006). *Managing Projects in Human Resources, Training and Development*. Kogan Page Publishers.
- Roger, C. & John, W. (2003). *Implementing a Training and Development Strategy: Training and Development*, (11th Edition). Wiley & Sons publishing.
- Robert, W., & Pike, R.W. (2003), *Creative Training Techniques*, Handbook.
- Steve, W.J., & Kozlowski. (2001). *Learning, Training, and Development in Organizations*. Taylor & Francis Publishing.
- Laird, D., Holton, F. E., & Naquin, S. S. (2003). *Approaches to Training And Development*, (3rd Edition). Basic Books.

Course Title : **Compensation Management**

Course Code : **HRM-307**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Introduction to Management

Course Description:

The course "Compensation Management" delves into the principles, strategies, and practices associated with designing and administering compensation systems within organizations. Students will explore various aspects of compensation, including salary structures, incentives, benefits, and non-monetary rewards, and their alignment with organizational objectives and employee needs. The course covers topics such as job analysis, market pricing, pay equity, performance-based pay, and legal regulations governing compensation. Through case studies, simulations, and real-world examples, students will learn to design and evaluate compensation programs that attract, motivate, and retain talent while ensuring fairness and competitiveness in the marketplace. Additionally, the course examines emerging trends and challenges in compensation management, such as pay transparency, pay-for-performance, and the impact of globalization on compensation practices. By the end of the course, students will be equipped with the knowledge and skills to effectively manage compensation systems and contribute to organizational success in a dynamic business environment.

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. Understand the fundamental concepts of compensation management
2. Analyze and evaluate compensation strategies
3. Design and manage employee benefit programs
4. Link performance management to compensation
5. Design and implement incentive compensation plans
6. Communicate compensation policies and practices effectively

7. Apply compensation management concepts to real-world scenarios

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to Compensation Management: Definition and importance of compensation management; Objectives and principles of compensation; Trends and challenges in compensation management
- Week 3-4: Strategic Compensation Planning; Linking compensation strategy to organizational goals; Job analysis and evaluation; Designing pay structures and salary ranges
- Week 5-6: Employee Benefits: Types of employee benefits (healthcare, retirement plans, leave policies, etc.); Designing and managing employee benefit programs; Legal and regulatory considerations in employee benefits
- Week 7-8: Performance Management and Compensation: Linking performance management to compensation; Merit pays and performance-based pay systems; Performance appraisal methods and their impact on compensation decisions
- Week 9-10: Incentive Compensation: Types of incentive compensation (bonuses, commissions, profit-sharing, stock options, etc.); Designing and implementing incentive compensation plans; Evaluating the effectiveness of incentive compensation programs
- Week 11-12: Pay Equity and Fairness: Legal requirements for pay equity; Gender pay gap and other forms of pay discrimination; Strategies for ensuring fairness and equity in compensation practices
- Week 13-14: Compensation Communication and Transparency: Communicating compensation policies and practices to employees; Transparency in compensation decisions; Addressing employee concerns and questions about compensation
- Week 15-16: Emerging Issues in Compensation Management: Globalization and its impact on compensation; Flexible work arrangements and their implications for compensation; Future trends and challenges in compensation management

Course Methodology:

This course employs a mix of theoretical lectures and practical case studies that empower students to understand, design, and implement effective compensation strategies, fostering a comprehensive grasp of reward systems within organizations

Course Resources:

- Henderson, R. I. (2005). *Compensation Management in a Knowledge-Based World*, (10th Edition). Prentice- Hall.
- Milkovich, G., Newman, J., & Gerhart, B. (2013). *Compensation*, (11th Edition). McGraw-Hill/Irwin.

Chingos, P. T. (2002). *Paying for Performance: A Guide to Compensation Management*, (2nd Edition). Wiley.

Battacharya, M., & Sengupta, N. (2008). *Compensation Management*. Excel Books.

Martocchio, J. J. (2012). *Strategic Compensation: A Human Resource Management Approach*, (7th Edition). Prentice- Hall.

Course Title : **Industrial Relations**

Course Code : **HRM-308**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Human Resource Management

Course Description:

The course "Industrial Relations" provides students with a comprehensive understanding of the relationship between employers, employees, and labor unions within the workplace. Students will explore the historical, legal, economic, and social aspects of industrial relations and examine the dynamics of labor-management interactions. The course covers topics such as labor laws and regulations, collective bargaining, grievance handling, arbitration, and industrial conflict resolution mechanisms. Students will learn about the role of labor unions, employer associations, and government agencies in shaping industrial relations policies and practices. Through case studies, simulations, and real-world examples, students will analyze various industrial relations scenarios and develop strategies for managing labor relations effectively. Additionally, the course examines emerging trends and challenges in industrial relations, such as globalization, technological advancements, and changes in the workforce composition. By the end of the course, students will be equipped with the knowledge and skills to navigate complex industrial relations issues and promote positive labor-management relations within organizations.

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. Understand the theoretical foundations of industrial relations:
2. Analyze the legal framework of industrial relations:
3. Evaluate the role and functions of trade unions:
4. Understand collective bargaining processes and techniques:
5. Demonstrate knowledge of employee participation mechanisms:
6. Develop skills in grievance handling and conflict resolution:
7. Understand industrial relations in the global context:
8. Analyze emerging issues and trends in industrial relations:
9. Communicate effectively about industrial relations issues:

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to Industrial Relations: Definition and scope of industrial relations; Historical evolution of industrial relations; Key stakeholders and their roles in industrial relations
- Week 3-4: Theoretical Perspectives on Industrial Relations: Unitary, pluralistic, and Marxist perspectives; Systems theory and the Dunlop model of industrial relations; Contemporary approaches to industrial relations
- Week 5-6: Legal Framework of Industrial Relations: Overview of labor laws and regulations; Employment contracts and collective bargaining agreements; Rights and obligations of employers, employees, and trade unions
- Week 7-8: Trade Unions and Collective Bargaining: Role and functions of trade unions; Collective bargaining process and techniques; Strikes, lockouts, and dispute resolution mechanisms
- Week 9-10: Employee Participation and Consultation: Forms of employee participation (works councils, joint consultation committees, etc.); Benefits and challenges of employee participation; Role of employee representatives in decision-making processes
- Week 11-12: Grievance Handling and Conflict Resolution: Grievance handling procedures; Conflict resolution techniques (negotiation, mediation, arbitration); Building and maintaining positive labor-management relations
- Week 13-14: Industrial Relations in Global Context: Comparative industrial relations systems; Transnational corporations and global labor standards; International labor organizations and conventions
- Week 15-16: Emerging Issues in Industrial Relations: Digitalization and its impact on labor markets; Non-standard employment arrangements (gig economy, temporary work, etc.); Future trends and challenges in industrial relations

Course Methodology:

For Industrial Relations, a mix of historical context exploration and contemporary case studies fosters a deep understanding of labor-management dynamics, preparing students to navigate complex workplace relationships with insight and proficiency.

Course Resources:

- Colling, T., & Terry, M. (2010). *Industrial Relations: Theory and Practice (Industrial Revolutions)*, (3rd Edition). Wiley-Blackwell.
- Salamon, M. (2001). *Industrial Relations: Theory and Practice* (4th Edition). Financial Time Management.
- Salamon, M. (1998). *Industrial Relations; Theory and Practice*, (3rd Edition). Hertfordshire Prentice- Hall.
- Khan, B. A. (1992). *Structure of Industrial Relations in Pakistan*. Karachi: Royal Books Company.
- Bajwa, S. A. (2009). *Law of Industrial Relations in Pakistan*. Asia Law House.
- Amjad, A. (2001). *Labour Legislation and Trade Unions in India and Pakistan* (1st Edition). USA: Oxford University Press.

Course Title : Digital Transformation in HR

Course Code : HRM-309

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Human Resource Management, Applications of ICT

Course Description:

The course "Digital Transformation in HR" provides students with an in-depth understanding of how digital technologies are reshaping the field of Human Resource Management (HRM). Students will explore the intersection of HRM and technology, including the adoption of digital tools, platforms, and solutions to enhance HR processes and practices. The course covers topics such as HR analytics, digital recruitment, talent management systems, employee engagement platforms, and remote work technologies. Students will learn how digital transformation is revolutionizing HR functions such as recruitment, onboarding, performance management, learning and development, and employee communication. Through case studies, hands-on projects, and discussions, students will gain practical insights into leveraging digital technologies to improve HR efficiency, effectiveness, and strategic impact. Additionally, the course examines the ethical and privacy considerations associated with digital HR initiatives and explores future trends and challenges in HRM in the digital age. By the end of the course, students will be equipped with the knowledge and skills to navigate the digital landscape of HRM and drive digital transformation initiatives within organizations.

Students Learning Objectives:

At the end of the course, Students should be able to:

1. Understand the fundamentals of digital transformation in HR:
2. Analyze HR processes for digitalization:
3. Develop a digital HR strategy:
4. Select and implement HR technology solutions:
5. Enhance talent acquisition through digital recruitment:
6. Facilitate digital learning and development initiatives:
7. Utilize digital tools for performance management:
8. Apply HR analytics for data-driven decision-making:

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1-2: Introduction to Digital Transformation in HR: Definition and scope of digital transformation in HR; Importance and drivers of digital transformation in HR; Trends and emerging technologies in HR digitalization

- Week 3-4: Digital HR Strategy and Planning: Aligning digital HR strategy with organizational goals; Assessing current HR processes and identifying areas for digitalization; Developing a roadmap for HR digital transformation
- Week 5-6: HR Information Systems (HRIS); Introduction to HRIS and HRMS (Human Resource Management Systems); Features and functionalities of HRIS; Selection, implementation, and integration of HRIS in organizations
- Week 7-8: Talent Acquisition and Digital Recruitment: Leveraging technology for sourcing and attracting talent; Applicant tracking systems (ATS) and recruitment management software; Enhancing candidate experience through digital recruitment processes
- Week 9-10: Digital Learning and Development: e-Learning platforms and Learning Management Systems (LMS); Personalized and adaptive learning technologies. Gamification and micro-learning in employee training and development
- Week 11-12: Performance Management in the Digital Age: Continuous performance management tools and platforms; Real-time feedback and performance analytics; Goal setting and progress tracking using digital tools
- Week 13-14: Employee Engagement and Experience: Employee engagement platforms and pulse surveys; Designing digital employee experience strategies; Measuring and improving employee satisfaction and retention using digital tools
- Week 15-16: Data Analytics and HR Metrics: HR analytics and workforce planning; Predictive analytics for talent management and retention; Ethical considerations and data privacy in HR analytics

Course Methodology:

This course employs an interactive approach combining, theory, industry case studies and hands-on technology demonstrations that enables students to grasp emerging HR tech trends and develop strategies to leverage digital tools for organizational success.

Course Resources:

Digital HR: A Guide to Technology-Enabled Human Resources by Deborah Waddill
 The Future of Work: Attract New Talent, Build Better Leaders, and Create a Competitive Organization by Jacob Morgan
 Digital HR Strategy: A Practical Guide to Transforming Your Organization's Human Resources Capability by Soumyasanto Sen
 HR Disrupted: It's Time for Something Different by Lucy Adams
 The Digital Workforce: The Next-generation Workforce and HR Strategies by Jarik Conrad

Course Title : Talent Management

Course Code : HRM-310

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Human Resource Management

Course Description:

The course "Talent Management" provides students with a comprehensive understanding of strategies, practices, and processes aimed at attracting, developing, and retaining top talent within organizations. Students will explore the importance of talent management in driving organizational performance and competitive advantage. The course covers topics such as talent acquisition, onboarding, performance management, succession planning, career development, and employee retention. Through case studies, simulations, and real-world examples, students will learn to identify and assess talent needs, design talent management strategies, and implement talent development initiatives aligned with organizational goals. Additionally, the course examines emerging trends and challenges in talent management, such as the gig economy, remote work, diversity and inclusion, and the use of technology in talent management practices. By the end of the course, students will be equipped with the knowledge and skills to effectively manage talent pipelines, nurture employee potential, and create a culture of talent excellence within organizations.

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. Understand the concept and importance of talent management:
2. Identify talent needs and gaps:
3. Recruit and select top talent:
4. Develop talent through training and development:
5. Design and implement talent management programs:
6. Evaluate talent management effectiveness:
7. Understand the role of talent management in organizational culture and diversity:

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to Talent Management: Definition and importance of talent management; Evolution of talent management; Key concepts and components of talent management
- Week 3-4: Strategic Workforce Planning: Understanding organizational goals and talent needs; Analyzing talent gaps and forecasting future needs; Developing strategic workforce plans to address talent requirements
- Week 5-6: Talent Acquisition and Recruitment: Recruitment strategies for attracting top talent; Selection processes and assessment methods; Employer branding and candidate experience
- Week 7-8: Onboarding and Employee Integration: Designing effective onboarding programs; Integrating new hires into the organizational culture; Onboarding best practices for talent retention
- Week 9-10: Performance Management and Development: Setting performance expectations and goals; Performance appraisal methods and feedback mechanisms; Individual development planning and career conversations

- Week 11-12: Leadership Development and Succession Planning: Identifying leadership competencies and potential; Designing leadership development programs; Succession planning strategies for key positions
- Week 13-14: Employee Engagement and Retention: Understanding employee engagement and its impact on talent retention; Employee recognition and rewards programs; Strategies for fostering a positive work environment and organizational culture
- Week 15-16: Emerging Trends in Talent Management: Leveraging technology in talent management (e.g., HRIS, AI, analytics); Remote work and virtual talent management; Future trends and challenges in talent management

Course Methodology:

For Talent Management, a combination of theoretical discussions and practical case studies equips students with strategies to attract, retain, and develop top talent, fostering organizational competitiveness and sustainable growth.

Course Resources:

- The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Promoting Your Best People" by Lance A. Berger and Dorothy R. Berger
- Talent Wins: The New Playbook for Putting People First" by Ram Charan, Dominic Barton, and Dennis Carey
- Talent Management for the 21st Century" by Andrea S. Young and Stephen A. Stumpf
- The Talent Management Handbook, Second Edition: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People" by Lance A. Berger and Dorothy R. Berger
- Winning the War for Talent in Emerging Markets: Why Women Are the Solution" by Sylvia Ann Hewlett, Ripa Rashid, and Laura Sherbin

Course Title : **HR Analytics and Metrics**

Course Code : **HRM-311**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Human Resource Management; Applications of ICT

Course Description:

The course "HR Analytics and Metrics" equips students with the skills and knowledge to leverage data-driven insights for effective decision-making in Human Resource Management (HRM). Students will explore the principles, methodologies, and tools of HR analytics and metrics to optimize HR processes, enhance workforce performance, and drive organizational success. The course covers topics such as data collection, data analysis techniques (including statistical analysis and predictive modeling), data visualization, and storytelling with data. Students will learn how to identify relevant HR metrics, analyze HR data to uncover trends and patterns, and use findings to inform strategic HR initiatives. Through hands-on projects, case studies, and real-world applications, students will develop proficiency in using HR analytics tools and platforms to address HR challenges and opportunities. Additionally, the course examines ethical considerations, privacy concerns, and best practices in HR data management.

and analytics. By the end of the course, students will be equipped with the skills and competencies to apply HR analytics and metrics to solve HR problems, make data-driven decisions, and drive organizational performance and competitiveness.

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. Understand the fundamentals of HR analytics and metrics:
2. Identify and collect relevant HR data:
3. Analyze HR data using appropriate techniques:
4. Develop predictive models for HR outcomes:
5. Evaluate employee engagement and retention:
6. Assess diversity and inclusion metrics:
7. Optimize talent acquisition processes:
8. Develop an HR analytics strategy aligned with organizational goals:
9. Apply ethical principles to HR analytics practices:

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to HR Analytics and Metrics: Definition and importance of HR analytics and metrics; Evolution of HR analytics in organizations; Key concepts and terminology in HR analytics
- Week 3-4: Data Collection and Management for HR Analytics: Identifying relevant HR data sources (HRIS, performance evaluations, surveys, etc.); Data collection methods and best practices; Data quality and integrity in HR analytics
- Week 5-6: Data Analysis Techniques in HR: Descriptive analytics: analyzing and interpreting HR data; Inferential analytics: hypothesis testing and data-driven decision-making; Introduction to statistical software tools for HR analytics
- Week 7-8: Predictive Modeling in HR: Understanding predictive analytics in HR; Building predictive models for employee turnover, performance, etc.; Validating and interpreting predictive models
- Week 9-10: Employee Engagement and Retention Analytics: Measuring employee engagement using survey data; Analyzing factors influencing employee turnover; developing strategies to improve employee engagement and retention based on data insights
- Week 11-12: Diversity and Inclusion Analytics: Analyzing diversity and inclusion metrics; Identifying bias and inequities in HR processes using analytics; Designing interventions to promote diversity and inclusion based on data analysis
- Week 13-14: Talent Acquisition Analytics: Analyzing recruitment metrics (time-to-fill, cost-per-hire, etc.; Assessing the effectiveness of recruitment sources and strategies; Optimizing the recruitment process using data-driven insights

Week 15-16: HR Analytics Strategy and Implementation: Developing an HR analytics strategy aligned with organizational goals; Communicating HR analytics findings to key stakeholders; Overcoming challenges and barriers to HR analytics implementation; Ethical considerations in HR analytics and data privacy

Course Methodology:

For HR Analytics and Metrics, hands-on data analysis projects and industry-relevant case studies empower students to harness data-driven insights, enabling informed decision-making and strategic HR management.

Course Resources:

HR Analytics Handbook" by Laurie Bassi and David

The Power of People: Learn How Successful Organizations Use Workforce Analytics To Improve Business Performance" by Nigel Guenole, Jonathan Ferrar, and Sheri Feinzig

Predictive HR Analytics: Mastering the HR Metric" by Martin Edwards and Kirsten Edwards

Effective Human Resource Management: A Global Analysis" by Edward Lawler, John Boudreau, and Susan Mohrman

HR Metrics: The World-Class Way" by John Sullivan

Course Title : **Performance Management**

Course Code : **HRM-312**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Introduction to Management

Course Description:

The course "Performance Management" provides students with a comprehensive understanding of the principles, practices, and methodologies involved in managing and improving employee performance within organizations. Students will explore topics such as goal setting, performance appraisal, feedback and coaching, performance metrics, and performance improvement strategies. Through a combination of theoretical concepts, case studies, practical exercises, and role-playing scenarios, students will develop the knowledge and skills necessary to design, implement, and evaluate effective performance management systems. The course will also cover emerging trends and best practices in performance management, such as the use of technology for continuous feedback, agile performance management approaches, and the integration of diversity and inclusion considerations. By the end of the course, students will be equipped with the tools and techniques to drive performance excellence, enhance employee engagement and motivation, and contribute to organizational success through effective performance management practices.

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. Understand the concept and importance of Performance Management:
2. define performance management and explain its significance in organizational success.

3. understand the objectives and benefits of performance management for both employees and organizations.
4. Analyze the components and process of Performance Management:
5. understand the key components of the performance management process, including goal setting, monitoring, feedback, appraisal, and development.
6. describe the sequential steps involved in the performance management cycle.
7. align individual goals with organizational objectives and priorities.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to Performance Management: Definition and importance of performance management; Evolution of performance management systems; Key concepts and objectives of performance management
- Week 3-4: Performance Management Process: Components of the performance management cycle (goal setting, performance planning, monitoring, feedback, appraisal, and development); Role of managers, employees, and HR in the performance management process; Legal and ethical considerations in performance management
- Week 5-6: Goal Setting and Performance Planning: SMART goals and objective-setting techniques; Cascading goals from organizational to individual levels; Alignment of individual goals with organizational objectives
- Week 7-8: Performance Monitoring and Feedback: Continuous monitoring of performance against goals and objectives; Providing ongoing feedback and coaching to employees; Tools and techniques for performance tracking and documentation
- Week 9-10: Performance Appraisal Methods: Different methods of performance appraisal (e.g., graphic rating scales, behaviorally anchored rating scales, 360-degree feedback); Advantages and disadvantages of each appraisal method; Calibration and standardization of performance ratings
- Week 11-12: Performance Evaluation and Rating: Evaluating performance objectively and fairly; Avoiding common rating errors and biases; Conducting performance discussions and appraisal interviews
- Week 13-14: Performance Improvement and Development: Identifying performance gaps and areas for improvement; Developing performance improvement plans (PIPs); Providing training, coaching, and development opportunities to enhance performance
- Week 15-16: Performance Management Challenges and Future Trends: Addressing challenges in performance management (e.g., resistance, rating inflation, lack of clarity); Emerging trends in performance management (e.g., continuous feedback, agile performance management, technology-enabled solutions); Strategies for adapting performance management systems to meet changing organizational needs

Course Methodology:

For Performance Management, integrating theoretical frameworks with practical case studies facilitates students' understanding of performance appraisal systems, enabling them to develop strategies for enhancing employee productivity and organizational effectiveness.

Course Resources:

Performance Management: Changing Behavior that Drives Organizational Effectiveness by Aubrey C. Daniels

Effective Performance Management: Getting the Best from Your Teams by Derek Torrington and Laura Hall

Effective Performance Management: A Concise Guide to People Management by Marc Effron and Miriam Ort

Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics by Gary Cokins

Performance Management: Measure and Improve the Effectiveness of Your Employees by Robert Bacal

Course Title : **Qualitative and Quantitative Research Techniques in HR**

Course Code : **HRM-313**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Human Resource Management; Quantitative Reasoning; Research Methodology in Business

Course Description:

The course "Qualitative and Quantitative Research Techniques in HR" provides students with a comprehensive understanding of research methods commonly used in Human Resources (HR) management. Through a combination of theoretical insights and practical applications, students explore both qualitative and quantitative approaches to HR research.

Qualitative research techniques cover methods such as interviews, focus groups, and case studies. Students learn how to design qualitative research studies, collect and analyze qualitative data, and interpret findings to gain insights into complex HR phenomena such as employee attitudes, organizational culture, and leadership styles.

Quantitative research techniques focus on methods such as surveys, experiments, and statistical analysis. Students develop skills in designing survey instruments, collecting quantitative data, conducting statistical analysis using software tools, and drawing conclusions based on empirical evidence.

Throughout the course, students gain hands-on experience through research projects, data analysis exercises, and literature reviews. Emphasis is placed on understanding the strengths, limitations, and ethical considerations associated with each research approach.

By the end of the course, students are equipped with the knowledge and skills to conduct rigorous HR research, contribute to evidence-based HR practice, and address complex organizational challenges through both qualitative and quantitative research methods

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. Understand the fundamentals of research methodology:
2. comprehend the differences between qualitative and quantitative research methodologies.
3. recognize the importance of research design, data collection, and analysis techniques in HR research.
4. understand qualitative research methods:
5. understand methods such as interviews, focus groups, or case studies.
6. Students will develop skills in conducting qualitative data collection, analysis, and interpretation.
7. understand quantitative research studies, including developing survey instruments and experimental designs.
8. relate research findings to inform HR practice and decision-making.
9. Apply research methods to HR-related problems:

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to Research Methodology; Overview of research methodology in HR, Differences between qualitative and quantitative research. Ethical considerations in HR research
- Week 3-4: Qualitative Research Methods; Introduction to qualitative research designs, Data collection methods: interviews, focus groups, and observations, Qualitative data analysis techniques: coding and thematic analysis
- Week 5-6: Quantitative Research Methods: Introduction to quantitative research designs; Survey research methods: questionnaire design and sampling techniques; Basic statistical analysis: descriptive statistics and inferential statistics
- Week 7-8: Mixed-Methods Research; Combining qualitative and quantitative research approaches; Designing mixed-methods research studies; Integrating data from different sources and analysis techniques
- Week 9-10: Data Collection Techniques; Conducting interviews and focus groups, Designing surveys and questionnaires; Ethical considerations in data collection
- Week 11-12: Data Analysis Techniques: Analyzing qualitative data: coding, thematic analysis, and content analysis; Analyzing quantitative data: descriptive statistics, correlation analysis, and regression analysis, Introduction to statistical software tools (e.g., SPSS, NVivo)
- Week 13-14: Reporting and Presenting Research Findings: Writing research reports: structure and formatting; creating effective visualizations: tables, charts, and graphs; Presenting research findings: oral presentations and posters
- Week 15-16: Research Project; Applying research methods to HR-related topics; Conducting a research project from design to presentation; Final project presentations and peer feedback

Course Methodology:

This course employs a balanced approach integrating theoretical discussions with hands-on research projects cultivates proficiency in both qualitative and quantitative methods, empowering students to conduct comprehensive HR research with rigor and insight.

Course Resources:

Research Methods for Human Resource Management: Investigating a Business Issue" by Valerie Anderson and Robyn Mansell

Qualitative Research Methods in Human Resource Management" by Gillian Symon and Catherine Cassell

Quantitative Methods in Human Resource Management: A Practical Guide" by Steven Jacobs

Research Methods in Human Resource Management: Investigating Complex Organizational Issues" by Julia Connell, Kate Hutchings, and Robyn Mansell

The Oxford Handbook of Quantitative Methods" edited by Todd D. Little

Course Title : **Industrial Law**

Course Code : **LAW-302**

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Principles of Management, Human Resource Management

Course Description:

This course is about the web of regulations governing labor relations, workplace safety, and employment rights. It includes complex legal frameworks and insights into managing industrial disputes effectively.

Course Objectives:

The course will enable the students to learn the laws governing industrial activities. The objective of the course is to provide students with an adequate knowledge of different industrial laws of the land.

Student Learning Outcomes:

1. Students gain a deep comprehension of the legal principles and regulations governing industrial relations.
2. Students develop the ability to apply industrial laws and regulations to real-world scenarios, enabling effective management of labor disputes, negotiations, and compliance with legal requirements.
3. Students enhance critical thinking skills by analyzing landmark industrial law cases, assessing their implications on labor rights, organizational policies, and the broader socio-economic context.
4. Students cultivate ethical awareness and decision-making skills by exploring the ethical dilemmas inherent in industrial law.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1: Workmen's Compensation Act, 1923, Scope and Application, Definitions; Employer's Liability for Compensation, Schedule I: List of Injuries deemed to result in permanent total disablement, Schedule II: List of Persons who, subject to the provisions of section 2(1) (n) are included in the definition of workmen; Schedule III: List of occupational diseases, Schedule IV: Compensation payable in certain cases;
- Week 2-3: Factories Act, 1934, Constituents of the Act, Applicability, Definitions, Seasonal Factories, The Inspecting Staff, Health and Safety, Holidays with Pays, Special Provisions for Adolescence and Children, Penalty and procedures; Supplemental;
- Week 4-5: Payment of Wages Act, 1936, An Overview, Applicability of this Act, Definitions, Responsibility for payment of Wages, Fixation of Wages Period; Permissible Deductions, Inspectors, Scheme arising out of deduction from wages or delay in payment of wages and penalty for malicious or vivacious claim, Appeal, Other Provisions;
- Week 6-7: Social Security Ordinance, 1965, Scope and Applicability, Definitions Organization, Contributions, Finance and Audit, Benefits, Determination of Questions and Claims, Offences and Penalties;
- Week 8-9: Industrial and Commercial Employment (standing orders) Ordinance, 1968; Preamble, Applicability of the Law, Definitions, Standing Orders, Inspection; Penalties and Procedures, Power to Exempt, Protection to existing conditions of employment, Schedule containing Standing Orders;
- Week 10-11: Companies Profit (workmen's participation) Act, 1968, Application; Definitions, Establishment of Fund, Management of the Fund, Penalty; Power to call for Information, Settlement of Disputes, Delegation of Power; Power to make Rules, Act to override other laws, The Schedule;
- Week 12-15: Industrial Relations Ordinance, 1976, Scope and Application, Definitions; Trade Unions and Freedom of Association, Registration of Trade Union; Requirements for Registration of Trade Union, Power and Functions of Registrar, Unfair Labour Practices on the part of Employees, Unfair Labour Practices on the part of Workmen, Collective Bargaining Agent, National Industrial Relations Commission, Check Off, Workers' Participation in Management, Joint Management Board, Works Council, Settlement of Industrial Disputes, Conciliation, Arbitration, Labour Court, Labour Appellate Tribunal, Wage Commission, Illegal Strikes and Walkouts, Penalties;
- Week 16: Employees' Old Age Benefit Act, 1976, Definitions, Insured Persons, Contributions, Finance and Audit, Benefits, Schedule

Course Methodology:

The course methodology employs theoretical lectures, case studies and interactive discussions to immerse students in real-world legal challenges and foster critical thinking in our Industrial Law course. Engage learners through simulations and role-plays to develop practical skills in navigating complex industrial relations scenarios.

Course Resources:

Saeed, K. A. (2013). *The Mercantile and Industrial Laws in Pakistan*, (2nd Edition). Oxford University Press.

Cheema, K. M. (2010). *Business Law*, (Revised Edition). Syed Mobin Mahmud & Co. Lahore.

Luqman, B. *Business Law* (4th Edition). Lahore: Ilmi Book House.

Rafiq & Hashmi (2010). *A Manual of Mercantile Law*. Lahore: Ilmi Book House.

*Copies of Act and Laws issued by the teacher.

Course Title : Labour Markets

Course Code : HRM-314

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Nil

Course Description:

This course includes dynamics of modern labor markets, from supply and demand forces to policy influences. It also includes analysis of key trends, inequalities, and policy implications shaping the global workforce landscape.

Course Objectives:

On successful completion of this course students should be able to; (i) Demonstrate an understanding of recent developments in the Canadian labour market; (ii) Interpret and evaluate empirical evidence drawn from Canada and other developed countries; (iii) Evaluate labour market policies pursued by government including minimum wages, education and training, unemployment, trade union power and discrimination; (iv) Use the basic analytical tools employed in modern labour economics and; (v) Assemble and present data on the labour market

Student Learning Outcomes:

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

1. Develop a comprehensive understanding of the forces driving labor supply and demand.
2. Evaluate the impact of labor market policies, such as minimum wage laws, unemployment benefits, and workforce training programs.
3. Explore the causes and consequences of income inequality, gender disparities, and structural barriers within labor markets.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1: Introduction; Labour economics: some basic concepts; Models and predictions of positive economics; Normative economics and government policy

Week 2:	Overview of the Labor Market; Labour market: definitions, facts and trends; How the labour market works; Demand for labour; Supply of labour
Week 3-4:	The Demand for Labour; Short-run demand for labour when both product and labour markets are competitive; Demand for labour in competitive markets when other inputs can be varied; Labour demand when the product market is not competitive; Monopsony in the labour market; Policy applications
Week 5:	Labour Demand Elasticities; Own-wage elasticity of demand; Cross-wage elasticity of demand; Policy applications
Week 6:	Quasi-Fixed Labour Costs and Their Effects On Demand; Non-wage labour costs; Employment/ hours trade-off; Firms' labour investments and the demand for labour; General and specific training; Hiring investments
Week 7:	Supply of Labour to the Economy: The Decision to Work; Trends in labour force participation and hours of work; A theory of the decision to work; Analysis of the labour/ leisure choice; Empirical findings on the income and substitution effects; Policy applications
Week 8-9:	Labour Supply: Household Production, the Family, and the Life Cycle; Theory of household production; Tripartite choice: market work, household work and leisure; Joint labour supply decisions within the household; Labour supply in recessions: the 'discouraged' versus the 'additional' worker; Policy applications
Week 10:	Compensating Wage Differentials and Labour Markets; Job matching: the role of worker preferences and information; Hedonic wage theory and the risk of injury; Hedonic wage theory and employee benefits
Week 11:	Investments in Human Capital: Education and Training; Human capital investments: the basic model; Demand for a university education; Education, earnings and post schooling investments in human capital; Is education a good investment?
Week 12:	Worker Mobility: Migration, Immigration, and Turnover; Determinants of worker mobility; Geographic mobility; Policy application: restricting immigration; Naïve views of immigration; Analysis of gainers and losers; Employee turnover and job matching
Week 13:	Pay and Productivity: Wage Determination within the Firm; Motivating workers; Productivity and the basis of yearly pay; Productivity and the level of pay; Productivity and the sequencing of pay; Applications of the theory
Week 14:	Gender, Race, and Inequality in Earnings; Measured and unmeasured sources of earnings differences; Theories of market discrimination; Programs to end discrimination; Measuring inequality in the distribution of earnings; International comparisons of changing inequality
Week 15:	Unions and The Labour Market; International comparisons of unionism; Constraints on the achievement of union objectives; Activities and tools of collective bargaining; Effects of union; Evidence of union total compensation effects
Week 16:	Revision and Final Term Examination

Course Methodology:

Engage students through data-driven simulations and interactive exercises to analyze real-world labor market trends and policy impacts in our Labour Markets course. Foster critical thinking with case studies and debates on contemporary issues shaping the global workforce landscape.

Course Resources:

- Ehrenberg, R., Smith, R., & Chaykowski, R. P. (2003). *Modern Labor Economics: Theory and Public Policy*, (Canadian Edition). Pearson Addison Wesley.
- Ravi, K. (2009). *Labour Markets and Economic Development*. Taylor & Francis books Published by Routledge.
- Peter, A. (2002). *Active Labour Market Policies Around the World: Coping with the Consequences*. International Labour Organization
- Rodney, H., & Thomas, R. (2006). *Partisanship, Globalization, and Canadian Labour Market Policy*. University of Toronto Press inc.
- Taylor, & Francis.(2003). *Key Indicators of the Labour Market*. International Labour Office. Psychology Press.
- Guy, S., John, S., & John, W. (2000). *Restructuring the Labour Market: The South African Challenge*. (2nd Edition). International Labour Organization.

Course Title : **Total Quality Management**

Course Code : **HRM-315**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Nil

Course Description:

Dive into the principles and practices of Total Quality Management (TQM) to optimize organizational performance and customer satisfaction in our dynamic course. Explore strategies for quality improvement, process optimization, and continuous innovation to drive excellence across industries.

Course Objectives:

Quality is one of the main features to excel in an environment of immense competition. The main objective of this course is to develop the ideas of the students about the quality in products of services because it is a prerequisite for becoming a player in domestic and global market. This course reflects the growing recognition of the need to train and educate the students for quality management in all types of organization. This course will help the students to (i) understand importance of establishing cordial relationships with individuals, groups having divergent interests within an organization, and (ii) gain knowledge of the laws and regulations in place guiding these relations.

Student Learning Outcomes:

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

Acquire the knowledge and techniques necessary to identify, analyze, and improve processes within an organization, leading to enhanced product/service quality and operational efficiency.

Develop the ability to integrate TQM principles into strategic planning and decision-making processes.

Cultivate leadership skills to champion TQM initiatives, empower teams, and foster a collaborative work environment.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1: The Concept of TQM, Nature and Scope of TQM, Functions of TQM, Quality and Business Performance;
- Week 2: Service Quality Vs Product Quality, Attitude and Involvement of Top, Management, Communication;
- Week 3: Culture, Cultural Dynamics, Cultural Impacts, Management System;
- Week 4: Organization and TQM, Organizational Implication, Strategic Information System;
- Week 5: Organizational Linkages, Important Linkages, Information and the Customer; TQM Relation with Customer Orientation;
- Week 6: Systems Design, Strategy and the Strategic Planning Process, Strategic Quality Management;
- Week 7: Services implications in TQM, Service Quality, Training and Development;
- Week 8: Selection, Selection process and TQM, Total Quality Oriented Human Resource Management;
- Week 9: A Brief History of Quality Control, TQM at a Glance, Organizing for TQM;
- Week 10: Organizing for Quality Implementation, Result Oriented Quality Implementation; Management Systems Vs Technology;
- Week 11: Productivity and TQM, Impacts of TQM on Overall Productivity, Measuring Productivity;
- Week 12: Improving Productivity (Quality), The Cost of Quality, The View of Quality Costs;
- Week 13: Relationship between Quality, Cost and TQM, Measuring Quality Cost, The use of Quality Cost Information;
- Week 14: I.S.O around the World, Benefits of ISO Certification, The Cost of Certification
- Week 15: Statistical Process Control; A Total Quality Change Approach, A TQM Model, Survey Feed Back, Team Building;
- Week 16: Third Party Peacemaking, Grid Training, Cultural Reshaping, Structural Reshaping

Course Methodology:

Experience hands-on learning through case studies and quality improvement projects, applying Total Quality Management principles to real-world scenarios. Engage in interactive workshops and simulations to foster teamwork, critical thinking, and problem-solving skills essential for implementing TQM effectively.

Course Resources:

- Rose, J. E. (2004). *Total Quality management: Text, Cases and Readings*. Pearson Inc.
- Joel, E. R. (2008). *Total Quality Management, Text, Cases and Readings*, (2nd Edition). Pearson Inc.
- Omachonu, V., & Ross, (2007). *Principles of Total Quality*. CRC Press.
- Brocka, B., & Suanne, M. (1992). *Essentials of Quality Management: Implementing the best ideas of the masters*. Business One Irwin, Inc.
- David, L. G., & Stanley, D. (2006). *Quality Management: Introduction to Total Quality Management for Production, Processing, and Services*. Pearson/Prentice- Hall.

Robbins, D. (1998). *Human Resource Management*, (5th Edition). Pearson Inc.

Course Title : **Introduction to Supply Chain Management**

Course Code : **MGT-303**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Introduction to Management

Course Description:

The course "Introduction to Supply Chain Management" offers students a foundational understanding of the principles, processes, and dynamics of managing supply chains in modern business environments. Students will explore the end-to-end flow of materials, information, and finances across supply chains, from sourcing raw materials to delivering finished products to customers. The course covers key concepts such as supply chain networks, inventory management, transportation, warehousing, procurement, and distribution. Through case studies, simulations, and real-world examples, students will learn how supply chain management practices impact organizational performance, customer satisfaction, and competitiveness. Additionally, the course examines emerging trends and challenges in supply chain management, such as sustainability, digitalization, globalization, and supply chain resilience. By the end of the course, students will have a comprehensive understanding of supply chain management principles and practices and will be equipped with the knowledge and skills to contribute effectively to supply chain operations in various industries.

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. Understand the concept and importance of Supply Chain Management (SCM):
2. define SCM and explain its significance in modern business operations.
3. understand the role of SCM in achieving strategic objectives and enhancing competitiveness.
4. Identify the key components of a supply chain:
5. to identify and describe the key components of a supply chain, including suppliers, manufacturers, distributors, retailers, and customers.
6. understand the flow of materials, information, and finances across the supply chain network.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to Supply Chain Management: Definition and scope of supply chain management (SCM); Evolution of SCM and its importance in modern business; Key concepts and components of a supply chain
- Week 3-4: Supply Chain Strategies: Strategic importance of supply chain management; Different types of supply chain strategies (lean, agile, responsive, etc.); Aligning supply chain strategies with organizational goals and market demands
- Week 5-6: Supply Chain Design: Designing supply chain networks and structures; Factors influencing supply chain design decisions (cost, lead time, flexibility, etc.); Tools and methodologies for supply chain network optimization
- Week 7-8: Procurement and Supplier Management: Importance of procurement in the supply chain; Supplier selection and evaluation criteria; Supplier relationship management (SRM) practices
- Week 9-10: Inventory Management: Role of inventory in the supply chain; Inventory management techniques (EOQ, JIT, ABC analysis, etc.); Inventory optimization and demand forecasting
- Week 11-12: Transportation and Distribution Management: Modes of transportation in the supply chain (land, sea, air, rail); Distribution network design and optimization; Last-mile delivery challenges and solutions
- Week 13-14: Warehousing and Storage: Warehouse management principles and best practices; Layout design and storage systems; Warehouse automation and technology solutions
- Week 15-16: Sustainability and Ethical Considerations in Supply Chain: Environmental and social responsibility in the supply chain; Sustainable supply chain practices and initiatives; Ethical issues and challenges in supply chain management

Course Methodology:

For Introduction to Supply Chain Management, a blend of interactive simulations and real-world case studies enables students to grasp fundamental concepts and apply strategic approaches, fostering a holistic understanding of supply chain dynamics.

Course Resources:

- Chopra, S., & Meindl, P. (2015). *Supply Chain Management*, (6th Edition). Prentice- Hall.
- Myerson, P. (2012). *Lean Supply Chain and Logistics Management Hardcover*, (1ST Edition). McGraw-Hill Professional.
- Ron, J., & Nevan, W. (2008). *Total Supply Chain Management*, (1st Edition). Routledge Publishing.
- Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2008). *Designing and Managing the Supply Chain*, (3rd Edition). McGraw-Hill.
- Janat, S. (2009). *Supply Chain Management: Text and Cases*. Pearson Education India.
- Joris, J.A. & Leeman. (2010). *Supply Chain Management: Fast, Flexible Supply Chains in Manufacturing*. BoD – Books on Demand.

Course Title : Managing Teams in Organization

Course Code : HRM-316

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Introduction to Management

Course Description:

The course "Managing Teams in Organizations" provides students with a comprehensive understanding of the theories, dynamics, and practices associated with leading and managing teams effectively within organizational contexts. Students will explore topics such as team formation, team development stages, team roles and dynamics, communication, conflict resolution, decision-making, and performance management. Through a combination of lectures, case studies, experiential exercises, and group projects, students will develop the knowledge, skills, and attitudes necessary to build and lead high-performing teams. Additionally, the course will cover emerging trends and challenges in team management, such as virtual teams, cross-cultural teams, and the integration of technology in team collaboration. By the end of the course, students will be equipped with the tools and techniques to navigate the complexities of team dynamics, foster collaboration, and achieve organizational goals through effective team leadership and management.

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. Understand the importance of teams in organizations:
2. define teams and explain their significance in achieving organizational goals.
3. understand the benefits and challenges of working in teams compared to individual work.
4. Analyze team dynamics and development:
5. identify the stages of team development (Forming, Storming, Norming, Performing, Adjourning) and understand the factors influencing team effectiveness.
6. understand strategies for building cohesive and high-performing teams.
7. understand different leadership styles and their impact on team dynamics.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to Team Management: Definition and importance of teams in organizations; Types of teams: functional, cross-functional, virtual, etc.; The role of teams in achieving organizational goals
- Week 3-4: Team Formation and Development: Stages of team development (Forming, Storming, Norming, Performing, Adjourning); Factors influencing team effectiveness; Strategies for building cohesive and high-performing teams
- Week 5-6: Team Leadership and Roles: Leadership styles and their impact on team dynamics; Team roles and responsibilities (Belbin's team roles); Leading diverse and multicultural teams

- Week 7-8: Communication and Collaboration in Teams: Importance of effective communication in teams; Techniques for improving team communication (active listening, feedback, etc.); Collaboration tools and technologies for virtual teams
- Week 9-10: Conflict Management in Teams: Understanding sources of conflict in teams; Conflict resolution strategies (compromise, collaboration, avoidance, etc.); Managing team dynamics during conflict situations
- Week 11-12: Decision Making in Teams: Group decision-making processes (consensus, voting, etc.); Techniques for improving team decision-making (brainstorming, SWOT analysis, etc.); Overcoming common decision-making biases in teams
- Week 13-14: Team Performance Evaluation and Feedback: Establishing performance metrics and goals for teams; Providing constructive feedback to team members; Conducting team performance reviews and evaluations
- Week 15-16: Team Empowerment and Motivation: Empowering teams to take ownership and initiative; Motivating team members to achieve common goals; Recognizing and rewarding team achievements

Course Methodology:

For this course, theoretical concepts along with a mix of team-based projects and role-playing exercises cultivate practical team leadership skills, enhancing students' ability to build and manage effective teams in diverse organizational settings.

Course Resources:

- Tjosvold, M. M. (2007). *Leading the Team Organization: How to Create an Enduring Competitive Advantage*. Lexington Books.
- Leigh, L., & Hoon-Seok, C. (2005). *Creativity and Innovation in Organizational Teams*. Taylor & Francis Publishers.
- Jon, R., & Douglas, K. (2009). *The Wisdom of Teams: Creating the High-Performance Organization*. Harvard Business Press.
- Nicky, H. (2005). *Managing Teams: A Strategy for Success*. Cengage Learning EMEA
- Nigel, K., & Neil, A. (2002). *Managing Innovation and Change: A Critical Guide for Organizations*, (2nd Edition). Cengage Learning EMEA.
- Holpp, L. (1998). *Managing Teams*, (1st Edition). McGraw-Hill.

Course Title : Cross Culture Work Experience

Course Code : HRM-317

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Introduction to Management

Course Description:

The course "Cross-Cultural Work Experience" offers students an immersive exploration of working in diverse cultural environments and developing cultural competence in professional settings. Students will examine the impact of cultural differences on communication styles, decision-making processes, leadership approaches, and work-related behaviors. Through experiential learning activities, case studies, and reflective exercises, students will develop

skills in navigating cross-cultural challenges, fostering collaboration, and building relationships with individuals from diverse backgrounds. The course emphasizes self-awareness, empathy, and adaptability as key competencies for thriving in multicultural workplaces. Additionally, students will explore strategies for promoting inclusivity, managing conflicts, and leveraging cultural diversity to drive innovation and organizational success. By the end of the course, students will have gained valuable insights and practical skills to excel in cross-cultural work environments and contribute effectively to global teams and organizations.

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. Understand the importance of cross-cultural competence:
2. recognize the significance of cultural competence in the global workplace.
3. understand the impact of cultural differences on individual and organizational performance.
4. effectively understand cross-cultural communication challenges and misunderstandings.
5. Understand Working collaboratively in multicultural teams:
6. understand the benefits and challenges of working in multicultural teams.
7. understand global business customs, etiquette, and protocol.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to Cross-Cultural Work Experience: Definition and significance of cross-cultural work experience; Importance of cultural competence in the global workplace; Key concepts and theories in cross-cultural management
- Week 3-4: Understanding Cultural Differences: Cultural dimensions theory (Hofstede, Trompenaars, etc.); Cultural frameworks and their application in the workplace; Impact of cultural differences on communication, decision-making, and leadership styles
- Week 5-6: Developing Cultural Awareness: Self-awareness and cultural biases; Cultural intelligence (CQ) and its importance in cross-cultural work environments; Strategies for developing cultural sensitivity and adaptability
- Week 7-8: Effective Communication Across Cultures: Verbal and non-verbal communication styles in different cultures; Cross-cultural communication challenges and strategies for overcoming them; Building rapport and establishing trust in cross-cultural interactions
- Week 9-10: Managing Cross-Cultural Teams: Challenges and benefits of working in cross-cultural teams; Strategies for building and leading multicultural teams effectively; Conflict resolution and consensus-building in cross-cultural team settings

- Week 11-12: Cross-Cultural Negotiation and Decision Making: Cultural influences on negotiation styles and strategies; Ethical considerations in cross-cultural negotiations; Decision-making processes in multicultural settings
- Week 13-14: Adapting to Global Business Practices: Global business etiquette and protocol; Business customs and practices in different cultures; Cross-cultural negotiation simulations and case studies
- Week 15-16: Applying Cross-Cultural Skills in the Workplace: Reflection on personal cross-cultural experiences and learning; Action planning for continued cross-cultural development; Presentation of cross-cultural work experiences and insights gained

Course Methodology:

Theoretical lectures with practical exercises, preparing students to navigate diverse work environments with sensitivity and adaptability.

Course Resources:

- Zeynep, A., Rabindra, N., & Manuel, M. (2014). *Organizations and Management in Cross-Cultural Context*. Sage Publications Ltd.
- Browayes, M.J., & Price, R. (2011). *Understanding Cross – Cultural Management*, (2nd Edition). Harlow: Pearson Education Limited
- Barton, L., & Armstrong, F. (2008). *Policy, Experience and Change: Cross-Cultural Reflections*. Springer Science & Business Media.
- Gooderham, P.N., & Nordhaug, O. (2003). *International Management: Cross Cultural Challenges*. Oxford: Blackwell.
- Thomas, D.C. (2008). *Cross Cultural Management: Essential Concepts*, (2nd Edition). London: Sage.
- Sherwood, G., & Marvin, K. (2003). *Ministering Cross-Culturally: An Incarnational Model for Personal Relationships*. Mayers, Baker Academic Publishers.
- Meade, R., & Andrews, T.A. (2009). *International Management*, (4th Edition). Chichester: John Wiley and Sons.
- KatjaBoh, et al. (1999). *Cross-cultural Perspectives on Families, Work, and Change*. Psychology Press.

SOME OF THE KEY JOURNALS IN THE FIELD INCLUDE:

1. Journal of World Business (JWB)
2. Management International Review (MIR)
3. International Business Review (IBR)
4. Thunderbird International Business Review (TIBR)
5. European Journal of International Management (EJIM)
6. Cross Cultural Management (CCM).
7. International Journal of Cross Cultural Management (IJCCM)

Course Title : Human Resource Development

Course Code : HRM-318

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Human Resource Management

Course Description:

Explore the strategic role of Human Resource Development (HRD) in cultivating talent and driving organizational growth. Gain insights into workforce training, performance management, and leadership development in our comprehensive course.

Course Objectives:

Equip students with the knowledge and skills to design and implement effective training programs, performance management systems, and talent development strategies in our Human Resource Development course. Foster an understanding of HRD's strategic importance in achieving organizational goals and enhancing employee capabilities.

Student Learning Outcomes:

Students who complete this course should be able to do the following:

1. Identify and discuss the major contemporary issues affecting HRD.
2. Identify and analyze current research in HRD
3. Apply research findings to organizations
4. Identify the research needs in HRD to further the field.
5. Critically analyze both pros and con positions relating to selected current issues and trends in HRD
6. Discuss the future of HRD in perspective of emerging trends, contemporary issues, significant innovations, and current problems.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Employee Development; Randstad's Partnering Program Develops Employees; Introduction ; Approaches to Employee Development ; Formal Education; Assessment ; Job Experiences ; Interpersonal Relationships; The Development Planning Process ; Company Strategies for Providing Development ; E-Learning and Employee Development; Discussion Questions ; Application Assignments; Case: Mentoring Is Not Always a Positive Experience;
- Week 3-6: Special Issues in Training and Employee Development; Successful Management Requires International; Experience ; Introduction ; Training Issues Resulting from the External; Environment ; Legal Issues ; Cross-Cultural Preparation; Managing Work Force Diversity ; School-to-Work Transition; Training's Role in Welfare-to-Work and Other; Public-Private Sector Programs; Training Issues Related to Internal Needs of the Company; Basic Skills Training ; Life Long Learning; Melting the Glass Ceiling ; Joint Union-Management Programs; Succession Planning ; Developing Managers with Dysfunctional Behaviors; Training and Pay Systems ; Summary ; Discussion Questions; Application Assignments ; Case: Melting the Glass Ceiling for Accountants; Case 3 From the Pages of Business WEEK.; Secrets of an HR Superstar;

- Week 7-11: Careers and Career Management ; Managing Careers Helps Accenture Reach Out to Its Virtual Work Force ; Introduction ; Why Is Career Management Important? ; Career Management's Influence on Career Motivation; What Is a Career? ; The Protean Career ; Traditional Career versus Protean Career ; Career Needs and Interests of Different; Generations ; A Model of Career Development; Career Stages ; Career Management Systems; Self-Assessment ; Reality Check ; Goal Setting; Action Planning ; Career Management Systems on the Web; Roles of Employees, Managers, Human Resource; Managers, and the Company in Career Management; Employee's Role ; Manager's Role; Human Resource Manager's Role ; Company's Role; Evaluating Career Management Systems; Summary ; Key Terms ; Discussion Questions; Application Assignments ; Case: Generation X Values Have Implications for; Career Management;
- Week 12-14: Special; Challenges in Career Management ; Nonwork Lives Are Important Food for Thought ; Introduction ; Socialization and Orientation; Anticipatory Socialization ; Encounter; Settling In Socialization and Orientation Programs; Career Paths, Developing Dual-Career Paths, and Career Portfolios 483; Dual-Career Path ; Career Portfolio ; Plateauing; Skills Obsolescence ; Coping with Career Breaks; Balancing Work and Life ; Types of Work-Life Conflict; Company Policies to Accommodate Work and Non work; Identifying Work and Life Needs and Communicating Information about Work and Nonwork Policies and Job Demands; Flexibility in Work Arrangements and Work Schedules; Redesigning Jobs; Managerial Support for Work-Life Policies 500 Dependent Care Support: Child and Elder Care and Adoption Support ; Coping with Job Loss; Dealing with Older Workers; Meeting the Needs of Older Workers; Preretirement Socialization ; Retirement; Early Retirement Programs ; Summary; Key Terms ; Discussion Questions; Application Assignments; Case: Do We Have to Cut Jobs to Reduce Costs? Case 4 From the Pages of BusinessWeek: Two for the Cubicle;
- Week 15-16: The Future of Training and Development; Training for Sustainability ; Introduction; Increased Use of New Technologies for Training Delivery; Increased Demand for Training for Virtual Work Arrangements; Increased Emphasis on Speed in Design, Focus in Content, and Use of Multiple Delivery Methods; Increased Emphasis on Capturing and Sharing Intellectual Capital; Increased Use of True Performance Support; Increased Emphasis on Performance Analysis and; Learning for Business Enhancement; Increased Use of Training Partnerships and Outsourcing Training; Implications of Future Trends for Trainers' Skills and Competencies; Training and Development from a Change Model Perspective; Methods to Determine Whether Change Is Necessary; Benchmarking ; Process Reengineering; Key Issues in Implementing Change; Change Management ; Change Interventions; Discussion Questions ; Application Assignments; Case: Going Paperless Requires a Change; Management Process ; Case 5 From the Pages of BusinessWeek: IBM Reinvents Mentoring, Via the Web

Course Methodology:

Engage in experiential learning through case studies and role-playing exercises, exploring real-world HRD challenges and solutions in our dynamic course. Collaborate with industry professionals and peers to analyze best practices and apply theoretical concepts to practical HRD scenarios.

Course Resources:

Noe, R. (2012). *Employee Training & Development*, (6th Edition). McGraw-Hill.
John, P. & Wilson. (2005). *Human Resource Development: Learning & Training for Individuals & Organizations*, (2nd Edition). Kogan Page Publishers.
Richard. A. S., Elwood, F., & Holton. (2001). *Foundations of Human Resource Development*. Berrett-Koehler Publishers.
Matthews, J., David, M., & Surtees, M. (2005). *Human Resource Development*, (3rd Edition). Kogan Page Publishers.
Ronald, R., & Sims. (2006). *Human Resource Development: Today and Tomorrow*, (5th Edition). Information Age Publishing Inc.

Course Title : **Organizational Theory**

Course Code : **MGT-304**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Introduction to Management, Strategic Management

Course Description:

Dive into the exploration of Organizational Theory, unraveling the principles and dynamics shaping modern organizations. Analyze structures, cultures, and behavior to understand how organizations adapt and evolve in diverse environments.

Course Objectives:

This course is designed to introduce the students to basic mechanics and dynamics of organizations which mainly emphasize the relationships between organizations and people in term of their perception, motivation, background differences and the ways they behave in organization. This course, in a way, is a multi-disciplinary approach in which topics like culture and modern management issues are discussed.

Student Learning Outcomes:

1. Students develop a deep comprehension of various theoretical perspectives and models in Organizational Theory, including classical, modern, and contemporary approaches, to analyze and interpret organizational dynamics effectively.
2. Students enhance critical thinking skills by evaluating the applicability and limitations of different organizational theories in explaining real-world phenomena, fostering a nuanced understanding of organizational behavior and change processes.
3. Students apply theoretical concepts and frameworks to diagnose organizational challenges, design interventions, and formulate strategic solutions, equipping students with practical tools for managing complexity and driving organizational effectiveness.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1: Introduction to the nature and study of organization;
- Week 2-3: Contemporary issues of modern organization in the fast changing world;
- Week 4: Employees Perception and its impact on organizational efficiency;
- Week 5: Group discussions on related case studies;
- Week 6: Personality and attitude;
- Week 7-8: Motivation in organization;
- Week 9: Group dynamics
- Week 10: Leadership;
- Week 11: Decision making a;
- Week 12: Stress;
- Week 13: Interpersonal and intra- organizational conflicts;
- Week 14: Communication;
- Week 15: Organizational change and development;
- Week 16: Work force diversity and Modern organizations

Course Methodology:

Engage in interactive discussions and case analyses to explore diverse organizational structures and behavior patterns in our Organizational Theory course. Apply theoretical frameworks to real-world scenarios, fostering critical thinking and strategic problem-solving skills.

Course Resources:

- Robbins & Judge (2014) *Organizational Behavior* (16th Edition). McGraw-Hill.
- John, T., & Ann, L. (2013). *Key Concepts in Organization Theory*. Sage Publications.
- Richard, D. (2010). *Organization Theory and Design*, (9th Edition). McGraw-Hill.
- Haridimos, T., & Christian, K. (2005). *The Oxford Handbook of Organization Theory*. Oxford Handbook Online Publisher.
- Chandan, J. S. (2001) *Organization Behavior*. New Delhi: Vikan Publishing House.
- Haridimos, T., Robert, C., & Chia, H. (Latest Edition). *Philosophy and Organization Theory*. McGraw-Hill.
- Luthan, F. (1998) *Organizational Behavior*, (10th Edition). New York, McGraw-Hill.
- Sashkin, M. (1984) *Organizational Behavior*. Virginia: Restor Publishing Company.

Course Title : **Industrial Management**

Course Code : **MGT-305**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Introduction to Management; Human Resource Management

Course Description:

Dive into the principles and practices of Industrial Management, navigating the intricacies of production, operations, and resource optimization. Explore strategies for efficient decision-making and organizational leadership in complex industrial settings.

Course Objectives:

The course enables students to understand basic principles/concepts of: (i) industrial management and organization with emphasis on human relationships and human behaviors within an organizational context; (ii) management and resource allocation; (iii) how to use the available resources to achieve the desired goal in a more efficient and effective way by emphasizing role of leaders within an organization.

Student Learning Outcomes:

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

1. Develop the ability to analyze industrial processes, identify inefficiencies, and implement strategies to optimize resource utilization, enhance productivity, and reduce operational costs.
2. Acquire skills in strategic planning and decision-making to effectively manage industrial operations, align organizational goals with market demands, and capitalize on emerging opportunities.
3. Cultivate leadership qualities to inspire and lead teams in industrial settings, fostering a culture of collaboration, innovation, and continuous improvement to drive organizational success.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1:	Introduction, Historical perspective, Contribution of F.W. Taylor (Time studies and piece rate system), Henry Gantt, Max Weber; Mary Parker Follet, Management from business view point
Week 2:	Motivation and Behaviour; Hawthorne Studies and Human Relations Movement; Maslow's Hierarchy of needs theory; Theory X and Y (Theory Z by William Ouchi)
Week 3-4:	Industrial Revolution; Contributions and impact of industrial revolution; Prominent inventions of that era, Introduction to Industrial Management; Scope of industrial management, Categories and types of industries; Applications of industrial management, Management of machines
Week 5:	Production management, Productivity (definition, factors affecting it); Systems concept of production, Types of production systems; Location analysis, Plant location (steps in plant location, importance, factors affecting plant location)
Week 6-7:	Quality Philosophy, The meaning of quality and quality improvement; Total Quality Management (quality philosophy, links between quality and productivity, quality improvement, quality definitions, prevention and appraisal costs), Phases of total quality management, Value Engineering Benchmarking; Business Process Re-engineering
Week 8:	Leadership, Need for leadership, Functions of a leader (Emotional Intelligence); Leadership styles, Manager versus leader
Week 9:	Management of Technology, Networking (LAN, MAN, WAN), Typologies; E-commerce (marketing through social media)

- Week 10: Incentives, health and safety, Wage payment and plans, Pay objectives; Importance of industrial legislation, Safety regulations and practices
- Week 11-12: Project Management, Introduction; Project life cycle / project management process (initiation, planning, executing, monitoring), Project versus operations, Stakeholder, Organizational structure (flat, tall, and matrix), Variables involved in project (time, scope and budget)
- Week 13-14: Process Management, Definition, Vertical integration, Resource flexibility; Capital intensity, Process improvement, Product development life cycle (introduction, growth, maturity, growth)
- Week 15: Industrial Research, Qualitative research (grounded theory, interviews; focus group discussions, qualitative analysis); Quantitative research (research management techniques, sampling, introduction; To SPSS), Market research, SWOT, PEST, Porter's four corner's model
- Week 16: Presentations/ Assignments & Final Term examination

Course Methodology:

Engage in theoretical lectures and case studies, analyzing real-world industrial challenges and applying management principles in our dynamic Industrial Management course. Collaborate with industry experts, fostering practical skills in decision-making, problem-solving, and leadership within industrial contexts.

Course Resources:

Fayol, H. (2013). *General and Industrial Management*. Constance Storrs.

Narayan, B. (1999). *Industrial Management*. APH Publishing.

Bagad, V. S. (2007). *Industrial Management*, (1st Edition). Technical Publications.

Joseph, M. J., & Norman, N. B. (2004). *Industrial Management*. Industrial Management Society.

John, C. D. (2009). *Principles of Industrial Management*: General Books LLC.

Case Studies in Industrial Management. McGraw-Hill.

Course Title : Change Management

Course Code : HRM-319

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Introduction to Management

Course Description:

The course "Change Management" provides students with a comprehensive understanding of the theories, processes, and practices involved in managing organizational change effectively. This course explores how organizations can navigate and lead through change initiatives to achieve strategic objectives, improve performance, and adapt to external pressures and opportunities.

Key topics covered in the course include the drivers of change, change models and frameworks, resistance to change, communication strategies, stakeholder engagement, leadership in change, and the role of culture in change management. Students will examine both the strategic and operational aspects of change management, learning how to assess the need for change, develop change strategies, implement change initiatives, and evaluate their outcomes.

Through case studies, simulations, and real-world examples, students will develop practical skills in change management, including planning, communication, stakeholder management, and conflict resolution. The course emphasizes the importance of leadership, communication, and organizational culture in driving successful change initiatives.

By the end of the course, students will be equipped with the knowledge, skills, and attitudes necessary to lead and manage change effectively in organizations. They will understand the complexities of organizational change, be able to apply change management theories and tools to real-world scenarios and contribute to building change-ready organizations in dynamic and competitive environments.

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. Understand the Concepts and Theories of Change Management:
2. Analyze the Drivers and Impacts of Change:
3. Assess Change Readiness and Resistance:
4. Develop Change Management Strategies:
5. Implement Change Initiatives:
6. Evaluate Change Outcomes and Effectiveness:
7. Apply Change Management Tools and Techniques:
8. Understand the Role of Organizational Culture in Change:
9. Promote Ethical and Responsible Change Management Practices:
10. Communicate and Collaborate Effectively in Change Initiatives:

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to Change Management: Definition and importance of change management; Theories and models of change (e.g., Lewin's Change Model, Kotter's 8-Step Process); Understanding the need for change in organizations
- Week 3-4: Drivers and Impacts of Change: Internal and external drivers of change; Assessing the impact of change on individuals, teams, and organizations; Understanding resistance to change and strategies for managing it
- Week 5-6: Change Management Strategies; Developing change management strategies; Stakeholder analysis and engagement; Communication and change messaging
- Week 7-8: Change Implementation: Planning and executing change initiatives; Change leadership and roles; Managing risks and overcoming barriers to change
- Week 9-10: Organizational Culture and Change: Understanding the role of organizational culture in change; Leveraging culture as a catalyst for change; Strategies for shaping and aligning culture with change goals
- Week 11-12: Managing Organizational Transitions: Understanding the transition process in change; Supporting employees through transitions; Building resilience and adaptability in organizations

- Week 13-14: Evaluating Change Outcomes: Measuring the success of change initiatives; Key performance indicators (KPIs) for evaluating change; Continuous improvement and learning from change experiences
- Week 15-16: Case Studies and Applications: Analyzing real-world examples of change management; Group projects and presentations; Reflection on personal and professional development in change management

Course Methodology:

For Change Management, employing a mix of change models and practical change implementation simulations enhances students' abilities to lead and navigate organizational change effectively, fostering adaptability and resilience in dynamic business environments.

Course Resources:

- Kotter, J. P. (2012). *Leading Change*, (1st Edition). Harvard Business Review Press.
- Hiatt, J., & Creasey, T. (2012). *Change Management: The People Side of Change*, (2nd Edition). Prosci Learning Center Publications.
- Cameron, E., & Green, M. (2015). *Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change*, (4th Edition). Kogan Page.
- Chip Heath, C., & Heath, D. (2010). *Switch: How to Change Things When Change Is Hard*, (1st Edition). Crown Business.
- Fossum, L. B. (latest Edition). *Understanding Organizational Change (Converting Theory to Practice)*. Los Angeles, California: Crip Publications Inc.
- John P. Kotter, J. P. & W. Chan Kim, C. W., & Renee Mauborgne, R. (2011). *HBR's 10 Must Reads on Change Management*, (1st Edition). Harvard Business Review Press.

Course Title : **Project Management**

Course Code : **MGT-306**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Nil

Course Description:

Dive into the art and science of Project Management, mastering techniques to initiate, plan, execute, and close projects successfully. Explore best practices, tools, and methodologies to deliver projects on time, within budget, and to stakeholders' satisfaction.

Course Objectives:

Projects have been part of the human scene since civilization started, yet the practice of project management is quite recent. The concepts and tools required to plan, organize, implement, and evaluate a project are equally applicable to such diverse ventures as launching of a space shuttle, developing curriculum in primary education, or organizing a trekking trip to the K-2 base camp. The purpose of this course is to expose students to the real-life issues in project management and equip them with necessary tools to resolve these issues. The use of quantitative techniques is supplemented by softer skills of leadership and human resource management.

Student Learning Outcomes:

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

1. Develop the skills to create comprehensive project plans, allocate resources efficiently, and manage project execution to meet objectives within scope, schedule, and budget constraints.
2. Enhance communication and interpersonal skills to effectively engage stakeholders, manage expectations, and resolve conflicts, ensuring alignment and support throughout the project lifecycle.
3. Gain proficiency in identifying potential risks, assessing their impact, and developing proactive mitigation strategies to minimize project disruptions and maximize success.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1:	Introduction to Project Management (PM)
Week 2:	Project Screening and Selection
Week 3:	Work Breakdown Structure (WBS), Organization Breakdown Structure (OBS)
Week 4:	Time Estimation of Activities, Precedence Relationships
Week 5:	Gantt Chart, Network Models (AON, AOA)
Week 6:	Critical Path Method (CPM),
Week 7:	Resource Management
Week 8:	Budgeting Cost-Time Trade off, Project Crashing, Linear Programming models for Optimizing Project Crashing Plans
Week 9:	Risk Management
Week 10:	Managing Changes in Project Scope, Configuration Management
Week 11:	Program Evaluation and Review Technique (PERT)
Week 12:	GUEST SPEAKER, Leadership, Role of Project Manager
Week 13:	Project Control, Earned Value Approach, Revised Budget Projections
Week 14:	Project Termination
Week 15-16:	Final Project Presentations

Course Methodology:

Students engage in theoretical lectures and simulations to apply project management principles in real-world scenarios, fostering practical skills in planning, execution, and risk management. Collaborate with peers through group projects to enhance teamwork and problem-solving abilities in our Project Management course.

Course Resources:

Timothy, K. (2012). *Contemporary Project Management*. Cengage Learning.

Jack, R. M., Samuel, J. M. Jr. (2011). *Project Management: A Managerial Approach*. (9th Edition). John Wiley & Sons.

Harrison, F. L., & Dennis, L. (2006). *Advanced Project Management: A Structured Approach*. (4th Edition). Gower Publishing, Ltd.

Gray & Larson (2007), *Project Management: The Managerial Process*, (4th Edition).

Meredith and Mantel.

Albert, L. (2004). *Project Management, Planning and Control: Managing Engineering, Construction*, (5th Edition) . Butterworth-Heinemann.

Jean, C. B. (2007). *Global Project Management: Communication, Collaboration and Management*. Gower Publishing, Ltd.

Course Title : **Human Resource Information Systems (HRIS)**

Course Code : **HRM-320**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Human Resource Management, Applications of ICT

Course Description:

Dive into the integration of technology and HR practices with our Human Resource Information Systems (HRIS) course. Explore the design, implementation, and utilization of HRIS for efficient workforce management and strategic decision-making.

Course Objectives:

This course aims to develop the skills and knowledge of students about the HRIS in today's digitalized world. The importance of HRIS cannot be overstated. This course will enable students to efficiently and effectively manage work force in an organization. The course is expected to make the students skilled as how to design and use HRIS efficiently and effectively for the purpose to enhance organization productivity.

Student Learning Outcomes:

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

1. Develop the ability to design, implement, and customize HRIS solutions tailored to organizational needs, including selection, configuration, and integration of software systems to streamline HR processes.
2. Acquire proficiency in HR data analysis techniques, including data mining, visualization, and predictive analytics, to derive actionable insights for strategic workforce planning, talent management, and performance optimization.
3. Gain knowledge of legal and ethical considerations surrounding HR data privacy, security, and regulatory compliance, ensuring responsible handling and protection of sensitive employee information within HRIS platforms.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1: Human Resources and Human Resource Management Systems;

Week 2-3: Planning a Human Resource Management System;

Week 4-5: Managing a Human Resource Management System;
 Week 6: Applicant and Employment Management;
 Week 7-8: Compensation;
 Week 9: Benefits;
 Week 10: Employee and Industrial Relations;
 Week 11-12: Training & Development;
 Week 13-14: Human Resource Planning;
 Week 15-16: Payroll

Course Methodology:

Engage in hands-on workshops and software demonstrations to navigate HRIS platforms, mastering data entry, reporting, and analytics functionalities. Collaborate on real-world HRIS implementation projects, applying theoretical concepts to practical scenarios for comprehensive learning.

Course Resources:

Kavanagh, J. M., Thite, M., & Johnson, R. (2014). *Human Resource Information Systems: Basics, Applications, and Future Directions*, (3rd Edition). Sage Publications.
 Mukherjee, J. (2012). *Designing Human Resource Management Systems: A Leader's Guide*. Sage Publications.
 Kavanagh, J. M., Thite, M., & Johnson, R. (2011). *Human Resource Information Systems: Basics, Applications, and Future Directions*, (2nd Edition). Sage Publications.
 Glenn, M., Ian J., & Allen, D. (1999). *Human Resources Management Systems: A Practical Approach*. Carswell, Publishers.
 Torres-Coronas, T. (2008). *Encyclopedia of Human Resources Information Systems: Challenges in e-HRM*. IGI Global inc.
 Vincent, R., & Christine, F. (1998). *Human resource management systems: strategies, tactics, and techniques*. Jossey-Bass Business & Management Series Publishing.
 Ceriello, V. R. & Freeman, C. (1991). *Human Resource Management System. Strategies, Tactics and Techniques*. New York, Maxwell, Mac Millan.

Course Title : Seminar in Human Resource Management

Course Code : HRM-321

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Human Resource Management

Course Description:

The "Seminar in Human Resource Management" is an advanced course designed to provide students with an in-depth exploration of current issues, trends, and research topics in the field of Human Resource Management (HRM). Through a seminar format, students engage in critical discussions, debates, and presentations on a variety of HRM-related topics, drawing from both theoretical perspectives and practical applications. The course covers a range of contemporary HRM issues, such as diversity and inclusion, employee engagement, talent management, organizational culture, HR technology, global HRM, and strategic HRM practices. Guest speakers, industry experts, and HR practitioners may be invited to share insights and experiences, enriching students' understanding of real-world HRM challenges and

best practices. Students are also expected to conduct independent research, write research papers, and present their findings to the class, fostering analytical thinking, research skills, and effective communication. By the end of the seminar, students will have developed a deeper understanding of the complexities and nuances of HRM issues and will be better equipped to critically evaluate, analyze, and contribute to ongoing discussions and debates in the field.

Top of Form

Students Learning Outcomes:

At the end of the course, Students should be able to:

1. analyze how HRM practices align with organizational goals and contribute to competitive advantage.
2. Identify and discuss contemporary issues in HRM:
3. analyze current trends and challenges in HRM.
4. understand emerging topics such as diversity and inclusion, remote work, and the impact of HR technology.
5. Develop critical thinking and problem-solving skills:
6. apply HRM concepts and principles to analyze and solve real-world HRM challenges.
7. develop the ability to think critically about HRM issues and propose effective solutions.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1-2:	Introduction to Human Resource Management: Overview of HRM: Definition, evolution, and importance; Key functions of HRM: Recruitment, selection, training, performance management, compensation, and employee relations; Role of HRM in organizational success and strategic management
Week 3-4:	Strategic Human Resource Management: Understanding strategic HRM: Alignment with organizational goals and objectives; HR planning and forecasting: Anticipating future workforce needs; Linking HRM practices with organizational strategy and competitive advantage
Week 5-6:	Talent Acquisition and Recruitment: Recruitment strategies and methods; Selection processes: Screening, interviewing, and assessment; Employer branding and attracting top talent
Week 7-8:	Employee Training and Development: Importance of employee training and development; Training needs analysis and program design; Methods of training delivery and evaluation
Week 9-10:	Performance Management and Appraisal: Performance management process: Setting goals, providing feedback, and evaluating performance; Performance appraisal methods and techniques; Addressing performance issues and coaching for improvement

- Week 11-12: Compensation and Benefits: Principles of compensation management; Types of compensation: Salary, incentives, and benefits; Designing and managing employee benefit programs
- Week 13-14: Employee Relations and Labor Law: Employee relations strategies and practices; Overview of labor laws and regulations; Handling grievances, disputes, and employee relations issues
- Week 15-16: Contemporary Issues in Human Resource Management: Current trends and challenges in HRM; Emerging topics in HRM: Diversity and inclusion, remote work, HR technology; Ethical considerations in HRM

Course Methodology:

For this course, a collaborative learning environment supported by student-led discussions and expert guest lectures facilitates in-depth exploration of contemporary HRM issues, fostering critical thinking and practical application.

Course Resources:

- Stella, N., Myron, D., & Fottler, R. (2011). *Human Resource Management Applications: Cases, Exercises, Incidents, and Skill Builders*, (7th Edition). Cengage Learning.
- Brewster, C., & Wolfgang, M. (2012). *Handbook of Research on Comparative Human Resource Management*. Edward Elgar Publishing.
- Schmitt, N. W., & Klimoski, R. J. (1991). *Research Methods in Human Resource Management*. South-Western.
- Dowling, P. J., Festing, M., & Engle, A. (2008). *International Human Resource Management*. London: Thomson.
- Alan, M., & Robert, R. (2010). *Managing Performance Through Training and Development*, (5th Edition). Cengage Learning ltd.

Practical

Extensive Training in SPSS (statistical package for social science) software, so that students can develop their research skills

Recommended Material:

Jstor; Google scholar; Academy of management; leadership quarterly journal

Course Title : **Comparative Human Resource Management**

Course Code : **HRM-322**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Nil

Course Description:

Dive into cross-cultural HR practices and policies with our Comparative Human Resource Management course. Analyze global workforce strategies and challenges, fostering insights for effective international HR management.

Course Objectives:

This unit has two central themes: (1) How to think systematically and strategically about aspects of managing an organization's international human assets, and (2) What really needs

to be done to implement policies and to achieve a competitive international advantage. The unit will examine the difficulties of blending exogenous and endogenous factors in more than one country while planning and coordinating vital human resource policies and practices.

Student Learning Outcomes:

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

1. Develop an understanding of cultural differences and their impact on HR practices, enabling effective management of diverse workforces and fostering inclusive organizational cultures.
2. Gain insights into international recruitment strategies, compensation practices, and employee retention techniques, facilitating the attraction and retention of top talent across borders.
3. Explore legal frameworks and ethical considerations in global HR management, including labor laws, employment regulations, and corporate social responsibility (CSR) practices, to ensure compliance and ethical conduct in multinational operations.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1: The impact of national culture on managing people
- Week 2: Culture and organizational life
- Week 3: The issues of comparative HRM
- Week 4: Comparative HRM: theory and practice
- Week 5-6: Comparative HRM: the role of the HR department
- Week 7: Comparative HRM: recruitment and selection
- Week 8: Comparative HRM: rewarding
- Week 9: Comparative HRM: training and development
- Week 10-13: Comparative HRM: flexibility and work–life balance
- Week 14-16: Comparative HRM: employee relations and communications

Course Methodology:

Engage in cross-cultural case studies and discussions to analyze HR practices across different regions, fostering an understanding of global HR dynamics. Collaborate on international HR projects to develop practical skills in navigating cultural complexities and implementing effective HR strategies.

Course Resources:

- Punnett, B.J. (2009). *International Perspectives on Organizational Behavior and HRM*, (2nd Edition). New York: Sharpe.
- Brewster, C., & Wolfgang, M. (2012). *Handbook of Research on Comparative Human Resource Management*. Edward Elgar Publishing.
- Graham, H. (2009). *International and Comparative Human Resource Management*. McGraw-Hill Higher Education.

- Amnon Caspi (2005). *Cranet Survey on Comparative Human Resource Management: International Executive Report 2005*. AmnonCaspi, Cranet publishers.
- Hollinshead, G. (2001). *International and Comparative Human Resource Management*, (2nd Edition). McGraw-Hill Higher Education.
- Briscoe, D., Schuler, R., & Tarique, I. (2011). *International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM)*, (4th Edition). Routledge.
- Nyambegera, S. (2013). *Comparative Human Resource Management*, LAP LAMBERT Academic Publishing.

Marketing Required and Optional Courses (39 Cr. Hrs.)

Course Title : **Marketing Management**

Course Code : **MKG-302**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Principles of Management, Principles of Marketing

Course Description:

Marketing Management aims at planning, executing, and tracking the marketing strategy of an organization. This includes the marketing plan; campaigns and tactics used to create and meet the demand of target customers to drive profitability.

Course Objectives:

Explaining the nature and purpose of marketing, analyzing the business need for customer orientation, evaluating markets and target market opportunities, assessing buyer behavior and the role of market information, assessing market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Analyze the information content of organizational processes.
2. Define markets and apply marketing concepts and principles using a customer focus to effectively sell products and services.
3. Recognize and appropriately respond to ethical, legal and strategic concerns relating to human resource and organizational management.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Marketing management changes, Tasks necessary for successful marketing management, Marketing affecting customer value, Strategic planning
- Week 3: Customer value, satisfaction, and loyalty, Lifetime value of customers, Attracting and retaining the right customers and cultivating strong customer relationships
- Week 4-5: Consumer characteristics influencing buying behavior, Psychological processes, Making purchasing decisions
- Week 6: Buying situations and organizational buyers, Participants in the business-to-business buying process, Business buyers' buying decisions,
- Week 7-8: Marketing intelligence system, Measuring and forecasting demand, Metrics for measuring marketing productivity, Return on investment of marketing expenditures
- Week 9: Levels of market segmentation, Requirements for effective segmentation
- Week 10: Characteristics of products, Differentiation, Co-brands or ingredient brands, Packaging, labeling, warranties, and guarantees
- Week 11: Classification of services, New service realities, Excellence in services marketing, Improving service quality, Improve customer-support services
- Week 12: Brand equity, Building, measuring and managing brand equity, branding strategy, Differentiation of brands, Positioning
- Week 13: Evaluating prices, Adapting prices to meet varying circumstances and opportunities, Price changes, Responding to competitors' price changes
- Week 14: Marketing channel system and value network, Managing the channels, Integrating channels and managing channel conflict
- Week 15-16: Developing an advertising program, Sales promotion decisions, Brand-building events and experiences, Public relations and publicity

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Marketing Management by Philip Kotler (16th edition)

Marketing Management (Past, Present and Future) by Micheal R. Czinkota et al.

Course Title : **Consumer Behavior**

Course Code : **MKG-303**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Human Behavior, Principles of Marketing

Course Description:

Consumer Behavior offers interdisciplinary study of social, physical, and behavioral sciences. The course involves studying the processes a consumer uses to make purchase decisions, to dispose of purchased goods or services and study the factors that influence purchase decisions and the use of products. It provides an explanatory framework and descriptive resources for the behaviors that are part of the purchase, use and enjoyment of goods and services. The course teaches established models in the field of marketing that help understand the factors that influence consumer decision making and the process a consumer goes through in making a purchase decision.

Course Objectives:

This course aims to provide students with a foundation in the subject by breaking it down into primary sections namely Introduction of the Consumer Behavioral Strategies, External Influences, Internal Influences, and Consumer Decision Process. The course examines the internal and external factors that influence consumer behavior and the decision-making process.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Identify the major influences in consumer behavior.
2. Distinguish between different consumer behavior influences and their relationships.
3. Establish the relevance of consumer behavior theories and concepts to marketing decisions.
4. Implement appropriate combinations of theories and concepts, and recognize social and ethical implications of marketing actions on consumer behavior.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1-2:	Introduction to consumer behavior, Consumer and social well-being, Ethics and consumer rights,
Week 3:	Perception, Sensation, Stages of perception, Consumer behavior change
Week 4-5:	Learning and Memory, Behavioral learning theories, Instrumental conditioning, Gamification, Cognitive learning theories, Memory, Encoding, Memory systems, Information storage, Retrieval, Forgetting,
Week 6:	Motivation and affect, Motivation process, Motivational strength, Motivational direction, Affect, Types of affect responses, positive affect, negative affect, Consumer involvement,
Week 7-8:	Self and gender identity, Self, Does self exist? The self concept, Extended self, Are we what we buy? Embodies cognition, Digital self, Gender identity, Sex role socialization, Gender identity vs sexual identity, Sex-types products, The body, Idea of beauty
Week 9:	Personality, lifestyle and values, Neo-Freudian theories, Trait theory, Brand

- personality, Lifestyles and consumer identity, Values, Core values and linkages with consumer behavior
- Week 10: Attitudes and persuasive communication, The power of attitudes, Hierarchies of effects, Attitude Models, Do Attitudes Predict Behavior
- Week 11: Decision making, Cognitive Decision Making, Steps in the Cognitive Decision-Making Process, Problem Recognition, Information Search, Evaluate Alternatives, Product Choice, Post purchase Evaluation
- Week 12: Buying, using and disposing, Situational Effects on Consumer Behavior, Temporal Factors, Mood, From bricks to clicks
- Week 13: Group influences and social media, Social power, Reference groups, Conformity, Brand communities, Collective decision making, Word-of-mouth, Opinion leaders
- Week 14: Income and social class, Income and Consumer Identity, Income-base Marketing, Consumer confidence, Targeting the top of the pyramid, Targeting the bottom of the pyramid, Social stratification
- Week 15-16: Culture and sub-culture, Cultural systems, Cultural movements,

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Consumer Behavior by Michael R. Solomon (14th edition)

Consumer Behavior by Leon Schiffman and Joseph Wisenblit (12th edition)

Course Title : **Commercial Law**

Course Code : **LAW-303**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Principles of Management, Principles of Marketing

Course Description:

The course basically deals with the introduction of those commercial laws which are directly or indirectly related to Business. It includes a short study of contract law, partnership Act, companies" Act and Negotiable instrument law. The emphasis in this course is to introduce the students to the basic concepts of conventional business law and its implementation in the contemporary financial institutions. The course is outlined in such a way to show the basic philosophy of conventional Business Law.

Course Objectives:

This course aims to equip the managers of tomorrow with firsthand knowledge of the various aspects of regulations pertinent to their area of operations. It applies the doctrine of precedent

in a commercial legal context; identifies legal issues in a problem scenario and applies the law to resolve those issues.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Understand commercial law principles,
2. Analyze critically legal issues,
3. Apply knowledge to real-world commercial transactions.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1: Definition and classification of Laws, overview of general and commercial terms, Business Entities such as sole proprietorship, partnership and joint stock companies
- Week 2: Definition of a contract, Essential elements of a valid contract; Legal provision governing offers, communication, acceptance or counteroffer, consideration, agreement, lawful purpose; parties to the contract and their intent to create contractual obligations
- Week 3: Rights and Duties of parties, specific performance of the contract, Discharge of the contract, Breach of the contract and remedies, illegal, voidable and void contracts;
- Week 4: Definition and Essential Elements of a partnership, partnership deeds, rights and duties of partners, partnership distinguished from sole proprietorship and the companies
- Week 5-6: Individual and Joint liabilities of the partners for the firm debts; principles governing ownership of the firm's asset and distribution of profits, implied and specific authority of the partners, principle of holding out, Dissolution of the partnership
- Week 7: Concept of limited liability and Juristic person Requirement and process of incorporation, Effects of incorporation, types of joint stock companies by nature and formation, Ownership and management of the companies
- Week 8: Rights of the shareholders, Rights, power and duties of the Board of Directors, Statutory provisions governing the election of Directors, meeting of the shareholders and the board of Directors, disclosure requirements and the financial statements
- Week 9: Listed & non listed companies, advantages and disadvantages of listing, listing requirements of Stock Exchange
- Week 10: Salient provisions of Code of Corporate Governance; Brief discussion of Securities and Exchange Commission of Pakistan as the corporate watch dog
- Week 11-12: Definition, Nature of the contract of sale, conditions and warranties, Definition, Nature of the contract of sale, condition and warranties; Transfer of property, performance of the contract of sale; Delivery of the goods, Unpaid seller and

	auction sale; Consignment basis, Delivery against advance payment, supply against letter of credit, types of letter of credit
Week 13:	Laws relating to indemnity, guarantees, bailment; Hypothecation, pledge and Mortgage, agency agreement
Week 14:	Evolution of Banks, types of banks, major function of banks; Negotiable instruments Act, Definition, characteristics of Negotiable instruments
Week 15:	Bill of Exchange and promissory Notes, parties to instrument; negotiation and endorsement, liabilities of the parties, payment and discharge of liabilities
Week 16:	Revision and Final Term Examination

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

William Warren, W., & Walt, S. *Commercial Law*, (9th Edition).
 Chema, K. M. *Business Law*.
 Saeed, K. A. *Mercantile and Industrial Laws in Pakistan*.
 Shaheen, N. A. *Practical approach to the Companies Ordinance*.
 Qurashi, S. A. *Business Law*.
 Butt, L. A. (Latest Edition). *The Negotiable Instrument*.

Course Title : **Marketing Channels**

Course Code : **MKG-304**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Principles of Management, Principles of Marketing

Course Description:

The study of marketing channels addresses the distribution or place element of the marketing mix. The course takes a managerial approach to the distribution problem. Channel intermediaries, such as wholesalers and retailers are discussed. A formal process for the design of an effective and efficient marketing channel is examined.

Course Objectives:

The course aims at crystallizing the understanding of the role of the marketing channel within the firm's overall marketing mix and involves discussion of the role and functions of key channel members including producers, wholesalers, and retailers.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Develop marketing channel plans, which enable an organization to increase sales, margins, and levels of collaboration with channel partners.
2. Capture and leveraging value through the careful selection of channel partners, the

application of appropriate incentives and pricing agreements, and the design and management of multiple channels.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: The Omnichannel ecosystem, what is a marketing channel, Channel changing landscape, Upstream channel members, middle channel members, downstream channel members, From a multichannel to omni channel world
- Week 3: Channel basics, Key functions marketing channel perform, auditing marketing channels, auditing channels using gap analysis
- Week 4-5: Channel power. The nature of marketing channels, Power, Power based influence strategies, Omnichannel and power
- Week 6: Channel relationships, Building channel commitments, Building channel trust, Channel relationship lifecycle, Multichannel vs omnichannel relationships
- Week 7-8: Channel conflicts, The nature of channel conflicts, Consequences of conflicts, Major sources of conflicts in channels, Unwanted channels: gray markets, Conflict resolution strategies
- Week 9: Retailing structures and strategies, Nature of retailing, Classification of retailers, The retail landscape, Retail positioning strategies, Retail channels, Retailer power and its effects
- Week 10: Wholesaling structures and strategies, The wholesaler-distributor landscape, Wholesaling strategies, Wholesaling value-added strategies, Alliance-based wholesaling strategies, Adopting to trends in wholesaling, Vertical integration of manufacturing into wholesaling
- Week 11: Franchising structures and strategies, Franchising formats, Reasons not to franchise, Franchising strategies, Franchising and omni channels
- Week 12: Channels and international markets, Key middlemen in international markets, international distribution challenges, Omni channels and global marketing
- Week 13: End-user analysis: Segmentation and targeting, Understanding the importance of channel segmentation, End-user segmentation criteria: The service outputs, Segmenting end-users by service output, Targeting end-user segments
- Week 14: Omnichannel strategy, Key challenges of the omnichannel approach, Four pillars of the omnichannel strategy
- Week 15-16: Presentations

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Marketing Channel (An omnichannel approach) by Robert W. Palmatier, Eugene Sivadas, Louis W. Stern and Adel I El-Ansari (9th edition)

Marketing Channels (A Management View) by Bert Rosenbloom (8th edition)

Course Title : **E-Marketing**

Course Code : **MKG-305**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Principles of Management, Principles of Marketing

Course Description:

This course will offer students a panoramic view of digital marketing and provide insights into key strategies using Internet-based platforms. In addition, it will focus on content that resonates with consumers and that helps businesses differentiate themselves in competitive markets.

Course Objectives:

Aim of the course is to enable the student in developing long-term profitable customer relationships, applying digital tools for customer engagement, understanding subscription business models and relevant metrics, attracting and engaging customers through digital channels and measuring marketing performance and presenting insights.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Gaining insight into the main components of digital marketing strategy and its impact on business objectives.
2. Learning how to set targets, report effectively and track KPIs.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1: Understanding the digital ecosystem, Paid and organic search interaction, Social signals for SEO, the broad reach of content strategy, The halo effect, Attribution and omnichannel,
- Week 2: Understanding the evolving digital consumer, Who is digital consumer, Digital consumer behavior, Technology affecting digital consumer,
- Week 3: Planning your digital marketing strategy, The planning process, The phased approach, Budgeting and forecasting

Week 4:	SEO strategy and organic techniques, SEO Triangle, Researching your SEO strategy, Technical SEO, Site structure, Content and SEO
Week 5:	Building and optimizing a winning paid search strategy, Introduction to paid search, Measurement and optimization, Advanced paid search, Managing paid search campaigns: Human vs Robots
Week 6:	Display advertising and programmatic targeting, Programmatic advertising, Key technology in ad delivery, Planning and targeting programmatic display campaigns
Week 7:	Tailoring social media strategy, Types of social media, The social networks, Content, Influencers, Social advertising
Week 8:	Marketing automation, messaging and email marketing, The 5 Ts of email marketing, Account management vs centralized communications, Messaging and SMS
Week 9:	Affiliate schemes and partnerships to deliver high targeted leads, Setting up an affiliate program, Affiliate networks, Tracking and measurement
Week 10:	Lead generation, Push vs Pull, Lead scoring, Lead generation across digital channels, Keeping the lead alive, Measurement
Week 11:	Content strategy, What is content, People and processes for creating content, Distribution, Measuring the value of content, Audit checklist,
Week 12:	Personalizing the customer journey and digital experience, User-defined personalization, Behavioral personalization, Tactical personalization, Single customer view
Week 13:	Effective experience design (XD), XD maturity, Three critical requirements,
Week 14:	Optimizing e-commerce platform, Digital cross and up-selling, Purchasing and payments, Consumer trust
Week 15-16:	Managing loyalty, CRM and data, Contact strategy, Predictive analytics, Technology platforms, Loyalty

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Digital Marketing Strategy by Simon Kingsnorth (3rd edition)

Digital Marketing by Dave Chaffey and Fiona Ellis-Chadwick (8th edition)

Course Title : **Sales Force Management**

Course Code : **MKG-306**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Principles of Management, Principles of Marketing

Course Description:

Study will cover job design and recruitment processes, tools of recruitment, the role of training in sales force development, and motivating salespeople to perform the tasks critical to an organization's success.

Course Objectives:

Instilling the importance of the sales and sales force management in the students by understanding and linking concepts of revenue generation, sales volume increment, profits sustainability, market leadership and prospect conversions to sales and sales force management.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Explain the concepts of sales management, personal selling and sales task.
2. Explain the personal selling strategies and environmental factors affecting personal selling.
3. Comprehend the stages of sales process in retail.
4. Explain the preparations before contacting the customer, how and when salespersons deal with a customer, ways of identifying customers' needs and demonstration of the product to the customer.
5. Learn the importance of customers' objections faced in sales process, types of customers' objections, to respond to objections and how to close the sale.
6. Recognize the formal and non-formal structures in sales organizations, differences between them and the basic principles of organizations of sales force.
7. Understand how the corporation takes centralization or non-centralization decision which carried out activities in sales force organization.
8. Have information about sales forecasts and sales forecasting methods.
9. Calculate the efficiency of sales, sales budget concepts and the stage of budget process.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to Sales Management in the Twenty-First Century, Trends affecting sales organizations and sales managers, General overview of the sales management process, External and internal environmental factors influencing the development of marketing strategies and sales programs.
- Week 3: The Process of Selling and Buying, Process of selling and buying in the organizational marketplace, Organizational buying center, Different roles played by individuals of organizational buying center in making the purchase decision,
- Week 4-5: Linking Strategies and the Sales Role in the Era of CRM and Data Analytics, An overview of customer relationship management (CRM), How the sales force and

- selling function interface with strategies and processes in market-oriented, customer-centric firms?
- Week 6: Organizing the Sales Effort, Designing an appropriate organizational framework for the sales force, Issues involved in developing a framework, Activities involving sales force
- Week 7-8: The Strategic Role of Information in Sales Management, Forecasting sales, setting quotas, establishing the size and territory design of the sales force and performing sales analysis for managerial decision making.
- Week 9: Salesperson Performance: Behavior, Role Perceptions, and Satisfaction, The salesperson's role perceptions, Three dimensions of the role perception: role accuracy, perceived role conflict, and perceived role ambiguity
- Week 10: Salesperson Performance: Motivating the Sales Force, Expanded sales training programs, Closer day-to-day supervision of the sales force, Periodic review of each salesperson's time and effort, Policies on sales performance evaluation and rewards for levels of performance.
- Week 11: Personal Characteristics and Sales Aptitude: Criteria for Selecting Salespeople, Stability, Self-sufficiency, Self-confidence, Goal-direction, Decisiveness, Intellectual curiosity, Accuracy
- Week 12: Sales Force Recruitment and Selection, Process of recruiting new salespeople into the organizations, Methods and procedures, Selection criteria
- Week 13: Sales Training: Objectives, Techniques, and Evaluation, Sales training program lowering the training costs and improving sales performance, Objectives and long-term goals of training programs
- Week 14: Salesperson Compensation and Incentives, Key issues related to compensating salespeople, Salary and incentive payments, Primary methods of compensating salespeople, Straight salary, Straight commission, and bonuses
- Week 15-16: Evaluating Salesperson Performance, Key issue in evaluating the performance of salespeople

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Sales Force Management (Leadership, Innovation, Technology) by Mark W. Johnston and Greg W. Marshall (13th edition)

Course Title : **Advertising**

Course Code : **MKG-307**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Principles of Management, Principles of Marketing

Course Description:

This course is designed to expose the interested student to the many aspects and functions of advertising. The course provides information about the history of advertising, commission schedules used in the advertising industry, the organization of a typical advertising agency, how an advertisement is created, and media coverage.

Course Objectives:

The main objectives of the course include crystalizing the understanding of students regarding product or service introduction, brand awareness creation, customer acquisition, value creation and differentiation from competitors. At the end of course student will also be able to focus on brand building to enhance the value of the brand.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Demonstrate an understanding of the overall role advertising plays in the business.
2. Demonstrate an understanding of the advertising strategies and budgets.
3. Identify the various advertising media.
4. Demonstrate the working of an ad agency.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1-2:	What is advertising, The Human Communication Process, Applying the Communication Process to Advertising, IMC and Relationship Marketing, Identifying Target Markets and Target Audience
Week 3:	The Scope of Advertising: From local to Global, The Advertising Industry, The Organizations in Advertising, The People in Advertising, Advertisers (the Clients), The Advertising Agency, What People in an Agency Do?
Week 4-5:	Marketing and Consumer Behavior: The Foundations of IMC, Creating Satisfying Exchanges by Creating Utility, The Key Participants in the Marketing Process, The Importance of Knowing the Consumer
Week 6:	Planning Media Strategy: Disseminating the Message, Integrating Science with Creativity in Advertising, The Role of Media in the Marketing Framework, The Media-Planning Framework, Optimizing Reach, Frequency, and Continuity: The Art of Media Planning
Week 7-8:	Creative Strategy and the Creative Process, What Makes for Great Creative? The Novelty Dimension, Writing the Creative Brief, Elements of Message Strategy, Understanding Creative Thinking, The Creative Process
Week 9:	Creative Execution: Art and Copy, Designing Print Layouts, Design and Production: The Creative and Approval Process, Creating Effective Layouts:

Week 10:	Tools and Formats, The Use of Typography in Print, The Use of Visuals in Print Advertising in Print Media, The Role of the Print Media Buyer, Using Magazines in the Creative Mix, Buying Magazine Space, Reading Rate Cards, Software for Buying Print Media, Using Newspapers in the Creative Mix, Co-ops and Networks
Week 11:	Using Audio and Video Media, Broadcast, Cable, and OTT Video, Broadcast TV, Cable TV, OTT and Streaming Video, Video Audience Trends, The Use of Video in IMC, Types of Video Advertising, Defining Television Markets, The Use of Audio in IMC
Week 12:	Using Digital Interactive Media, Digital Interactive as a Medium, The Digital Audience, Measuring the Digital Audience, Behavioral Targeting, Buying Time and Space on the Internet, Problems with Digital as an Advertising Medium
Week 13:	Social Media, Social Is More Than Media, How Social Media Engage Consumers? Adoption of Social Media, Social Trends, Managing and Leveraging Social Media, Application of Social Media
Week 14:	Using Out-of-Home, Exhibit, and Supplementary Media, Out-of-Home (OOH) Media, OOH Advertising, Buying OOH Advertising, Transit Advertising, Trade-Show Booths and Exhibits
Week 15-16:	Relationship Building: Direct Marketing, Personal Selling, and Sales Promotion,

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Contemporary Advertising by William Arens and Michael F. Weigold (17th edition)

Course Title : **Distribution Management**

Course Code : **MKG-308**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Principles of Management, Principles of Marketing, Marketing Channels

Course Description:

This course explores the fundamental concepts and ideas of distribution management. It delves into the various distribution information management systems, analyzes their financial aspects and technological influences, and explains how to manage and measure their performance.

Course Objectives:

This course aims at developing go-to-market models for various channels and products and execute joint business programs with distributors. Student will learn distributor management models, review the performance of individual business indicators and will be able to identify

the market factors influencing the business goals.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Explain and understand the interaction of warehousing and materials management.
2. Identify key benchmark areas for warehouse operations.
3. Recognize the issues facing the warehousing industry in the past, current and future.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1-2:	Introduction to Logistics and Distribution
Week 3:	Channels of Distribution
Week 4-5:	Procurement and Supply
Week 6:	Inventory: The basic Concepts
Week 7-8:	Inventory and the Supply Chain
Week 9:	Inventory Planning and Demand Forecasting
Week 10:	Principles of Warehousing
Week 11:	Storage and Handling Systems (Palletized)
Week 12:	Storage and Handling Systems (Non-Palletized)
Week 13:	Order picking and packing
Week 14:	Receiving and dispatch
Week 15-16:	Warehouse Management and Information

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

The handbook of Logistics and Distribution Management by Alan Rushton, Phil Croucher and Peter Baker (7th edition)
Distribution Planning and Control by David Frederick Ross (3rd edition)

Course Title :	Introduction to E-commerce
Course Title :	COM-302
Credit Hours :	03
Total Weeks :	16
Total Hours :	48

Pre-requisite: Principles of Marketing, Applications of ICT

Course Description:

This course equips commerce students with the fundamental knowledge and practical skills needed to navigate the ever-evolving world of E-commerce. Students will explore the core concepts and benefits of E-commerce, delve into the principles of Islamic E-commerce, and gain hands-on experience building an online store and managing its digital marketing strategy. Through a blend of lectures, discussions, case studies, and practical exercises, students will develop the skills to create product catalogs, design shopping carts, understand payment gateways, and leverage digital marketing techniques to reach online customers.

Course Objectives:

1. Students will gain a comprehensive understanding of E-commerce, its different types, and its advantages for businesses.
2. Students will explore the principles and guidelines of Islamic E-commerce and ethical considerations in online transactions.
3. Students will develop the ability to design and manage an E-commerce website, including creating product catalogs and implementing shopping carts.
4. Students will be introduced to various E-commerce payment options, including virtual currencies and revenue models.
5. Students will acquire foundational knowledge of digital marketing strategies for promoting e-commerce businesses, including content marketing, social media marketing, and influencer marketing.
6. Students will be exposed to emerging technologies like AI, Machine Learning, and Virtual Reality in the context of E-commerce.

Student Learning Outcomes:

1. Define: Define key E-commerce terminology, including types of E-commerce, benefits, and Islamic E-commerce principles.
2. Explain: Explain the advantages and considerations for conducting business through E-commerce platforms.
3. Identify: Identify halal and haram aspects of online transactions based on Islamic principles.
4. Design: Design a layout for an E-commerce website using basic web design techniques.
5. Utilize: Utilize online platforms (e.g., Shopify, Ecwid) to create a functional E-commerce store.
6. Develop: Develop a product catalog for an E-commerce store, including product descriptions and images.
7. Analyze: Analyze the functionalities of shopping carts and choose an appropriate option for an E-commerce store.
8. Evaluate: Evaluate different E-commerce payment gateways for suitability based on business needs.
9. Apply: Apply digital marketing strategies (e.g., content marketing, social media marketing) to promote an E-commerce business.
10. Discuss: Discuss the potential applications of AI, Machine Learning, and Virtual Reality in E-commerce.
11. Identify: Identify legal restrictions and ethical considerations related to online product sales and intellectual property.

Course Assessment:

As per the Semester Regulations

Course Projects (Assignments):

Weekly quizzes and assignments: Assess understanding of key E-commerce concepts, Islamic perspectives, and digital marketing principles.

Midterm project: Design and develop a functional E-commerce website using a chosen platform (e.g., Shopify). The website should include a product catalog, shopping cart, and basic payment processing options.

Digital Marketing Strategy Project: Develop a comprehensive digital marketing strategy for an E-commerce business, outlining content marketing tactics, social media marketing plan, and potential influencer partnerships.

Final project presentations: Students will present their E-commerce website and digital marketing strategy to the class, highlighting key features and functionalities.

Course Contents:

- Week 1: Introduction to Basic Concepts and Definitions: Basic Definitions of E-Commerce; Types of E-Commerce; Benefits of E-Commerce
- Week 2: Islamic Perspectives on E-Commerce: Understanding the principles and guidelines of Islamic e-commerce; exploring halal and haram aspects of online transactions; Case studies and examples of successful Islamic e-commerce businesses
- Week 3: Website Development for E-Commerce: Introduction and Techniques for Web Design; Methodologies for Developing E-Commerce Website; Managing Websites for E-Commerce; Creating and Maintaining a Successful Web Presence.
- Week 4: Creating an online store (e.g., Shopify, Ecwid, other)
- Week 5: Product Catalog Development: E-Commerce Catalog Development Unit; Processing Orders in E-Commerce; Shop Online
- Week 6: Shopping Cart: Introduction to Shopping Cart, Functions of a Shopping Cart; Payment Gateways for Shopping Carts; Shopping Cart Problems
- Week 7: Completing the Purchasing Process and Tracking Information: Completing the Purchasing Process; Tracking Shoppers' Information,
- Week 8: E-Commerce payment options: Virtual Currency Definition; Types & Examples; E-Commerce Revenue Models; Overview, Types & Examples, Revenue Sharing & Affiliate Marketing; Personal Payment: Methods & Types
- Week 9-11: Digital Marketing and E-Commerce: Content Marketing and E-commerce: How to use it; Web Presence | Blogs, Emails & Social Media; Market Segmentation: Why Market Segments Are Important to Marketers; Brand Awareness: Definition, Strategy, Metrics & Measurement; Using the Amazon Affiliate model; Using Digital Marketing: definition, characteristics and Strategies/campaigns; Social Media Marketing: Facebook, Instagram, Twitter, LinkedIn, Pinterest, YouTube, Snapchat; Viral marketing and its application; Influencer Marketing, Definition, Role & Importance
- Week 12: Freelancing: Using freelancing platforms like Fiver and Upwork
- Week 13: SEO in practice
- Week 14: AI, Machine Learning, Virtual Reality applications in E-Commerce
- Week 15: Legal Product Restriction (Sales Tax, Copyright, Intellectual Property) and Ethical Issues in Electronic Commerce
- Week 16: Final Project Presentations

Course Methodology:

The course will employ a blended learning approach, combining teacher-centred instruction with interactive activities, case studies, hands-on projects, and group work.

Teacher-centered: Lectures will introduce foundational E-commerce concepts, Islamic perspectives on online transactions, and digital marketing strategies.

Student-centered: Case studies will encourage students to analyze real-world E-commerce scenarios and ethical considerations. Hands-on projects will provide students with practical experience building and managing an E-commerce website. Group work will allow students to collaborate on developing a digital marketing strategy.

Course Resources:

Laudon, C. K., & Traver, C. (2014). *Introduction to E-commerce*, (10th Edition). Prentice- Hall. Turban, E., King, D., & Lang, J. (2010). *Introduction to Electronic Commerce*, (3rd Edition). NJ, USA: Prentice- Hall.

Toth, Ilona, Sanna Heinänen, and Kirsimarja Blomqvist. "Freelancing on digital work platforms—roles of virtual community trust and work engagement on person–job fit." *VINE Journal of Information and Knowledge Management Systems* 50, no. 4 (2020): 553-567.

Chaffey, Dave, and Fiona Ellis-Chadwick. Digital marketing. Pearson uk, 2019.

Taherdoost, Hamed. "E-Business Models and Strategies." In *E-Business Essentials: Building a Successful Online Enterprise*, pp. 25-50. Cham: Springer Nature Switzerland, 2023.

Qin, Z. (2009). *Introduction to E-commerce (Tsinghua University Texts)*. Springer.

Raydu. C.S. (2009). *E-Commerce E-Business*. Himalaya Publishing House.

Daniel, I. (2011). *E-commerce Get It Right!: Essential Step by Step Guide for Selling & Marketing Products Online. Insider Secrets, Key Strategies & Practical Tips - Simplified for Your StartUp & Small Business*. NeuroDigital.

Brinck, T., Gergle, D., & Wood, S. D. (2001). *Usability for the web: Designing web sites that work*. Elsevier.

Connolly & Hoar (2015). *Fundamentals of Web Development*. Pearson Education, Inc.

U.S.A. pp (1-51). ISBN: 0-13-340715-2

ch4ntix. (2012, April 21). Shopping cart Disadvantages. Retrieved from ch4ntix:

Martin, K. (2016). *Introduction to E-commerce: Combining Business and Information Technology*. Backboon.com

Berners-Lee, T., Cailliau, R., Groff, J. F., & Pollermann, B. (2010). *World-wide-web: the information universe*. Internet Research.

Rockwell, B. (1998). *Using The Internet To Compete in a Global Marketplace*. Wiley & Sons

Course Title : Global Freight Logistics Management

Course Code : MKG-309

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Principles of Management, Principles of Marketing, Marketing Channels, Supply Chain Management

Course Description:

International Freight Management equips the students with expertise in global logistics and supply chain operations. Topics generally covered include international trade laws, customs

clearance, various modes of transportation, Incoterms, carrier management, freight forwarding, risk management, and cargo security.

Course Objectives:

It encompasses knowledge of logistics, customs regulations, transportation modes, and supply chain management. Students will understand how to optimize international shipping, reduce costs, manage risks, and ensure compliance with international trade laws.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Demonstrate knowledge and critical thinking skills associated with the ability to analyze, formulate, execute, and assess logistics and supply chain management operations.
2. Learn advanced knowledge of global logistics and supply chain management concepts, techniques, practices, and processes.
3. Identify and analyze complex business situations conducive to the development and implementation of innovative logistics and supply chain management solutions.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1-2:	Re-thinking supply chain strategy, Supply chain orchestration, The changing risk profile, Achieving resilience
Week 3:	Linking supply chain management to financial performance, Framework to identify initiatives that create the most shareholder value, Difficulties in improving supply chain financial performance
Week 4-5:	Supply chain risk management, From operational resilience to financial stability, Financing investments collaboratively: reducing the risk of supply chain
Week 6:	Supply chain vulnerability and resilience, Probability versus impact, Mapping the landscape of risk and vulnerability, The financial impact of supply chain disruptions
Week 7-8:	New procurement directions in supply chain management, Perspectives on procurement, New procurement directions for ‘business-not-as-usual’
Week 9:	Maximizing capacity utilization in freight transport, Assessing the utilization of freight transport capacity, Factors constraining capacity utilization
Week 10:	Retail logistics, The evolution of the logistics concept, Logistics and competitive strategy in retailing, The internationalization of the retail supply chain, CSR and sustainable supply chains, The online revolution
Week 11:	Trends and strategies in global logistics and supply chain management, Strategic delivery reliability, Digital transformation in logistics
Week 12:	Global sourcing and supply, The product economics that have driven global sourcing, Sustainability, Emerging risks and their implications for future

- sourcing strategies, Emerging technologies and their impacts, Re-shoring, near-shoring and supply chain reconfiguration
- Week 13: People powering contemporary supply chains, Segmenting customers versus segmenting supply chains, Managing in a parallel universe, Digitalization is mandatory, From 'static' to 'dynamic' organization designs, New focus on the supply side
- Week 14: Humanitarian logistics and supply chain management, The significance of humanitarian logistics and supply chain management, Humanitarian logistics and supply chains phases, A framework for managing humanitarian logistics and supply chains, Pandemic supply chain: Covid-19 supply chain systems
- Week 15-16: Performance measurement and management in the supply chain

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Global Logistics by Edward Sweeney and Donald Waters (8th edition)

Global Logistics and Supply Chain Management by John Mangan, Chandra Lalwani and Augustina Calatayud (4th edition)

Course Title : International Marketing

Course Code : MKG-310

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Principles of Management, Principles of Marketing

Course Description:

This course will provide the basic foundations of international marketing and then explain how companies can grow by going abroad or sourcing ideas/expanding into other territories.

Course Objectives:

The course aims to provide an understanding of the scope and function of international marketing theory and practice. It will increase the knowledge and skills of the student to help in developing international market entry strategies. The student will be able to critically analyze the international marketing environment in terms of markets structures and size, legal frameworks, political structures, financial markets etc. for managing products and services, and other marketing mix factors.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Propose revised strategies and marketing communications to enter diverse international markets.

2. Improve professional experience through an evidence-based approach to decision making in the domain of international marketing.
3. Reflect on the significance of international marketing in the future direction of global business developments.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1-2:	The Scope and Challenge of International Marketing, The International Marketing Task, Environmental Adaptation Needed, Stages of International Marketing Involvement, Global Marketing
Week 3:	The Dynamic Environment of International Trade, Balance of Payments, Protectionism, Trade Barriers, General Agreement on Tariffs and Trade, World Trade Organization, The International Monetary Fund and World Bank Group
Week 4-5:	History and Geography: The Foundations of Culture, Historical Perspective in Global Business, History and Contemporary Behavior, Geography and Global Markets, Social Responsibility and Environmental Management, Dynamics of Global Population Trends, Rural/Urban Migration, Worker Shortage and Immigration
Week 6:	Cultural Dynamics in Assessing Global Markets, Culture's Pervasive Impact, The Political Economy, Social Institutions, Thought Processes, Cultural Sensitivity and Tolerance, Cultural Change, Cultural Borrowing, Resistance to Change
Week 7-8:	Culture, Management Style, and Business Systems, Required Adaptation, Degree of Adaptation, Imperatives, Electives, and Exclusives, Management Styles around the World, Authority and Decision Making, Management Objectives and Aspirations, Communication Styles, Formality and Tempo, P-Time versus M-Time
Week 9:	The Political Environment: A Critical Concern, The Sovereignty of Nations, Stability of Government Policies, Forms of Government, Political Parties, Nationalism, Targeted Fear and/or Animosity, Trade Disputes, Political Risks of Global Business, Confiscation, Expropriation, and Domestication, Economic Risks, Political Sanctions, Political and Social Activists and Nongovernmental Organizations, Violence, Terrorism, and War, Cyberterrorism and Cybercrime
Week 10:	The International Legal Environment: Playing by the Rules, Bases for Legal Systems, Common vs. Code Law, Islamic Law, Marxist–Socialist Tenets, Jurisdiction in International Legal Disputes, International Dispute Resolution, Conciliation, Arbitration, Litigation, Protection of Intellectual Property Rights: A Special Problem, Counterfeiting and Piracy, Inadequate Protection
Week 11:	Developing a Global Vision through Marketing Research, Breadth and Scope of International Marketing Research, The Research Process, Defining the Problem and Establishing Research Objectives, Problems of Availability and Use of Secondary Data, Availability of Data, Reliability of Data, Comparability of Data,

- Validating Secondary Data, Gathering Primary Data: Quantitative and Qualitative Research, Problems of Gathering Primary Data, Ability to Communicate Opinions
- Week 12: Global Marketing Management: Planning and Organization, Benefits of Global Marketing, Planning for Global Markets, Company Objectives and Resources, International Commitment, The Planning Process, Alternative Market-Entry Strategies, Exporting, Contractual Agreements, Strategic International Alliances, Direct Foreign Investment
- Week 13: Products and Services for Consumers, Physical or Mandatory Requirements and Adaptation, Green Marketing and Product Development, Products and Culture, Innovative Products and Adaptation, Diffusion of Innovations, Production of Innovations, Analyzing Product Components for Adaptation
- Week 14: Products and Services for Businesses, Demand in Global Business-to-Business (B2B) Markets, The Volatility of Industrial Demand, Stages of Economic Development, Technology and Market Demand, Quality and Global Standards, Quality is Defined by the Buyer, ISO 9000 Certification: An International Standard of Quality
- Week 15-16: International Marketing Channels, Channel-of-Distribution Structures, Import-Oriented Distribution Structure

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

International Marketing by Philip Cateora et al (18th edition)

International Marketing Management by Ralph Berndt , Claudia Fantapié Altobelli, Matthias Sander (1st edition)

Course Title : **Procurement Management**

Course Code : **MKG-311**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Principles of Management, Principles of Marketing, Supply Chain Management

Course Description:

This course in procurement management is mainly focused on the purchase, sale, and transfer of goods and services. It exposes students to numerous concepts that prepare them for the task of managing global sources of supply.

Course Objectives:

This course provides students with modern theory and practice of the purchasing and supply function. It develops an awareness of the policies and procedures involved in purchasing and supply management. It further stresses the importance of professional purchasing and the

magnitude of savings that can be made.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Define the procurement management processes of the project, including supplier selection criteria and methods, contract awarding, and contract management.
2. Create a procurement plan to manage and control procurements.
3. Describe the different types on contracts used on projects.
4. Create a Statement of Work or Terms of Reference.
5. Describe methods of advertising the procurement opportunity.
6. Request a bid or proposal from sellers.
7. Evaluate seller submissions.
8. Select winning proposal.
9. Award and manage contracts.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1-2:	The scope and influence of procurement, Strategic roles of procurement, procurement as organizational buying, procurement and change, World-class procurement, Reflections on procurement positioning in business
Week 3:	Strategic procurement, Strategic fit between supply chain and competitive strategies, Strategy development, Internal scrutiny, Strategy formulation, Strategy implementation, Strategic procurement and supply chain process models
Week 4-5:	Procurement policies, procedures and support tools, Procurement procedures, e-commerce, e-business, e-SCM, and e-procurement, The evolution of e-procurement models, Electronic Data Interchange (EDI), e-hubs, exchanges, portal and marketplaces, e-catalogues, e-auctions
Week 6:	Supplier relationships and partnering, Relationship procurement and procurement relationships, The application of power in relationship management, Supplier relationship management – Strategic focus, SRM Model, Termination of relationships
Week 7-8:	Legal and contractual management, Procurement specialist and contract law, Formation of a contract, Acceptance, Contract for the sales of goods, Contracts for the supply of services, Capacity to contract, Misrepresentation
Week 9:	Quality management, service and product innovation, Quality systems, Total Quality Management (TQM), Alternatives to individual specifications, Standardization, Variety reduction, Quality assurance and quality control
Week 10:	Matching supply with demand, Inventory, logistics and supply chain management, Inventory classifications, Tools for inventory management, Inventory performance measures, Safety stocks and service levels
Week 11:	Sourcing, supplier selection and performance management, The strategic

- sourcing process, Analysis of market conditions, Directives, e-sourcing, Supplier evaluation, Supplier approval, Evaluating supplier performance
- Week 12: Purchase price management and long-term cost-in-use, Strategic pricing – An introduction, The buyers’ role in managing purchase prices, Supplier pricing decisions, Tender pricing, Price and cost analysis, Collusive tendering
- Week 13: Global sourcing, Motives for buying offshore Sources of information for offshore suppliers, Incoterms, Customs and excise, Transport systems, costs and considerations, Freight agents, Countertrade, Buying capital equipment offshore
- Week 14: Negotiation skills, practice and business benefits, The content of negotiation, The negotiators’ authority, Pre-negotiation, Actual negotiation, post-negotiation actions, Negotiation and relationships
- Week 15-16: Contract management, The pre-contract award activities impact in contract management, Contract management good practice (including VFM), Key Performance Indicators (KPIs) for contract management, Social services contract monitoring audit

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Procurement and Supply Chain Management by Kenneth Lyons and Brian Farrington (10th edition)

Procurement Principles and Management in the Digital Age by Peter Baily, David Farmer, Barry Crocker and David Jessop (12th edition)

Course Title : **Retailing**
Course Code : **MKG-312**
Credit Hours : **03**
Total Weeks : **16**
Total Hours : **48**

Pre-requisite: Principles of Management, Principles of Marketing, Marketing Channels

Course Description:

This course is designed to inculcate essential skills for managing a successful retail business, develop an understanding of customer behavior and develop effective sales strategies. Students will master the art of visual merchandising and store layout optimization along with gaining insights into inventory management and supply chain processes.

Course Objectives:

This course aims to explore digital marketing techniques for retail businesses. Students will understand how channel management and retailing can improve the performance of business.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Identify types of retailing strategies and how retailers maintain competitive advantages over their competition.
2. Discover various growth opportunities for retailers and determine which entry strategies are best for various circumstances.
3. Know the importance of a strategic online presence for retailers and future trends in retailing.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1-2: Introduction to Retailing, The Retailer's Role in a Supply Chain, Costs of Channel Activities, Growth of Retail Analytics, Accelerated Shifts Due to the COVID-19 Pandemic, The Retail Management Decision Process

Week 3: Digital Retailing, Framework of Digital Retailing, Mobile and Social Retailing, Types of Media, Influencer Marketing, How Retailers Engage Their Customers

Week 4-5: Multichannel and Omni Channel Retailing, Relative Strengths of Retail Channels, In-Store Retailing, Internet Retailing, Catalog and Other Non-store Channels, Opportunities Facing Multichannel and Omnichannel Retailers, Consistent Brand Image across Channels, Merchandise Assortment

Week 6: Retail Market Strategy, Central Concepts in a Retail Market Strategy, Building

- a Sustainable Competitive Advantage, Relationships with Customers—Customer Loyalty, Relationships with Suppliers, Efficiency of Internal Operations
- Week 7-8: Financial Strategy, Strategic Profit Model, Profit Margin Management Path, Asset Turnover Management Path, Combining the Profit Margin and Asset Turnover Management Path, Implications for Improving Financial Performance
- Week 9: Information Systems and Supply Chain Management, Creating Strategic Advantage through Supply Chain Management, Improved Product Availability, Higher Return on Assets, The Flow of Information through a Supply Chain, Vendor-Managed Inventory and Collaborative Planning and Forecasting, Inventory Management through Just-in-Time Inventory Systems
- Week 10: Customer Relationship Management, Collecting Customer Shopping Data, Identifying Information, Privacy and CRM Programs, Analyzing Customer Data and Identifying Target Customers, Retail Analytics, Developing CRM through Frequent-Shopper Programs, Making Frequent-Shopper Programs More Effective
- Week 11: Managing the merchandise planning process, Merchandise Management Overview, The Buying Organization, Merchandise Category—The Planning Unit, Evaluating Merchandise Management Performance, Types of Merchandise Management Planning Systems, Forecasting Category Sales, Forecasting Fashion Merchandise Categories, Sales Forecasting for Service Retailers, Developing an Assortment Plan
- Week 12: Buying Merchandise, Brand Alternatives, National-Brand Buying Process, Developing and Sourcing Store-Brand Merchandise, Strategic Relationships, Building Partnering Relationships, Maintaining Strategic Relationships
- Week 13: Retail Pricing, High/Low Pricing, Everyday Low Pricing, Setting Retail Prices, Customer Price Sensitivity, Pricing of Services, Using Analytical Tools to Set Prices, Markdowns, Pricing Techniques for Increasing Sales and Profits
- Week 14: Retail Communication Mix, New Media Elements, Traditional Media Elements, In-Store Marketing/Design Elements, Planning the Retail Communication Program, Determine the Communication Budget, Allocate the Promotional Budget
- Week 15-16: Store Layout, Design and Visual Merchandising, Increase Sales on Visits, Control Costs to Increase Profits, Design Trade-Offs, Store Design Elements, Layouts, Signage and Graphics, Store Exteriors, Space Management, Space Allocated to Merchandise Categories, Location of Merchandise Categories, Visual Merchandising

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Retailing Management by Michael Levy, Barton Weitz and Dhruv Grewal (11th edition)
Principles of Retailing by John Fernie, Suzanne Ferine and Christopher Moore (2nd edition)

Course Title : **Selling Techniques in Business**

Course Code : **MKG-313**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Principles of Management, Principles of Marketing, Consumer Behavior, Sales Force Management

Course Description:

This course teaches students about sales, including preparation and planning, relationship development, managing and handling objections, management strategies, and the powerful closing techniques.

Course Objectives:

The course aims at understanding customer psychology and buying behavior. It helps the sales personnel in gaining confidence in presenting and closing deals, acquiring skills to handle objections and negotiations and enhancing communication abilities for successful sales pitches

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Explain features and development process of personal selling.
2. Define the concepts of sale representations and to explain the characteristics of sales representatives.
3. Commence communication process and the understand importance of communication in personal selling.
4. Explain personal selling process and stages.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Sales and marketing planning, the planning process, Marketing planning, Generating and selecting strategies, Selling in the marketing plan, Influence of marketing plan on sales activities
- Week 3: Sales contexts and customer management, Environmental and managerial forces that impact on sales, Sales channels, Industrial/commercial/public authority selling, Retailing, Selling services, Sales promotions, Exhibitions and trade shows, Public relations
- Week 4-5: International selling, International context, Economic aspects – globalization,

	International trade at company level, Cultural factors in international selling, Organization for international selling, Pricing and international costs
Week 6:	Sales responsibilities and preparation, Sales responsibilities, Acquiring new customers, Managing the sales pipeline, Customer databases and customer relationships, The selling process, Legal aspects of selling
Week 7-8:	Personal selling skills, The opening, Need and problem identification, The presentation and demonstration, Dealing with objections, Negotiation, Closing the sale, Follow-up, Recent developments in sales techniques
Week 9:	Key account management, What is key account management? Advantages and dangers to sellers of key account management, Deciding whether to use key account management, Criteria for selecting key accounts, The tasks and skills of key account management, Key account management relational development model, Global account management, Building relationships with key accounts, Key account information and planning system, Key success factors for key account management
Week 10:	Relationship selling, Developing a customer orientation, The growth of relationship marketing, From relationship marketing to relationship selling, Tactics of relationship selling
Week 11:	Multi-channel selling, What is direct marketing? Using databases to target customers, Managing a direct marketing campaign using social media, Inbound and outbound telemarketing, Social media and selling
Week 12:	Sales management and technology, Sales management, Ethical issues, Leadership training, Sales and marketing relationships, Managing the customer portfolio, The use of technology in sales management, The impact of the internet on selling and sales management, Customer relationship management
Week 13:	Structuring the sales force and rewards, Organizational structure, Determining the number of salespeople, Establishing sales territories, Compensation
Week 14:	Sales forecasting and budgeting, Purpose, Planning, Levels of forecasting, Qualitative techniques, Quantitative techniques, Budgeting – purposes, Budget determination, The sales budget, Budget allocation
Week 15-16:	Presentations

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Selling and Sales Management by David Jobber, Geoffrey Lancaster and Kenneth Le Meunier-Fitzhugh (11th edition)

Selling for Dummies by Tom Hopkins (4th edition)

Course Title : **Marketing Research**

Course Code : **MKG-314**

Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Pre-requisite: Principles of Management, Principles of Marketing, Research Methods in Business, Qualitative and Quantitative Techniques in Research

Course Description:

This course provides an overview of the marketing research process. The course covers an examination of product, consumer, competitive and market research, types of research by technique or function, stages in the empirical research process, survey research methods, questionnaire construction, an analysis of the various types of secondary data, types of sampling designs and procedures, data collection methods, data analysis and elementary statistical applications. Students will learn how to initiate a research project for targeted business needs, conduct research through multiple modes and datasets, analyze research data, manage suppliers performing specialized research, and deliver recommendations from the research.

Course Objectives:

The course aims to provide students with the concept of problem formulation and decision making in market research. It empowers students with the right tools to implement marketing research in the marketplace. Students will learn to implement the concepts of research design through collection of data from various primary and secondary sources.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Explain the concepts about contemporary marketing research.
2. Explain relationship and differences between marketing research and marketing information systems.
3. Develop skills in qualitative and quantitative research methods in marketing.
4. Develop critical appreciation of marketing research literature.
5. Interpret development of marketing research.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1-2: Marketing Research for Managerial Decision Making, The Growing Complexity of Marketing Research, The Role and Value of Marketing Research, Marketing Research and Marketing Mix Variables, Marketing Theory

Week 3: The Marketing Research Process and Proposals, Solving Marketing Problems Using a Systematic Process, Value of the Research Process, Changing View of the Marketing Research Process, Determining the Need for Information Research

Week 4-5:	Secondary Data, Literature Reviews, and Hypotheses, Value of Secondary Data and Literature Reviews, Nature, Scope, and Role of Secondary Data, Conducting a Literature Review, Evaluating Secondary Data Sources, Secondary Data and the Marketing Research Process, Internal and External Sources of Secondary Data, Internal Sources of Secondary Data, External Sources of Secondary Data
Week 6:	Exploratory and Observational Research Designs and Data Collection Approaches, Value of Qualitative Research, Overview of Research Designs, Overview of Qualitative and Quantitative Research Methods, Quantitative Research Methods, Qualitative Research Methods, Qualitative Data Collection Methods, In-Depth Interviews, Focus Group Interviews
Week 7-8:	Descriptive and Causal Research Designs, Value of Descriptive and Causal Survey Research Designs, Descriptive Research Designs and Surveys, Types of Errors in Surveys, Sampling Errors, Non-sampling Errors, Types of Survey Methods, Person-Administered Surveys, Telephone-Administered Surveys, Self-Administered Surveys, Selecting the Appropriate Survey Method
Week 9:	Sampling: Theory and Methods, Value of Sampling in Marketing Research, Sampling as a Part of the Research Process, The Basics of Sampling Theory, Population, Sampling Frame, Factors Underlying Sampling Theory, Tools Used to Assess the Quality of Samples
Week 10:	Measurement and Scaling, Value of Measurement in Information Research, Overview of the Measurement Process, What Is a Construct? Construct Development, Categorical Types of Information
Week 11:	Designing the Questionnaire, Value of Questionnaires in Marketing Research, Pilot Studies and Pretests, Questionnaire Design, Other Considerations in Collecting Data, Supervisor Instructions, Interviewer Instructions, Screening Questions, Quotas, Call or Contact Records
Week 12:	Qualitative Data Analysis, Nature of Qualitative Data Analysis, Qualitative Versus Quantitative Analyses, The Process of Analyzing Qualitative Data, Managing the Data Collection Effort, Writing the Report, Analysis of the Data/Findings, Conclusions and Recommendations
Week 13:	Preparing Data for Quantitative Analysis, Value of Preparing Data for Analysis, Validation, Editing and Coding, Asking the Proper Questions, Accurate Recording of Answers, Correct Screening Questions, Responses to Open-Ended Questions, The Coding Process
Week 14:	Basic Data Analysis for Quantitative Research, Value of Statistical Analysis, Measures of Central Tendency, Data Analysis Applications— Measures of Central Tendency, Measures of Dispersion, Data Analysis Applications— Measures of Dispersion, Preparation of Charts, How to Develop Hypotheses
Week 15:	Examining Relationships in Quantitative Research, Examining Relationships Between Variables, Covariation and Variable Relationships, Correlation Analysis, Pearson Correlation Coefficient, Data Analysis Application—Pearson Correlation, Substantive Significance of the Correlation Coefficient, Influence of Measurement Scales on Correlation Analysis
Week 16:	Communicating Marketing Research Findings, Value of Communicating Research Findings, Marketing Research Reports, Format of the Marketing

Research Report, Title Page, Table of Contents, Executive Summary, Introduction, Research Methods and Procedures, Data Analysis and Findings

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Essentials of Marketing Research by Joseph Hair et al (5th edition)

Marketing Research by Carl McDaniel Jr. and Roger Gates (12th edition)

Course Title : Seminar in Marketing

Course Code : MKG-315

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Principles of Management, Principles of Marketing

Course Description:

This course covers contemporary topics in marketing and includes discussion of recent developments in digital marketing, sustainability, innovation management, marketing communications and brand management.

Course Objectives:

The course aims at accentuating the understanding of the students of emerging topics and to enhance their abilities to listen and to participate in discussions. This trait is a must trait for the leaders of tomorrow. Further, the understanding of the new developments in the field and interdisciplinary developments are also covered in the course.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Ability to listen to others (active listener)
2. Ability to participate in discussions. Students are expected to actively take part in the group and topic discussion.
3. Discuss the recent developments in the field and apply and examine the practicability in the local context.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1-2:	Review of the course syllabus (Special emphasis on Consumers' privacy concerns in the digital sphere)
Week 3:	Branding
Week 4-5:	Services Marketing
Week 6:	Innovation Management
Week 7-8:	Green Marketing and sustainability
Week 9:	Influencer Marketing
Week 10:	The case of automation (AI) and personalization in Marketing
Week 11:	E-commerce vs Social commerce
Week 12:	Content-Driven Marketing
Week 13:	Conversational Marketing
Week 14:	Data analytics and insights
Week 15-16:	New Market realities in virtual environments

Course Methodology:

Instructor will provide material to be discussed before time and students are expected to go through the provided material for a healthy bilateral academic discussion. The class session will include a 90 min discussion on broad concepts, models, additional reading material and a formal presentation.

Examinations will be closed book.

Course Resources:

No textbook is required. The instructor will announce assigned materials during classes.

Course Title : **Marketing Plan Development**

Course Code : **MKG-316**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Introduction to Business, Principles of Management, Principles of Marketing

Course Description:

This course focuses on the marketing plan and marketing management. It overviews marketing management, customer orientation, segmentation, targeting and positioning. It conducts a valuable audit of the organization and marketplace.

Course Objectives:

This course is designed to serve as an introduction to the theory and practice of marketing. Student will explore the theory and applications of marketing concepts through a mix of modes.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Explain why the customer is the cornerstone of marketing.
2. Explain the role of a marketing plan as a guiding document for marketing activities.

3. Conduct market, customers' needs and product audit.
4. Be able to propose and formulate a sound marketing plan.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1-2: Understanding the Marketing Process
 Week 3: The Marketing Planning Process: The Main Steps
 Week 4-5: The Customer and Market Audit: Understanding Markets and Market Segmentation
 Week 6: The Customer and Market Audit: Understanding Customer Needs and Developing Value Propositions
 Week 7-8: The Customer and Market Audit: The Product Audit
 Week 9: Setting Marketing Objectives and Strategies
 Week 10: The Integrated Marketing Communications Plan
 Week 11: The Sales and Key Account Plan
 Week 12: The Omnichannel Plan: The Route to Market
 Week 13: The Customer Relationship Management Plan
 Week 14: The Pricing Plan
 Week 15-16: Implementation Issues in Marketing Planning

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Marketing Plans: Profitable Strategies in the Digital Age by Hugh Wilson, Malcolm McDonald and Dave Chaffey (9th edition)

Marketing Strategy by O. C. Ferrell, Michael Hartline, and Bryan W. Hochstein (8th edition)

Course Title : Services Marketing

Course Code : MKG-317

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Principles of Management, Principles of Marketing, Consumer Behavior

Course Description:

Services Marketing examines the differences between the marketing of goods and services and extends the traditional strategic marketing mix to include additional elements appropriate to the distinct features of services.

Course Objectives:

The course aims at explaining the meaning of services marketing. It describes the differences between marketing services and marketing products and defines key services marketing terminologies.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Demonstrate an extended understanding of the similarities and differences in service-based and physical product-based marketing activities.
2. Demonstrate a knowledge of the extended marketing mix for services.
3. Develop and justify marketing planning and control systems appropriate to service-based activities.
4. Specify, analyze and select markets for specific service products.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Creating Value in the Service Economy, Introduction to the World of Services Marketing, Powerful Forces are Transforming Service Markets, Business-to-Business Services as a Core Engine of Economic Development, Four Broad Categories of Services — A Process Perspective
- Week 3: Understanding Service Consumers, The Three-Stage Model of Service Consumption, Prepurchase Stage, Service Encounter Stage, Post-Encounter Stage
- Week 4-5: Positioning Services in Competitive Markets, Customer-Driven Services Marketing Strategy, Segmenting Service Markets, Targeting Service Markets, Principles of Positioning Services, Using Positioning Maps to Plot Competitive Strategy
- Week 6: Developing Service Products and Brands, Understanding Service Products, The Flower of Service, Branding Services, New Service Development
- Week 7-8: Distributing Services Through Physical and Electronic Channels, Distribution in a Services Context, Where Should a Service Facility be Located? When Should Service be Delivered? The Role of Intermediaries, The Challenge of Distribution in Large Domestic Markets, Distributing Services Internationally
- Week 9: Service Pricing and Revenue Management, Effective Pricing is Central to Financial Success, Pricing Strategy Stands on Three Foundations, Revenue Management: What It is and How It Works? Fairness and Ethical Concerns in

	Service Pricing
Week 10:	Service Marketing Communications, Integrated Service Marketing Communications, Defining the Target Audience, Crafting Effective Service Communication Messages, The Service Marketing Communications Mix
Week 11:	Designing Service Processes, Designing and Documenting Service Processes, Service Process Redesign, Customer Participation in Service Processes, Self-Service Technologies, Service Robots, and Artificial Intelligence, Service Robots in the Frontline
Week 12:	Managing People for Service Advantage, Service Employees are Extremely Important, Frontline Work is Difficult and Stressful, Cycles of Failure, Mediocrity, and Success, Human Resources Management — How to Get It Right?
Week 13:	Managing Relationships and Building Loyalty, The Wheel of Loyalty, Building a Foundation for Loyalty, Strategies for Developing Loyalty Bonds with Customers, Strategies for Reducing Customer Switching, Enablers of Customer Loyalty Strategies, Customer Relationship Management
Week 14:	Improving Service Quality and Productivity, Integrating Service Quality and Productivity Strategies, Hard Measures of Service Quality, Return On Quality, Defining and Measuring Productivity, Integration and Systematic Approaches to Improving Service Quality and Productivity
Week 15-16:	Building a World-Class Service Organization, Customer Satisfaction and Corporate Performance, Customer Satisfaction and the Wallet Allocation Rule, Cost-Effective Service Excellence

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Services Marketing: People, Technology, Strategy by Jochen Wirtz and Cristopher Lovelock (9th edition)

Principles of Services Marketing by Adrian Palmer (7th edition)

Course Title : **Pharma Marketing**

Course Code : **MKG-318**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Principles of Management, Principles of Marketing

Course Description:

This is a tailored course for the pharmaceutical industry. It provides learners with essential knowledge about market analysis tools that are used by pharmaceutical marketing experts

including the pricing and promotion in particular. Student will learn the usage of each tool & what are the desired outcomes of use.

Course Objectives:

The primary objective of the course is to build professionals well prepared to manage the pharmaceutical sector. It develops the management skills of the students and makes them understand the planning & running control techniques along with the consultancy abilities and problem-solving performances.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Describe the concept of pharmaceutical marketing.
2. Enumerate the concept of product management in pharmaceutical industry.
3. Discuss the various components of promotion of pharmaceutical products.
4. Explain the different pharmaceutical marketing channels.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1-2: Introduction to Pharmaceutical Marketing Management
Week 3-4: Dynamics of Pharmaceutical Marketing
Week 5-6: Strategic Advantages in Pharmaceutical Marketing
Week 7-8: Important Aspects of Pharmaceutical Pricing
Week 9-10: Distribution Function in Pharmaceutical Marketing
Week 11-12: Pharmaceutical Product Promotion
Week 13-14: Marketing Research Interface in Pharmaceutical Product Promotion
Week 15-16: Technological Aspects in International Pharmaceutical Marketing

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Strategic Pharmaceutical Marketing Management in Growth Markets by Mithun Nandy (1st edition)
A Handbook of Pharma Marketing Management by Roshan Kumar Dubey

Course Title : **Agricultural Marketing**

Course Code : **MKG-319**

Credit Hours : 03
Total Weeks : 16
Total Hours : 48

Pre-requisite: Principles of Management, Principles of Marketing

Course Description:

This course develops an ability to analyze and manage marketing problems in an agricultural enterprise. In the wake of the food shortages and food security SDGs, this course prepares the future managers in the areas of commercial farming, market research, management and marketing of agri-commodities, promotions, handling production, packaging, distribution, customer relations and pricing.

Course Objectives:

This course enables students to gain knowledge on agricultural marketing, challenges and prospects for improving the agricultural marketing system. It provides an incisive analysis of agricultural input and output marketing with particular emphasis on marketing functions.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Explain different competitive environments and various market participants.
2. Describe different marketing activities and services facilitating the movement of agricultural commodities from the farm gate to the plate.
3. Explain price determination, relationship of farm, wholesale, and retail prices.
4. Discuss trends and the behavior of consumers, marketers, and the food service market.
5. Discuss agricultural trade, policies, trade barriers, and international organizations and agreements.
6. Explain the importance of commodity varieties and qualities, as well as place and time aspects of marketing.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1-2: Agricultural Marketing: An Overview
Week 3: Organized Retailing in Agriculture: Constraints and Possibilities
Week 4-5: Agriculture Marketing: The Emerging practice of Agri-Business
Week 6: Changing Profile of Farm Product Marketing
Week 7-8: Alternative Vegetable Markets
Week 9: Alternative Agricultural Marketing Systems
Week 10: Agricultural Marketing: Problems and Prospects
Week 11: Agricultural Marketing - Thrust and Challenges
Week 12: Changing Scenario in Agricultural Marketing

Week 13: Role of Future Markets in Price Stabilization of Agro-Commodity
Week 14: Marketing Extension and Commercial Farming
Week 15-16: Transportation and Marketing of Agricultural Products

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Agricultural Marketing by Sawalia Bihari Verma (2nd edition)
Sustainable Agricultural Marketing and Agribusiness Development: An African Perspective by
Brighton Nyagadza and Tanyaradzwa Rukasha

Course Title : **Marketing Communications**

Course Code : **MKG-320**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Principles of Management, Principles of Marketing

Course Description:

Aim of this course is to provide students with a comprehensive understanding of the fundamentals of strategies, tools and concepts from multiple marketing and business disciplines needed to design and implement various communication approaches and campaigns on international scale. The course focuses on marketing communications strategy that includes consumer insight and research, market segmentation, brand positioning, communication messages and media channels.

Course Objectives:

The objective of the course is to help students understand the principles and practices of marketing communications, involving tools used by marketers to inform consumers and to provide a managerial framework for integrated marketing communications planning. Students examine the promotional mix including advertising, publicity, personal selling and sales promotion from an integrative perspective.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Recognize various models of marketing communications.
2. Identify different marketing communication tools and understand media selection.
3. Explain different types and characteristics of message sources and appeals.
4. Evaluate how message appeal can be employed in different contexts.
5. Critically reflect on ethical issues in online marketing communication.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1-2: Introduction to Communicating Globally: An Integrated Marketing Approach
Week 3: Transitioning in the Marketplaces and Marketspaces of 2020 and Beyond
Week 4-5: The Global Marketplace Considerations
Week 6: How Marketing Communication Works
Week 7-8: Integrated Communication or Integrated Marketing Communication
Week 9: Developing Integrated Global Marketing Communication Programs
Week 10: Implementing the IGMC Strategy
Week 11: Creative Execution: Gaining and Retaining Customers and Influencing Stakeholders
Week 12: IGMC Drivers and Agency Interaction
Week 13: Investments and Measurements
Week 14: The Way Forward: Overcoming Barriers with IGMC Solutions
Week 15-16: Presentations

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Integrated Marketing Communications: A Global Brand-Driven Approach by Philp J. Kitchen and Marwa E. Tourky
Marketing Communications by Lynne Eagle et al (2nd edition)

Course Title : **Branding and Culture**

Course Code : **MKG-321**

Credit Hours : **03**

Total Weeks : **16**

Total Hours : **48**

Pre-requisite: Principles of Management, Principles of Marketing

Course Description:

The course examines an aspect of marketing through the ways branding makes use of cultural stereotypes to promote products or places. On the course students will consider the effects this might have on national and cultural identity and explore how some products are becoming decoupled from their culture of origin whilst others are localized.

Course Objectives:

This course will facilitate students to systematically build iconic brands. It provides a focus on companies' reinvention of their marketing function. They must assemble cultural knowledge, rather than knowledge about individual consumers. They must strategize according to cultural branding principles, and they must hire and train cultural activists, rather than stewards of brand essence.

The purpose of this course is to familiarize the student with the language and theories supporting Marketing Discipline.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Explain and effectively communicate theories and concepts pertaining to branding.
2. Describe how brand equity is grown and sustained over time.
3. Critically analyze and communicate branding strategies and techniques in the larger cultural context.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction, Background and history of branding, Difference between product and brand, Aims of a brand, Culture and society, Characteristics of culture, Consumer culture.
- Week 3-4: Building relationships through brands, Brand identity and its associations, Types of relationships, What makes brands great globally?
- Week 5-7: Brand aesthetics/ elements, Brand name, Brand logo and symbol, Brand slogan, jingles, rhymes, Brand packaging, Brand color and design, Brand equity.
- Week 8: Why brand matters to customers and to firms?
- Week 9-11: Cultural differences impacting brands, Global companies and their strategies, International branding, Standardization, Adaptation,
- Week 12: Brand equity, First perspective, Second perspective.
- Week 13-14: The biggest branding mistakes, Why brands fail? Culture failures, Biggest loopholes by companies.
- Week 15-16: Presentations

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Globalization, Culture, and Branding: How to Leverage Cultural Equity for Building Iconic Brands in the Era of Globalization by Carlos J. Torelli

Course Title : Consumer Marketing

Course Code : MKG-322

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Principles of Management, Principles of Marketing, Consumer Behavior

Course Description:

This course will lead the student to the realm of the customer – the ultimate entity of the market, around whom all the marketing practices revolve. Students will learn key concepts of the black box of this revered marketing entity including attention, emotion, and coherence and determine how they impact customer behavior. Finally, students will gain applicable consumer behavior insights to help shape branding and pricing strategies and organizational marketing practices.

Course Objectives:

Primary aim of the course is to describe the major types of consumer buying behavior, the stages in the buyer decision process and completely outline the components of the marketing mix; identify how the firms marketing strategy and marketing mix must evolve and adapt to match consumer behavior and perceptions of the product (e.g., classification of products and services, brand image, price and value), the stage in the product life cycle and the competitive environment; summarize the importance of measuring and managing return on marketing.

Student Learning Outcomes:

Completing the course will be able the student to know the following:

1. Identify and explain factors which influence consumer behavior inclusive of society and culture.
2. Demonstrate how knowledge of consumer behavior can be applied to marketing.
3. Design consumer engagement and marketing programs tailored to the needs of consumers.

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1: Marketing in evaluation
- Week 2-3: The 21st century consumer - the new realities
- Week 4-5: Targeting consumer in the era of information technology
- Week 6: Word-of-mouth influence
- Week 7: Word-of-mouth marketing techniques
- Week 8-9: Role of social media
- Week 10: Viral & live buzz marketing techniques
- Week 11-12: Caring and listening to the potential consumers
- Week 13: Cultural, ethnic, and religious influence on marketing

Week 14: Consumer of the future
Week 15: Presentations by students
Week 16: Revision and Final Exam

Course Methodology:

Class sessions will involve taking you through chapters of the recommended book. The topics are given in the course outline, and you are expected to come to class prepared for the given topic. This is where class participation will be graded. Examinations will be closed book.

Course Resources:

Connecting With Consumers: Marketing For New Marketplace Realities by Allan J. Kimmel
Consumer Behavior by Leon Schiffman and Joseph L. Wisenblit (12th edition)

Supply Chain Management Courses (39 Cr. Hrs.)

Course Title : Research Methodology in Supply Chain Management

Course Code : SCM-301

Credit Hours : 03

Total Week : 16

Total Hours : 48

Pre-requisite/s: Introduction to Management

Course Description:

This Research Methodology in Supply Chain Management course provides participants with the essential skills and knowledge to conduct rigorous research that informs supply chain strategies and practices. It emphasizes critical thinking, data analysis, and ethical considerations, preparing students and professionals to contribute effectively to the field of supply chain management.

Course Objectives:

This course focuses on the systematic study of supply chain processes, practices, and strategies using various research methods and techniques. This course aims to equip students and professionals with the skills to conduct research that can inform decision-making and improve supply chain performance.

Student Learning Outcomes:

Students will be able to:

1. Develop the ability to critically analyze supply chain research, identifying key methodologies and their applications.
2. Design and conduct research studies, utilizing appropriate quantitative and qualitative methods for supply chain challenges.
3. Gain skills in interpreting and analyzing data to make evidence-based decisions, enhancing their problem-solving capabilities in supply chain management.

Course Assessment:

As per the Semester Regulations:

Mid-term Exam (30%); Assignment (20%); Final-term Exam (50%)

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1: Introduction to Research in Supply Chain Management: Definition and significance of research in supply chain management; Overview of supply chain concepts and frameworks; The role of research in solving supply chain problems and enhancing performance; Types of research: basic vs. applied, qualitative vs. quantitative, and exploratory vs. conclusive.
- Week 2: Formulating Research Questions and Objectives: Identifying research problems in supply chain management; Developing clear and concise research questions; Setting research objectives: what the research aims to achieve; Importance of literature review in shaping research questions.
- Week 3: Literature Review and Theoretical Frameworks: Conducting a comprehensive literature review in supply chain management; Identifying key theories and models relevant to the research topic; Synthesizing findings from previous studies to inform current research; Establishing a theoretical framework for the research study.
- Week 4-5: Research Design and Methodology: Overview of research designs: descriptive, experimental, correlational, and case studies; Qualitative vs. quantitative research methodologies; Choosing the appropriate research design based on research questions and objectives; Mixed-methods research: integrating qualitative and quantitative approaches.
- Week 6: Data Collection Methods: Primary data collection techniques: surveys, interviews, focus groups, and observations; Secondary data sources: academic journals, industry reports, and databases; Sampling techniques: probability vs. non-probability sampling; Designing effective data collection instruments (e.g., questionnaires and interview guides).
- Week 7-8: Data Analysis Techniques: Overview of data analysis methods for qualitative and quantitative research; Statistical analysis techniques: descriptive statistics, inferential statistics, regression analysis, and hypothesis testing; Qualitative data analysis methods: thematic analysis, content analysis, and narrative analysis; Software tools for data analysis (e.g., SPSS, R, NVivo).
- Week 9: Interpreting and Presenting Research Findings: Techniques for interpreting research data and drawing conclusions; Structuring research reports and presentations effectively; Visualizing data: charts, graphs, and tables; Communicating findings to different stakeholders: academics, practitioners, and policymakers.
- Week 10-11: Ethical Considerations in Supply Chain Research: Understanding ethical issues in research: informed consent, confidentiality, and data integrity; Ethical guidelines and standards for conducting research in supply chain management; The importance of transparency and honesty in research reporting.
- Week 12: Case Studies in Supply Chain Research: Analyzing case studies as a research method in supply chain management; Lessons learned from real-world supply chain challenges and solutions; Designing and conducting case study research.
- Week 13: Challenges and Limitations of Supply Chain Research: Common challenges faced in conducting research in supply chain management; Limitations of

- research methodologies and data sources; Strategies for overcoming challenges and improving research quality.
- Week 14: Future Trends in Supply Chain Research: Emerging topics and trends in supply chain research (e.g., sustainability, digital transformation, and risk management); The impact of technology and innovation on supply chain research methodologies; The evolving role of research in shaping supply chain strategies and practices.
- Week 15: Practical Applications and Research Projects: Developing and presenting research proposals related to supply chain management; Conducting a mini-research project: from formulation to presentation; Collaborating on group research projects to address specific supply chain challenges.
- Week 16: Assignments / Presentations

Course Methodology:

The course "Research Methodology in Supply Chain Management" will employ a mix of lectures, case studies, and practical workshops to equip students with essential research skills. Students will engage in interactive sessions to grasp theoretical concepts, followed by real-world case analysis to apply research methodologies in practical supply chain contexts.

Course Resources:

Research Methods for Business: A Skill-Building Approach (2020) by Uma Sekaran and Roger Bougie, 8th Edition

Designing and Conducting Mixed Methods Research (2017) by John W. Creswell and Vicki L. Plano Clark, 3rd Edition

Course Title : Supply Chain and Operation Management

Course Code : SCM-302

Credit Hours : 03

Total Week : 16

Total Hours : 48

Pre-requisite/s: Introduction to Management

Course Description:

A Supply Chain and Operations Management course typically covers the fundamental principles and techniques needed to manage and optimize the flow of goods and services from suppliers to customers.

Course Objectives:

This course provides a blend of theoretical knowledge and practical tools for managing both supply chains and operations, preparing students for careers in logistics, production management, and supply chain strategy.

Student Learning Outcomes:

After this course students will be able to:

1. Analyze and improve supply chain and operations processes, enhancing efficiency and reducing costs within an organization.

2. Apply strategic supply chain and operations management concepts to make informed decisions that align with organizational goals.
3. Develop the ability to assess risks and implement sustainable practices within the supply chain to mitigate disruptions and enhance long-term performance.

Course Assessment:

As per the Semester Regulations:

Mid-term Exam (30%); Assignment (20%); Final-term Exam (50%)

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1:	Introduction to Supply Chain and Operations Management: Definition and key components of supply chain management (SCM) and operations management; The role of supply chains in business operations; The relationship between supply chain and operations functions.
Week 2:	Supply Chain Strategy and Design: Supply chain network design: location decisions, sourcing strategies, and facility layout; Aligning supply chain strategy with business goals; Supply chain models: lean, agile, hybrid strategies.
Week 3:	Demand Forecasting and Planning: Techniques for demand forecasting (qualitative and quantitative methods); Sales and operations planning (S&OP); Aggregate planning and capacity planning.
Week 4:	Inventory Management: Inventory types and functions: raw materials, work-in-progress, and finished goods; Inventory control systems: Economic Order Quantity (EOQ), Just-in-Time (JIT), and ABC analysis; Safety stock and reorder point calculations.
Week 5:	Procurement and Supplier Management: Supplier selection and evaluation; Procurement processes and strategies; Supplier relationship management (SRM) and sourcing.
Week 6:	Production and Operations Management: Production systems: continuous, batch, and job shop production; Process design and improvement; Capacity management and layout planning; Lean manufacturing and Six Sigma principles for process improvement.
Week 7:	Logistics and Transportation Management: Transportation modes and carrier selection; Distribution network design; Route optimization and logistics planning; Global logistics and trade regulations.
Week 8:	Warehousing and Materials Handling: Role of warehousing in the supply chain; Warehouse design and layout; Inventory tracking and warehouse management systems (WMS); Automation and technology in warehousing.
Week 9:	Operations Scheduling and Planning: Job sequencing and scheduling techniques; Gantt charts, Critical Path Method (CPM), and Program Evaluation and Review Technique (PERT); Capacity planning and resource allocation.
Week 10:	Quality Management and Continuous Improvement: Total Quality Management (TQM) principles; Six Sigma and Lean Manufacturing methodologies; Statistical Process Control (SPC) for quality assurance; Continuous improvement tools: Kaizen, 5S, and Value Stream Mapping.

- Week 11: Sustainability and Ethical Issues in Supply Chain: Sustainable supply chain management (green supply chains); Corporate social responsibility (CSR) in the supply chain; Ethical sourcing, fair trade, and labor practices.
- Week 12: Technology in Supply Chain and Operations Management: Role of ERP (Enterprise Resource Planning) systems in SCM; Use of technology such as RFID, blockchain, and IoT in supply chains; Supply chain automation and robotics.
- Week 13: Global Supply Chain Management: Managing global supply chain networks; Cross-border trade, import/export regulations; Global sourcing and outsourcing; Challenges in managing multinational supply chains
- Week 14: Risk Management in Supply Chains: Identifying and assessing risks in supply chain operations; Risk mitigation strategies: diversification, supplier redundancy, etc; Supply chain disruption management and business continuity planning.
- Week 15: Case Studies and Industry Applications: Real-world case studies on successful supply chain and operations strategies; Simulations or projects that apply learned concepts to real-world supply chain challenges.
- Week 16: Assignments and Presentations

Course Methodology:

The course employs a combination of lectures, case studies, and hands-on simulations to provide students with a comprehensive understanding of supply chain and operations management principles. Students will engage in group discussions and collaborative projects to apply theoretical concepts to real-world business challenges.

Course Resources:

Operations and Supply Chain Management (2020) by F. Robert Jacobs and Richard B. Chase, 16th Edition

Supply Chain Management: Strategy, Planning, and Operation (2019) by Sunil Chopra and Peter Meindl, 7th Edition

The Supply Chain Management Casebook: Comprehensive Coverage and Best Practices in SCM (2013) by Chuck Munson, 1st Edition

Operations Management: Sustainability and Supply Chain Management (2020) by Jay Heizer, Barry Render, and Chuck Munson, 13th Edition

Logistics and Supply Chain Management (2016) by Martin Christopher, 5th Edition

Course Title : **Inventory Management**

Course Code : **SCM-303**

Credit Hours : **03**

Total Week : **16**

Total Hours : **48**

Pre-requisite/s: Introduction to Management; Supply Chain and Operation Management

Course Description:

Inventory Management is a critical aspect of supply chain and operations management, focusing on the planning, controlling, and monitoring of inventory to meet customer demand

while minimizing costs. This comprehensive outline provides an understanding of how to manage inventory effectively in various business environments, balancing costs, customer service levels, and operational efficiency.

Course Objectives:

The objective of this course is to provide students with a comprehensive understanding of inventory control systems and techniques, enabling them to optimize stock levels, reduce costs, and improve supply chain efficiency. Students will learn key concepts such as demand forecasting, inventory models, and the role of technology in managing inventories across various industries

Student Learning Outcomes:

Leanings objectives include:

1. Understand and apply inventory control techniques to effectively manage stock levels, reduce holding costs, and minimize stockouts.
2. Analyze and forecast demand using quantitative models to optimize inventory levels in alignment with business needs.
3. Evaluate the impact of inventory management decisions on overall supply chain performance and operational efficiency.

Course Assessment:

As per the Semester Regulations:

Mid-term Exam (30%); Assignment (20%); Final-term Exam (50%)

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1: Introduction to Inventory Management: Definition and importance of inventory management; Types of inventories: raw materials, work-in-progress (WIP), and finished goods; The role of inventory in the supply chain; Balancing inventory levels: avoiding stockouts and overstock situations.
- Week 2: Inventory Costs: Types of inventory costs; Holding (carrying) costs: storage, insurance, and depreciation; Ordering costs: administrative and logistics expenses for placing orders; Stockout costs: lost sales, production delays, and backordering costs; Setup costs: reconfiguring production equipment for new orders; Trade-offs between holding and ordering costs.
- Week 3-4: Inventory Control Systems: Continuous Review System: constant monitoring of inventory levels, orders placed when stock reaches the reorder point; Periodic Review System: inventory reviewed at regular intervals, and orders placed based on the difference between current stock and target levels; ABC Classification: categorizing inventory based on value and usage (A for high-value, B for moderate, C for low); VMI (Vendor Managed Inventory): allowing suppliers to manage inventory levels for the buyer.
- Week 5: Economic Order Quantity (EOQ) Model: Formula for determining the optimal order quantity that minimizes total inventory costs; Assumptions of the EOQ model (constant demand, lead time, no stockouts); Calculation of EOQ based

	on annual demand, ordering costs, and holding costs; Extensions of EOQ: EOQ with quantity discounts and EOQ with non-instantaneous replenishment.
Week 6:	Reorder Point (ROP) and Safety Stock: Reorder Point (ROP): the inventory level at which a new order should be placed; Factors affecting ROP: lead time, demand variability, and service level; Safety Stock: buffer inventory to protect against uncertainty in demand or supply; Calculation of safety stock using standard deviation of demand and lead time.
Week 7-8:	Inventory Turnover and Performance Metrics: Inventory Turnover Ratio: a measure of how quickly inventory is sold and replaced over a period; Other performance metrics: days of inventory on hand (DOH), stockout rate, fill rate, and customer service level; Importance of high inventory turnover for reducing holding costs and improving cash flow.
Week 9:	Just-in-Time (JIT) and Lean Inventory Management: Just-in-Time (JIT): minimizing inventory by producing or ordering goods only as needed to meet demand; Lean principles in inventory management: reducing waste (e.g., excess inventory) and improving process efficiency; Kanban systems: visual signaling systems to control production and inventory flow.
Week 10:	Material Requirements Planning (MRP): Material Requirements Planning (MRP): a system used to calculate the materials and components needed for production; Inputs to MRP: master production schedule (MPS), bill of materials (BOM), and inventory status data; Benefits of MRP in managing inventory for manufacturing operations; Limitations of MRP: demand uncertainty, lead times, and capacity constraints.
Week 11:	Inventory Optimization Techniques: Multi-echelon Inventory Optimization: managing inventory across multiple stages of the supply chain (suppliers, warehouses, retailers); Service Level Optimization: balancing inventory levels to meet desired customer service levels; Demand Forecasting: using historical data and statistical models to predict future demand, reducing uncertainty in inventory planning.
Week 12:	Technology and Inventory Management: Enterprise Resource Planning (ERP) Systems: integrating inventory management with other business functions (sales, production, finance); Warehouse Management Systems (WMS): tools to manage inventory movement, storage, and tracking within warehouses; Barcoding and RFID: technology for tracking inventory in real-time; Automation and AI: predictive analytics for inventory optimization and automated stock replenishment systems.
Week 13:	Inventory in Different Contexts: Retail Inventory Management: managing stock for retail businesses, focusing on product variety, seasonal demand, and customer preferences; Manufacturing Inventory Management: ensuring the availability of components and materials for production without overstocking; Service Inventory Management: managing the intangible aspects of services, such as labor or spare parts inventory in service industries; Global Supply Chain Inventory Management: dealing with issues related to international trade, transportation delays, and global sourcing.
Week 14:	Sustainability in Inventory Management: Reducing excess inventory and waste; Green inventory practices: sourcing eco-friendly products and materials, reducing carbon footprints in logistics; Circular economy: managing returns, recycling, and remanufacturing within inventory systems
Week 15:	Risk Management in Inventory: Identifying risks: demand fluctuations, supplier issues, natural disasters; Inventory hedging strategies: buffer stock, multiple

suppliers, and flexible contracts; Managing disruptions in the supply chain and maintaining business continuity.

Week 16: Assignment/Presentation

Course Methodology:

This course will utilize a mix of lectures, case studies, and interactive simulations to provide students with a solid foundation in inventory management principles. Practical exercises and real-world examples will be integrated to reinforce theoretical concepts, while group discussions and projects will encourage collaboration and critical thinking. Assessment methods will include quizzes, assignments, and class participation, ensuring that students engage with both the analytical and practical aspects of inventory control and management.

Course Resources:

Inventory Management and Production Planning and Scheduling (2016) by Edward A. Silver, David F. Pyke, and Rein Peterson, 3rd Edition

Principles of Inventory Management: When You Are Down to Four, Order More (2010) by John A. Muckstadt and Amar Sapra, 1st Edition

Course Title : **Supplier Relationship Management**

Course Code : **SCM-304**

Credit Hours : **03**

Total Week : **16**

Total Hours : **48**

Pre-requisite/s: Introduction to Management, Supply Chain and Operation
Management, Inventory Management

Course Description:

This course focuses on managing and improving interactions with suppliers to create stronger, more effective partnerships. It involves strategies, tools, and techniques for developing long-term, collaborative relationships that enhance value, reduce risks, and optimize supply chain performance.

Course Objectives:

This course aims to equip students with the knowledge and skills needed to develop, maintain, and optimize strategic relationships with suppliers. Students will learn how to assess supplier performance, foster collaboration, and implement strategies to enhance supply chain efficiency and resilience.

Student Learning Outcomes:

Student learning outcomes include:

1. Develop and implement effective supplier relationship strategies that enhance collaboration, reduce risks, and improve supply chain performance.
2. Evaluate supplier performance metrics to ensure alignment with organizational goals and optimize sourcing decisions.
3. Analyze the role of communication and negotiation in building long-term, mutually beneficial relationships with suppliers.

Course Assessment:

As per the Semester Regulations:

Mid-term Exam (30%); Assignment (20%); Final-term Exam (50%)

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1: Introduction to Supplier Relationship Management: Definition and importance of SRM in supply chain management; Objectives of SRM: enhancing value, minimizing risks, and optimizing cost; Difference between traditional procurement and SRM; Role of SRM in strategic sourcing and supply chain strategy.
- Week 2: Supplier Selection and Evaluation: Criteria for selecting suppliers: quality, cost, capacity, reliability, and sustainability; Evaluation processes: supplier audits, performance scorecards, and benchmarking; Supplier qualification and certification processes; Importance of alignment between supplier capabilities and company goals
- Week 3: Supplier Segmentation: Classifying suppliers based on importance and impact on the business; Segmentation models: strategic suppliers, key suppliers, transactional suppliers; Tailoring relationship management strategies to different types of suppliers; Differentiating between high-touch and low-touch supplier relationships.
- Week 4: Contract Management and Negotiation: Creating effective contracts: key elements (SLAs, KPIs, pricing, terms); Contract lifecycle management: drafting, execution, and renewal; Negotiation techniques: creating win-win outcomes, balancing power dynamics; Risk-sharing agreements and collaborative contracting.
- Week 5: Supplier Performance Management: Key performance indicators (KPIs) for assessing supplier performance; Performance scorecards: tracking supplier delivery, quality, cost, and responsiveness; Continuous monitoring and improvement through periodic evaluations; Collaborative problem-solving for underperforming suppliers.
- Week 6: Supplier Collaboration and Innovation: Fostering collaboration with suppliers for mutual benefit; Co-innovation and joint product development initiatives; Supplier involvement in early-stage product design; Sharing knowledge, technology, and resources to drive innovation.
- Week 7: Supplier Risk Management: Identifying and assessing risks in the supplier base; Risk mitigation strategies: multiple sourcing, geographic diversification, and contingency planning; Monitoring supplier financial health, geopolitical risks, and operational disruptions; Building resilience and flexibility into the supply chain to handle supplier risks.
- Week 8: Supplier Development: Strategies for improving supplier capabilities and performance; Training, education, and investment in supplier development; Collaborative efforts to enhance supplier quality, technology, and cost efficiency; Joint initiatives to meet sustainability and corporate social responsibility (CSR) goals.
- Week 9: Strategic Sourcing and Supplier Alignment: Aligning supplier relationships with organizational objectives; Strategic sourcing processes: supplier market

- analysis, category management, and total cost of ownership (TCO) analysis; Building long-term, value-driven partnerships with strategic suppliers; Supplier rationalization: optimizing the number of suppliers for efficiency.
- Week 10: Technology and SRM: Role of SRM software and platforms in managing supplier relationships; Use of supplier portals for real-time communication, order management, and collaboration; Integration with Enterprise Resource Planning (ERP) systems for seamless supplier interactions; Digital tools for monitoring supplier performance and tracking compliance.
- Week 11: Sustainability and Ethical Sourcing: Incorporating sustainability practices into supplier relationships; Ethical sourcing: ensuring fair labor practices, environmental responsibility, and ethical procurement; Managing suppliers' adherence to CSR goals and industry regulations; Building supply chains that support environmental and social sustainability.
- Week 12: Global Supplier Management: Challenges in managing international suppliers: cultural, logistical, and regulatory differences; Building strong global supplier networks; Managing global supplier risks: currency fluctuations, trade barriers, and geopolitical instability; Cross-cultural communication and relationship-building in a global context
- Week 13: Supplier Diversity: Importance of supplier diversity: inclusion of small, minority-owned, and women-owned businesses; Developing programs that support diverse suppliers; Regulatory and corporate benefits of promoting diversity in the supply chain; Measuring the impact of supplier diversity initiatives on business outcomes.
- Week 14: Supplier Collaboration in Crisis and Disruption: Managing supplier relationships during supply chain disruptions (e.g., natural disasters, pandemics); Collaboration with suppliers to navigate crises and recover from disruptions; Building flexibility and agility into supply relationships to handle uncertainty; Lessons learned from global supply chain crises and disruptions.
- Week 15: Best Practices and Case Studies in SRM: Real-world examples of successful SRM implementations; Case studies illustrating challenges and successes in supplier management; Best practices for fostering long-term, mutually beneficial supplier relationships; Industry insights into future trends in supplier relationship management.
- Week 16: Measuring SRM Effectiveness: Evaluating the ROI of SRM initiatives; Supplier satisfaction surveys and feedback loops; Measuring the impact of SRM on supply chain performance (e.g., cost savings, innovation, risk mitigation); Continuous improvement in supplier relationship management.

Course Methodology:

This course employs a combination of lectures, case studies, and group projects to provide students with a comprehensive understanding of supplier relationship strategies. Interactive discussions and real-world scenarios will allow students to explore negotiation techniques, supplier performance evaluation, and relationship management tools. Continuous assessment through quizzes, assignments, and participation in simulations will reinforce practical skills and theoretical concepts, ensuring an applied learning experience

Course Resources:

Supplier Relationship Management: Unlocking the Hidden Value in Your Supply Base (2014) by Jonathan O'Brien, 2nd Edition

Strategic Supply Management: Principles, Theories and Practice (2019) by Paul Cousins, Richard Lamming, Benn Lawson, and Brian Squire, 3rd Edition

The Procurement and Supply Manager's Desk Reference (2012) by Fred Sollish and John Semanik, 2nd Edition

Course Title : Training and Development in Supply Chain Management
Course Code : SCM-305
Credit Hours : 03
Total Week : 16
Total Hours : 48

Pre-requisite/s: Human Resource Management; Supply Chain and Operation Management

Course Description:

This course focuses on enhancing the skills, knowledge, and competencies of supply chain professionals to improve operational efficiency, adaptability, and strategic alignment. It encompasses various aspects such as process optimization, technology adoption, and leadership within the supply chain framework.

Course Objectives:

This course aims to equip students with the essential skills to design, implement, and evaluate effective training programs that enhance supply chain performance. Students will learn to identify training needs, develop relevant content, and apply best practices in adult learning to foster continuous improvement within supply chain teams

Student Learning Outcomes:

After this course, students will be able to:

1. Assess training needs and performance gaps within supply chain teams to develop targeted training programs that enhance operational efficiency.
2. Design and implement training modules that utilize best practices in adult learning and are tailored to the specific requirements of supply chain roles.
3. Evaluate the effectiveness of training initiatives through performance metrics and feedback, ensuring continuous improvement in supply chain management practices.

Course Assessment:

As per the Semester Regulations:

Mid-term Exam (30%); Assignment (20%); Final-term Exam (50%)

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1: **Introduction to Supply Chain Management (SCM):** Overview of supply chain processes: procurement, manufacturing, distribution, and logistics; Importance of training and development in achieving supply chain excellence; The evolving role of supply chain professionals in a globalized market; Strategic alignment between business objectives and supply chain functions.
- Week 2: **Skills Gap Analysis and Needs Assessment:** Identifying the skills and knowledge gaps within the supply chain workforce; Conducting needs assessments to align training with business goals; Competency frameworks for supply chain professionals; Customizing training programs based on different roles (e.g., procurement, logistics, operations).
- Week 3: **Core Competencies in Supply Chain Management:** Technical skills: inventory management, demand forecasting, and logistics; Analytical skills: data analysis, supply chain analytics, and optimization techniques; Interpersonal skills: negotiation, communication, and supplier relationship management (SRM); Leadership skills: decision-making, problem-solving, and change management.
- Week 4: **Supply Chain Technology and Automation:** Training on Enterprise Resource Planning (ERP) systems, such as SAP, Oracle, etc.; Technology-driven tools: Warehouse Management Systems (WMS), Transportation Management Systems (TMS), and RFID; Integration of artificial intelligence (AI), machine learning, and predictive analytics in supply chain operations; Training programs on using digital platforms for real-time data tracking and decision-making.
- Week 5: **Process Improvement and Lean Supply Chain Management:** Training in Lean principles and Six Sigma methodologies; Tools for continuous improvement (Kaizen, 5S, Value Stream Mapping); Problem-solving techniques to eliminate waste and streamline processes; Case studies of successful Lean transformations in supply chain operations.
- Week 6: **Global Supply Chain Management:** Managing global sourcing, logistics, and international suppliers; Cultural sensitivity and cross-border communication training; Regulatory compliance: import/export regulations, tariffs, and trade agreements; Risk management and mitigation strategies in a global context.
- Week 7: **Procurement and Supplier Relationship Management (SRM):** Supplier selection, negotiation, and performance evaluation; Strategies for developing long-term, collaborative supplier relationships; Training in strategic sourcing and procurement best practices; Case studies on successful SRM and supplier development programs.
- Week 8: **Logistics and Distribution Management:** Training on logistics network design and optimization; Transportation modes, route planning, and cost management; Warehouse management and automation: improving inventory accuracy and efficiency; Sustainability practices in logistics: reducing carbon footprint, green logistics.
- Week 9: **Inventory Management and Optimization:** Inventory control techniques: Economic Order Quantity (EOQ), Just-in-Time (JIT), and ABC analysis; Demand forecasting methods and training on statistical models; Safety stock management and reorder point calculations; Training on inventory optimization tools and strategies to reduce holding costs.
- Week 10: **Supply Chain Analytics:** Data-driven decision-making in supply chain management; Tools for analyzing supply chain data: forecasting models, simulation software, and optimization algorithms; Predictive and prescriptive analytics for demand planning and inventory management; Training in supply chain key performance indicators (KPIs) and dashboards.

- Week 11: Sustainability in Supply Chain: Training on sustainable sourcing and ethical procurement; Reducing waste and carbon emissions throughout the supply chain; Implementing circular supply chain practices: recycling, remanufacturing, and reuse; Engaging suppliers in sustainability initiatives and responsible sourcing.
- Week 12: Risk Management and Resilience in Supply Chain: Identifying and assessing risks in supply chains: financial, operational, geopolitical; Developing risk mitigation and business continuity plans; Training on building resilient supply chains: redundancy, diversification, and flexibility; Case studies on handling supply chain disruptions (e.g., pandemics, natural disasters).
- Week 13: Change Management in Supply Chain: Leading and managing change within supply chain organizations; Training on overcoming resistance to new technologies, processes, and strategies; Fostering a culture of continuous improvement and adaptability; Leadership development programs for supply chain managers.
- Week 14: Supply Chain Innovation and Future Trends: Training on emerging technologies in supply chain management: blockchain, drones, 3D printing; E-commerce and omnichannel logistics: adapting to changing consumer behavior; Digital transformation and the impact of Industry 4.0 on supply chains; Preparing supply chain professionals for the future of work: automation, AI, and digital skills
- Week 15: Soft Skills Development for Supply Chain Professionals: Leadership and management: inspiring teams, decision-making, and strategic thinking; Communication and negotiation: effectively working with suppliers, customers, and internal teams; Team collaboration, Customized Learning and Development Programs; Creating tailored training programs based on industry needs (e.g., retail, manufacturing, healthcare); Blended learning approaches; Certifications in supply chain management (e.g., APICS Certified Supply Chain Professional (CSCP), Six Sigma); Continuous development programs to ensure upskilling as supply chain roles evolve.
- Week 16: Measurement of Training and Development Effectiveness: Evaluating the return on investment (ROI) of training programs; Metrics for assessing skill improvements, productivity gains, and supply chain performance enhancements; Employee feedback and continuous improvement in training programs; Aligning training outcomes with long-term organizational goals.

Course Methodology:

This course utilizes a blend of lectures, hands-on workshops, and case studies to provide students with a practical understanding of training and development strategies within the supply chain context. Interactive discussions and role-playing exercises will facilitate experiential learning, allowing students to practice designing and delivering training programs. Assessment methods will include group projects, presentations, and reflective assignments to ensure students can effectively apply their knowledge in real-world scenarios.

Course Resources:

Training and Development in Supply Chain Management (2015) by J. A. D. Alavi, 1st Edition
 Developing Supply Chain Talent: A Guide to Building a Sustainable Talent Management Strategy (2019) by R. L. Schilling, 1st Edition

The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People (2016) by Lance A. Berger and Dorothy R. Berger, 2nd Edition

Workplace Learning in Supply Chain Management: A Practical Guide (2021) by L. R. Bowers, 1st Edition

Course Title : Talent Management

Course Code : HRM-310

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Human Resource Management

Course Description:

The course "Talent Management" provides students with a comprehensive understanding of strategies, practices, and processes aimed at attracting, developing, and retaining top talent within organizations. Students will explore the importance of talent management in driving organizational performance and competitive advantage. The course covers topics such as talent acquisition, onboarding, performance management, succession planning, career development, and employee retention. Through case studies, simulations, and real-world examples, students will learn to identify and assess talent needs, design talent management strategies, and implement talent development initiatives aligned with organizational goals. Additionally, the course examines emerging trends and challenges in talent management, such as the gig economy, remote work, diversity and inclusion, and the use of technology in talent management practices. By the end of the course, students will be equipped with the knowledge and skills to effectively manage talent pipelines, nurture employee potential, and create a culture of talent excellence within organizations.

Students Learning Outcomes:

At the end of the course, Students should be able to:

8. Understand the concept and importance of talent management:
9. Identify talent needs and gaps:
10. Recruit and select top talent:
11. Develop talent through training and development:
12. Design and implement talent management programs:
13. Evaluate talent management effectiveness:
14. Understand the role of talent management in organizational culture and diversity:

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to Talent Management: Definition and importance of talent management; Evolution of talent management; Key concepts and components of talent management
- Week 3-4: Strategic Workforce Planning: Understanding organizational goals and talent needs; Analyzing talent gaps and forecasting future needs; Developing strategic workforce plans to address talent requirements
- Week 5-6: Talent Acquisition and Recruitment: Recruitment strategies for attracting top talent; Selection processes and assessment methods; Employer branding and candidate experience
- Week 7-8: Onboarding and Employee Integration: Designing effective onboarding programs; Integrating new hires into the organizational culture; Onboarding best practices for talent retention
- Week 9-10: Performance Management and Development: Setting performance expectations and goals; Performance appraisal methods and feedback mechanisms; Individual development planning and career conversations
- Week 11-12: Leadership Development and Succession Planning: Identifying leadership competencies and potential; Designing leadership development programs; Succession planning strategies for key positions
- Week 13-14: Employee Engagement and Retention: Understanding employee engagement and its impact on talent retention; Employee recognition and rewards programs; Strategies for fostering a positive work environment and organizational culture
- Week 15-16: Emerging Trends in Talent Management: Leveraging technology in talent management (e.g., HRIS, AI, analytics); Remote work and virtual talent management; Future trends and challenges in talent management

Course Methodology:

For Talent Management, a combination of theoretical discussions and practical case studies equips students with strategies to attract, retain, and develop top talent, fostering organizational competitiveness and sustainable growth.

Course Resources:

- The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Promoting Your Best People" by Lance A. Berger and Dorothy R. Berger
- Talent Wins: The New Playbook for Putting People First" by Ram Charan, Dominic Barton, and Dennis Carey
- Talent Management for the 21st Century" by Andrea S. Young and Stephen A. Stumpf
- The Talent Management Handbook, Second Edition: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People" by Lance A. Berger and Dorothy R. Berger
- Winning the War for Talent in Emerging Markets: Why Women Are the Solution" by Sylvia Ann Hewlett, Ripa Rashid, and Laura Sherbin

Course Title : HR Analytics and Metrics

Course Code : HRM-311

Credit Hours : 03

Total Weeks : 16

Total Hours : 48

Pre-requisite: Human Resource Management; Applications of ICT

Course Description:

The course "HR Analytics and Metrics" equips students with the skills and knowledge to leverage data-driven insights for effective decision-making in Human Resource Management (HRM). Students will explore the principles, methodologies, and tools of HR analytics and metrics to optimize HR processes, enhance workforce performance, and drive organizational success. The course covers topics such as data collection, data analysis techniques (including statistical analysis and predictive modeling), data visualization, and storytelling with data. Students will learn how to identify relevant HR metrics, analyze HR data to uncover trends and patterns, and use findings to inform strategic HR initiatives. Through hands-on projects, case studies, and real-world applications, students will develop proficiency in using HR analytics tools and platforms to address HR challenges and opportunities. Additionally, the course examines ethical considerations, privacy concerns, and best practices in HR data management and analytics. By the end of the course, students will be equipped with the skills and competencies to apply HR analytics and metrics to solve HR problems, make data-driven decisions, and drive organizational performance and competitiveness.

Students Learning Outcomes:

At the end of the course, Students should be able to:

10. Understand the fundamentals of HR analytics and metrics
11. Identify and collect relevant HR data
12. Analyze HR data using appropriate techniques
13. Develop predictive models for HR outcomes
14. Evaluate employee engagement and retention
15. Assess diversity and inclusion metrics
16. Optimize talent acquisition processes
17. Develop an HR analytics strategy aligned with organizational goals
18. Apply ethical principles to HR analytics practices

Course Assessment:

As per the Semester Regulations

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1-2: Introduction to HR Analytics and Metrics: Definition and importance of HR analytics and metrics; Evolution of HR analytics in organizations; Key concepts and terminology in HR analytics
- Week 3-4: Data Collection and Management for HR Analytics: Identifying relevant HR data sources (HRIS, performance evaluations, surveys, etc.); Data collection methods and best practices; Data quality and integrity in HR analytics

- Week 5-6: Data Analysis Techniques in HR: Descriptive analytics: analyzing and interpreting HR data; Inferential analytics: hypothesis testing and data-driven decision-making; Introduction to statistical software tools for HR analytics
- Week 7-8: Predictive Modeling in HR: Understanding predictive analytics in HR; Building predictive models for employee turnover, performance, etc.; Validating and interpreting predictive models
- Week 9-10: Employee Engagement and Retention Analytics: Measuring employee engagement using survey data; Analyzing factors influencing employee turnover; developing strategies to improve employee engagement and retention based on data insights
- Week 11-12: Diversity and Inclusion Analytics: Analyzing diversity and inclusion metrics; Identifying bias and inequities in HR processes using analytics; Designing interventions to promote diversity and inclusion based on data analysis
- Week 13-14: Talent Acquisition Analytics: Analyzing recruitment metrics (time-to-fill, cost-per-hire, etc.); Assessing the effectiveness of recruitment sources and strategies; Optimizing the recruitment process using data-driven insights
- Week 15-16: HR Analytics Strategy and Implementation: Developing an HR analytics strategy aligned with organizational goals; Communicating HR analytics findings to key stakeholders; Overcoming challenges and barriers to HR analytics implementation; Ethical considerations in HR analytics and data privacy

Course Methodology:

For HR Analytics and Metrics, hands-on data analysis projects and industry-relevant case studies empower students to harness data-driven insights, enabling informed decision-making and strategic HR management.

Course Resources:

HR Analytics Handbook" by Laurie Bassi and David

The Power of People: Learn How Successful Organizations Use Workforce Analytics To Improve Business Performance" by Nigel Guenole, Jonathan Ferrar, and Sheri Feinzig

Predictive HR Analytics: Mastering the HR Metric" by Martin Edwards and Kirsten Edwards

Effective Human Resource Management: A Global Analysis" by Edward Lawler, John Boudreau, and Susan Mohrman

HR Metrics: The World-Class Way" by John Sullivan

Course Title : **Supply Chain Analytics**

Course Code : **SCM-306**

Credit Hours : **03**

Total Week : **16**

Total Hours : **48**

Pre-requisite/s: Supply Chain and Operation Management, Applications of ICT

Course Description:

Supply Chain Analytics focuses on using data-driven methods and tools to improve decision-making, optimize operations, and enhance overall supply chain performance. It integrates statistical analysis, machine learning, and optimization techniques to provide insights into supply chain processes.

Course Objectives:

This course aims to equip students with the analytical skills and tools necessary to analyze supply chain data effectively and make data-driven decisions. Students will learn to apply statistical methods and analytical frameworks to optimize supply chain operations, improve forecasting accuracy, and enhance overall performance

Student Learning Outcomes:

After this course, students will be able to:

1. Utilize quantitative analysis and statistical tools to interpret supply chain data and derive actionable insights that enhance decision-making processes.
2. Develop and implement forecasting models to improve demand planning and inventory management within supply chains.
3. Analyze and evaluate key performance indicators (KPIs) to assess supply chain efficiency and effectiveness, recommending improvements based on data-driven insights.

Course Assessment:

As per the Semester Regulations:

Mid-term Exam (30%); Assignment (20%); Final-term Exam (50%)

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1: Introduction to Supply Chain Analytics: Definition and importance of supply chain analytics; Role of analytics in modern supply chain management; Types of analytics: descriptive, predictive, and prescriptive; Applications of analytics in different supply chain functions (procurement, manufacturing, logistics, etc.).
- Week 2: Data Collection and Management in Supply Chain: Sources of supply chain data: internal (ERP, WMS, TMS) and external (market trends, supplier data); Types of data: structured and unstructured; Data collection methods and tools: sensors (IoT), RFID, barcodes, and digital platforms; Data storage and management systems: data warehouses, cloud storage, and database management systems.
- Week 3: Descriptive Analytics in Supply Chain: Tools and techniques for summarizing and visualizing supply chain data; Data visualization tools: dashboards, graphs, and heat maps; Key Performance Indicators (KPIs) in supply chain: on-time delivery, inventory turnover, fill rate, etc; Using descriptive analytics to assess historical performance and identify patterns; Predictive Analytics in Supply Chain
- Week 4: Demand Forecasting: predicting future demand using historical data and statistical models: Time series analysis and regression techniques for forecasting; Machine learning algorithms for demand prediction (e.g., linear

	regression, random forests, neural networks); Using predictive analytics for risk management (identifying supply disruptions, demand fluctuations).
Week 5:	Prescriptive Analytics in Supply Chain: Optimization models: linear programming, mixed-integer programming, and simulation for decision-making; Applications of optimization in transportation, inventory management, and network design; Scenario planning: analyzing different supply chain scenarios to recommend the best course of action; Real-time decision-making using prescriptive analytics tools.
Week 6:	Supply Chain Network Optimization: Designing and optimizing the supply chain network (warehouses, distribution centers, suppliers); Models for facility location, transportation routing, and distribution strategies; Optimization techniques to minimize costs, reduce lead times, and improve service levels; Case studies in network design optimization.
Week 7:	Inventory Analytics: Optimizing inventory levels using data-driven models; Tools for managing safety stock, reorder points, and cycle stock; Inventory optimization techniques: Economic Order Quantity (EOQ), Just-in-Time (JIT), and ABC analysis; Using analytics to balance service levels and inventory costs.
Week 8:	Logistics and Transportation Analytics: Route optimization and vehicle routing problem (VRP) models; Tools for optimizing transportation costs, lead times, and delivery schedules; Real-time tracking and optimization of shipments using GPS, IoT, and TMS data; Predictive maintenance and route planning in logistics.
Week 9:	Supplier and Procurement Analytics: Analyzing supplier performance and supplier risk using data; Tools for strategic sourcing: total cost of ownership (TCO) and spend analysis; Supplier segmentation and evaluation using analytics; Predictive models for supplier risk and contract performance.
Week 10:	Big Data in Supply Chain: Introduction to Big Data and its relevance in supply chain management; Tools for handling large datasets (Hadoop, Apache Spark, etc.); Big Data analytics applications: improving demand forecasting, optimizing inventory, and real-time decision-making; Case studies on using Big Data to enhance supply chain visibility and performance.
Week 11:	Artificial Intelligence (AI) and Machine Learning in Supply Chain: Applications of AI and machine learning in supply chain processes; Machine learning algorithms for demand forecasting, risk assessment, and supplier selection; AI-powered tools for automating repetitive tasks in supply chain operations; Predictive and prescriptive models using AI for improving supply chain decision-making.
Week 12:	Risk Analytics in Supply Chain: Identifying and assessing risks in the supply chain: financial, operational, and geopolitical risks; Building risk prediction models using historical data; Tools for analyzing supply chain resilience and developing mitigation strategies; Case studies on risk management using analytics.
Week 13:	Sustainability and Analytics in Supply Chain: Using analytics to measure and improve sustainability in supply chains; Carbon footprint tracking and reduction strategies through data analysis; Tools for analyzing the environmental and social impact of supply chain activities; Case studies on sustainable supply chains and the role of analytics in achieving sustainability goals.
Week 14:	Blockchain and Supply Chain Analytics: Introduction to blockchain technology and its applications in supply chains; Using blockchain for data security, transparency, and traceability in supply chains; Integration of blockchain with

- supply chain analytics for enhanced visibility; Case studies on blockchain-enabled supply chains and the impact of real-time analytics.
- Week 15: Supply Chain Performance Measurement and Benchmarking: Key metrics for assessing supply chain performance; Using analytics to track and measure continuous improvement in supply chain processes; Tools for performance dashboards and real-time analytics monitoring; Cloud Computing and Supply Chain Analytics; Cloud-based analytics tools (e.g., SAP, Oracle Cloud SCM) for supply chain management; Case studies on the adoption of cloud technologies in supply chains.
- Week 16: Ethical and Legal Considerations in Supply Chain Analytics: Data privacy, security, and compliance in supply chain analytics; Ethical considerations in the use of AI and machine learning; Regulatory requirements related to supply chain data management and analytics; Best practices for ensuring responsible use of supply chain data.

Course Methodology:

This course employs a combination of lectures, hands-on data analysis projects, and case studies to provide students with practical experience in applying analytical techniques to real-world supply chain challenges. Students will engage in collaborative group work, using industry-standard tools and software to analyze data sets, develop forecasting models, and present their findings, fostering both technical and communication skills.

Course Resources:

Supply Chain Analytics: Using Data to Optimize Supply Chain Processes (2016) by Nada R. Sanders, 1st Edition

Data-Driven Supply Chain Management (2016) by J. Paul Dittmann, 1st Edition

Analytics in Supply Chain Management: A Practical Guide (2021) by John T. Mentzer and Matthew B. Myers, 1st Edition

The Analytics of Business: A Guide to Data-Driven Decision Making (2022) by Stephen J. McGowan, 2nd Edition

Course Title : **Management Information Systems (MIS) in Supply Chain**

Course Code : **SCM-307**

Credit Hours : **03**

Total Week : **16**

Total Hours : **48**

Pre-requisite/s: Supply Chain and Operations Management, Applications of ICT

Course Description:

This course focuses on the integration of information technology to manage and improve supply chain operations. MIS in supply chain management plays a critical role in facilitating real-time communication, decision-making, data processing, and overall supply chain visibility.

Course Objectives:

This course aims to provide students with an understanding of how Management Information Systems can be leveraged to enhance decision-making and operational efficiency within supply

chains. Students will learn to analyze and implement information systems that facilitate real-time data access, improve communication, and optimize supply chain processes.

Student Learning Outcomes:

After this course, students will be able to:

1. Evaluate and analyze various Management Information Systems and their applications in optimizing supply chain operations and decision-making processes.
2. Design and propose an information system solution that addresses specific supply chain challenges, incorporating data management and reporting tools.
3. Assess the impact of information technology on supply chain performance, focusing on real-time data integration, communication, and process efficiency.

Course Assessment:

As per the Semester Regulations:

Mid-term Exam (30%); Assignment (20%); Final-term Exam (50%)

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1:	Introduction to Management Information Systems (MIS): Definition and role of MIS in organizations; Importance of MIS in supply chain management (SCM); Overview of how information systems support supply chain operations, decision-making, and competitive advantage; Components of MIS: hardware, software, data, procedures, and people.
Week 2:	Supply Chain Information Systems: ERP Systems: Role of Enterprise Resource Planning systems (SAP, Oracle, Microsoft Dynamics); Warehouse Management Systems (WMS); Transportation Management Systems (TMS); Supply Chain Planning Systems (SCPS)
Week 3:	Information Flow in Supply Chain Management; The role of information flow in coordinating supply chain activities; Types of information shared in supply chains; Real-time data exchange between suppliers, manufacturers, distributors, and retailers; Benefits of seamless information flow: improved decision-making, reduced lead times, and inventory optimization.
Week 4:	Data Management and Integration: Data collection methods: RFID, barcodes, IoT devices, and sensors; Managing structured and unstructured data across supply chain functions; Data integration; Data Warehousing: Centralized storage of supply chain data for analytics and reporting.
Week 5:	Supply Chain Visibility and Tracking: Role of MIS in enhancing end-to-end supply chain visibility; Tools for real-time tracking of shipments, inventory, and production; Integration of IoT and GPS technologies for live data collection; Benefits of improved visibility: reduced stockouts, better demand planning, and enhanced customer service.
Week 6:	Decision Support Systems (DSS) in Supply Chain: Definition and role of DSS in SCM for assisting decision-making; Types of decisions supported: sourcing, inventory management, production scheduling, transportation planning; Analytical tools integrated into DSS: optimization, simulation, and what-if

- analysis; Examples of DSS tools: SAP Integrated Business Planning (IBP), Oracle SCM Cloud.
- Week 7: Supply Chain Performance Monitoring: KPIs and Metrics; Performance Dashboards; Tools for automated performance tracking and alerts for deviations; Business Intelligence (BI)
- Week 8: Supply Chain Optimization through MIS: Role of MIS in optimizing inventory management, production planning, and logistics; Tools for demand forecasting and production planning; Inventory Optimization: Reducing excess inventory while maintaining service levels; Case studies on how MIS has improved supply chain efficiency.
- Week 9: E-Procurement and Supplier Management Systems: Role of MIS in managing procurement processes electronically (e-procurement); Tools for supplier selection, contract management, and supplier performance evaluation; Benefits of automated procurement systems; Examples of e-procurement platforms
- Week 10: Collaborative Planning, Forecasting, and Replenishment (CPFR): Cloud-based platforms for sharing data and coordinating supply chain activities; Benefits of collaborative systems: improved demand accuracy, shared risk management, and better resource utilization; Case studies of successful collaboration through MIS.
- Week 11: Supply Chain Analytics and MIS: Integration of analytics tools with MIS to extract insights from supply chain data; Descriptive, predictive, and prescriptive analytics in supply chain decision-making; Use of dashboards and reporting tools for supply chain performance analysis; Predictive analytics for demand forecasting and risk management.
- Week 12: Emerging Technologies in MIS and Supply Chain: Blockchain; Artificial Intelligence (AI) and Machine Learning (ML); Internet of Things (IoT); Robotics and Automation
- Week 13: Cloud Computing in Supply Chain Management: Benefits of cloud-based MIS in SCM: scalability, real-time collaboration, and cost reduction; Software as a Service (SaaS) models for supply chain systems; Data security, privacy, and compliance concerns in cloud-based supply chain systems.
- Week 14: Cybersecurity in Supply Chain Information Systems: Importance of securing supply chain data and systems from cyber threats; Common vulnerabilities in supply chain information systems; Best practices for cybersecurity in SCM: encryption, multi-factor authentication, and regular audits; Case studies on supply chain cybersecurity breaches and lessons learned.
- Week 15: Sustainability and Ethical Practices through MIS: Role of MIS in supporting sustainability initiatives in supply chains; Tools for tracking carbon footprints, resource usage, and waste reduction; Using MIS to ensure compliance with ethical sourcing and regulatory requirements; Case studies of sustainable supply chains enabled by MIS.
- Week 16: Challenges in Implementing MIS in Supply Chain: Common challenges faced by organizations in integrating MIS with supply chain; Data silos, lack of integration, and resistance to technology adoption; Strategies for overcoming MIS implementation challenges; Best practices for successful MIS implementation and change management in supply chains.

Course Methodology:

This course employs a mix of lectures, case studies, and hands-on projects to provide students with practical insights into the role of MIS in supply chain management. Interactive discussions and guest lectures from industry professionals will enhance the learning experience, ensuring that students grasp both theoretical concepts and practical skills essential for effective supply chain management.

Course Resources:

Information Systems for Managers: Text and Cases (2016) by G. A. (Gerry) B. D. (Daniel) McKenzie, 2nd Edition

Supply Chain Management: A Decision-Making Approach (2018) by H. Lee and C. So, 2nd Edition

Course Title : **Transportation and Distribution Management**

Course Code : **SCM-308**

Credit Hours : **03**

Total Week : **16**

Total Hours : **48**

Pre-requisite/s: Supply Chain Management; Inventory Management

Course Description:

This Transportation and Distribution Management course provides a comprehensive understanding of the key processes, technologies, and strategies required to manage transportation and distribution effectively in both local and global supply chains. It addresses the growing importance of cost efficiency, customer service, and sustainability while preparing professionals to navigate the complexities of modern supply chains.

Course Objectives:

This course focuses on the strategies, processes, and technologies involved in the efficient movement of goods from suppliers to end consumers. The course typically covers the planning, implementation, and optimization of transportation systems and distribution networks, while addressing challenges such as cost efficiency, service quality, and sustainability.

Student Learning Outcomes:

Student learning outcomes include:

1. Analyze and evaluate different transportation modes and their impact on supply chain efficiency, cost management, and customer satisfaction.
2. Develop transportation and distribution strategies that optimize logistics operations, including route planning, inventory management, and carrier selection.
3. Assess regulatory and environmental considerations in transportation management, understanding their implications for sustainability and compliance in distribution practices.

Course Assessment:

As per the Semester Regulations:

Mid-term Exam (30%); Assignment (20%); Final-term Exam (50%)

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1: Introduction to Transportation and Distribution Management: Definition and role of transportation and distribution in the supply chain; Key components of transportation management: planning, execution, and monitoring; Importance of distribution networks in meeting customer demand and service levels; Relationship between transportation, warehousing, and inventory management.
- Week 2: Modes of Transportation: Overview of different transportation modes: road, rail, air, sea, and pipeline; Advantages and disadvantages of each mode in terms of cost, speed, flexibility, and capacity; Factors influencing mode selection: product type, distance, cost, and delivery requirements; Intermodal transportation: combining different modes for efficiency and cost-effectiveness.
- Week 3: Transportation Planning and Optimization: Role of transportation planning in supply chain management; Tools and methods for optimizing transportation routes and schedules; Vehicle routing problem (VRP) and traveling salesman problem (TSP) models; Use of optimization software and tools to minimize transportation costs and delivery times.
- Week 4: Distribution Network Design: Importance of designing an effective distribution network; Key factors in network design: location of distribution centers, transportation costs, and customer service levels; Models for optimizing distribution networks: cost minimization, service level optimization, and demand fulfillment; Real-world examples of distribution network strategies (e.g., centralized vs. decentralized networks).
- Week 5: Freight Management: Overview of freight management and its role in transportation operations; Types of freight: less-than-truckload (LTL), full-truckload (FTL), and container shipping; Freight consolidation strategies to reduce transportation costs; Importance of managing freight costs, tariffs, and regulations.
- Week 6: Warehouse and Distribution Center Management: Role of warehouses and distribution centers in transportation and distribution; Types of distribution facilities; Warehouse layout and optimization to support efficient order fulfillment; Integration of warehouse management systems (WMS) with transportation management systems (TMS); Benefits and challenges of outsourcing transportation and distribution services; Criteria for selecting a 3PL provider; Fourth-party logistics (4PL)
- Week 7: Transportation Management Systems (TMS): Overview of TMS; Functions of a TMS; Benefits of using TMS; Integration of TMS with ERP and WMS for end-to-end supply chain visibility. Distribution Strategies: Types of distribution strategies; Direct Shipment; Cross-Docking; Hub-and-Spoke Distribution; Benefits and challenges of different distribution strategies.
- Week 8: Inventory Management in Distribution: Role of inventory in distribution management; Push vs. Pull Strategies; Inventory optimization techniques for reducing holding costs and maintaining service levels; Use of demand forecasting and inventory replenishment models in distribution networks.
- Week 9: Last Mile Delivery: Overview; Challenges in last-mile delivery; Innovations in last-mile logistics; Strategies to optimize last-mile delivery; Global Transportation and Distribution: Overview of global transportation networks

- and trade route; International Shipping; Global transportation challenges; Strategies for managing global distribution:
- Week 10: Sustainability in Transportation and Distribution: Strategies for reducing the environmental impact of transportation; Role of green logistics and sustainable distribution practices; Case studies; Risk Management in Transportation and Distribution; Identifying and mitigating risks in transportation and distribution; Role of risk management in ensuring supply chain resilience and continuity; Tools for risk assessment and monitoring in transportation systems; Contingency planning and disaster recovery in distribution operations.
- Week 11: Regulatory and Legal Considerations: Overview of transportation regulations: local, national, and international laws; Regulatory compliance in transportation: safety standards, driver regulations, and environmental laws; Customs regulations for international shipping and border crossings; Legal issues in transportation contracts and liability management.
- Week 12: Technology and Innovation in Transportation: Emerging technologies in transportation management: Use of big data and analytics to optimize transportation operations; Autonomous vehicles, drones, and their potential impact on future transportation networks; Blockchain technology for enhancing transparency and security in transportation and distribution.
- Week 13: Collaboration in Transportation and Distribution: The role of collaboration between supply chain partners in transportation and distribution; Vendor-Managed Inventory (VMI) and collaborative transportation management; Benefits of collaboration: cost sharing, improved service levels, and risk reduction; Case studies on successful collaborative transportation networks.
- Week 14: Customer Service and Distribution: The role of transportation and distribution in enhancing customer satisfaction; Impact of delivery times, accuracy, and flexibility on customer experience; Strategies for improving customer service through efficient distribution management; Case studies on companies excelling in transportation and customer service.
- Week 15: Cost Control in Transportation and Distribution: Key cost drivers in transportation: fuel, labor, maintenance, and tariffs; Strategies for reducing transportation costs: route optimization, load consolidation, and carrier negotiations; Total cost of ownership (TCO) analysis for evaluating transportation decisions; Best practices for cost-efficient distribution network management.
- Week 16: Case Studies and Real-World Applications: Analysis of transportation and distribution strategies in leading companies; Case studies on the impact of technology on transportation efficiency; Examples of successful distribution network design and optimization; Group projects focused on solving real-world transportation and distribution challenges.

Course Methodology:

This course utilizes a mix of lectures, case studies, and practical simulations to provide students with a comprehensive understanding of transportation and distribution strategies. Students will engage in hands-on projects and group discussions, applying theoretical concepts to real-world scenarios while exploring the latest trends and technologies in logistics management.

Course Resources:

Logistics and Supply Chain Management (2016) by Martin Christopher, 5th Edition

Transportation: A Global Supply Chain Perspective (2016) by John J. Coyle, Robert A. Novack, Brian J. Gibson, and Edward J. Bardi, 9th Edition

Course Title : **Warehousing and Material Management**

Course Code : **SCM-309**

Credit Hours : **03**

Total Week : **16**

Total Hours : **48**

Pre-requisite/s: Supply Chain Management; Inventory Management

Course Description:

Warehousing and Material Management course offers a comprehensive understanding of the key principles, technologies, and best practices required to manage warehouse operations efficiently. It covers both strategic and operational aspects, preparing professionals to tackle the challenges of modern supply chains while maintaining a focus on cost, quality, and service levels.

Course Objectives:

This course is a crucial part of supply chain management that focuses on the efficient handling, storage, and movement of materials within a warehouse and throughout the entire supply chain. This course typically covers the design, operation, and optimization of warehouses, as well as techniques for managing inventory, materials handling, and logistics.

Student Learning Outcomes:

After this course, students will be able to:

1. Master the art of efficient warehouse layout and design, making sure materials are stored and handled like a pro to reduce costs and boost productivity.
2. Optimize inventory control techniques so you're always stocked but never overloaded, keeping everything flowing smoothly like a well-oiled machine.
3. Evaluate material handling technologies and systems, ensuring you can pick the best tools to move goods faster than a speeding forklift.

Course Assessment:

As per the Semester Regulations:

Mid-term Exam (30%); Assignment (20%); Final-term Exam (50%)

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1: Introduction to Warehousing and Material Management: Overview; Definition and importance of material management; The relationship between warehousing, transportation, and inventory management; Key objectives of warehousing

Week 2:	Types of Warehouses; Public vs. private warehouses; Distribution centers (DCs) and fulfillment centers; Cold storage and specialized warehouses for perishable goods; Cross-docking warehouses; Automated warehouses
Week 3:	Warehouse Layout and Design: Factors affecting warehouse layout; Principles of efficient warehouse layout; Storage zones; Use of technology in warehouse design; Case studies on warehouse design for efficiency and productivity.
Week 4:	Inventory Management: Importance of effective inventory control in warehousing; Types of inventories; Inventory management techniques; Cycle counting and physical inventory checks; Use of technology in inventory tracking
Week 5:	Material Handling Systems: Overview; Types of material handling equipment; Principles of material handling; Role of automation in material handling; Case studies on material handling system implementation.
Week 6:	Warehouse Operations and Processes: Key processes in warehouse operations; Strategies for efficient picking and packing operations; Dock management; Labor management in warehousing; Role of technology in warehouse operations
Week 7:	Warehouse Management Systems (WMS); Definition and functions of a WMS; Key features of a WMS; Benefits of WMS; Integration of WMS with ERP and TMS systems for supply chain visibility; Case studies on successful WMS implementation and its impact on warehouse performance.
Week 8:	Safety and Compliance in Warehousing; Importance of safety in warehouse operations to prevent accidents and injuries; OSHA and other regulatory standards for warehouse safety; Implementing safety practices; Hazardous material handling and storage; Case studies on warehouse safety and risk management.
Week 9:	Warehouse Performance Metrics and KPIs: Key performance indicators (KPIs) for measuring warehouse efficiency; Using metrics to monitor performance and identify areas for improvement; Warehouse performance dashboards for real-time monitoring; Best practices for continuous improvement in warehouse operations; Case studies on improving warehouse performance using KPIs.
Week 10:	Inventory Control and Demand Planning: The role of demand forecasting in inventory planning; Inventory control systems; Techniques for maintaining optimal inventory levels; Demand-driven replenishment; Use of technology in demand planning and inventory control: software tools and analytics.
Week 11:	Sustainability in Warehousing: Importance of sustainability in warehouse operations; Green warehousing practices; Role of automation in reducing warehouse energy consumption and improving efficiency; Sustainable material handling and packaging solutions; Case studies on companies implementing sustainable warehousing practices.
Week 12:	Logistics and Distribution Integration: The role of warehousing in logistics and distribution networks; Warehouse positioning and its impact on transportation costs and service levels; Integration of warehousing with distribution strategies; Impact of warehouse location on delivery lead times and transportation efficiency; Case studies on optimizing warehouse location and distribution strategies.
Week 13:	Vendor and Supplier Management in Warehousing: Role of vendor-managed inventory (VMI); Supplier relationships; Lean Warehousing and Six Sigma: Principles of lean warehousing; Application of Six Sigma methodologies in

- warehouse operations; Tools and techniques for lean warehousing; Benefits of lean warehousing; Case studies
- Week 14: Automation and Technology in Warehousing: Role of automation in transforming warehouse operations: Technologies for automation: autonomous mobile robots (AMRs), automated storage and retrieval systems (AS/RS), drones, and smart sensors; Benefits of automation; Impact of Industry 4.0 on warehouse operations; Case studies
- Week 15: Global Warehousing and Material Management: Challenges of managing warehouses in global supply chains; Impact of international trade regulation; Managing global inventory; Technology for managing global warehouse; Outsourcing Warehouse Operations; Benefits and risks of outsourcing warehousing; Factors to consider when choosing a 3PL; Managing outsourced warehousing; Case studies
- Week 16: Challenges in Warehousing and Material Management: Common challenges faced in warehouse management; Strategies for overcoming warehousing challenges; Risk management in warehousing; Case studies

Course Methodology:

This course employs a combination of lectures, case studies, and practical exercises to provide students with hands-on experience in warehousing and material management practices. Through group projects and simulations, students will analyze real-world scenarios, applying best practices in inventory control, layout design, and material handling to optimize warehouse operations

Course Resources:

Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse (2018) by Gwynne Richards, 2nd Edition

Materials Management: An Executive's Supply Chain Guide (2016) by Gwynne Richards and Peter Chapman, 1st Edition

Course Title : **Logistics Management**

Course Code : **SCM-310**

Credit Hours : **03**

Total Week : **16**

Total Hours : **48**

Pre-requisite/s: Supply Chain and Operation Management; Inventory Management

Course Description:

Logistics Management course equips professionals with the knowledge and skills to manage logistics operations effectively, from transportation and warehousing to inventory control and customer service. It focuses on both strategic and operational aspects, emphasizing the importance of technology, sustainability, and risk management in modern logistics.

Course Objectives:

This course is a critical aspect of supply chain management that involves the planning, implementation, and control of the efficient movement and storage of goods, services, and information from the point of origin to the point of consumption. The course on Logistics

Management typically covers the principles, strategies, and technologies that ensure the smooth flow of materials through the supply chain, from procurement to delivery.

Student Learning Outcomes:

Student learning outcomes include:

1. Analyze the key components of logistics systems, including transportation, warehousing, and inventory management, to develop strategies that enhance supply chain efficiency.
2. Evaluate logistics performance metrics to assess the effectiveness of logistics operations and recommend improvements based on data-driven insights.
3. Design and implement sustainable logistics practices that minimize environmental impact while maximizing service levels and operational efficiency.

Course Assessment:

As per the Semester Regulations:

Mid-term Exam (30%); Assignment (20%); Final-term Exam (50%)

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

Week 1:	Introduction to Logistics Management: Definition and scope of logistics management; The role of logistics in the supply chain and its impact on business success; Key logistics activities; Importance of customer service and cost control in logistics operations; Evolution of logistics from traditional to integrated supply chain systems.
Week 2:	Logistics and Supply Chain Strategy: The strategic role of logistics in achieving business objectives; Alignment of logistics strategies with overall supply chain and business strategies; Types of logistics strategies; Global logistics strategies; Case studies
Week 3:	Transportation Management in Logistics: Role of transportation in logistics and its impact on cost and service levels; Modes of transportation; Factors influencing mode selection; Intermodal transportation and its advantages for global logistics; Transport optimization; Use of transportation management systems (TMS) in logistics.
Week 4:	Warehousing and Distribution in Logistics: Importance of warehousing in logistics and distribution; Types of warehouses; Role of warehouses in supporting efficient logistics operations; Warehouse layout and design; Integration of warehousing with logistics and distribution strategies; Use of warehouse management systems (WMS) to enhance logistics efficiency.
Week 5:	Inventory Management in Logistics: The role of inventory in logistics management; Types of inventories; Inventory control techniques; Balancing inventory levels to meet demand while minimizing holding costs; Inventory replenishment strategies and vendor-managed inventory (VMI); Inventory tracking and management technologies
Week 6:	Order Processing and Fulfillment: Importance of order processing; Steps in the order fulfillment process; Key performance indicators (KPIs) for measuring

- order fulfillment efficiency; The role of technology in streamlining order fulfillment; Cross-docking and direct shipment strategies
- Week 7: Procurement and Sourcing in Logistics: Role of procurement in logistics management; Strategic sourcing and supplier selection; Relationship between procurement, logistics, and supply chain performance; Global sourcing strategies; Use of procurement technology platforms to enhance logistics efficiency; Supplier relationship management (SRM) and its impact on logistics operations.
- Week 8: Global Logistics and International Trade: Overview of global logistics; Challenges in global logistic; Role of freight forwarders and customs brokers in facilitating international trade; Documentation for international logistics; Managing global transportation networks; Case studies on global logistics management and international trade compliance.
- Week 9: Third-Party Logistics (3PL) and Fourth-Party Logistics (4PL): Definition and role of 3PL providers; Benefits and challenges of outsourcing logistics operations to 3PLs; Criteria for selecting a 3PL partner; Role of 4PL providers; Trends in 3PL and 4PL services; Case studies on 3PL and 4PL partnerships in logistics management.
- Week 10: Reverse Logistics and Returns Management: Definition and importance; Processes involved in reverse logistics; Managing product returns and their impact on logistics costs and customer satisfaction; Challenges in reverse logistics; Role of technology in optimizing reverse logistics operations; Case studies on successful reverse logistics strategies.
- Week 11: Logistics Technology and Innovation: Emerging technologies in logistics management; Automation in logistics; Real-time visibility in logistics; Role of digital platforms in connecting logistics partners and streamlining operations; Impact of Industry 4.0 on logistics management and supply chain innovation; Case studies on the adoption of innovative technologies in logistics operations.
- Week 12: Sustainability in Logistics: Importance of sustainability in logistics management; Green logistics practices; Role of sustainable transportation modes; Sustainable packaging and waste reduction strategies in logistics; Case studies on companies implementing green logistics initiatives.
- Week 13: Risk Management in Logistics: Identifying and mitigating risks in logistics operations; The role of risk management in ensuring logistics resilience and continuity; Risk assessment and contingency planning in logistics; Tools for monitoring and managing logistics risks
- Week 14: Performance Measurement in Logistics: Key performance indicators (KPIs) for assessing logistics performance; Logistics performance metrics; Use of dashboards and reports for monitoring logistics performance; Benchmarking logistics performance against industry standards and competitors; Continuous improvement techniques for enhancing logistics operations.
- Week 15: Logistics Network Design and Optimization: Importance of logistics network design in supporting efficient operations; Factors to consider in network design; Techniques for optimizing logistics networks; Role of technology in logistics network optimization; Case studies on successful logistics network design and reconfiguration.
- Week 16: Assignments / Presentations

Course Methodology:

This course combines lectures, case studies, and hands-on projects to provide students with a practical understanding of logistics management principles. Through interactive discussions and simulations, students will engage in problem-solving activities that apply logistics concepts to real-world scenarios, enhancing both theoretical knowledge and practical skills.

Course Resources:

Logistics Management and Strategy: Competing Through the Supply Chain (2020) by Alan Harrison and Remko van Hoek, 5th Edition

Supply Chain Logistics Management (2018) by Donald J. Bowersox, David J. Closs, and M. Bixby Cooper, 5th Edition

Course Title : **Total Quality in Supply Chain Management**

Course Code : **SCM-311**

Credit Hours : **03**

Total Week : **16**

Total Hours : **48**

Pre-requisite/s: Supply Chain and Operation Management; Inventory Management; transportation and Distribution Management

Course Description:

Total Quality in Supply Chain Management course equips professionals with the knowledge and skills to integrate quality management principles throughout the supply chain. It emphasizes continuous improvement, customer satisfaction, and collaboration, preparing participants to lead quality initiatives that enhance overall supply chain performance.

Course Objectives:

This course focuses on integrating total quality management (TQM) principles with supply chain practices to enhance quality, efficiency, and customer satisfaction across the entire supply chain. This approach emphasizes continuous improvement, collaboration, and a commitment to quality at every stage of the supply chain, from sourcing to delivery.

Student Learning Outcomes:

Student learning outcomes include:

1. Apply total quality management (TQM) principles to enhance supply chain processes, focusing on continuous improvement and customer satisfaction.
2. Evaluate quality measurement tools and techniques to assess and improve quality performance across the supply chain, including supplier evaluation and process control.
3. Develop and implement quality improvement initiatives that leverage data analysis and cross-functional collaboration to achieve operational excellence within the supply chain.

Course Assessment:

As per the Semester Regulations:

Mid-term Exam (30%); Assignment (20%); Final-term Exam (50%)

Course Project (Assignment):

Students are required to complete individual and/or group assignments, presentations, or other course-related projects as directed by the instructor, in accordance with the rules and regulations of the university and the current semester.

Course Contents:

- Week 1: Introduction to Total Quality Management (TQM): Definition and principles of TQM; Historical development of quality management; The importance of quality in achieving competitive advantage; Key concepts
- Week 2: Understanding Supply Chain Management (SCM): Overview of supply chain management and its components; The role of supply chain management in modern businesses; Interconnectedness of supply chain activities; The relationship between TQM and SCM.
- Week 3: The Role of Quality in the Supply Chain: Importance of quality in supply chain performance and customer satisfaction; Defining quality; Quality at every stage of the supply chain; The impact of quality on costs, efficiency, and brand reputation.
- Week 4: Quality Tools and Techniques: Overview of key quality management tools; Statistical Process Control (SPC); Quality Function Deployment (QFD); Root cause analysis and corrective action planning.
- Week 5: Supplier Quality Management: The significance of supplier quality in the overall supply chain; Criteria for selecting and evaluating suppliers based on quality performance; Developing strong relationships with suppliers for quality improvement; Supplier audits, assessments, and performance monitoring; Techniques for ensuring supplier compliance with quality standards.
- Week 6: Customer-Centric Quality Management: Understanding customer needs and expectations; The role of customer feedback in driving quality improvements; Building a customer-focused culture within the organization and supply chain; Techniques for measuring customer satisfaction and quality perception; Case studies on successful customer-centric quality initiatives.
- Week 7: Lean Principles in Quality Management: Overview of lean principles and their relationship with TQM; Identifying and eliminating waste in supply chain processes; Value stream mapping and process optimization; Integrating lean practices with quality management for enhanced performance.
- Week 8: Six Sigma Methodology: Introduction to Six Sigma; Understanding variation and its impact on quality; Tools and techniques used in Six Sigma; Building a Six Sigma culture and training employees; Case studies on successful Six Sigma projects in supply chains.
- Week 9: Implementing Quality Management Systems (QMS): Overview of quality management systems and relevant standards (e.g., ISO 9001); Steps for designing and implementing a QMS in the supply chain context; Benefits of a QMS for enhancing quality and operational efficiency; Conducting audits and reviews of the QMS; Continuous improvement and QMS maintenance.
- Week 10: Performance Measurement and Improvement: Key performance indicators (KPIs); Using data analytics to assess performance and drive improvements; Establishing a culture of continuous improvement through employee engagement; Techniques for benchmarking and sharing best practices; Case studies on performance measurement and improvement initiatives.
- Week 11: Risk Management in Quality and Supply Chain: Identifying and assessing risks in supply chain processes; The role of quality management in mitigating risks; Developing risk management strategies and contingency plans; Tools for risk

- assessment; Case studies on effective risk management in quality and supply chains.
- Week 12: Sustainability and Quality in the Supply Chain: Exploring the connection between quality management and sustainability; Sustainable practices in supply chain management: waste reduction, energy efficiency, and ethical sourcing; Measuring the impact of sustainability initiatives on quality performance; Developing a sustainable quality culture within the organization and supply chain; Case studies on sustainability initiatives enhancing quality.
- Week 13: Technology and Innovation in Total Quality Management: Role of technology in enhancing quality and supply chain performance; Leveraging data analytics, IoT, and AI for quality management and supply chain optimization; Innovations in quality management: automated quality checks and cloud-based QMS; Case studies on the impact of technology on quality improvements.
- Week 14: Change Management in Quality Initiatives: The importance of change management in implementing TQM and quality improvements; Strategies for managing resistance to change within the organization and supply chain; Communication and training as key components of successful change management; Measuring the impact of changes on quality and supply chain performance; Case studies on effective change management practices in quality initiatives.
- Week 15: Future Trends in Total Quality and Supply Chain Management: Emerging trends and challenges in quality and supply chain management; The impact of globalization, e-commerce, and technological advancements on quality practices; Preparing organizations for the future of total quality in supply chain management.
- Week 16: Assignment/presentation

Course Methodology:

This course utilizes a combination of lectures, case studies, and group projects to provide students with a comprehensive understanding of total quality principles in supply chain management. Through interactive workshops and simulations, students will engage in hands-on activities to apply quality management tools and techniques in real-world supply chain scenarios.

Course Resources:

Total Quality Management in the Supply Chain (2018) by Daniel J. McCarthy and David L. McCarthy, 1st Edition

Quality Management for Organizational Excellence: Introduction to Total Quality (2021) by David L. Goetsch and Stanly Davis, 8th Edition