

INSTITUTE OF MANAGEMENT SCIENCES
Bahauddin Zakariya University Multan

Scheme of Studies for MBA 1.5 Year Program as per HEC Guidelines

SEMESTER 1

1. Strategic Finance
2. Strategic Management
3. Strategic Marketing
4. Elective – I

SEMESTER 2

1. Advanced Research Methods
2. Supply Chain Management
3. Financial Reporting and Analysis
4. Elective – II

SEMESTER 3

1. Leadership and Organizational Behaviour
2. Comparative Management
3. Elective – III / Business Research Project I
4. Elective – IV / Business Research Project II

Note: A student may opt Business Research Project of 6 credit hours in place of two elective courses. However, student will have to complete and defend the Business Research Project within the stipulated time period for the award of the degree.

COURSE OUTLINES (Compulsory Courses)

Strategic Finance

Course Introduction/Objectives

The core objective of Strategic Finance is to make the students familiarize with investment, financing and dividend decisions. Following is the details of topics that will be discussed in the class as per the order given below.

Learning Outcomes

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

- Analyse the financial statements
- Make the investment, financing and dividend decisions

Course Contents

INTRODUCTION TO FINANCE

- The firm and the financial manager
 - What is finance?
 - The role of financial manager
 - Legal forms of business organization
 - Goals of the corporation
 - Agency problem (principal-agent problem). How agency costs can be mitigated?
 - Role of financial institutions and financial markets
- Time value of money
 - The concept of future value and present value
 - Multiple cash flows (future value and present value of multiple cash flows)
 - Level cash flows (How to value perpetuities? How to value annuities?)
 - Inflation and time value money
 - Applications of time value money.

SHORT-TERM FINANCIAL MANAGEMENT

- Cash Management
- 1 Why firms hold cash?
 - Baumol Model/Inventory model for cash management
 - Miller-ORR model/Stochastic model for cash management
 - Strategies to manage the operating cycle and cash conversion cycle
- Marketable Securities
 - The role of money market
 - Instruments of money market
 - Features of marketable securities
 - How to select a marketable security for investment?
- Accounts Receivables Management
 - Why firms sell products on credit basis?
 - Credit policy (credit selection, credit standards, and credit term)
 - Effects of credit standards on receivable management
 - Effects of credit term on receivable management
 - Credit scoring and credit monitoring
 - Collection Policy: popular collection methods

- Inventory Management
 - Why to hold inventory? How much to hold inventory?
 - Opinion of different managers regarding the level of inventory
 - Determine an optimal level of inventory using economic order quantity
 - The concept of re-order point, if usage of inventory during the lead time is certain and variable
 - ABC inventory management system, Two-bin method, material requirements planning and Just in time inventory method
- Short-term Financing
 - Spontaneous versus discretionary sources of finance
 - Unsecured sources of finance (Single payment note, line of credit, revolving credit, commercial papers etc.)
 - Secured sources of finance (pledge of accounts receivables and inventory, factoring etc.)
- Working capital management
 - What is working capital? What does it mean by positive, negative and zero net working capital?
 - The trade-off between risk and return
 - Working capital financing policies (Aggressive, moderate and conservative)
 - Which one financing policy is the best?

RISK AND RETURN

9. Term structure of interest rate

- 9.1 Why short-term loans are cheaper than the long-term loans?
- 9.2 The concept of yield to maturity.
- 9.3 Different types of yield curve
- 9.4 Expectation hypothesis
- 9.5 The liquidity preference theory
- 9.6 The market segmentation theory

FINANCIAL ASSETS: VALUATION OF BONDS, PREFERRED STOCKS AND COMMON STOCKS (INVESTMENT IN FINANCIAL ASSETS)

- Valuing Bonds
 - Bond characteristics
 - Valuation mechanism of different types of bonds (e.g., coupon rate bond, zero coupon bond and perpetual bond).
 - Rate of return (i.e. current yield, yield to maturity and yield to call)
 - The interest rate risk and its impact on bond prices
- Valuing Stocks
 - Stocks and the stock markets
 - Book value, liquidation value, and market value
 - Valuing common stock
 - Estimating expected rates of returns
 - Growth stocks and income stocks
 - Other approaches valuing common stocks
 - Valuing preferred stocks

CAPITAL BUDGETING (INVESTMENT IN REAL ASSETS)

- Principles of cash flow and capital budgeting
 - What is capital budgeting? Steps in involved in capital budgeting process.
 - Terminology relevant to capital budgeting
 - How to compute initial investment, operating cash inflow and terminal cash flow

- The concept of relevant cash flow
- precautions while computing relevant cash flow.
- Capital budgeting process and techniques
 - Payback analysis (The payback decision rule, pros and cons of back method, discounted payback method, pros and cons of back method)
 - Accounting based methods (Accounting rate of returns)
 - Net present value (The NPV decision rule, pros and cons of NPV)
 - Internal rate of return (How to determine the project's IRR, pros and cons of IRR)
 - IRR, NPV and mutually exclusive projects
 - The concept of Profitability index – Benefit cost ratio
 - The profitability index and capital rationing

CAPITAL STRUCTURE AND DIVIDEND POLICY

- Capital structure theory – an overview
 - Modigliani and Miller capital structure irrelevance propositions (Assumptions of the M&M capital structure model, Proposition I, and Proposition II)
 - Modigliani and Miller capital structure model with corporate and personal taxes
 - The trade-off model of capital structure
 - The pecking order hypothesis
 - Agency costs and capital structure
 - The signaling model of capital structure
 - Capital structure patterns observed worldwide
 - Relevant research articles
- Dividend policy
 - Dividend fundamentals (dividend payment procedures)
 - Types of dividend policies
 - Factors affecting the dividend policy
 - Other forms of dividends
 - Payout policy in a world with perfect capital markets (Miller and Modigliani dividend irrelevance theorem)
 - The effects of market imperfections on payout policy
 - The free cash flow hypothesis: dividend payments a solution to agency problems

Recommended Books/Reading Material

1. Principles of Managerial Finance by Lawrence J. Gitman (Latest edition)
2. Principles of corporate finance by Richard A. Brealey, Stewart C. Myers, 8th edition, McGraw-Hill Inc., New York.
3. Fundamentals of Corporate Finance by Richard A. Brealey, Stewart C. Myers and Alan J. Marcus, International Edition, McGraw-Hill Inc., New York.
4. Corporate Finance by Scott B. Smart, William L. Megginson and Lawrence J. Gitman, Thompson (South-Western) USA.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 6 marks, Class Discussion/Participation: 7)
Total:	100 marks

Strategic Management

Course Introduction/Objectives

The purpose of this course is to provide students, knowledge of strategic management including the concept of strategic management process, levels of strategies, strategy making and change along with many others. The students are to be oriented with the process of strategy formulation, implementation, and evaluation in the dynamic and competitive environment of business and industry. The subject will also talk about various issues relating to strategy implementation at middle and higher management level along with new concepts and thoughts in management.

Learning Outcomes

- After having studied the course the students should be able to develop a strategic thinking and apply strategic approach in management
- Students should be familiar with the new trends in management
- They should be able to integrate their knowledge in other disciplines like marketing, finance, organization behaviour etc to analyse various management issues and develop workable solutions
- Develop entrepreneurial thinking among the students who can use their initiative and ideas in all kinds of managerial problems

Course Contents

INTRODUCTION TO STRATEGY AND STRATEGIC MANAGEMENT

- What is Strategy?
- What are strategic decisions and why are they important?
- The Strategic Management Model
- Levels of Strategies (An introduction)

THE STRATEGY LENSES

- Design Lens
- Experience Lens
- Ideas Lens

Case Study: Honda Motor Corporation

THE ENVIRONMENT

- The Macro Environment
- Michael Porter's Five Forces Model
 - *(Porter's Structural Analysis of Industries)*
 - *The dynamics of Industry structure*
- Competitors and Markets
- Opportunities and Threats

STRATEGIC CAPABILITY

- Foundations of Strategic Capability
- Resources and competences
- Threshold capabilities
- Unique resources and core competences
- Achieving Cost Efficiency and Differentiation

- Capabilities for achieving & sustainable competitive advantage
- Role of organizational knowledge in Strategic capabilities
- Diagnosing strategic capability
 - The Value Chain and Value Network
 - Activity Maps
 - Benchmarking and SWOT analysis
- Managing strategic capability

Articles Presentation/Discussion

STRATEGIC PURPOSE

- Corporate Governance
- Business Ethics and CSR
- Stakeholder Expectations
- Organizational Purposes

Articles Presentation/Discussion

CULTURE AND STRATEGY

- Strategic Drift
- Influence of different types of cultures on strategy

Case Study: Marks & Spencer

BUSINESS LEVEL STRATEGY

- Introduction
- Identifying Strategic Business Units
- Michael Porter's Generic Strategies
 - Cost / Price Leadership
 - Broad based Differentiation
 - Focused Differentiation
- Bases of Competitive Advantage: The "Strategy Clock"
 - Case of Japanese Auto makers
- How to sustain Competitive Advantage?
- Competitive Strategy in Hyper-Competitive Conditions
- Competition and Collaboration
- Game theory
 - Sequential Games
 - Simultaneous Games
 - Repeated Games

Articles Presentation/Discussion

CORPORATE STRATEGY AND STRATEGIC DIRECTIONS

- Introduction
- Strategic Directions (using Ansoff's Product Market Matrix)
 - Consolidation & Market Penetration Strategy
 - Product Development Strategy
 - Market Development Strategy
 - Diversification Strategies (Related and Unrelated)
- Reasons and Outcomes for Corporate Diversification
- Corporate Parenting and Corporate Parenting Roles
 - Corporate Parenting Roles by Goold, Campbell, and Alexander
 - Strategic Planning

- Financial Control
- Strategic Control
- Corporate Parenting Roles by Johnson et al.
 - The Portfolio Manager
 - The Synergy Manager
 - The Parental Developer
- Portfolio Matrices
 - BCG Matrix
 - The Directional Policy Matrix
 - The Parenting Matrix
 - The “Strategic Position and Action Evaluation Matrix” (SPACE)

Articles Presentation/Discussion

INNOVATION AND ENTREPRENEURSHIP

- Innovation Dilemmas
- Innovation Diffusion
- Innovators and Followers
- Entrepreneurship and Relationships

METHODS TO PURSUE STRATEGY & STRATEGY EVALUATION

- Methods to Pursue Strategy
 - Organic Development
 - Mergers/Acquisitions
 - Strategic Alliances
- *Articles Presentation/Discussion*

EVALUATING STRATEGIES

- Criteria for strategy evaluation (Suitability, Acceptability, and Feasibility of Strategy)

ORGANIZING FOR SUCCESS

- Types of Organizational Structures
- Organizational Processes/Controls
- Internal and External organizational relationships
- Making organizational configurations (matching structures, controls, and relationships)

STRATEGIC CHANGE

- Change management roles
- Change Levers
- Managing strategic change programmes

Case Study

Recommended Books/Reading Material

1. “Exploring Strategy” by Gerry Johnson, Richard Whittington, Kevan Scholes, Duncan Angwin, & Patrick Regnér, 10th edition.
2. Strategic Management: Concepts & Cases, 14th Edition by Fred R. David
3. Strategic Management: Theory and Policy by Wheelen and Hunger, 13th Edition
4. Strategic Management: Concepts & Cases by Thompson and Strickland (latest edition)
5. Strategic Management: Theory & Cases: An Integrated Approach, 12th Edition by Hill, Schilling, & Jones

6. Drucker, “Management: Tasks, Responsibilities, Practices”, Heinemann Professional Publishing, 1990
7. Peter and Waterman, “In Search of Excellence” – Harper and Row, 1982
8. Porter, “Competitive Advantage”, the Free Press, 1985

Course Evaluation

Midterm Examination	30
Final Examination	50
Sessionals	20 marks (Quizzes: 4 marks, Assignments: 4 marks, Article Discussions/ Presentations: 5 marks, Case Study Analysis: 7 marks)

Strategic Marketing

Course Introduction/Objectives:

Today's shifting markets need solid marketing strategies knowing how to successfully connect products to people across regions, countries and industries is to be at the forefront of marketing – and business. In today's highly competitive world, understanding the consumers and their wants could make the difference between winners and losers; hence firms are shaping their marketing function to achieve a strong consumer orientation. Marketing is now accepted as a strategic discipline or general management function and in this respect must care for the health of a business in the future - especially against competitive influences. This is because it is increasingly realized that although making a profit is important, an organization should also develop its market share and search for brand leadership as well. So the marketer must monitor the profitability of the business and attempt to anticipate the likely trends. At the same time rival companies should be monitored and examined for vulnerable points. Successful marketers must therefore be concerned with every aspect of their business, including future projects and other areas of their industry. Successful companies plan five or ten years and more in advance and often know as much about their competition as they know about themselves.

The objective of this course is to provide the students with a good grasp of strategic marketing; specifically the course aims to strengthen the students' conceptual skills, and decision-making abilities in various facets of strategic marketing, moreover, to develop a critical understanding of current theoretical developments in marketing strategy which can be applied to organisations and their markets, to foster a creative and systematic approach to problem-solving in the area of strategic marketing, and to collate, synthesise and analyse a range of data to help in the solution of marketing-related problems.

Learning Outcomes

After successful completion of this course, students are expected to have learnt:

- Marketing strategies and can be capable to execute emerging marketing concepts in both national and multinational organizations.
- Understand the behaviour of consumer from both economical and psychological perspective.
- Understand the pricing behaviour of the firm and executive strategies in competitive environment.

Course Contents

NEW CHALLENGES FOR MARKET-DRIVEN STRATEGY

- Market-Driven Strategy
- Corporate, Business and Market Strategy
- Challenges of New Era for Strategic Marketing

MARKETS AND COMPETITIVE SPACE

- Markets and Strategies
- Defining and Analyzing Product-Markets

- Describing and Analyzing End Users
- Analyzing Competition
- Market Size Estimation

STRATEGIC MARKET SEGMENTATION

- Levels and Types of Segmentation
- Market-Driven Strategy and Segmentation
- Activities and Decisions in Market Segmentation

STRATEGIC CUSTOMER MANAGEMENT

- Role of CRM
- Developing a CRM Strategy
- Value Creation Process
- CRM & Co-Creation of Value
- CRM and Strategic Marketing

MARKET TARGETING AND STRATEGIC POSIOTING

- Market Targeting Strategy
- Targeting in Different Market Environments
- Developing the Positioning Strategy
- Determining Positioning Effectiveness

STRATEGIC RELATIONSHIPS

- The Rationale
- Forms of Organizational Relationships
- Global Relationships

INNOVATION AND NEW PRODUCT STRATEGY

- Innovation as a Customer-Driven Process (Co-Creation of Value & CMR)
- New Product Planning

STRATEGIC BRAND MANAGEMENT

- Strategic Brand Management
- Building Brands
- Brand Elements
- Brand Identity Strategy
- Brand Leveraging Strategy

VALUE CHAIN STRATEGY

- Strategic Role
- Channel Strategy
- Managing the Channel
- International Channels

DESIGNING MARKET-DRIVEN ORGANIZATIONS

- Trends in Organization Strategy
- Organizing for Market-Driven Strategy
- Marketing Departments
- Structuring Marketing Resources

STRATEGIC MARKETING IMPLEMENTATION AND CONTROL

- The Strategic Marketing Planning Process
- Implementing the Strategic Marketing Plan
- Strategic Marketing Evaluation and Control
- Marketing Performance Measurement
- Presentations

Recommended Books/Reading Material

1. David W. Cravans & Nigel F. Piercy, Strategic Marketing, 10th Edition.
2. Tony Proctor, Strategic Marketing (An Introduction)
3. Graeme Drummond, John Ensor & Ruth Ashford, Strategic Marketing (Planning and Control) 3rd Edition.
4. Roger A. Kerin & Robert A. Peterson, Strategic Marketing Problems (Cases and Comments) 12th Edition.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 5 marks, Assignments; 5 marks, Marketing Plan: 10 marks
Total:	100 marks

Advanced Research Methods

Course Introduction/Objectives

The course aims to offer students a good understanding of the principles and concepts of social inquiry and analysis, and covers four broad topics: the foundation of social science, research design, data collection, and data analysis. By the end of the course, students will be able to formulate good research questions and design appropriate research, propose adequate data collection methods, analyze quantitative data using computer-based skills (Statistical Package for the Social Sciences), prepare a research proposal, and critically evaluate the quality of evidence in published social research. Data analysis techniques will be conducted by using SPSS.

Learning Outcomes

After successful completion of this course, students are expected to learn:

- Univariate and multivariate data analysis
- Factor Analysis
- Using different types of regression for data analysis.
- Business research thesis writing

Course Contents

- Introduction. What is business research? Basic principles of business research.
- Research strategies. Research designs. Concepts in social research. Operationalization and measurement. Indexes and scales.
- Causality in quantitative and qualitative methods. Correlations vs. causality.
- Experiments and quasi-experiments. Quantitative business research. Designing quantitative business research. Descriptive quantitative research. Hypotheses testing and evaluation research.
- Sampling. Probabilistic vs. non-probabilistic samples.
- Analyzing quantitative data. Exploring causal models. Measures of associations and bivariate tables.
- An introduction to linear regression models. Incorporating categorical information into regression models.
- Logistics regression models
- Factor analysis (EFA and CFA)
- The rational choice approach to social modelling. An introduction to game theory.
- Professionalism and scholarly customs. Ethical issues in social research. Several scientific controversies.
- Writing a research proposal. Writing a research report.
- The art of the research in social sciences. Review of the main topics.

Recommended Books/Reading Material

1. Babbie E. 2010. The practice of social research. Wadsworth. Cengage Learning.
2. G. King, R. Keohane, S. Verba, (1994). Designing Social Inquiry, Princeton U. Press
3. Hardy, M. and A. Bryman (2004). Handbook of Data Analysis. Sage.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 5 marks, Assignments: 5 marks, Project: 10 marks)
Total:	100 marks

Supply Chain Management

Course Introduction/Objectives

Supply Chain Management – A specialized course offered in the field of advance management to equip the student with the latest knowledge of “Inbound Logistics, Operations Management and Outbound Logistics”, its different dimensions including Procurement, Inventory Management, Transportation Management, Warehouse Management, Production Management, Customer Services and Reverse Logistics. The main aim of this course is to deliver the latest concepts of Supply Chain Management, its application and problems in the field of manufacturing/Services. This course gives knowledge about how to design, develop, and maintain effective relationships among the different channels members which will lead towards competitive advantages.

Learning Outcome

- At the end of this course, student will be capable of understanding the Supply Chain Management Structures of national and multinational Organizations.
- Will be equipped with the latest techniques of designing the new Supply Chain Management Structures and maintaining the existing ones.
- To evaluate the Supply Chain Management setups of the companies and suggest the best techniques which will help them to be most competitive.
- To Understand the Supply Chain Management Structures (including channel networks) of the companies working in Pakistan (Local and Multinational) and capable of analyzing them critically.

Course Contents

INTRODUCTION TO SUPPLY CHAIN MANAGEMENT, DEFINITIONS, KEY ISSUES, OBJECTIVES AND MARKET APPLICATIONS – AN OVERVIEW

- Simchi-Levi, David, Philip, Kaminsky and Edith, Simchi-Levi; (2005). “Designing and managing the supply chain; concepts, strategies, and case studies”. McGraw Hill Publication, Chapter # 1.
- David A. Taylor. (2004); “Supply Chains – A Manager’s Guide”. Pearson Publication. Chapter # 1 – The New Competition.
- Stock, James R. and Douglas Lambert M. (2001). “Strategic Logistics Management”, McGraw-Hill Publication, Chapter # 1.
- Chopra, Sunil and Peter, Meindi; (2004). “Supply Chain Management – Strategy, Planning, and Operation”, 2nd Edition, Pearson publication, Chapter # 1.
- Bechtel, Christian and Jayanth, Jayaram. (1997). “Supply Chain Management: A Strategic Perspective”, The, International Journal of Logistics Management, Vol. 08 (01), pp. 15-34.
- Mentzer, John T., William DeWitt, James S. Keebler, Soonhong Min, Nancy W. Nix, Carlo Smith, and Zach G. Zacharia. (2001). “Defining Supply Chain Management,” Journal of Business Logistics, Vol.22 (02), pp.02, 07, 08, 18.
- Gibson, Brain J. and John, Mentzer, T. (2005). “Supply Chain Management: The Pursuit of a Consensus Definition”, Journal of Business Logistics, Vol. 26 (02), pp. 17-25.

CASE STUDY – MEDITECH SURGICAL

HISTORICAL DEVELOPMENT OF SUPPLY CHAIN MANAGEMENT PROCUREMENT (SUPPLY MANAGEMENT)

- Monczka, Robert M., Robert, Trent J. and Robert, Handfield B. (2002). “Purchasing and Supply Chain Management”. Thomson Learning Publication, Second Edition, Chapter # 1.
- Giunipero, Larry C. and Richard, Brand R. (1996). “Purchasing’ Role in Supply Chain Management”, The, International Journal of Logistics Management, Vol. 07 (01), pp. 29-38.

HISTORICAL DEVELOPMENT OF SUPPLY CHAIN MANAGEMENT – LOGISTICS MANAGEMENT

- Bloomberg, David J., Stephen Lemay and Joe, Hanna B. (2002). “Logistics”. Prentice-Hall Publication, Chapter # 1.
- Lummus, Rhonda R., Dennis, Krumwiede W. and Robert, Vokurka J. (2001). “The relationship of logistics to supply chain management: developing a common industry definition”. Industrial Management and Data System, Vol.101 (08), pp.426-431.
- Cooper, Martha C., Douglas, Lambert M. and Janus, Pagh D. (1997). “Supply Chain Management: More than a New Name for Logistics,” The International Journal of Logistics Management, Vol.08 (01), pp.01-14.

HISTORICAL DEVELOPMENT OF SUPPLY CHAIN MANAGEMENT – PHYSICAL DISTRIBUTION MANAGEMENT (MARKETING CHANNELS)

- Stock, James R. and Douglas Lambert M. (2001). “Strategic Logistics Management”, McGraw-Hill Publication, Chapter # 1.
- Rosenbloom, Bert. (1999). “Marketing Channels – A Management View,” Sixth Edition, Harcourt College publication.
- Louis W. Stern, Adel L. El. Ansary and Anne T. Conghlan, “Marketing Channels”, Fifth Edition, McGraw-Hill Publication.

PROCESS VIEW OF SUPPLY CHAIN MANAGEMENT

- Chopra, Sunil and Peter, Meindi; (2004). “Supply Chain Management – Strategy, Planning, and Operation”, 2nd Edition, Pearson publication, Chapter # 1.

SUPPLY CHAIN MANAGEMENT (STRATEGIC PERSPECTIVES)

- Chopra, Sunil and Peter, Meindi; (2004). “Supply Chain Management – Strategy, Planning, and Operation”, 2nd Edition, Pearson publication, Chapter # 2.
- Fisher, Marshall L. (1994). “Making Supply Meet Demand”, Harvard Business Review, May-June, 1994, pp.83-93.

SCOPE AND SPAN OF SUPPLY CHAIN MANAGEMENT

- Mejza, Michael C. and Joel Wisner D. (2004). “The Scope and Span of Supply Chain Management”, The, International Journal of Logistic Management, Vol. 12 (02), pp 37-55.

SUPPLY CHAIN DRIVER AND OBSTACLES

- Chopra, Sunil and Peter, Meindi; (2004). “Supply Chain Management – Strategy, Planning, and Operation”, 2nd Edition, Pearson publication, Chapter # 3.

SUPPLY CHAIN FRAME WORKS / MODELS

- Stank, Theodore P., Beth Davis R. and Brain Fugate S. (2005). “A Strategic Framework for Supply Chain Oriented Logistics”, Journal of Business Logistics, Vol. 26 (02), pp.27-45.

- Lambert, Douglas M., Sebastian, Garcia-Dastugue J. and Keely, Croxton L. (2005). "An Evaluation of Process-Oriented Supply Chain Management Frameworks," *Journal of Business Logistics*, Vol. 26 (01), pp. 25-51.
- Croxton, Keely L., Sebastian, Garcia-Dastugue J., and Lambert, Douglas M. (2001). "The Supply Chain Management Processes," *The International Journal of Logistics Management*, Vol. 12 (02), pp. 13-35.
- Stewart, Gordon. (1997). "Supply Chain Operations Reference Model (SCOR): The First Cross-Industry Frame work for Integrated Supply Chain Management", *Logistics Information Management*, Vol. 10 (02), pp.62-67.
- Stadler, H., Kilger, C. (2008). "Supply Chain Management and Advance Planning – Concepts, Models, Software's, and Case Studies," Fourth Edition, Chapter # 2, Springer Publishers.

SIMPLIFICATION OF SUPPLY CHAIN MANAGEMENT (INSIGHT FROM INDUSTRY)

- Hoole, Rick. (2005). "Five Ways to Simplify Your Supply Chain", *Supply Chain Management: An International Journal*, Vol. 10 (01), pp.3-6.

COORDINATION AND INTEGRATION IN SUPPLY CHAIN (STRATEGIES)

- Simchi-Levi, David, Philip, Kaminsky and Edith, Simchi-Levi; (2000). "Designing and managing the supply chain; concepts, strategies, and case studies". McGraw Hill Publication, Chapter # 5 and 9.
- Chopra, Sunil and Peter, Meindi; (2004). "Supply Chain Management – Strategy, Planning, and Operation", 2nd Edition, Pearson publication, Chapter # 16.
- Romano, Pietro. (2003). "Coordination and Integration Mechanisms to Manage Logistics Processes Across Supply Networks", *Journal of Purchasing and Supply Management*, Vol. 09, pp. 119-134.
- Desbarats, Gus. (1999). "The Innovation Supply Chain", *Supply Chain Management: An International Journal*, Vol. 04 (01), pp.07-10.
- Sundaram, Meenakshi R. and Sameer, Mehta G. (2002). "A Comparative Study of Three Different Supply Chain Management Approaches", *International Journal of Physical Distribution and Logistics Management*, Vol. 32 (07), pp.532-555.
- Arshinder, Arun Kanda and S.G. Deshmukh. (2007). "Supply Chain Coordination Issues: An SAP-LAP Framework", *Journal of Marketing and Logistics*, Vol. 19 (03), pp.240-264.
- Joseph B. Skipper, Christopher, W. Craighead, Terry, Anthony Byrd and R. Kelly Rainer. (2008). "Towards a Theoretical Foundation of Supply Network Interdependence and Technology-Enabled Coordination Strategies", *International Journal of Physical Distribution and Logistics Management*, Vol.38 (01), pp.39-56.
- Lei Xu. (2006). "Supply Chain Coordination and Cooperation Mechanisms: An Attribute-Based Approach", *The Journal of Supply chain Management*, pp.04-12.

LEANNESS AND AGILE-NESS IN SUPPLY CHAIN (STRATEGIES)

- Power Damien J. and Amrik, Sohal S. (2001). "Critical Success Factors in Agile Supply Chain Management". *International Journal of Physical Distribution & Logistics Management*, Vol.31 (04), pp.247-265.
- Jones, Daniel T., Peter Hines and Nick Rich. (1997). "Lean Logistics", *International Journal of Physical Distribution & Logistics Management*, Vol. 27 (03/04), pp.153-173.

- Christopher, Martin and Denis, Towill R. (2000). “Supply Chain Migration from Lean and Functional to Agile and Customized”, Supply Chain Management: An International Journal, Vol. 05 (04), pp.206-213.

INVENTORY MANAGEMENT (STRATEGIES AND CASE STUDIES)

- Frazelle, Edward H. (2002). “Supply Chain Strategy”, McGraw-Hill Publication, Chapter # 05.
- Chopra, Sunil and Peter, Meindi; (2004). “Supply Chain Management – Strategy, Planning, and Operation”, 2nd Edition, Pearson publication, Chapter # 10.

ROLE OF INFORMATION TECHNOLOGY IN SUPPLY CHAIN MANAGEMENT (STRATEGIES AND CASE STUDIES)

- Daugherty, Patricia J. and Alexander, Ellinger E. (1995). “Information Accessibility – Customer Responsiveness and Enhanced Performance”, International Journal of Physical Distribution and Logistics Management, Vol. 25 (01), pp. 4-17.
- Chopra, Sunil and Peter, Meindi; (2004). “Supply Chain Management – Strategy, Planning, and Operation”, 2nd Edition, Pearson publication, Chapter # 17.
- Frazelle, Edward H. (2002). “Supply Chain Strategy”, McGraw-Hill Publication, Chapter # 09.
- Murphy, Paul R. and James, Daley M. (1999). “EDI Benefits and Barriers – Comparing International Freight Forwarders and their Customers”, International Journal of Physical Distribution and Logistics Management, Vol. 29 (03), pp.207-216

SUPPLIER RELATIONSHIP MANAGEMENT (STRATEGIES AND CASE STUDIES)

- Chopra, Sunil and Peter, Meindi; (2004). “Supply Chain Management – Strategy, Planning, and Operation”, 2nd Edition, Pearson publication, Chapter # 13.
- Frazelle, Edward H. (2002). “Supply Chain Strategy”, McGraw-Hill Publication, Chapter # 06.
- Hingley, Martin. (2001). “Relationship Management in the Supply Chain”, The International Journal of Logistics Management, Vol. 12 (02), pp.57-71.

REVERSE SUPPLY CHAIN MANAGEMENT (STRATEGIES AND CASE STUDIES)

- Cardinali, Richard. (2001). “Waste Management: A Missing Element in Strategic Planning”, Work Study, Vol. 50 (05), pp.197-201.
- Bates, Margaret P. and Paul, Phillips S. (1998). “Waste Minimization in the Food and Drink Industry”, Nutrition and Food Sciences, Vol. 06 (Nov/Dec), pp. 330-334.

SUPPLY CHAIN MANAGEMENT PRACTICES IN THIRD WORLD COUNTRIES (ISSUES, PROBLEMS AND SOLUTIONS – CASE STUDIES)

- Razzaque, Abdur Mohammed. (1997). “Challenges to Logistics Development: The Case of a Third World Country – Bangladesh”, International Journal of Physical Distribution and Logistics Management, Vol. 27 (01), pp.18-38.
- Sahay, B. S. and Ramneesh, Mohan. (2003). “Supply Chain Management practices in Indian industry”. International Journal of Physical Distribution and Logistics Management, Vol. 33(7), pp.582-606.

OVERVIEW OF “SUPPLY CHAIN MANAGEMENT” PRACTICES, ISSUES, PROBLEMS AND SOLUTIONS – CASE STUDIES. (CONCLUDING DISCUSSION)

Recommended Book/Reading Material

- David Simchi-Levi and Philip Kaminsky, “Designing and Managing the Supply Chain, Concepts, Strategies, and Case Studies,” 2000.
- Sunil Chopra and Peter Meindl, “Supply Chain Management – Strategy, Planning, and Operations,” 2004.
- Edward H. Frazelle, “Supply Chain Strategy”, McGraw-Hill Publication, 2002.
- Monczka, Trent, and Handfield, “Purchasing and Supply Chain Management,” 2nd Edition, 2002.
- James R. Stock and Douglas M. Lambert, “Strategic Logistics Management,” Fourth Edition, 2001.
- David J. Bloomberg, Stephen Lemay and Joe B. Hanna, “Logistics,” 2002.

Further Suggested Readings

- Neuman, John and Christopher Samuels. (1996). “Supply Chain Integration: Vision or Reality?” Supply Chain Management, Vol. 1(02), pp.7-10.
- Nollet, Jean and Martin Beaulieu. (2005). “Should an Organization Join a Purchasing Group? Supply Chain Management: An International Journal, Vol. 10 (01), pp.11-17.
- Tamas, Mick. (2000). “Mismatched Strategies: The Weak Link in the Supply Chain?” Supply Chain Management: An International Journal, Vol. 05 (04), pp. 171-175.
- Stank, Theodore P. and Thomas Goldby F. (2000). “A Frame work for Transportation Decision making in an Integrated Supply Chain”, Supply Chain Management: An International Journal, Vol. 05 (02), pp. 71-77.
- Fisher, Marshall L. (1997). “What is the Right Supply Chain for Your Product?” Harvard Business Review, March – April 1997.
- Fites, Donald V. (1996). “Make your Dealers Your Partners”, Harvard Business Review, March – April 1996.
- Min, Soonhong, Anthony, Roath S. and Patricia, Daugherty J. (2005). “Supply Chain Collaboration: What’s happening?” The, International Journal of Logistics Management, Vol. 16 (02), pp. 237-256.
- Emiliani, M.L. (2000). “Supporting Small Businesses in their Transition to Lean Production”, Supply Chain Management: An International Journal, Vol. 05 (02),

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 5 marks, Assignments: 5 marks, Term Report: 10 marks)
Total:	100 marks

Financial Reporting and Analysis

Course Introduction/Objective

In professional practice, the a business graduate has to be competent in financial accounting and reporting. In public practice and in some other organisations, the business graduate can also be called upon to fulfil the role of corporate accountant. There, the emphasis is normally on accounting for purpose rather than on detailed accounting techniques.

Business graduates need to understand the significance and relevance of accounting information and the process by which it is acquired. Core responsibilities also include compliance with legal and stakeholder requirements, including financial statements. In the boardroom, business graduates contribute to the analysis, presentation and interpretation of corporate financial performance and results, including the implications for the organisation, shareholders and stakeholders and for effective corporate governance. The aim of the module is to develop the knowledge and skills necessary for you to understand and supervise the execution of these professional responsibilities.

Learning Outcomes

On successful completion of this module, you will be able to:

- Describe and explain the language, concepts and use of financial accounts and reports.
- Demonstrate a sound understanding of the significance of accounting information systems for both effective financial reporting and good corporate governance and demonstrate a systematic understanding and thorough appreciation of the regulatory framework for the preparation and presentation of financial statements.
- Apply the skills necessary for the preparation and presentation of financial statements for different forms of organisation in compliance with legal and regulatory requirements.
- Interpret and critically analyse corporate financial accounts and reports reflecting on the limitations of both published accounts and standard analytical techniques.
- Describe and explain the relationship between financial reporting and corporate governance.
- Show an understanding of selected current issues in financial reporting and analysis.
- Prepare reports and presentations relating to financial matters for the board and senior officers of organisations.

Course Contents

- The regulatory framework for the preparation and presentation of financial statements
 - National differences in financial reporting practices
 - Reasons for national differences in financial reporting practices
 - Classification of national accounting systems
 - Attempts to reduce national differences
 - The work of international standard setters
 - Arguments for and against accounting standards

- The conceptual framework for the preparation and presentation of financial statements
- The framework for the preparation and presentation of financial statements issued by the international accounting standards board ('iasb') sets out the concepts that underlie the preparation and presentation of financial statements for external users.

The Framework deals with:

- The objective and users of financial statements
- The reporting entity
- The qualitative characteristics that determine the usefulness of information in financial statements
- The definition of the elements of financial statements
- The recognition of the elements from which financial statements are constructed
- The measurement of assets and liabilities reported in financial statements
- Concepts of capital and capital maintenance
- The preparation and presentation of financial statements in compliance with legal and regulatory requirements for single companies, groups, not for profit and public sector entities

- The preparation and presentation of financial statements for single companies in compliance with legal and regulatory requirements, including the relevant International Accounting Standards

- Criteria for information appearing in a published income statement and balance sheet
 - Income statement
 - Balance sheet
 - Statement of changes in equity
 - Reporting comprehensive income
 - Segmental reporting
 - Accounting policies
 - Fair view treatment
 - Chairman's statement and directors' report
 - Notes to the accounts
 - Cash flow statements
 - Preparation of published accounts complying with accounting standards

- The preparation and presentation of financial statements for groups in compliance with legal and regulatory requirements, including the relevant International Accounting Standards

- Requirements for preparation of consolidated financial statements
 - Consolidated balance sheet
 - Consolidated income statement
 - Investment in associates
 - Interest in joint ventures
 - Consolidated cash flow statement

- Analysis and interpretation of accounts, the limitations of published accounts, and current issues
- Analysis and interpretation of accounts
 - Trend or horizontal analysis
 - Common size statements
 - Accounting ratios and ratio analysis
 - Primary investment, operative and liquidity level ratios
 - Subsidiary ratios including investment performance indicators such as price/earnings ratio
 - Pyramid of ratios
 - Segmental analysis
 - Inter-firm comparisons and industrial averages
 - Analysing a cash flow statement
 - Earnings per share
 - Limitations of analytical and interpretative techniques
- Limitations of published accounts
 - Creative accounting including the treatment of inventories
 - Off-balance sheet finance and leasing
 - Reporting the substance of transactions
 - Corporate governance and the external audit process
- Current issues
 - Financial reporting on the internet
 - Environmental and social reporting
 - Ethics for accountants

Recommended Books/Reading Material

Financial Reporting and Analysis, 5th Edition by Lawrence Revsine, Daniel W. Collins, W. Bruce Johnson, and H. Fred Mittelstaedt. McGraw-Hill Education

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 7 marks, Class Participation/Discussion: 6 marks)
Total:	100 marks

Leadership and Organizational Behaviour

Course Introduction/Objective

Objective of this course is to introduce students to psychology theories and research at individual, group and organizational levels. It helps students understand organizational behaviour and management practices by examining psychological principles. It facilitates a critical evaluation of organizational practices and their impact on work behaviours, attitudes and performance.

Learning Outcomes

After successful completion of this course, students are expected:

- To understand main theories of organizational behaviour.
- To be able to analyse how these theories and empirical evidence can help to understand contemporary organizational issues
- To apply theories to practical problems in organizations in a critical manner.

Course Contents

WHAT IS ORGANIZATIONAL BEHAVIOR

- What managers do?
- Developing an Organization Behaviour (OB) model
- Complementing intuitions with systematic study

DIVERSITY IN ORGANIZATIONS

- Biographical characteristics and Ability
- Implementing diversity management Strategies

ATTITUDES AND JOB SATISFACTION

- Attitudes related to OB
- Different ways to achieve job satisfaction in organizations

EMOTIONS AND MOODS

- What are emotions and moods?
- Emotional labour
- Effective events theory
- Emotional intelligence
- OB applications of emotions and moods

PERCEPTION AND INDIVIDUAL DECISION MAKING

- Personal perceptions and perceptual errors
- Linking perception and individual decision making

LEADERSHIP

- Leadership theories and contingencies theories
- Leader member exchange theory
- Charismatic and transformational theories
- Challenges to leadership construct

LEADERSHIP & EVIDENCE-BASED MANAGEMENT

- Leadership as a Social Process
- Lecture: Leading vs. Managing

- Introduction to Evidence-Based Management
- How Leader Emergence Occurs
- Research on Implicit Leadership Theory
- Sources of Power
- Power and Social Influence

BASIC LEADERSHIP BEHAVIOR

- Being a Directive Leader
- Evidence for Directive Leadership
- Setting Goals
- Feedback that Motivates
- Being a Supportive Leader
- Evidence for Supportive Leader Behavior
- Being a Transactional Leader
- Rewarding and Punishing Followers

EXEMPLARY LEADERSHIP BEHAVIOR

- Being a Transformational Leader
- Evidence for Transformational Leader Behavior
- Being Charismatic via Emotional Contagion
- Managing Your Emotions
- Being Charismatic in Communication
- Importance of Expressing Confidence in Your Followers
- Importance of Activating Followers' Group Identities
- Managing Resistance to Change
- Planning for Change
- Leading the Change Process

ORGANIZATIONAL CULTURE

- What is cultural intelligence?
- How does organizational culture develop? How does organizational culture influence behaviour in organizations and organizational performance?

MOTIVATION AND REWARDS

- Why do individuals work?
- What are the effects of different reward systems on individual motivation?

MOTIVATION: CONCEPTS TO APPLICATIONS

- Motivation by Job design
- Employee Involvement
- Self-Assessment Library

FOUNDATIONS OF GROUP BEHAVIOR

- Defining and Classifying Groups
- Stages of Group Development
- Group Properties: Roles, Norms, Status, Size etc
- Group Decision Making

UNDERSTANDING WORK TEAMS

- Difference between Teams and Groups
- Types of Teams
- Creating Effective Teams
- Turning Individuals into Team players

COMMUNICATION

- Functions of Communications

- The Communication Process
- Direction of communication
- Interpersonal and Organizational communication
- Barriers to effective communication
- Global implications

CONFLICT AND NEGOTIATIONS

- The Conflict Process
- Negotiation

HUMAN RESOURCE POLICIES AND PRACTICES

- Selection Process
- Training and development
- Performance evaluation
- Managing Work- Life conflicts

CHANGE

- Forces of change
- Planned change
- Resistance to change
- Managing organizational change
- Create a culture for change

Recommended Books/Reading Material

1. Organization Behavior by Stephen P. Robbins and Timothy A. Judge (16th edition). Pearson.
2. Rath, T., & Conchie, B. (2009). Strengths based leadership: Great leaders, teams, and why people follow. Gallup Press.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 5 marks, Class behaviour: 5 marks, Term Report and Presentations: 10 marks)
Total:	100 marks

Comparative Management

Course Introduction/Objective

This is to learn various approaches, aspects and issues of Cross Culture Management focusing on the similarities and differences amongst business, managerial and HRM practices across the world. Pre-requisite course are Principles of Management and Human Resources Management and this will also be dealing with the related disciplines like Organization Behavior, Organization Theory and Development.

Learning Outcomes

By the end of this course it is expected that the student will be able to develop:

- Foundation for understanding, managing, and successfully interacting in today's complex, multinational and multicultural organizations.
- An understanding of the key issues and challenges facing multinational enterprises in the management of their cross-border operations, particularly those of an intercultural nature
- Insights into the historical, institutional, and cultural factors influencing management practices around the globe
- An enhanced ability to work effectively with people from various cultures.
- Insight regarding in-depth country comparisons and skills for successfully working overseas.

Course Contents

THEORETICAL FRAMEWORK

- Conceptual underpinnings and various approaches to Comparative Management.
 - Hofstede Model
 - Trompenaars Model
 - Schein Approach
 - Adler Approach
 - Farmer & Richman
 - Kluckhohn & Stodtbeck
- Management Practices and Issues in developed and developing countries
 - Control
 - Decision making
 - Planning
 - Cross Culture Negotiation
- Cross Culture management paradigms

CORE ATTENTION

- Japanese Management
- American Management
- Management in Middle East and South Asia

PERIPHERAL FOCUS

- Europe - Anglo-phones, Franco-phones, East Central Europeans
- China and East Asian countries
- Africa and Latin America

ISLAMIC CONCEPTS OF MANAGEMENT AND CULTURAL CONTEXTS

PAKISTANI MANAGEMENT AND ITS COMPARATIVE STUDY VIZ. JAPANESE AND WESTERN MANAGEMENT SYSTEM.

Recommended Books/Reading Material

1. Luthans, F. and Doh, J. (2014). International Management: Culture, Strategy, and Behavior (9th edition). McGraw-Hill.
2. Management World Wide: The impact of societal culture on organizations around the world by David J. Hichson & Derak S. Pugh, Penguin Books London.
3. Comparative Management by Raghu Nath
4. Organization Culture and Leadership by Edger Schein

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 6 marks, Class Discussion/Participation: 7)
Total:	100 marks

Specialization Areas Offered

Following is the list of courses offered in specialization areas of Finance, Marketing, Management, and Human Resource Management

Finance

1. Analysis of Financial Statements
2. International Finance
3. Investment & Portfolio Management
4. Financial Institutions
5. Credit Management
6. Seminar in Finance
7. Insurance Management
8. Risk Management
9. Treasury Management
10. Islamic Banking & Finance
11. Auditing
12. Corporate Finance
13. Corporate Governance
14. Dissertation

Marketing

1. Retailing
2. Distribution Management
3. Industrial Marketing
4. Brand Management
5. Global/International Marketing
6. Export Marketing
7. Sales Management
8. Marketing Research
9. Service Marketing
10. Integrated Marketing Communications (IMC)
11. Personal Selling
12. Cyber/Internet Marketing
13. Marketing of IT Products
14. Seminar in Marketing
15. Dissertation

Management

1. NGO Management
2. Hotel Management
3. International Management
4. Seminar in Management
5. Knowledge Management
6. Change Management
7. Project Management
8. Organizational Development

9. Organizational Theory
10. Crisis Management
11. Logistics Management
12. Comparative Management
13. Health care Services Management
14. Environmental Management
15. Hospital Management
16. Micro, Small & Medium Enterprises Management
17. Dissertation

HRM

1. Strategic Human Resource Management
2. Cross-Cultural Resource Management
3. Training Interventions and Job Skills
4. Labour Laws in Pakistan
5. Incentives & Compensation Management
6. Recruitment and Selection
7. Leadership and Team Management
8. Micro Organizational Dynamics
9. Dissertation

COURSE OUTLINES (Specialization Courses)

FINANCE

Analysis of Financial Statements

Course Introduction/Objective

The objective of this course is to offer students advanced knowledge necessary to understand the financial statements in a very detailed manner. It makes students to utilize the published data for analysis purposes. It helps them to understand and analyze financial data for various types of organizational decision making and problem solving.

Learning Outcomes

After successful completion of this course, students are expected to:

- Analyze and exploit information and therefore prepare forecasting information in corporate financial statements and to use financial statement information for firm valuation and other economic decisions.
- Enhance their abilities to assess accounting quality, and detect and undo earnings management.
- Understand the fundamental concepts and knowledge related to business practices and financial reporting, based on which they are able to appreciate interactions among the process of business analysis, the use of information sets (accounting and non-accounting), financial forecasting, the workings of the capital markets and valuation.

Course Contents

INTRODUCTION TO FINANCIAL REPORTING

- Development of Generally Accepted Accounting Principles (GAAP)
- Additional Input: American Institute of Certified Public Accountants (AICPA)
- Traditional Assumptions of the Accounting Model
- Using the Internet

INTRODUCTION TO FINANCIAL STATEMENTS

- Forms of Business Entities
- The Financial Statements
- The Accounting Cycle
- Auditor's Report
- Summary Annual Report

OTHER FINANCIAL REPORTING TOPICS

- The Efficient Market Hypothesis
- Ethics
- Harmonization of International Accounting Standards
- Consolidated Statements
- Accounting for Business Combination

BALANCE SHEET

- Basic Elements of the Balance Sheet
- Statement of Stockholder's Equity
- Problems in Balance Sheet Preparation/Presentation

INCOME STATEMENT

- Basic Elements of the Income Statement

- Special Income Statement Items
- Earnings Per Share
- Retain Earnings
- Dividends and Stock Splits
- Legality of Distribution to Stock Holder
- Comprehensive Income

STATEMENT OF CASH FLOWS

- Basic Elements of Statement of Cash Flows
- Financial Ratios and Statement of Cash Flows
- Alternative Cash Flows
- Procedures for Development of the Statement of Cash Flows

BASICS OF ANALYSIS

- Ratio Analysis
- Common Size Analysis (Vertical and Horizontal)
- Year-to-Year Change Analysis
- Financial Statement Variation by Type of Industry
- Review of Descriptive Information
- Comparisons
- Relative Size of Firm
- Other Library Sources
- The uses of Financial Statements

LIQUIDITY OF SHORT TERM ASSETS

- Current Assets, Current Liabilities, and The Operating Cycle
- Current Assets Compare with Current Liabilities
- Other Liquidity Consideration

LONG TERM DEBT PAYING ABILITY

- Income Statement Consideration when Determining Long-term Debt Paying Ability
- Balance Sheet Consideration when Determining Long-term Debt Paying Ability
- Special Items that Influence a Firms Long-term Debt Paying Ability

INTRODUCTION TO PROFITABILITY AND RISK ANALYSIS

- Learning Objectives
- Profitability Analysis
- Risk Analysis
- Interpreting Financial Statements Ratios

FOR THE INVESTOR

- Leverages and its Effects on Earnings
- Earnings Per Common Share
- Price/Earnings Ratio
- Percentage of Earnings Retained
- Dividend Payout
- Dividend Yield
- Book Value Per Share
- Stock Options
- Stock Appreciation Rights

EXPANDED ANALYSIS

- Financial Ratios as Perceived by Loan Departments
- Financial Ratios as Perceived by Corporate Controllers
- Financial Ratios as Perceived by Certified Public Accountants

- Financial Ratios as Perceived by Chartered Financial Analysts
- Financial Ratios used in Annual Reports
- Degree of Conservatism and Quality of Earnings
- Forecasting Financial Failure
- Analytical review Procedures
- Management's use of Analysis
- Use of LIFO Reserves
- Graphing Financial Information
- Management of Earnings

FORECASTING FINANCIAL STATEMENTS

- A typical one Year Projection
- Sensitivity Analysis with Projected Financial Statements
- Projecting Financial Flexibility
- Pro forma Financial Statements
- Multiyear Projections

PRO FORMA FINANCIAL STATEMENTS

- Learning Objectives
- Preparing Pro Forma Financial Statements
- Analyzing Pro Forma Financial Statements

STATEMENT ANALYSIS FOR SPECIAL INDUSTRIES

- Banks
- Utilities
- Oil and Gas
- Transportation
- Insurance
- Real Estate Companies

Recommended Books/Reading Material

1. Gibson, H.C, Financial Reporting & Analysis, South-Western College Publishing (latest edition).
2. Stinckney, C.P. Financial Reporting and Statement Analysis, A Strategic Perspective, The Drydan Press. (latest edition).
3. Fridson M.S. Financial Statement Analysis, A Practitioner's Guide, John Wiley & Sons, Inc. (latest edition).

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 5 marks, Assignments: 5 marks, Project/Case Study: 10 marks)
Total:	100 marks

International Finance

Course Introduction/Objective

International Finance is the branch of financial economics broadly concerned with monetary and macroeconomic inter relations between two or more countries. It examines the dynamics of the global system, International monetary system, balance of Payments, Exchange rate, Foreign direct Investment, and how these topics relates to international trade. The students of International Finance are oriented about financial operations of business firms in an environment of open and integrated financial markets. These operations include arbitrages, financing hedging, investment and speculation. The Foreign Exchange market, Balance of Payment, Exchange Rate determination and international monetary system are part of this course.

Learning Outcomes

At the end of this course the students will be able to understand concepts such as:

- Phenomena of exchange rate and how it can be analyzed in context of Globalizations/International Markets
- Assess the strengths and weaknesses of the monetary approach
- Relate the traditional arguments for and against fixed and floating exchange rates

Course Contents

- The importance of International Finance
- International Finance and the role of the financial manager
- Indicators of the international relation of finance
- Post-War Economics, Financial and institutional developments
- The global financial crisis
- Characteristics of the Foreign Exchange Market
- Market participants
- The size and composition of the foreign exchange market
- The spot exchange rate
- The bid and offer rate
- Cross exchange rate
- The forward exchange rate
- Balance of payments
- The balance of payments and the foreign exchange market
- Factors affecting the balance of payment position
- The real effective exchange rate
- The multilateral (effective) exchange rate
- Exchange rate changes and domestic inflation
- The real effective exchange rate and trade balance
- Exchange rate bubbles, crashes, volatility and cycles
- Factors affecting supply and demand in the foreign exchange market
- Exchange rate and the budget deficit
- Speculation in the spot foreign exchange market

- Purchasing power parity
- Determination of the bid offer spread and the forward spread
- Factors affecting the exchange rate
- Economic theory and foreign exchange trading
- The International monetary system and exchange rate arrangements
- Flexibility of exchange rate as a criterion for classification, crawling peg, dual exchange rates, managed floating target zones
- The classical gold standard
- The Bretton Woods System
- The Present System
- The European Monetary System
- De Facto and DE Jure exchange rate regimes
- The international monetary system
- International banking regulation and the Barel Accord
- Why banks are important
- The kinds of risk facing banks
- Operational risk
- The pros and cons of banking regulation
- The meaning of capital and capital ratio
- The risk adjusted rate of return on capital
- The Barel Committee
- The Barel I Accord
- The Barel II Accord
- Exchange rate forecasting, technical analysis and trading rules
- Why do we need exchange rate forecasting?
- Market based forecasting
- Judgmental forecasting
- Composite forecasting
- Internal or external forecasting
- Technical analysis
- Trading rules
- Using trading rules to test efficiency
- Currency futures and swaps
- Futures and the problematic properties of forward contracts
- A comparison of forward and futures markets
- Currency and interest rate swaps
- Cross-currency interest rate swaps
- Swap terminology
- Currency options
- Origin and basic concepts
- Description of currency options contracts
- Determinants of option premiums
- Exotic options
- International Arbitrage
- The point arbitrage
- Three point or multipoint arbitrage
- Commodity arbitrage

- Covered interest arbitrage
- Uncovered interest arbitrage
- Foreign exchange risk and exposure
- Definition of risk
- Value at risk
- Definition of exposure
- Economic exposure
- Translation exposure
- Foreign exchange risk
- Hedging short-term transaction exposure with forward and future contracts
- Money market hedging of short-term transaction exposure
- Option hedging of short-term transaction exposure
- Hedging a contingent exposure
- Hedging long-term transaction exposure
- Managing economic exposure
- Foreign direct investment and international capital budgeting

Recommended Books/Reading Material

1. Levi, M. D. (2009). International Finance (5th edition). Routledge.
2. Pilbeam, K. (2013). International Finance (4th edition). Palgrave Macmillan

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 6 marks, Class participation/discussion/presentation: 7 marks)
Total:	100 marks

Investment & Portfolio Management

Course Introduction/Objective

The objective of the course is to study theory and empirical evidence relevant for portfolio management. An emphasis is placed on understanding how an investment professional would allocate funds in a hypothetical portfolio. Major topics include estimation of capital market parameters, trade-off between risk and return, optimal portfolio selection, equilibrium asset pricing models, and delegated portfolio management. Emphasis will be put on development of techniques that should be part of the tool kit of those interested in becoming professional investors and/or researchers in finance. The course material is tilted heavily towards equity markets since there are separate courses that cover fixed income markets and derivative securities.

Learning Outcomes

By the end of this course it is expected that the student will be able to:

- Understand the operations of financial markets.
- To analyze the various types of assets including equities, fixed income securities, and derivatives to perform risk analysis.
- Enhance the skills required for corporate finance, trading, and investment banking positions.

Course Contents

- Investment Settings
- Organization And Functioning Of Securities Market
- Security market indicator series
- Introduction to efficient market hypothesis
- An introduction to portfolio management
- An introduction to asset pricing models
- Analysis of financial statements
- Security valuation
- Stock market analysis
- Industry analysis
- Company analysis and stock valuation
- Technical analysis
- Introduction to behavioral finance
- Introduction to financial derivatives
- Forwards, Futures, Options & Swaps

Recommended Books/Reading Material

1. Gitman, L.J. and Joehnk, M.D. (2008). Fundamentals of Investing. 10th ed. Pearson Education, Inc., Prentice Hall.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quiz : 10 marks Project: 10 marks)
Total:	100 marks

Financial Institutions

Course Introduction/Objective

Financial institutions is an essential course for students who will be engaging in or seeking a career in the banking and financial service industry. An understanding of the application of modern banking and finance theory to managing performance and risks of banking and other financial institutions effectively, as well as maximizing shareholders wealth, is a central part of banking operations management in developing a strategic approach, and making optional and informed financial decisions. Hence, the objective of this course is to build understanding about the basic skills and knowledge needed for the operation of financial institutions.

Learning Outcomes

- On completion of the course the students shall be able to demonstrate an understanding of the subject matter and financial environments, not only in Pakistan but in the outside developed financial world.
- The students should also have developed an analytical framework, basic skills and knowledge needed for the operation of financial institutions.

Course Contents

- Introduction to financial service industry: Other financial institutions
 - Financial statements of Banks.
 - Commercial banks; statements and regulations
 - Regulations of Non-banking Financial institutions
 - Analyzing Bank Performance
 - Off-Balance Sheet Activities
 - Other lending Institutions
- Insurance Companies
- Security Firms and Investments Banks
- Mutual Funds and Hedge Funds
- Hedge Funds and Pension Funds
- Types of Risks Incurred by Financial Institutions
- Interest Rate Risk Management
- Using derivatives to manage interest rate risk
- Liabilities and Liquidity Management
- Capital management

Recommended Books/Reading Material

1. Frederic S. Mishkin & Stanley G. Eakins, Financial Markets and Institutions, 7th edition.
2. Robert O. Edmister, Financial Institutions; Markets and Management, 2nd edition.
3. Anthony Saunders & Marcia Millon Cornett, Financial Institutions Management Risk Management Approach, 6th edition.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quiz: 10 marks, Assignments: 5 marks, Class Discussion/Participation: 5 marks)
Total:	100 marks

Credit Management

Course Introduction/Objective

Credit management covers a diverse field of credit-related areas from granting consumer credit requests to managing the credit options of large corporations and collecting delinquent debts. Credit managers oversee the credit lending process for banks, credit card companies and other financial institutions that deal with credit. Managers may develop credit rating criteria, define credit ceilings and oversee credit collection accounts. Both small and large financial institutions utilize credit management specialists, and those who work for smaller institutions are usually also responsible for assisting customers in filling out credit applications, responding to complaints made by customers and determining the company's credit regulations. Hence, this course covers all such areas of credit management.

Learning Outcomes

- The students will develop a foundation of financial management concepts. This will enable them understand what credit management is, what the lending objectives are, and how to measure credit risk.
- The course also lays a foundation for more complex credit management topics that arise in additional elective courses in finance.
- This course also describes the credit rating systems.

Course Contents

- Introduction to Credit Management; the role of credit in economy and for business.
- Account receivable and payable management
 - Credit selection
 - Credit ratings, PACRA
 - Credit standards, terms and conditions
 - Collection policy
 - Cash management
- Sources of financing for the firms
 - Short-term vs. long-term
 - Secured vs. unsecured
 - Credit management in Banks
 - The bankers funds
 - Control of bank credit in Pakistan
 - Instruments of credit control
 - Priority sector financing
- Banks' credit policy
- Different types of loans and advances
- Different types of borrowers
- Appraisal of loan requests
 - Financial statements
 - Ratio analysis
 - Funds flow and cash flow analysis
- Loans and advances against various types of securities

- Types of securities
- Characteristics of securities
- Types of charges
- Islamic banking

Recommended Books/Reading Material

1. Lawrence J. Gitman: Principles of Managerial Finance (latest edition)
2. G.S. Popli & S.K. Puri: Strategic Credit Management in Banks. Eastern economy edition
3. Dr. Asrar H. Siddiqi: Practice and Law of Banking in Pakistan. 8th edition.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quiz: 10 marks, Assignments: 5 marks, Class Discussion/Participation: 5 marks)
Total:	100 marks

Seminar in Finance

Course Introduction/Objective

The core objective of Strategic Finance is to make the students familiarize with investment, financing and dividend decisions.

Learning Outcomes

After successful completion of this course, students will be able to understand issues, theories and relevant research in following topics such as:

- Time value of money
- Cash management
- Inventory Management
- Short-term Financing
- Working Capital Management
- Valuing Bonds and Stocks
- Dividend Policy

Course Contents

THE FIRM AND THE FINANCIAL MANAGER

- What is finance?
- The role of financial manager
- Legal forms of business organization
- Goals of the corporation
- Agency problem (principal-agent problem). How agency costs can be mitigated?
- Role of financial institutions and financial markets

TIME VALUE OF MONEY

- The concept of future value and present value
- Multiple cash flows (future value and present value of multiple cash flows)
- Level cash flows (How to value perpetuities? How to value annuities?)
- Inflation and time value money
- Applications of time value money.

CASH MANAGEMENT

- Why firms hold cash?
- Baumol Model/Inventory model for cash management
- Miller-ORR model/Stochastic model for cash management
- Strategies to manage the operating cycle and cash conversion cycle

MARKETABLE SECURITIES

- The role of money market
- Instruments of money market
- Features of marketable securities
- How to select a marketable security for investment?

ACCOUNTS RECEIVABLES MANAGEMENT

- Why firms sell products on credit basis?
- Credit policy (credit selection, credit standards, and credit term)
- Effects of credit standards on receivable management
- Effects of credit term on receivable management
- Credit scoring and credit monitoring
- Collection Policy: popular collection methods

INVENTORY MANAGEMENT

- Why to hold inventory? How much to hold inventory?
- Opinion of different managers regarding the level of inventory
- Determine an optimal level of inventory using economic order quantity
- The concept of re-order point, if usage of inventory during the lead time is certain and variable
- ABC inventory management system, Two-bin method, material requirements planning and Just in time inventory method

SHORT-TERM FINANCING

- Spontaneous versus discretionary sources of finance
- Unsecured sources of finance (Single payment note, line of credit, revolving credit, commercial papers etc.)
- Secured sources of finance (pledge of accounts receivables and inventory, factoring etc.)

WORKING CAPITAL MANAGEMENT

- What is working capital? What does it mean by positive, negative and zero net working capital?
- The trade-off between risk and return
- Working capital financing policies (Aggressive, moderate and conservative)
- Which one financing policy is the best?

TERM STRUCTURE OF INTEREST RATE

- Why short-term loans are cheaper than the long-term loans?
- The concept of yield to maturity.
- Different types of yield curve
- Expectation hypothesis
- The liquidity preference theory
- The market segmentation theory

VALUING BONDS

- Bond characteristics
- Valuation mechanism of different types of bonds (e.g., coupon rate bond, zero coupon bond and perpetual bond).
- Rate of return (i.e. current yield, yield to maturity and yield to call)
- The interest rate risk and its impact on bond prices

VALUING STOCKS

- Stocks and the stock markets
- Book value, liquidation value, and market value
- Valuing common stock
- Estimating expected rates of returns
- Growth stocks and income stocks
- Other approaches valuing common stocks
- Valuing preferred stocks

PRINCIPLES OF CASH FLOW AND CAPITAL BUDGETING

- What is capital budgeting? Steps involved in capital budgeting process.
- Terminology relevant to capital budgeting
- How to compute initial investment, operating cash inflow and terminal cash flow
- The concept of relevant cash flow
- precautions while computing relevant cash flow.

CAPITAL BUDGETING PROCESS AND TECHNIQUES

- Payback analysis (The payback decision rule, pros and cons of payback method, discounted payback method, pros and cons of discounted payback method)
- Accounting based methods (Accounting rate of returns)
- Net present value (The NPV decision rule, pros and cons of NPV)
- Internal rate of return (How to determine the project's IRR, pros and cons of IRR)
- IRR, NPV and mutually exclusive projects
- The concept of Profitability index – Benefit cost ratio
- The profitability index and capital rationing

CAPITAL STRUCTURE THEORY – AN OVERVIEW

- Modigliani and Miller capital structure irrelevance propositions (Assumptions of the M&M capital structure model, Proposition I, and Proposition II)
- Modigliani and Miller capital structure model with corporate and personal taxes
- The trade-off model of capital structure
- The pecking order hypothesis
- Agency costs and capital structure
- The signaling model of capital structure
- Capital structure patterns observed worldwide
- Relevant research articles

DIVIDEND POLICY

- Dividend fundamentals (dividend payment procedures)
- Types of dividend policies
- Factors affecting the dividend policy
- Other forms of dividends
- Payout policy in a world with perfect capital markets (Miller and Modigliani dividend irrelevance theorem)
- The effects of market imperfections on payout policy
- The free cash flow hypothesis: dividend payments a solution to agency problems

Recommended Books/Reading Material

1. Principles of Managerial Finance by Lawrence J. Gitman (Latest edition)
2. Principles of corporate finance by Richard A. Brealey, Stewart C. Myers, 8th edition, McGraw-Hill Inc., New York.
3. Fundamentals of Corporate Finance by Richard A. Brealey, Stewart C. Myers and Alan J. Marcus, International Edition, McGraw-Hill Inc., New York.
4. Corporate Finance by Scott B. Smart, William L. Megginson and Lawrence J. Gitman, Thompson (South-Western) USA.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes, 7 marks, Assignments: 7 marks, Class Participation/Presentation: 6 marks)
Total:	100 marks

Insurance Management

Course Introduction/Objective

The purpose of this course is to teach risk management and insurance decisions in personal financial planning, with applications to insurance for life, health, disability, property and liability risks, as well as annuities, group insurance, and long term care.

Learning Outcomes

At the end of this course students should be able to:

- Explain key insurance terminology and contract features
- Evaluate client insurance and risk management needs
- Identify and explain features of private and public insurance available to meet each identified need
- Demonstrate the ability to appropriately select from available products to meet clients' needs.
- Integrate the tax implications into insurance decisions.
- Incorporate employee benefits into financial planning recommendations.
- Develop the analytical skills necessary to make optimal decisions relatively to insurance products and alternative strategies
- Process information effectively from realistic insurance documents
- Use spreadsheets to project products illustrations

Course Contents

FUNCTIONS OF INSURANCE

- Definition of insurance.
- Basic characteristics of insurance.
- Insurable and uninsurable risks.
- Social costs and benefits of insurance.
- Law of Large Numbers and nature of insurance

ECONOMIC THEORY OF INSURANCE

- Expected utility and decision making under uncertainty.
- Information economics.
- Insurance demand under adverse selection and moral hazard.
- Insurance supply.

LEGAL PRINCIPLES OF INSURANCE

- Principle of indemnity.
- Principle of insurable interest.
- Principle of utmost good faith.
- Principle of Subrogation

ELEMENTS IN AN INSURANCE CONTRACT

- Basic parts of an insurance contract.
- Endorsements and riders.
- Deductibles, coinsurance, and limits.
- Warranties, exclusions and cancellation.

- Other-insurance provisions and clauses

TYPES OF INSURANCE AND MARKETING SYSTEMS

- Insurance classification schemes in Pakistan
- General and casualty insurance.
- Liability insurance.
- Life insurance.
- Pension and annuity insurance.
- Reinsurance.
- Insurance agency and marketing systems.

INSURANCE COMPANY OPERATIONS

- Mutual vs. stock insurers.
- Overview of insurance organization (rate making, underwriting, claim, adjusting, actuary, accounting, information technology).
- Factors affecting rating premium rates.
- Reserves and solvency margin.

INSURANCE REGULATION AND CODE OF CONDUCT

- Overview of insurance regulations in Pakistan.
- Basics of contract law and insurance.
- Insurance authorities and insurer associations.
- Agents vs. brokers.
- Regulations of insurance brokers and agents.
- Code of conduct and related regulations with respect to insurance in Pakistan

SOCIAL INSURANCE AND SOCIAL WELFARE

- Social Insurance vs. Private Insurance.
- Social security programs in Pakistan compared to other countries.

Recommended Books/Reading Material

1. Principles of Risk Management and Insurance (12th Edition) by [George E. Rejda](#) & [Michael McNamara](#). Pearson
2. Risk Management and Insurance (2nd Edition) by [Scott Harrington](#) & [Gregory Niehaus](#). McGraw-Hill/Irwin

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 10 marks, Assignments: 5 marks, Class discussion/participation: 5 marks)
Total:	100 marks

Risk Management

Course Introduction/Objective

Risk is costly. This statement is absolutely agreed by businessmen and professionals, particularly those facing inherent risk in their professional lives. Minimizing the cost of risk to an optimum level unanimously means that we are increasing the value of a firm. However, the cost of risk minimization, albeit its ease to say or learn conceptually is very much difficult to implement, either by self-managed method or by risk-transfer approach. If a business executive decides to manage the cost of risk herself, she has to estimate direct and indirect costs pertaining to the possibly risky events or occurrences. On the other hand, if executive transfers the risk to a third party, she has to load in insurance premium as the compensation for the insurer, comprising administrative fees and the insurer's business return. Therefore, the purpose of this course is to familiarize and teach students the concept of financial risk and its management so that they could effectively take business decisions and weight risk in their managerial thinking.

Learning Outcomes

By the end of this course it is expected that the student will be able to:

- Get a comprehensive perspective on risk management, its tools, and techniques.
- Develop analytical and integrative thinking in understanding and implementing the risk management practices.
- Arouse the sense of business through an experiential approach, especially in the completion of assignments.
- Practice communication skills intertwined with risk management topics.

Course Contents

INTRODUCTION TO RISK MANAGEMENT

- The motivation for risk management
- Causes of financial risk
- A short story of financial losses and risk management

BASICS PROBABILITY, FINANCE AND STATISTICS

- A short review (Mean, standard deviation, correlation, skewness & kurtosis, Estimating parameters of distributions, Linear regression and correlation, Monte Carlo analysis, ...) and an introduction to terms, concepts, principles and governing ideas essential for understanding of risk and its management.

TYPE OF RISKS

- Business Risk, Operational Risk, Financial Risk (market risk, credit risk, liquidity risk), Legal Risk

MARKET RISK MANAGEMENT

- Sources of Risks: interest rate, foreign exchange, equity, and commodity risks

HOW FINANCIAL RISKS ARE MANAGED?

- Hedging, concept and terminology.
- Ltd derivatives, derivatives markets

FINANCIAL RISK MANAGEMENT INSTRUMENT

- Forwards, Valuations and risk analysis of forwards.
- Options, Valuations and risk analysis of forwards.

- Future, Valuations and risk analysis of forwards.

CREDIT RISK

FX RISK, INTEREST RISK, COMMODITY RISK

OPERATIONAL RISK

REGULATORY ENVIRONMENT, SAFETY CONCERN OVERALL FINANCIAL SYSTEM, BASEL I, II AND BASEL III

FINANCIAL ENGINEERING AND RISK MANAGEMENT

Recommended Books/Reading Material

1. Essentials of Financial Risk Management by Karen A. Horcher (latest edition)
2. An introduction to Risk Management and Derivatives by Don Chance & Robert, (latest edition)
3. The essentials of risk management by Robert Mark, (latest edition)
4. An introduction to options, futures and other derivatives by John Hull, (latest edition)

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 10 marks, Assignments: 5 marks, Class discussion/participation: 5 marks)
Total:	100 marks

Treasury Management

Course Introduction/Objective

The aim of the course is to develop understanding of roles & activities of treasury manager & impact a range of treasury management techniques & tools. The objective is to provide insight into the techniques of treasury management & explain how they may be used to treasury manager.

Learning Outcomes

After successful completion of this course, the students will be able to develop understanding about:

- Concept, role, and importance of treasury
- Roles of treasury manager and decision areas of a treasurer.
- Techniques and methods for treasury management

Course Contents

- Introduction to Treasury Manager
- Sources of Finance 1
- Sources of Finance 2
- Management of Interest rate risk
- Currency risk
- Exchange risk Relationship
- Currency Risk management

Recommended Books/Reading Material

1. Treasury Management, Tools & Techniques for Countering Financial Risk, By John Ogilvie (latest edition).

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 10 marks, Assignments: 5 marks, Class discussion/participation: 5 marks)
Total:	100 marks

Islamic Banking & Finance

Course Introduction/Objective

This course has been designed to introduce the students with the nature and operations of Islamic Banking. It includes at the outset the interpretation and analysis of the true meaning and nature of Riba, usury and interest; and an attempt has been made to examine the practicability, viability and possible constraints of interest free banking. The contours and profile of interest free banking within the framework of Islamic Economic System are discussed. Unbiased conclusions are drawn, and recommendations submitted for enhancing the operational effectiveness of Islamic Banking System.

Learning Outcomes

At the end of this course, students should be able to:

- Get a comprehensive overview of the Islamic Banking and Finance Industry
- Recognize the fundamental instruments and concepts available and used in the Industry.
- Understand the differences between Islamic and Conventional based financing.
- Conceptualize current state of Islamic Banking in Pakistan and its future.

Course Contents

A BRIEF OVERVIEW OF ECONOMIC SYSTEMS

- Capitalism
- Communism
- Islamic Economic System

THE ISLAMIC ECONOMIC SYSTEM

- Factors of Production in Islam
- The Objectives of the Distribution of Wealth in Islam

RIBA, USURY, INTEREST

- Introduction
- Historical Background
- Nature & Meaning

PROHIBITION OF RIBA

- Riba in the Quran
- Riba in Hadith
- Riba in Fiqha
- Rationale of Prohibition of Riba
- Arguments in Favor of Interest
- Arguments against Interest
- Analysis of the Arguments in Favor of & Against Interest
- Interest free Banking System
- Objections, Reservations
- Evaluation of the Objections & Reservations

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

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
- Powers and Rights of Partners and Musharakah
- Termination of Musharakah
- Termination of Musharakah without Closing the Business
- Distinction between Interest Based Financing and Musharakah

MUDARABAH

- Definition
- Types of Mudarabah
- Difference between Mudarabah and Musharakah
- Investment
- Mudarabah Expenses
- Distribution of Profit and Loss
- Roles of Mudarib
- Termination of Mudarabah

DIMINISHING MUSHARAKAH

MEANING AND CONCEPT

USES OF DIMINISHING MUSHARAKAH

MURABAHA

- Definition
- Difference between Murabaha and Sale
- Issues in Murabaha
- Basic Mistakes in Murabaha Financing
- Bai' Muajjal

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
- 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

APPLICATIONS OF ISLAMIC FINANCING

- Project Financing
- Working Capital Financing
- Import Financing
- Export Financing

ISLAMIC INVESTMENT

- Securitization
- Securitization of Musharakah
- Securitization of Murabaha
- Securitization of Ijarah

Recommended Books/Reading Material

1. Islamic Banking, Shahid Hassan Siddiqui, Royal Book Company Karachi. (1994).
2. An Introduction to Islamic Finance, Muhammad Taqi Usmani, Idaratul Marris Karachi. (1999).
3. Islamic Banking, Dr. Muhammad Imran Ashraf Usmani, Darul Ishaat Karachi Edition (2002).

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 10 marks, Assignments: 5 marks, Class discussion/participation: 5 marks)
Total:	100 marks

Auditing

Course Introduction/Objective

This course provides students a detailed overview of auditing and professional practice. It commences with an introduction to assurance and auditing including changes in the audit profession and professional and regulatory organizations. Next, there is discussion of professional ethics and legal liability issues for auditors. The remainder of the course focuses on the major issues associated with financial statement audits, including audit planning, audit evidence, tests of controls and substantive testing. Students are provided with limited 'hands-on' experience by means of audit case studies.

Learning Outcomes

On successful completion of this course students should be able to:

- Describe the key issues and regulations related to auditing
- Evaluate ethical and legal dilemmas facing auditors in the context of the code of ethics, as well as statutory and common law.
- Understand and apply the various concepts and phases of financial statement auditing
- Explain the key audit completion steps and the different types of audit reports

Course Contents

- Auditing definition and introduction, nature and scope, glossary objects of an audit
- Difference between accounting and auditing
- Advantages of auditing, qualities and qualification of an auditor
- Continuous audit-features, advantages and disadvantages, final audit-features, advantages and disadvantages
- Interim audit- features, advantages and disadvantages
- Definitions, objectives and principles of systems of internal control systems, internal check and control
- Difference between internal and external audit
- Audit documentation and engagement letter
- Materiality and audit assurance, management presentation
- Overview of audit techniques and audit planning
- Audit evidence
- Liabilities of auditor
- Different types of audit reports
- Events subsequent to audit report
- International auditing practice statement- Audit of financial statements of banks/ insurance companies and other entities

Recommended Books/Reading Material

1. Principles of Auditing by Prof. Dr. Khawaja Amjad Saeed (Latest Edition), Lahore: Khawaja Publications
2. Companies ordinance 1984
3. International Auditing standards

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 10 marks, Assignments: 5 marks, Class discussion/participation: 5 marks)
Total:	100 marks

Corporate Finance

Course Introduction/Objective

This course aims to provide the students with the fundamental concepts, principles and approaches of corporate finance, enable the students to apply relevant principles and approaches in solving problems of corporate finance and help the students improve their overall capacities.

Learning Outcomes

At the end of the course students will be able to understand;

- The concept of time value of money
- Bonds and Stocks Valuation
- Risk and Return Principles
- Capital Budgeting
- Financing
- Capital Structure and Dividend Policy essentials
- Financial Planning

Course Contents

THE FIRM AND THE FINANCIAL MANAGER

- What is corporate finance?
- The role of financial manager
- Legal forms of business organization
- Goals of the corporation
- Financial institutions and Markets
- Agency problem (principal-agent problems). How agency costs can be controlled in corporate finance?
- Research articles (Ten ways to create shareholders wealth)

THE TIME VALUE OF MONEY

- The concept of future value and present value
- Multiple cash flows (future value and present value of multiple cash flows)
- Level cash flows (How to value perpetuities? How to value annuities?)
- Inflation and time value money
- Applications of time value money.
- Research articles

VALUING BONDS

- Bond characteristics
- Bond prices and yields
- Rate of return
- The interest rate risk
- The yield curve
- Nominal and real rates of interest

- Default risk
- Research articles

VALUING STOCKS

- Stocks and the stock markets
- Book value, liquidation value, and market value
- Valuing common stock
- Estimating expected rates of returns
- Growth stocks and income stocks
- Other approaches valuing common stocks
- Valuing preferred stocks
- Research articles

RISK

- Risk and return fundamentals
- Measuring risk (variance and standard deviation)
- Risk and diversification (Diversification, asset versus portfolio risk, market risk versus unique risk)
- The concept of risk-free borrowing and lending (Portfolios of risky and risk free assets, Determining the optimal portfolio,
- The market portfolio (the capital market line)
- The capital asset pricing model (CAPM) (The concept of securing market line, estimation of betas)
- Alternatives to the CAPM (The Arbitrage Pricing Theory, the Fama-French (F-F) model)

THE COST OF CAPITAL - RETURN

- Determining weighted average cost of capital
- Measuring capital structure
- Computing required rates of returns (The expected returns on corporate bond, common stock, and preferred stock)
- How to interpret the weighted average cost of capital?
- Flotation costs and the cost of capital

CAPITAL BUDGETING PROCESS AND TECHNIQUES

- Payback analysis (The payback decision rule, pros and cons of back method, discounted payback method, pros and cons of back method)
- Accounting based methods (Accounting rate of returns)
- Net present value (The NPV decision rule, pros and cons of NPV)
- Internal rate of return (How to determine the project's IRR, pros and cons of IRR)
- IRR, NPV and mutually exclusive projects
- The concept of Profitability index – Benefit cost ratio
- The profitability index and capital rationing

CASH FLOW AND CAPITAL BUDGETING

- Discount cash flows not profits
- Discount incremental cash flows (the concept of indirect effects, sunk cost, and opportunity costs)

- Discount nominal cash flows by the nominal cost of capital
- Separate investment and financing decisions
- Computing cash flow for investment decisions (e.g., initial investment, cash flows from operations, and terminal cash flow)

PROJECT ANALYSIS

- How firms organize the investment process (The capital budget, Project authorizations)
- Sensitivity analysis and scenario analysis
- Breakeven analysis (Accounting breakeven analysis Vs. NPV breakeven analysis)
- Flexibility in capital budgeting (Decision trees, the option to expand, Abandonment options, flexible production facilities, investment timing options)

AN OVERVIEW OF CORPORATE FINANCING

- Differences between investment and financing decisions
- The concept of an efficient market
- Three forms of the efficient market theory (Weak form efficiency, semi-strong form efficiency, and strong form efficiency)
- Common stock
- Preferred stocks
- Corporate Debt
- Convertibles Securities

HOW CORPORATIONS ISSUE SECURITIES?

- Venture capital
- The initial public offering
- The underwriters and the procedures of underwriting
- General cash offers by public companies
- Market reactions to stock issues
- The private placement

CAPITAL STRUCTURE THEORY – AN OVERVIEW

- Modigliani and Miller capital structure irrelevance propositions (Assumptions of the M&M capital structure model, Proposition I, and Proposition II)
- Modigliani and Miller capital structure model with corporate and personal taxes
- The trade-off model of capital structure
- The pecking order hypothesis
- Agency costs and capital structure
- The signaling model of capital structure
- Capital structure patterns observed worldwide

DIVIDEND POLICY

- Dividend fundamentals (dividend payment procedures)
- Types of dividend policies
- Factors affecting the dividend policy
- Other forms of dividends
- Payout policy in a world with perfect capital markets (Modigliani and Miller irrelevance proposition)

- The effects of market imperfections on payout policy
- The free cash flow hypothesis: dividend payments a solution to agency problems

FINANCIAL STATEMENT ANALYSIS

- Principal financial statements (Balance sheet, income statement, statement of retained earnings, cash flow statement)
- Financial ratios (Liquidity ratios, activity/asset management ratios, gearing/ leverage ratios, profitability ratios, and market value ratios)
- The DuPont system
- Measuring company performance
- The role of financial ratios

FINANCIAL PLANNING

- What is financial planning?
- Financial planning models (Components of a financial planning model)
- Pitfalls in model design
- The assumptions in percentage of sales model
- The role of financing planning models
- The concept of external financing and growth

WORKING CAPITAL MANAGEMENT AND SHORT-TERM PLANNING

- Working capital (the components of working capital, working capital and cash conversion cycle, the working capital trade-off / strategies)
- Links between long-term and short-term financing
- Cash budgeting (forecast sources and uses of cash)
- Sources of short-term financing (bank loans, commercial papers, secured loans)

Recommended Books/Reading Material

1. Fundamentals of Corporate Finance by Richard A. Brealey, Stewart C. Myers and Alan J. Marcus, International Edition, McGraw-Hill Inc., New York.
2. Corporate Finance by Scott B. Smart, William L. Megginson and Lawrence J. Gitman, Thompson (South-Western) USA.
3. Principles of corporate finance by Richard A. Brealey, Stewart C. Myers, 7th edition, McGraw-Hill Inc., New York.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes, 7 marks, Assignments: 7 marks, Class Participation/Presentation: 6 marks)
Total:	100 marks

Corporate Governance

Course Introduction/Objective

Corporate governance has become a well-discussed topic in both the popular and business press. Newspapers produce detailed accounts of corporate fraud, accounting scandals, insider trading, excessive compensation, and other perceived organizational failures, many of which culminate in lawsuits, resignations, and bankruptcy. Central to these stories is the assumption that somehow corporate governance is to blame, that is, the system of checks and balances meant to prevent abuse by executives failed. Therefore, this course is designed from an organizational perspective with the aim to examine the choices that organizations can make in designing governance systems and the impact those choices have on executive decision making and organization's performance.

Learning Outcomes

- On completion of the course the students shall be able to demonstrate an understanding of the subject matter and business environments, not only in Pakistan but in the outside developed corporate world.
- The students should also have developed an analytical framework, basic skills and knowledge needed for the regulatory and decision making processes in the organizations.

Course Contents

- Introduction to Corporate governance
 - Historical and Theoretical basis
- The shareholders
- The Board of Directors
- Various Categories and Types Directors
- Committees of a Board
- Financial reporting
- Business ethics and corporate social responsibility in Corporate Governance

Recommended Books/Reading Material

1. Safdar A. Butt: Corporate Governance for Pakistan. 4th edition
2. A.C. Fernando: Corporate Governance; Principles, Policies and Practice. 2nd edition.
3. David Larcker & Brian Tayan: Corporate Governance Matters; A closer look at organizational choices and their consequences. (2011)
4. Relevant articles/research papers/ case studies will also be included during course

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 10 marks, Assignments: 5 marks, Class discussion/participation: 5 marks)

Total: 100 marks

MARKETING

Retailing

Course Introduction/Objective

The objective of the course is to introduce the concept of Retail Management to students and to teach how decisions should be made regarding retailing. The course will introduce the student to the world of retailing from a managerial viewpoint. Consequently, it focuses on the elements that comprise the retail mix, including types of retailers, multichannel retailing, consumer buying behavior, retail marketing strategies, selecting retail site locations, supply chain management, merchandising, pricing, store management, store layout & design and customer service.

Learning Outcomes

Upon successful completion of this course, the student will have reliably demonstrated the ability to:

- Evaluate current retailing trends based on consumer, legal and competitive environments.
- Identify various retail opportunities and evaluate the strategies associated with each type of opportunity.
- Distinguish and characterize the factors and management tools that retailers consider and use when developing their merchandise mix.
- Assess current retail practices in their ability to respond to environmental trends.

Course Contents

AN INTRODUCTION TO RETAILING

- Framework of Retailing, Importance of developing and applying a Retail Strategy

BUILDING AND SUSTAINING RELATIONSHIPS IN RETAILING

- Value and Value Chain, Retail Relationships, Ethical Performance and Relationships in Retailing

STRATEGIC PLANNING IN RETAILING

- Situation Analysis, Identification of Consumer Characteristics,

RETAIL INSTITUTES BY OWNERSHIP

- Independent, Chain , Franchising
- Leased Departments, Vertical Marketing System, Consumer Cooperative

RETAIL INSTITUTIONS BY STORE BASED STRATEGY MIX

- Considerations in a Retail Strategy Mix, How retail institutions are evolving
- Retail Institutions categorized by store based strategy mix, Food Oriented Retailers, General Merchandise Retailers

WEB, NON-STORE BASED AND OTHERS FORMS OF NON-TRADITIONAL RETAILING

- Direct Marketing, Direct Selling, Vending Machines, Electronic Retailing,
- Other Non- Traditional Forms of Retailing, Developing a Well Integrated Multi Channel, Special Challenges

IDENTIFYING AND UNDERSTANDING CUSTOMERS

- Demographics and Lifestyles, Needs and Desires, Shopping Attitudes and Behavior, Retail Actions, Environmental factors affecting consumers

INFORMATION GATHERING AND PROCESSING IN RETAILING

- Information flow in Retail Distribution Channel, Avoiding retail strategy based on inadequate information, Retail Information System, Marketing Research Process

TRADING AREA ANALYSIS

- Importance of Location, Trading Area Analysis
- Characteristics of Trading Areas
- Site Selection
- Types of Location, Choice of General Location

MANAGING A REATIL BUSINESS

- Location and Site Evaluation
- Setting up a retail organization, organizational patterns in retailing
- Human Resource Management in Retailing

OPERATIONS MANAGEMENT: FINANCIAL DIMENSIONS

- Profit Planning, Assets Management, Budgeting, Resource Allocation
- Operating A retail business

DEVELOPING MERCHANDISE PLANS

- Buying organizations formats and processes, Devising Merchandise Plans
- Category Management, Merchandising Software

IMPLEMENTING MERCHANDISE PLANS

- Implementing Merchandise Plans, Logistics, Inventory Management

FINANCIAL MERCHANDISE MANAGEMENT

- Inventory Evaluation, Merchandise Budgeting and Forecasting
- Unit Control System, Financial Inventory Control

PRICING IN RETAILING

- External factors effecting a Retail Price Strategy, Developing a Retail Price Strategy

ESTABLISHING AND MAINTAINING A RETAIL IMAGE

- Significance Of Retail Image, Atmosphere
- Encouraging customers to spend more time on shopping, Community Relations

PROMOTIONAL STRATEGY

- Elements of Retail Promotional Mix
- Planning a Retail Promotional Strategy

INTEGRATING AND CONTROLLING A RETAIL STRATEGY

- Integrating Retail Strategy, Control: Using Retail Audit

Recommended Books/Reading Material

1. Barry Berman, Joel R. Evans et al., Retail Management, Text, Cases and Readings, (10th edition).

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 5 marks, Assignments: 5 marks, Term Report/Case Analysis & VIVA: 10 marks)
Total:	100 marks

Distribution Management

Course Introduction/Objective

Distribution Analysis – A specialized course offered in the field of marketing to equip the student with the latest knowledge of “Placement/Distribution”, its different dimensions including channel design, channel motivation, channel evaluation, transportation, inventory management & warehousing and customer services. This course gives knowledge about how to design, develop, and maintain effective relationships among the different channels members which will lead towards organizational sustainable competitive advantages.

Learning Outcomes

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

- The distribution structures of national and multinational organizations.
- They will be equipped with the latest techniques of designing the new distribution structures and maintaining the existing ones.
- To evaluate the distribution structure of the companies and suggest the best structural techniques which will help them to be most competitive.
- To Understand the distribution structures (including channel networks) of the companies working in Pakistan (local and multinational) and capable of analyzing them critically.

Course Contents

- Introduction to Distribution Management, its objectives and market application – An overview
- Emergence of the Marketing Channels Structure
- Marketing Channel and Marketing Management, Channel Flows
- Channel Structure, strategies and Formulation
- Channel Participants – Retailers (General Classification and trends of Retailers)
- Channel Participants – Wholesalers (General Classification and trends of Wholesalers)
- Marketing Channel and Environment (economic, competitive, socio-cultural, technological, and legal environment and its impact on channel design)
- Integration Approach (A competitive tool) – A general discussion.
- Behavioral issues in marketing channels
- Marketing Channel Strategy (relationship of channel strategy with corporate and marketing mix) an integrated Approach
- Marketing Channel Design – Phases and strategies
- Criteria’s for the Selection of Channel Members; both Suppliers to Manufacturers and manufacture to Wholesaler and Retailers
- Framework for Market Analysis
- Channel Motivation – problems and the role of Channel Leaders
- Product Issues in Channel Management - Product Life Cycle and the role of Channel Members – Strategies and Tactics
- Pricing Issues in Channel Management

- Promotion Strategies and Role of Distribution Management

Recommended Books/Reading Material

1. Rosenbloom, Bert (1999), “Marketing Channels – A Management View”, Harcourt Brace Collage Publication.
2. Coughlan, A.T., Anderson, E., Stern, L.W., and El-Ansary, A.I. (2009). “Marketing Channels”, Seventh Edition, Pearson publication.
3. David Simchi-Levi and Philip Kaminsky, (2000). “Designing and Managing the Supply Chain, Concepts, Strategies, and Case Studies”, McGraw Hill Publication.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quiz : 07 marks Assignment (Research Report) and Presentation: 13 marks)
Total:	100 marks

Industrial Marketing

Course Introduction/Objective

The aim of the course is to develop a deeper understanding of the industrial Marketing. The student will learn to critically analyze the firm specific industrial marketing issues, industrial marketing environment, technological impact on industrial selling etc.

Learning Outcomes

The student who completes the course successfully will be able to:

- Outline and list the factors affecting marketing strategies in a typical B-2-B scenario
- Identify the strategies to stay relevant in the market place
- Recognize the impact of traditional consumer behavior theories and decision making processes in a B-2-B organization as compared to a B-2-C organization, in better way

Course Contents

INDUSTRIAL MARKETING: INTRODUCTION INDUSTRIAL PRODUCTS

- Industrial Marketing
- Differences between Industrial and consumer Marketing, Raw Material; Components and part, Capital Items, Nontraditional Items

INDUSTRIAL CUSTOMER AND INDUSTRIAL DEMAND

- Manufacture, User, OEM, Overlapping Categories, Derived Demand, Joint Demand,

INDUSTRIAL ENVIRONMENT

- Internal and External Environment Forces
- Internal Environment Impact

NATURE OF INDUSTRIAL BUYING

- Organizational Buying Activities
- Objectives in Organizational Buying
- The Buying Model, Buying Centre and Multiple Buying Influences
- Model for Composition of Industrial Buying Centre
- Product Analysis for Information Need for Key Influences
- Buying behavior Models; Influences

SUPPLIER BUYER

- Organizational Buying Activities

RELATIONSHIP AND INTERACTION

- Organizational Buying
- The Buying Model
- Buying Centre and Multiple Buying Influences
- Model for Composition of Industrial Buying Centre
- Product Analysis for Information Need for Key Influences

PAKISTANI INDUSTRIES

- Major Pakistani Industries, Textiles; Sports, Pharmaceuticals, Sugar etc.
- Industrial Portfolios
- Characteristics of Industrial Clusters
- Opportunities for Pakistani Industries

ASSESSING MARKETING OPPORTUNITY

- Marketing Information System
- Difference between Industrial and Consumer Research
- Components of Marketing Intelligence System
- Research Process
- Data Collection
- Analytics

INDUSTRIAL MARKETING STRATEGY

- Vision, Mission, Objectives
- Tactics Focus Area for Strategy
- Buying Situation/Phase Based Strategies Environment Based Strategies
- Customer Based Strategies
- Market Based Strategies
- Strategy Document

INDUSTRIAL MARKET SEGMENTATION, TARGET MARKETING AND POSITION

- Segmentation
- Benefits Macro factors
- Micro factor
- Evaluation of Potential Segments
- Decision Support System

MARKET POSITIONING AND TARGETING

- Target Marketing
- Undifferentiated
- Differentiated Concentrated
- Niche Positioning
- Marketing Program
- Industrial Marketing Control

PRODUCT STRATEGY

- Industrial Product, Core, Enhanced, Augmented
- PLC position and Strategies

NEW PRODUCT

- New Product Development Process
- Innovation Management
- New Product Needs Champion
- Consumer Product Managers vs. Industrial Product Managers

INDUSTRIAL PROMOTION

- Promotion
- Difference between Industrial and Consumer Promotion
- Types of Industrial Promotion
- Advertising
- Publicity
- Sales Promotion
- Personal Selling
- Personal Selling Process
- Trade Shows
- Catalogues
- Use of IT for Promotion
- Sale Force Management

INDUSTRIAL PRICING

- Pricing
- Importance of Pricing in Industrial Product Management
- Pricing Methods
- Cost based pricing
- Demand based
- Competitive
- Geographical

PRICING STRATEGIES

- Price Discrimination
- Price Lease Flexible Pricing System
- List or Net Pricing
- Rebates; Allowances; Discounts
- Pricing Licensing
- BE Analysis; If...then analysis

INDUSTRIAL CHANNEL MANAGEMENT

- Difference between Consumer and Industrial Channel
- Types of Channel Members
- Role and Responsibilities of Industrial Channel members
- Channel Agreement
- Channel Conflicts
- Channel Repercussions

NATIONAL POLICIES AND INDUSTRIALIZATION AND INTERNATIONALIZATION

- National Policy about industrialization
- Policies affecting industrialization
- Impact of industrialization on an economy
- Strategy of a Country
- Strategy of an Industry
- Strategy of an Organization

NATIONAL POLICY

- National Industrialization Strategy for Next 20 Years

INDUSTRIAL COLLABORATION STRATEGY

- Collaboration; Reasons for going Solo
- Advantage of Collaboration
- Types of Collaboration
- Collaboration Process

Recommended Books/Reading Material

1. Reeder, R. R. (2003). Industrial Marketing: Analysis, Planning and Control. PHI
2. Zimmerman, A. and Blythe, J. (2013). Business to Business Marketing: A Global Perspective; Routledge,
3. Glynn, M. S., Woodside, A. G. (2012). Business to Business Marketing Management: Strategies, Cases and Solutions. Emerald Group Publishing Limited, UK
4. Hutt D. M., Speh, T. W. (2006). Business Marketing Management: B2B .

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes and Assignments: 10 marks, Term Report : 10 marks)
Total:	100 marks

Brand Management

Course Introduction/Objective

Brands are gaining momentum and this is reflected from the fact that in 2014 the total value of the 100 most valuable companies in the Brandz ranking reached \$2.9 trillion. The sky-high growth in the wealth and the culture influence of multinational corporations over the last 40 years can arguably be traced back to a single, seemingly innocuous idea developed by management theorist in the mid-80s': that successful companies must produce brands, as opposed to products. Too often brands are examined through their components: the brand name, its logo, design or its packaging, advertising or sponsorship, the level of image and brand awareness, or most recently, in terms of financial valuation. Real brand management, however, begins much earlier, with a strategy and a consistent, integrated vision. Its central concept is brand identity. This identity must be defined and managed and is at the heart of brand management. Brand management is still at its early stages in Pakistan. At present, in many cases, the tendency is to manage products which happen to have a name. In part, Brand is a set of promises. It implies trust, consistency and a set of expectations. The strongest brands in the world own a place in the mind of consumers' mind and when they are mentioned almost everyone thinks of the same thing. The basic objective of building powerful brands is primarily influencing purchasing behavior through creating an identity in the mind of consumers. And this requires a full program. This is what we'll learn in this course.

Learning Outcomes

At the end of this course, student will be capable:

- To understand the process involved in building a brand and why it is an important and powerful part of the guiding philosophy for most organizations and an important element in a cohesive and sustainable business strategy.
- To develop the knowledge and perspective necessary to facilitate the development of strong brands and businesses.
- To become familiar with the opportunities and boundaries presented by brand management tasks and decisions in a wide cross section of industries.
- To develop an understanding of how to manage brands for continued growth and profitability.

Course Contents

BRANDS AND BRAND MANAGEMENT

- What are brands and why do they matter?
- Can anything be branded?
- Branding challenges and opportunities
- Strategic Brand Management Process

CUSTOMER BASED BRAND EQUITY

- Making the brand strong through knowledge
- The steps of brand building
- Implications for brand building
- Article: *If brands are built over years, why are they managed over quarters*-HBR-08?

BRAND POSITIONING AND BRAND VALUES

- Identifying and establishing brand positioning
- Guidelines on how to position your brand
- Defining and establishing brand values
- Article: *Mapping your competitive positioning*-HBR-Nov.2007
- *Brand Jam. Emotional Branding by Marc Gobe*

THE BRAND CALLED YOU-PETER MONTOYA

- Choosing Brand Elements to Build Equity
- How do you choose a brand name, logo, color, personality, URL, etc?
- How do you put all the elements together?

DESIGNING MARKETING PROGRAMS TO BUILD BRAND EQUITY

- The role of value and quality perception
- The influence of product, price and channel strategies on brand management

BRAND LEVERAGING

BUILDING A BRAND EQUITY MEASUREMENT & MANAGEMENT SYSTEM

MEASURING SOURCES & OUTCOMES OF BRAND EQUITY

DESIGNING & IMPLEMENTING BRANDING STRATEGIES

MANAGING BRANDS OVER TIME

- How do we reinforce a brand over time?
- How do we revitalize a maturing brand?
- What adjustments should we consider to the brand portfolio?

GLOBAL BRANDING

- Advantages and disadvantages of global marketing programs
- Global brand strategies

BUILDING GLOBAL CUSTOMER-BASED BRAND EQUITY

LAWS OF BRANDING

Recommended Books/Reading Material

1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity,” by Kevin Lane Keller (3rd Edition)
2. The 22 immutable laws of Branding by Al Ries & Laura Ries
3. Brand Failures-The truth about the 100 biggest branding Mistakes by Matt Haig
4. Strategic Brand Management: New approaches to creating and evaluating brand equity by Jean-Noel Kapferer (1994). Free Press
5. No Logo by Naomi Klien
6. Building strong brands and Brand Leadership by David A. Aaker

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 5 marks, Assignments: 5 marks, Term Report/Presentation: 10 marks)
Total:	100 marks

Global/International Marketing

Course Introduction/Objective

In this course, students explore all aspects of marketing from a global perspective to better respond to international opportunities and competitive situations. Topics include an overview of international marketing; social, cultural, political, and legal environments; international market-entry opportunities; planning and managing market entry strategies and products; global distribution and pricing; international promotion, sales, and negotiation; and international market planning. Hence, the objective of the course is to teach the concept of International Marketing applied in different organizations and markets in order to make students understand what actually International Marketing is and how it affects business strategy of a firm.

Learning Outcomes

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

- Apply the key terms, definitions, and concepts used in marketing with an international perspective. Compare the value of developing global awareness vs. a local perspective in marketing.
- Explain the impact of global and regional influences on products and services for consumers and businesses. Apply basic internationally oriented marketing strategies (total product concept, pricing, place, and promotion).
- Understand the importance of the Internet for global business.
- Explain the differences in negotiating with marketing partners from different countries and the implications for the marketing strategies (4Ps).
- Develop an effective international marketing plan for use in a foreign market.

Course Contents

OVERVIEW OF WORLD BUSINESS

- Nature of international marketing: challenges and opportunities, Marketing strategy: the sound of "global" entertainment, Process of international marketing, International dimensions of marketing, Domestic marketing vs. international marketing, The applicability of marketing, Multinational corporations (MNCs), Characteristics of MNCs, The process of internationalization

TRADE THEORIES AND ECONOMIC COOPERATION

- Marketing strategy: Botswana - the world's fastest growing economy, Basis for international trade, Exchange ratios, trade, and gain, Factor endowment theory, The competitive advantage of nations, The validity of trade theories, Limitations of trade theories and suggested refinements, Economic cooperation

TRADE DISTORTIONS AND MARKETING BARRIERS

- Marketing strategy: the best things in life are (not] free, Protection of local industries, Marketing barriers: tariffs, Marketing barriers: nontariff barriers, Private barriers, World Trade Organization (WTO), Generalized System of Preferences (GSP), Some remarks on protectionism

POLITICAL ENVIRONMENT

- Marketing strategy: the Indian Bengals of information services, Multiplicity of political environments, Types of government: political systems, Types of government: economic systems, Political risks
- Privatization, Indicators of political instability, Analysis of political risk or country risk, Management of political risk, Measures to minimize political risk, Political insurance

LEGAL ENVIRONMENT

- Marketing strategy: the long arm of the law, Multiplicity of legal environments, Legal systems, Jurisdiction and extraterritoriality, Legal form of organization, Branch vs. subsidiary
- Litigation vs. arbitration, Bribery, Intellectual property, Counterfeiting

CULTURE

- Marketing strategy: fish story, Culture and its characteristics, Influence of culture on consumption, Influence of culture on thinking processes
- Influence of culture on communication processes, Cultural universals, Cultural similarities: an illusion, Communication through verbal language, Communication through nonverbal language, Subculture

CONSUMER BEHAVIOR IN THE INTERNATIONAL CONTEXT

- Marketing strategy: the samurai and luxury cars, Perspectives on consumer behavior, Motivation, Learning, Personality, Psychographics, Perception
- Attitude, Social class, Group, Family, Opinion leadership, Diffusion process of innovation

MARKETING RESEARCH AND INFORMATION SYSTEMS

- Marketing strategy: phones as companions, Nature of marketing research, Marketing information sources, Secondary research
- Primary research, Sampling, Basic methods of data collection, Measurement, Marketing information system

FOREIGN MARKET ENTRY STRATEGIES

- Marketing strategy: Raging Bull, Foreign direct investment (FDI), Exporting, Licensing, Management contract, Joint venture, Manufacturing
- Assembly operations, Turnkey operation, Acquisition, Strategic alliances, Analysis of entry strategies, Free trade zones (FTZs)

PRODUCT STRATEGIES

- Marketing strategy: East is East and West is West, What is a product?, New product development, Market segmentation, Product adoption
- Theory of international product life cycle, Product standardization vs. product adaptation, A move toward world product: international or national product? Marketing of services

PRODUCT STRATEGIES: BRANDING AND PACKAGING DECISIONS

- Marketing strategy: global brands and mega brands, Branding decisions, Branding levels and alternatives, Brand consolidation, Brand origin and selection, Brand characteristics
- Brand protection, Packaging: functions and criteria, Mandatory package modification, Optional package modification

CHANNELS OF DISTRIBUTION

- Marketing strategy: blood diamonds and De Beers (Part 1), Direct and indirect selling channels, Types of intermediaries: direct channel, Types of intermediaries: indirect channel, Channel development, Channel adaptation, Channel decisions

- Determinants of channel types, Selection of channel members, Representation agreement and termination, Black market, Gray market, Distribution of services

PHYSICAL DISTRIBUTION AND DOCUMENTATION

- Marketing strategy: booming economies and headaches, Modes of transportation, Cargo or transportation insurance, Packing, Containers, Freight forwarder and customs broker, Contract logistics, Documentation

PROMOTION STRATEGIES: PERSONAL SELLING, PUBLICITY, AND SALES PROMOTION

- Marketing strategy: book worms. Promotion and communication, Promotion mix, Personal selling, Publicity, Sales promotion, Overseas product exhibitions

PROMOTION STRATEGIES: ADVERTISING

- Marketing strategy: soft and not-so-soft drinks, The role of advertising, Patterns of advertising expenditures, Advertising and regulations
- Advertising media, Standardized international advertising, Global advertising: true geocentricity

PRICING STRATEGIES: BASIC DECISIONS

- Marketing illustration: the price is right, The role of price, Price standardization, Pricing decisions, Alternative pricing strategies
- Dumping, Price distortion, Price fixing, Inflation, Transfer pricing

PRICING STRATEGIES: COUNTERTRADE AND TERMS OF SALE/PAYMENT

- Marketing strategy: noncash trade, Countertrade, Price quotation, Terms of sale, Methods of financing and means of payment

FINANCIAL STRATEGIES: FINANCING AND CURRENCIES

- Marketing strategy: the Big Mac Index, Trade finance, Nonfinancial institutions, Financial institutions, Government agencies, International financial institutions/development banks, International Monetary Fund (IMF)
- Money, Foreign exchange, Foreign exchange market, Foreign exchange rate, Exchange rate systems, Official classification of exchange rate regimes, Evaluation of floating rates, Financial implications and strategies

Recommended Books/Reading Material

1. John J Shaw, International Marketing, (5th edition).
2. Cateora, P. Papadopoulos, N. Gilly, M. Graham, J. International Marketing, (3rd Canadian edition). Toronto, ON: McGraw-Hill Ryerson, 2011.
3. Cateora, Philip Gilly, Mary and Graham, John (2013), International Marketing, (16th edition), Sydney, Australia: McGraw Hill.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 8 marks, Class participation/discussion: 5 marks)
Total:	100 marks

Export Marketing

Course Introduction/Objective

The course covers the conceptual framework for the conduct of international trade, and focuses on exporting as a basic foreign market entry strategy. It provides the student the tools for assessing and analyzing the export potential of products and services as well as the screening and selection of foreign target markets. It presents the interplay of dynamic forces influencing the global business environment: economic and socio-cultural, physical and environmental, political and legal, competitive and distributive, and how they impact on formulating export marketing strategies. It comprehensively covers the export marketing mix and provides working knowledge of the procedures, documentation, as well as the conduct of business according to generally accepted international trade and banking practices.

Learning Outcomes

At the end of the course, the student will:

- Develop a broader understanding of each component of the export marketing mix and the drivers of international business, and synthesize knowledge gained into instruments of action as presented in an Export Business Plan.
- Demonstrate a working knowledge of the export processes, the international business environment, and the required attitudes and skills needed to deal effectively in foreign target markets.
- Cultivate a deeper appreciation of exports as an important component of national economic development.

Course Contents

EXPORT MARKETING DEFINITION AND STRATEGIES

- Market Definition and Segmentation
- Market Expansion/selection process, procedure and strategy
- Foreign Market Portfolio: Techniques and Analysis

INFORMATION FOR INTERNATIONAL MARKETING DECISIONS

- Sources of Information
- Assessing Market Potential
- Export Marketing Research
- Using the Internet and E-mail for Data Collection

MARKET ENTRY STRATEGIES

- Entry as a Channel Decision
- Entry as a Strategy
- Factors Influencing Choice of Entry Mode
- Managing the Channel
- Selecting the Entry Mode
- Using Free Areas

EXPORT ENTRY MODES

- Indirect Export
- Direct Export
- The Internet and E-Commerce

- Gray Market Exporting
- NON-EXPORT ENTRY MODES
- Alternative Modes of Entry
 - Manufacturing Facilities
 - Assembly Operations
 - Strategic Alliances
 - Choosing between alternatives
- PRODUCT DECISIONS
- Product Policy
 - Product Planning and Development
 - Product Mix Decisions
 - Standardization vs. Adaptation
 - Packing
 - Banding Issues
- PRICING DECISIONS
- Determinants of an Export Price
 - Fundamental Export Pricing strategy
 - Relation of Export to Domestic Price Policies
 - Currency Issues
 - The Price Quotation
 - Transfer Pricing
- FINANCING AND METHODS OF PAYMENT
- Export Financing Methods and Terms of Payment
 - Payment/Financing Procedures
 - Export Credit Insurance
 - Countertrade
- PROMOTION AND MARKETING COMMUNICATION
- Export marketing Promotion and Communication Decision
 - Alternative Techniques of Promotion
 - Standardization or Adaptation?
 - Advertising Transference
 - Management Issues
- THE EXPORT ORDER AND PHYSICAL DISTRIBUTION
- Handling the Export Order
 - Physical Distribution
 - Structure of International Physical
 - A Concluding Comment
- ORGANIZATION OF INTERNATIONAL MARKETING ACTIVITIES
- Main Consideration of Being Organized Internationally
 - Organizational Structures

Recommended Books/Reading Material

1. Gerald Albaum. Edwin Duerr. Jesper Strandkov. International Marketing and Export Management, (5th edition), Prentice Hall.
2. L.F. Walls. K.B. Dulat, Exporting: From Start to Finance (3rd edition), McGraw Hill.
3. Stanley J. Paliwoda, The Essence of International Marketing, Prentice Hall Trade.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 8 marks, Class participation/discussion: 5 marks)
Total:	100 marks

Sales Management

Course Introduction/Objective

The objective of the course is to teach the concept of Sales Management applied in different organizations and markets. The goal of the Sales Management course is to examine the elements of an effective sales force as a key component of the organization's total marketing effort. The course will extend student's understanding of marketing's reach and potential impact in achieving its overarching goals. Course objectives include understanding the sales process, the relationship between sales and marketing, sales force structure, customer relationship management (CRM), use of technology to improve sales force effectiveness, and issues in recruiting, selecting, training, motivating, compensating and retaining salespeople. Students learn to apply the discussion topics through an interactive project worked on throughout the course.

Learning Outcomes

Upon completing this course, students will be able to:

- Explain how sales management fits into the changing environment. Describe customer relationship management.
- Assess selling as a career choice. Illustrate how to effectively organize a sales force.
- Forecast sales and prepare sales budgets.
- Evaluate salespeople's performance. Develop motivation strategies for the sales force.
- Understand the characteristics of effective salespeople. Explain how to recruit and select salespeople.
- Apply different sales training methods and techniques and prepare a compensation plan for a sales force.

Course Contents

DEVELOPMENT AND ROLE OF SELLING IN MARKETING

- Background, The nature and role of selling, Characteristics of modern selling, Success factors for professional salespeople, Types of selling
- Image of selling, The nature and role of sales management, The marketing concept, Implementing the marketing concept, The relationship between sales and marketing

SALES STRATEGY

- Sales and marketing planning, The planning process, Establishing marketing plans, The place of selling in the marketing plan

CONSUMER AND ORGANISATIONAL BUYER BEHAVIOUR

- Differences between consumer and organizational buying, Consumer buyer behavior, Factors affecting the consumer decision-making process,
- Organizational buyer behaviour, Factors affecting organizational buyer behaviour, Developments in purchasing practice, Relationship management

SALES SETTINGS

- Environmental and managerial forces that impact on sales, Sales channels, Industrial/commercial/public authority selling, Selling for resale, Selling services, Sales promotions, Exhibitions, Public relations

INTERNATIONAL SELLING

- Economic aspects, International selling at company level, Cultural factors in international selling, Organization for international selling, Pricing, Japan – a study in international selling

LAW AND ETHICAL ISSUES

- The contract, Terms and conditions, Terms of trade, Business practices and legal controls, Ethical issues

SALES RESPONSIBILITIES AND PREPARATION

- Sales responsibilities, Preparation

PERSONAL SELLING SKILLS

- The opening, Need and problem identification, The presentation and demonstration
- Dealing with objections, Negotiation, Closing the sale

KEY ACCOUNT MANAGEMENT

- What is key account management?, Advantages and dangers of key account management to sellers, Advantages and dangers of key account management to customers,
- Key account management relational development model, Deciding whether to use key account management, Criteria for selecting key accounts, The tasks and skills of key account management
- Global account management, Building relationships with key accounts, Key account information and planning system, Key success factors for key account management

RELATIONSHIP SELLING

- From total quality management to customer care, From JIT to relationship marketing, Reverse marketing
- From relationship marketing to relationship selling, Tactics of relationship selling

DIRECT MARKETING

- What is direct marketing?, Database marketing
- Managing a direct marketing campaign, Conclusions

INTERNET AND IT APPLICATIONS IN SELLING AND SALES

MANAGEMENT

- The changing nature of the sales force, Electronic commerce and electronic procurement
- Using technology to support sales activities, Using technology to improve sales management

RECRUITMENT AND SELECTION

- The importance of selection, Preparation of the job description and Specification, Identification of sources of recruitment and methods of communication
- Designing an effective application form and preparing a shortlist, The interview, Supplementary selection aids

MOTIVATION AND TRAINING

- Motivation, Leadership
- Training

ORGANISATION AND COMPENSATION

- Organizational structure, Determining the number of salespeople
- Establishing sales territories, Compensation

SALES FORECASTING AND BUDGETING

- Purpose, Planning, Levels of forecasting, Qualitative techniques, Quantitative techniques
- Budgeting – purposes, Budget determination, The sales budget, Budget allocation

SALESFORCE EVALUATION

- The sales force evaluation process, The purpose of evaluation, Setting standards of performance
- Gathering information, Measures of performance, Appraisal interviewing

Recommended Books/Reading Material

1. M. Johnston and G. Marshall, Sales Force Management, Leadership, Innovation, Technology, (11th Edition), Routledge, 2013.
2. Sales Management: Analysis and Decision Making, (6th edition) by Thomas N. Ingram, Raymond W. LaForge, Ramon A. Avila, Charles H. Schwepker Jr., and Michael R. Williams

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 8 marks, Class participation/discussion: 5 marks)
Total:	100 marks

Marketing Research

Course Introduction/Objective

In this course, the fundamental concepts and stages of marketing research are provided within an overall structural framework, including: how to integrate stages, carry out research in a scientific manner, read and analyze research reports, apply research skills. The course focuses on marketing decision making process with a deeper inside of market mechanism and characteristics along with an understanding of the research methodologies to be used for this purpose. It aims to provide students with a background in research methods, issues related to conducting marketing research, data analysis, and methods of evaluation related to marketing. Knowledge of these topics will enable students to both implement and evaluate marketing research during their professional careers. It is assumed that students enrolled in this course have a basic understanding of marketing terminology and concepts.

Learning Outcomes

By the end of the course it is expected that the student will be able to:

- Display problem analysis skills and an ability to translate a management problem into a feasible research question.
- Demonstrate a working knowledge of the concepts and methods of marketing research.
- Recognize with an increased sensitivity the biases and limitations of marketing data.
- Show an understanding of questionnaire design and sampling theory.
- Demonstrate competency with the SPSS statistical software package and the ability to use SPSS to enter marketing data, conduct various types of statistical analyses and interpret their outputs.
- Exhibit an understanding of qualitative and quantitative research methods and their application to marketing research.

Course Contents

THE MARKETING RESEARCH SYSTEM

- Examples of Marketing Research
- The Marketing System
- The Marketing Management Process
- What Organization Do
- Marketing Research Defined
- Basic and Applied Research
- The Research Process
- Errors in Marketing Research

THE DECISION TO UNDERTAKE RESEARCH

- Types of Research
- Preliminary Steps in the Decision Making Process
- Preliminary considerations for conducting conclusive research
- The Management-Research Relationship

RESEARCH DESIGN AND DATA SOURCES

- Research Design

- Data Sources
- Marketing Decision Support System

SECONDARY DATA

- Role of Secondary Data
- Library Sources of Secondary Data

THE BASICS OF SAMPLING

- Sampling: An Introduction
- Sampling Procedures

SIMPLE RANDOM SAMPLING AND SAMPLE SIZE

- Simple Random Sampling
- The Determination of Sample Size

MORE COMPLEX SAMPLING PROCEDURES

- Stratified Sampling
- Cluster Sampling
- Systematic Sampling
- Area Sampling
- Random-Digit Dialing
- Sample size
- Managerial Summary of Sampling

THE MEASUREMENT PROCESS

- Measurement in marketing
- Difficulty of measurement
- Concepts of Validity and Reliability

ATTITUDE MEASUREMENT

- Importance of Attitudes in Marketing
- Nature of Attitudes
- Attitude-Scaling Procedures

DESIGNING DATA COLLECTION FORMS

- Importance of Questionnaire
- Questionnaire Components
- Questionnaire Design
- Observational Forms

DATA PROCESSING

- Some Basic Concepts
- Data Processing Flow
- Alternative Processing Flow

UNIVARIATE DATA ANALYSIS

- Overview of Data Analysis Procedures
- Overview of Univariate Data Analysis Procedures
- Descriptive Statistics
- Hypothesis Testing
- Inferential Statistics

USING SPSS TO CONDUCT MARKETING RESEARCH ANALYSIS.

Recommended Books/Reading Material

1. Thomas C. Kinnear, James R. Taylor; *MARKETING RESEARCH, An Applied Approach*; McGraw-Hill International Editions, (Latest Edition).

2. Malhotra, Naresh K. (2015). *Essentials of Marketing Research*, Global edition (4th edition). Harlow, Essex, England. Pearson.
3. Coakes, Sheridan (2013), *SPSS Version 20.0 for Windows: Analysis Without Anguish*, John Wiley & Sons, Inc.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 5 marks, Assignments: 5 marks, Term Report/Presentation/VIVA: 10 marks)
Total:	100 marks

Service Marketing

Course Introduction/Objective

The foundation of this course is the recognition that services present special challenges that must be identified and addressed. Problems commonly encountered in service organizations not faced by goods businesses-the inability to inventory, difficulty in synchronizing demand and supply, and challenges in controlling the performance quality of human interactions need to be articulated and tackled by managers. The attraction, retention, and building of strong customer relationships through quality service (and services) are at the heart of this course. Most of the topics in this course are equally applicable to organizations whose core product is service (such as banks, transportation companies, hotel, hospitals, educational institutions, professional services and telecommunication) and to organizations' that depend on service excellence for competitive advantage (high-technology manufacturers, automotive and industrial products etc.)

This course in Service Marketing is intended to broaden students' view on marketing, to give an understanding of how marketing is practiced in service organizations, and how it will be managed in the future. The course will examine marketing in industries that deal primarily in services but also from the perspective of all organizations, in recognition of the fact that service is an integral part of the offering of every company and organization, regardless of the sector in which it operates. The course is designed to help gain a comprehensive understanding of services and how they are marketed.

Learning Outcomes

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

- Demonstrate an understanding of the key concepts and principles of services marketing.
- Demonstrate and explain how the characteristics of service products differ from tangible goods, and how this impacts on design and execution of marketing strategies for services.
- Distinguish different service types that make up the services industry and draw implications for marketing strategy development.
- Plan and execute a project as part of a team and employ effective and efficient group work strategies.
- Understand how different elements of the services marketing mix can be used to address a range of marketing issues facing services organizations.
- Develop better oral and written communication skills.

Course Contents

NEW PERSPECTIVES ON MARKETING IN THE SERVICE ECONOMY

- Why Study Services?
- What are Services?
- The Marketing Challenges Posed by Services
- The Expanded Marketing Mix Required for Services

CUSTOMER BEHAVIOR IN SERVICE ENCOUNTERS

- How differences among services affect Customer Behavior

- Customer Decision Making: The Three Stage Model of Service Consumption
- POSITIONING SERVICES IN COMPETITIVE MARKETS
- Search for Competitive Advantage
 - Segmentation
 - Positioning
- DEVELOPING SERVICE CONCEPTS: CORE AND SUPPLEMENTARY ELEMENTS
- Planning and Creating Services
 - Planning and Branding Service Products
 - Development of New Services
- DISTRIBUTING SERVICES THROUGH PHYSICAL AND ELECTRONIC CHANNELS
- Distribution in a Services Context
 - Determining Type of Contact: Options for Service Delivery
 - Place and Time Decisions
 - Delivering Services in Cyberspace
 - The Role of Intermediaries
 - The Challenge of Distribution in Large Domestic Markets
 - Distributing Services Internationally
- EXPLORING BUSINESS MODELS: PRICING AND REVENUE MANAGEMENT
- Effective Pricing
 - Pricing Strategy
 - Revenue Management
 - Ethical Concerns
- EDUCATING CUSTOMERS AND PROMOTING THE VALUE PROPOSITION
- Role of Marketing Communications
 - The Marketing Communications Mix
 - Role of Corporate Design
 - Marketing Communications and the Internet
- DESIGNING AND MANAGING SERVICE PROCESSES
- Blueprinting Services to Create Valued Experiences and Productive Operations
 - Service Process Redesign
- BALANCING DEMAND AGAINST PRODUCTIVE CAPACITY
- Fluctuations in Demand
 - Patterns and Determinant of Demand
 - Inventory Demand through Waiting Lines and Reservations
 - Minimize Perceptions of Waiting Time
- CRAFTING THE SERVICE ENVIRONMENT
- What is the purpose of Service Environments?
 - Understanding Consumer Responses to Service Environments
 - Dimensions of the Service Environment
- MANAGING SERVICE EMPLOYEES FOR COMPETITIVE ADVANTAGE
- Service Employees
 - Frontline Work
 - Cycles of Failure, Mediocrity, and Success
 - Human Resources Management: How to Get It Right?
 - Service Leadership and Culture
- CREATING RELATIONSHIPS AND BUILDING CUSTOMER LOYALTY
- The Search for Customer Loyalty
 - Understanding the Customer-Firm Relationship
 - Creating Loyalty Bonds
 - Strategies for Reducing Customers Defections

- CRM: Customer Relationship Management

COMPLIANT HANDLING & SERVICE RECOVERY

- Customer Complaining Behavior
- Principles of Effective Service Recovery Systems
- Discouraging Abuse and Opportunistic Behavior
- Learning from Customer Feedback

IMPROVING SERVICE QUALITY AND PRODUCTIVITY

- What is service quality?
- Integrating service quality and productivity strategies
- The Gaps Model—a conceptual tool to identify and correct service quality problems
- Measuring and improving service quality

NEW ISSUES IN SERVICE MARKETING

- Service-dominant logic of marketing

Recommended Books/Reading Material

1. Services Marketing by Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee (Latest Edition)
2. Service Marketing & Management by Audrey Gilmore (1st edition). SAGE Publications Ltd.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 8 marks, Class participation/discussion: 5 marks)
Total:	100 marks

Integrated Marketing Communication (IMC)

Course Introduction/Objective

Average person thinks of marketing communications (not to mention the marketing function in general) as advertisements. This popular, narrow conception of marketing is not surprising given that these are the most common marketing activities with which mostly an interaction takes place. The scope of this course, however, will reflect the full breadth of the integrated marketing communications discipline. The major objectives of the course are to introduce students to the principle and basic concept of marketing communication process in a streamlined integrated marketing strategy, to provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities, to analyze and evaluate the fast-changing field of advertising and promotion which affects global marketing, society and economy, to develop positive communication skills by extending the marketing communication approaches and techniques into effective marketing strategy and programs which are necessary to communicating to target audiences?

Learning Outcomes

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

- Understand the components & considerations involved in marketing communications strategy decisions.
- Understand the customer's perspective, including information processing and how marketing communications can influence this process.
- Understand the individual elements of the marketing communications mix & how they are combined into an integrated promotional campaign.

Course Contents

- Introduction to Marketing Communications Strategy
- Integrated Marketing Communications (IMC)
- Integrated Brand Promotion (IBP)
- Communications Process and the Structure of the Advertising Industry

ADVERTISING IN BUSINESS AND SOCIETY

- The evaluation of advertising
- Social, ethical, and Regulatory aspects of advertising and marketing communications.

ADVERTISING, IBP, AND CONSUMER BEHAVIOUR

- Consumer buyer behaviour
- The purchase decision
- Marketing segmentation and positioning
- Advertising planning (international) and cultural barriers
- Advertising plan and its context
- Communications vs. Sales objectives

MARKET SEGMENTATION, POSITIONING, AND THE VALUE PROPOSITION

- Identifying market segments
- The positioning & repositioning strategy
- The value proposition

THE ADVERTISING PLAN

- The basic component
- Setting advertising objectives
- Setting advertising budgets
- The role of advertising agency

MESSAGE STRATEGY

- A review of information processing process
- Categories of message strategy
- Brand Strategy
- Verbal vs. visual messages
- Types of advertising appeal

MEDIA PLANNING STRATEGY

- Objective setting and strategy for advertising and promoting the brand
- Media planning process
- Media types: print, TV, and radio
- The internet (Digital Marketing)

SALES PROMOTION

- Sales promotion defined
- Consumer sales promotion
- Trade sales promotion
- The risks of sales promotion
- Support media and promotional aids
- Point-of-Purchase advertising
- Event sponsorship

DIRECT MARKETING

- The evolution of direct marketing
- Database marketing
- Media applications in direct marketing

PUBLIC RELATION AND CORPORATE ADVERTISING

- Public relation
- Corporate advertising
- Integrated brand promotion

BUILDING THE BRAND AND GROWING THE BUSINESS

ETHICS & IMC IN PAKISTAN

Recommended Books/Reading Material

1. Advertising and Promotion: An Integrated Marketing Communications Perspective, (9th Edition), by George E. Belch & Michael A. Belch. McGraw-Hill Education
2. Advertising & IMC: Principles and Practice by Sandra Moriarty, Nancy Mitchell, William D. Wells, (9th edition), Prentice Hall
3. Made to Stick: Why Some Ideas Survive and Others Die by Chip Heath and Dan Heath
4. Why bad ads happen to good causes: And how to ensure they won't happen to yours by Andy Goodman
5. The 22 immutable laws of Branding by Al Ries & Laura Ries

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 8 marks, Class participation/discussion: 5 marks)
Total:	100 marks

Personal Selling

Course Introduction/Objective

This is a course that examines the role of personal selling in the business process and how salespeople carry out their duties. It will review the different aspects of the sales task and how to accomplish these jobs effectively and efficiently. The course will require considerable interaction.

Learning Outcomes

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

- Realize what opportunities exist in the field and utilize effective self-management techniques
- Identify the importance of long-term, win-win relationships and the means to achieve them
- Work with the appropriate product, customer and presentation strategies
- Demonstrate effective negotiation techniques

Course Contents

- Overview of Personal Selling
- Building Trust and Sales Ethics
- Understanding Buyers
- Communication Skills
- Strategic Prospecting and Preparing for Sales Dialogue
- The Personal Selling Process, AIDCA Process
- Planning Sales Dialogues and Presentations
- Sales Dialogue: Creating and Communicating Value
- Expanding Customer Relationships
- Adding Value: Self-Leadership and Teamwork

Recommended Books/Reading Material

1. Selling: SELL, 2011, Ingram, LaForge, Avila, Schwepker, and Williams

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 5 marks, Assignments: 5 marks, Role Modeling/Class Exercises: 10 marks)
Total:	100 marks

Cyber/Internet Marketing

Course Introduction/Objective

The internet and other information technologies have created many interesting and innovative ways to provide customer value since its inception in 1969. Web sites for marketing communication and customer support; one-to-one communication to many different receiving devices; consumer behavior insights based on offline and online data combination; inventory optimization through CRM-SCM integration; a single-minded focus on ROI and associated performance metrics are all important strategies. The social media provide perfect platforms for connecting with today's consumer: High readership blogs, social networks (such as facebook and LinkedIn), and online communities (such as YouTube, Twitter and Second Life), gave consumers the opportunity to be heard in large numbers, and smart marketers have learned how to tap into these "citizen journalists" for improving products and marketing communication. Students will learn all about these strategies and more in this course. The course uses a mix of lecture/discussion, interesting individual and group projects, outside speakers, and exams. Prepare for an exciting and dynamic learning experience.

Learning Outcomes

The overall objectives are to understand internet users and to identify profitable E-Marketing strategies.

In addition, this course will help students master the following:

- Understand the E-Marketing context: e-business models, performance metrics, and role of strategic planning.
- Describe marketing strategies of segmenting, targeting, positioning, and differentiation.
- Know how to use marketing functions of product, pricing, distribution, and marketing communication for a firm's E-Marketing strategy.
- Evaluate several customer relationship management (CRM) strategies using internet technology.

Course Contents

INTRODUCTION TO IT

- Business Application
- Organization and Organizational Units
- Challenges
- Management

COMMUNICATIONS AND NETWORKS

- Communication Equipment
- Software and Protocols
- Communication in Business
- Management Challenges

ELECTRONIC DATA INTERCHANGE (EDI)

- EDI Technology
- EDI as a Re-engineering Tool
- EDI Development

THE INTERNET

- Intro to Internet
- Internet: Applications in Business
- Internet, Intranet, Extranet
- Internet: Ethics, Standards and Society
- Challenges

E-COMMERCE TECHNOLOGY

- Web Applications and Uses
- Information Retrieval
- Entertainment
- Transactions Processing System (TPS)
- E-Com Support System: E-Com Servers and Services
- Net Components and Technologies
- Electronic Mail
- Accessing Files with FTP

E-COMMERCE SYSTEM CONFIGURATIONS

- P2P Systems P – People
- P2S2P Systems S – System

S2S E-COMMERCE APPLICATIONS MODELS Systems

- B2C B – Business
- B2B C – Consumer
- C2C G – Government
- B2E S – Society
- G2S E – Employee

B2C – BUSINESS TO CONSUMER APPLICATION (CORPORATION'S INTERFACE WITH ITS CUSTOMERS)

- Electronic Commerce Growth and Structure
- EFTS (Electronics Funds Transfer System)
- Online Payments: PIN Payments
- e-cash

E-MARKETING PROCESS MODELS

- Direct Marketing versus Indirect Marketing
- Full Cyber Marketing versus Partial Cyber Marketing
- Electronic Store versus Electronic Shopping Mall
- Electronic Distributor vs. Electronic Broker
- Generalized e-Malls/Stores vs. Specialized e-Malls/Stores
- Proactive vs. Reactive Strategic Posture Toward Cyber Marketing
- Global vs. Regional Marketing
- Sales vs. Customer Services

CONSUMER ONLINE SHOPPING

- Procedure for Internet Shopping
- Search for Available Items
- Order Placement
- Delivered Items Receiving
- Preliminary Requirement Determination
- Items Comparison
- Payment for Goods

OTHER ONLINE APPLICATIONS

- Online Catalogues
- Online Banking
- Online Auctions
- Virtual Storefront
- Online Education
- Online Security
- Online Investment
- Stock Trading

B2B – BUSINESS TO BUSINESS APPLICATIONS

- Business Information System
- Value Chains
- Competition Among Traditional Companies in E-Commerce
- Acquisitions 11.5 Supply Chain
- Entities of B2B EC 11.7 Alliances
- Global Strategy

MODELS OF B2B E-COMMERCE

- Supplier Oriented Marketplace
- Electronic Bidding Process
- Intermediary Oriented Marketplace
- Networking Between HQ and subsidiaries
- Buyer's Internal Market Place
- B2B Auctions
- B2B Services
- Vertical B2B
- Buyer – Oriented Marketplace
- Benefits to Buyer and Seller
- Virtual Corporations
- e-Procurement (Vendor B2B)
- Issues in Procurement Management
- Managed Interactive Bidding
- Brokering B2B

B2E – BUSINESS TO EMPLOYEE APPLICATIONS (INTER-ENTERPRISE COMMERCE)

- Intra Business E-Commerce
- Intranet
- Effective Management Control
- ERP Systems and Their Extension to Inter – Enterprise Commerce

G2S – GOVERNMENT TO SOCIETY APPLICATIONS

- Govt. Involvement in Electronic Commerce
- Provincial Govt. and E-Commerce
- Federal Govt. and E-Commerce
- Local Govt. and E-Commerce

THE DRIVING FORCES OF E-COMMERCE

- Change Management (CM)
- New World of Business
- Organization Responses

- Business Process Reengineering (BPR)
- Business Pressures

ESTABLISHING YOUR PRESENCE IN E-COMMERCE

- Types of Web Sites
- Web Page Design and Tools
- Publishing and Promoting Your Web Site
- Maintaining a Web Site: Structuring a Traditional Company's "Dot Com"

LIMITATIONS, ISSUES AND PROBLEMS IN E-COMMERCE

- Technical Issues
- Legal Issues
- Social Issues
- Security Issues
- Remedies

OVERALL IMPACT OF E-COMMERCE

- Improved Direct Marketing
- Redefining Organizations
- Impact on Manufacturing
- Sales and Distribution
- Disintermediation and Reintermediation
- Matter of Logistics
- Shopping Cart
- Branding and Pricing
- Managerial Issues
- Change in a Traditional Company
- Transforming Organizations
- Impact on Finance and Accounting
- HR Management
- Quality Control and Management
- Impact on Manufacture's Distribution Strategy
- Intelligent Agents
- Portals
- Managing Channel Conflict
- Leveraging a Traditional Business on the Web

PRESENT AND EMERGING TRENDS IN E-COMMERCE

- Future of E-Commerce
- Mobile Commerce
- Business on Internet

Recommended Books/Reading Material

1. Turban, Lee, King, Chung, Electronic Commerce : A Managerial Perspective, Prentice Hall, (Latest Edition)
2. Kalakota and Robinson, e-Business, Addison-Wesley, (Latest Edition)
3. Rayport, Jaworski and Whitely, Introduction to e-Business, McGraw Hill, (Latest Edition)
4. Gerald V. Poste, David L. Anderson, Management Information System (MIS), Irwin/McGraw Hill, (Latest Edition).

Course Evaluation

Midterm exam:	30 marks	
Final exam:	50 marks	
Sessionals:	20 marks (Quizzes and Assignments, Class participation: 10 Marks, Term Report: 10 Marks)	
Total:	100	marks

Marketing of IT Products

Course Introduction/Objective

This course introduces the development of special marketing skills to be used in managing the marketing of IT products and services. The purpose of *Marketing IT Products* is to enable IT students understand the roles, responsibilities, and management techniques of those who are involved in marketing activities. Special emphasis is placed on the uniqueness of marketing issues that involve technology, because technology markets are characterized by a high degree of innovation, market uncertainty, abrupt technological shifts, and increasingly shortening product/technology life cycles. An understanding of the unique features of these markets is critical in developing successful marketing strategies.

Learning Outcomes

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

- Strategic market planning, targeting markets (segmentation and evaluation).
- The market research process, understanding the competition, developing a market and product strategy, developing and managing products.
- Crafting the distribution and sales strategy, understanding the nuances of global markets and international marketing.
- Developing a marketing budget. Determining price dynamics, and implementation of marketing plan.

Course Contents

INTRODUCTION TO STRATEGIC MARKETING MANAGEMENT

- The Micro-Marketing Level
- The Macro-Marketing Level

STRATEGY AND IMPLEMENTATION

- Strategic Planning
- Strategy Implementation
- Implementation Problems

UNDERSTANDING THE HIGH-TECH CUSTOMER

- The Customer Satisfaction Survey
- Using Force Field Analysis to Listen to Customers
- The Customer Economy

THE EXPANDING MARKET

- Global Markets and International Marketing
- Strategic Dimensions of Technology

MARKET RESEARCH

- The Marketing Research Process

PRODUCT STRATEGY

- The Product Life Cycle
- Product Life-Cycle Management (PLM)
- The Product Development Process
- Branding

INNOVATION MANAGEMENT

- Encouraging Innovation
- The R&D Process
- Measuring Innovation
- The Six Steps for Increasing Creativity

THE IT PRODUCT DEVELOPMENT CYCLE

- New Product or Service Introduction
- The IT Product Development Process
- Pricing IT Products
- Factors Affecting Pricing Decisions
- Pricing Strategy of IT products
- The Internet's Effect on Pricing
- The Ethics of Pricing

COMMUNICATIONS STRATEGIES

- Developing an Integrated Marketing Communications Program
- Promotion
- Traditional Marketing Strategies versus Digital Marketing

DISTRIBUTION STRATEGIES

- Channels of Distribution
- Selling Intermediaries
- The Supply Chain
- Multichannel Distribution
- Packaging Process

MARKETING IMPLEMENTATION AND CONTROL

- Marketing Control
- Marketing Cost Analysis Balanced Scorecard
- Marketing Financial Analysis

SOCIAL NETWORKING AND THE SALES STRATEGY

- Why Social Network
- Brand Advertising on Social Networks
- Moving from Traditional to Social

E-COMMERCE AS A SALES MEDIUM

- Advantages of E-Commerce Disadvantages of E-Commerce
- Value Chains in E-Commerce
- The E-Commerce Model
- Niche Models

Recommended Books/Reading Material

1. Marketing IT Products and Services by Jessica Keyes, 2010 by Taylor and Francis Group, LLC.
2. The Handbook of Internet Management, Auerbach, 1999
3. The Handbook of eBusiness, Warren, Gorham & Lamont, 2000
4. The Ultimate Internet Sourcebook, Amacom, 2001
5. Infotrends: The Competitive Use of Information, McGraw-Hill, 1992

Course Evaluation

Midterm exam: 30 marks

Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 8 marks, Class participation/discussion: 5 marks)
Total:	100 marks

Seminar in Marketing

Course Introduction/Objective

The “Seminar in Marketing” is an advance level course designed to enhance the marketing skills & capabilities of the students. Blend with class lectures, article discussion and presentation on the emerging trends in marketing will shape the marketing skills of the students according to market requirements.

Learning Outcomes

The students after completion of this course will be capable to understand and evaluate:

- The emerging markets requirements of the National and Multinational Organizations.
- Devise strategies according to market requirements.
- Understand the latest trends in Marketing and suggest most appropriate competitive strategies to avail market opportunities.

Course Contents

FUNDAMENTAL UNDERSTANDING OF MARKETING: ANGLES VS DEVILS

- Göran Svensson, (2001) "Re-evaluating the marketing concept", European Business Review, Vol. 13 (02), pp.95 - 101.
- Tony Woodall, (2007) "New marketing, improved marketing, and apocryphal marketing: Is one marketing concept enough?" European Journal of Marketing, Vol. 41 (11/12), pp.1284 – 1296.
- Göran Svensson, (2005) "The spherical marketing concept: A revitalization of the marketing concept", European Journal of Marketing, Vol. 39 (1/2), pp.5 – 15.
- Gordon Pearson, Tony Proctor, (1994) "The Modern Framework for Marketing Planning", Marketing Intelligence & Planning, Vol. 12 (04), pp.22 – 26.

PRODUCT/MARKET POSITIONING – STRATEGIC SIGNIFICANCE

- Class Discussion
- Donelda S. McKechnie, Jim Grant, Marios Katsioloudes, (2008) "Positions and positioning: strategy simply stated", Business Strategy Series, Vol. 9 (05), pp.224 - 230.
- Chiranjeev S. Kohli, Lance Leuthesser, (1993) "Product Positioning: A Comparison of Perceptual Mapping Techniques", Journal of Product & Brand Management, Vol. 2 (04), pp.10 - 19.
- Raj Arora, (2006) "Product positioning based on search, experience and credence attributes using conjoint analysis", Journal of Product & Brand Management, Vol. 15 (05), pp.285 – 292.
- Roger Brooksbank, (1994) "The Anatomy of Marketing Positioning Strategy", Marketing Intelligence & Planning, Vol. 12 (04), pp.10 - 14

PRODUCT, PRODUCT DEVELOPMENT AND PRODUCT LIFE CYCLE

- Nessim Hanna, Douglas J. Ayers, Rick E. Ridnour, Geoffrey L. Gordon, (1995) "New product development practices in consumer versus business products organizations", Journal of Product & Brand Management, Vol. 4 (01), pp.33 – 55.

- Xiaoyu Yang, Philip R. Moore, Chi-Biu Wong, Jun-Sheng Pu, Seng Kwong Chong, (2007) "Product lifecycle information acquisition and management for consumer products", *Industrial Management & Data Systems*, Vol. 107 (07), pp.936 – 953.

BRANDING – A CUTTING EDGE COMPETITIVE MARKETING WEAPON

- Class Discussion
- Colin Jevons, (2005) "Names, brands, branding: beyond the signs, symbols, products and services", *Journal of Product & Brand Management*, Vol. 14 (02), pp.117 – 118.
- Andreas Strebinger, (2014) "Rethinking brand architecture: a study on industry, company- and product-level drivers of branding strategy: ", *European Journal of Marketing*, Vol. 48 (9/10), pp.1782 - 1804.
- John Murphy, (1988) "BRANDING", *Marketing Intelligence & Planning*, Vol. 6 (04), pp.04 – 08.
- Mark J. Kay, (2006) "Strong brands and corporate brands", *European Journal of Marketing*, Vol. 40 (7/8), pp.742 – 760.
- Fiona Harris, Leslie de Chernatony, (2001) "Corporate branding and corporate brand performance", *European Journal of Marketing*, Vol. 35 (3/4), pp.441 – 456.

GREEN MARKETING – EMERGING PARADIGM

- Class Discussion
- Ken Peattie, Andrew Crane, (2005) "Green marketing: legend, myth, farce or prophesy?" *Qualitative Market Research: An International Journal*, Vol. 8 (04), pp.357 – 370.
- Prashant Kumar, (2016) "State of green marketing research over 25 years (1990-2014): Literature survey and classification", *Marketing Intelligence & Planning*, Vol. 34 (01), pp.137 – 158.
- Thomas J. Dean, Desiree F. Pacheco, (2014) "Green marketing: a strategic balancing act for creating value", *Journal of Business Strategy*, Vol. 35 (05), pp.14 – 22.

CASE STUDY DISCUSSION, DEBATE, STRATEGY FORMULATION AND CRITICAL OUTCOMES.

ISLAMIC MARKETING – TARGETING THE NEED OF MUSLIM CONSUMERS

- Class Discussion
- Aliakbar Jafari, (2012) "Islamic marketing: insights from a critical perspective", *Journal of Islamic Marketing*, Vol. 3 (01), pp.22 – 34.
- Jonathan A.J. Wilson, John Grant, (2013) "Islamic marketing – a challenger to the classical marketing canon?" *Journal of Islamic Marketing*, Vol. 4 (01), pp.7 – 21.
- Özlem Sandıkcı, (2011) "Researching Islamic marketing: past and future perspectives", *Journal of Islamic Marketing*, Vol. 2 (03), pp.246 – 25.
- Paul Sergius Koku , Osman Jusoh , (2014) "Where do we go from here? Towards a theory in Islamic marketing", *Journal of Islamic Marketing*, Vol. 5 Iss: 3, pp.366 – 378.
- Aliakbar Jafari, (2013) "The Principles of Islamic Marketing", *European Journal of Marketing*, Vol. 47 (10), pp.1774 – 1776.

SOCIAL MEDIA MARKETING – AGE OF DIGITAL ECONOMY

- Class Discussion

- Luo Lili , Wang Yuan , Han Lifeng , (2013) "Marketing via social media: a case study", Library Hi Tech, Vol. 31 (03), pp.455 - 466.
- Anthony Patino, Dennis A. Pitta, Ralph Quinones, (2012) "Social media's emerging importance in market research", Journal of Consumer Marketing, Vol. 29 (03), pp.233 – 237.
- Katrin Weller , (2015) "Accepting the challenges of social media research", Online Information Review, Vol. 39 (03), pp.281 - 289

POLITICAL MARKETING – EMERGING TRENDS

- Class Discussion
- Patrick Butler, Neil Collins, (1994) "Political Marketing: Structure and Process", European Journal of Marketing, Vol. 28 (01), pp.19 – 34.
- Nicholas O'Shaughnessy, (2001) "The marketing of political marketing", European Journal of Marketing, Vol. 35 (9/10), pp.1047 – 1057.
- Gareth Smith, Andy Hirst, (2001) "Strategic political segmentation: A new approach for a new era of political marketing", European Journal of Marketing, Vol. 35 (9/10), pp.1058 – 1073.
- Linus Osuagwu, (2008) "Political marketing: conceptualization, dimensions and research agenda", Marketing Intelligence & Planning, Vol. 26 (07), pp.793 – 810.

DISTRIBUTION CHANNELS IN PAKISTAN – CHANGING STRUCTURE

- Class Discussion
- Asad Aman, Gillian Hopkinson, (2010) "The changing structure of distribution channels in Pakistan", International Journal of Retail & Distribution Management, Vol. 38 (05), pp.341 - 359.

CASE STUDY DISCUSSION, DEBATE, STRATEGY FORMULATION AND CRITICAL OUTCOMES.

POST-MODERN MARKETING

- Class Discussion
- A. Fuat Firat, Nihilesh Dholakia, Alladi Venkatesh, (1995) "Marketing in a postmodern world", European Journal of Marketing, Vol. 29 (01), pp.40 – 56.
- Philip J. Kitchen , Tony Proctor , (2015) "Marketing communications in a post-modern world", Journal of Business Strategy, Vol. 36 (05), pp.34 – 42.
- J. Tomás Gómez Arias, Laurentino Bello Acebrón, (2001) "Postmodern approaches in business-to-business marketing and marketing research", Journal of Business & Industrial Marketing, Vol. 16 (01), pp.7 – 20.

Recommended Books/Reading Material

Articles mentioned above in the course contents.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes, Assignments: 10 marks, Report/Presentation: 10 marks)
Total:	100 marks

MANAGEMENT

NGO Management

Course Introduction/Objective

The objective of this course is to make students able to assess NGO management structures and procedures for efficiency and effectiveness. The focus is on building capabilities to solve management problems with NGO staff, volunteers, and board members. Also, objective is to discuss funding strategies that respond to NGO needs and funder requirements, identify NGO performance issues and appropriate improvement measures. Lectures are also delivered about analyzing current and future challenges facing NGOs in Pakistan and in settings. This course introduces the management functions and types of planning, organizing processes in NGOs. It is devoted to human resources management, leadership and NGO control functions

Learning Outcomes

By the end of this course it is expected that the student will be able to understand and will be able to answer the following questions:

- How are NGOs formed?
- Why do some NGOs fail, and what are limitations of NGOs?
- How do NGOs affect public policy?
- What encourages and/or prevents the development of an NGO sector in Pakistan?
- What is the role of business models and an NGO?
- How does a grassroots movement affect an NGO?

Course Contents

- The international system (financial, Geo-political, Governance and Development)
- Survey of Human Development
- Evolution of NGO/Non-Profit Sector and role in the Economy
- Introduction to Citizen Sector/Social Sector in the Context of South Asia and Pakistan
- Non-Profit Sector and External Environment (Donours, NGOs, Governments, Global Situation)
- Managing Development by Public-Private Partnership
- Case Studies: OPP-RTI, AKRSP, Khushali Bank, Grameen Bank Bangladesh
- Financial Sustainability for NGOs/Non-Profit Sector
- Managers for Change
 - Participatory Management
 - Social Entrepreneurship & Social Marketing
 - Communication for Change
 - Introduction to Projects and Project Management
 - Role of the project manager
- Project Development
 - Defining project objectives and strategies
 - Overview of planning and estimating
 - Preparing a detailed project plan
 - Dealing with risk and uncertainty
- Project Management
 - Identifying and supporting team members

- Monitoring the project
- Communication and documentation
- Relations with stakeholders
- Project Evaluation
- Concluding a Project
- Learning skills i.e. Community Development, Social Mobilization, Community Organization, Fund Raising
- Presentation on Making a Difference – innovative models in NGO Sector
- Management functions and Roles of NGO Managers
 - The concepts, principles, management functions and roles
 - Strategy development, project planning in NGOs
 - Strategic planning and the logical Framework analysis (LFA) tool; Organizational Structures
- Key concepts and principles in structuring an NGO
 - Recruitment and Staff Management
 - Staff recruitment principles, process and application of policies
 - Leadership in NGO Context
 - Leadership and Management of self and others
 - Monitoring and controlling NGO performance
 - Key issues in NGO control functions
- Core Issues for Managers for Change and Non-Profit
 - Grant guideline resources
 - Customized grant research
 - Grant writing training
 - Fundraising Strategies
 - Grant proposal writing
 - Incorporation information
 - Strategic plan facilitation
 - Marketing plan facilitation
 - Management audits
 - Board of director training
 - Information/Training/Referral on non-profit issues
 - Workshops and seminars on general or customized non-profit topics
 - Media/PR/Marketing Assistance
 - Guiding Non-profit to critical information
 - Developing non-profit leadership and management skills
 - Counseling organizations through change
 - Building human capital: finding and keeping the right people
 - Promoting collaboration and communication
- Social Research
 - Relate hypotheses, variables and indicators to theoretical concepts
 - Apply the methods of social science research to specific research problems in their organizational setting and
 - Describe the key dos and don'ts of research
- Enhancing Board Effectiveness
- Monitoring and Evaluation
- Instructional Design Using Outcome-based Learning
- Human Resource Management for NGOs

- Finance for Non-profits
- Resource Mobilization from Businesses

Recommended Books/Reading Material

1. Alan Fowler (editor) & Chiku Malunga (editor). (2010). NGO Management: The Earthscan Companion (Earthscan Reader Series) (1st edition). Routledge
2. Edwards, M. and Gaventa, J. (2001) Global citizen action: Perspectives and challenges
3. Edwards, M. (2000) NGO rights and responsibilities: A new Deal for Global Governance. London:
4. Edwards, M. (1997) NGOs, states and donors: too close for comfort. Basing stoke/New York: MacMillan/St. Martin's Press
5. Edwards, M. and Hulme, D. (eds) (1995) Non-Governmental Organizations: Performance and Accountability: Beyond the Magic Bullet. London/West Hartford: Earthscan/Kumarian.
6. Gosling, L. and Edwards, M. (1995) Toolkits: A practical guide to non-profit monitoring and evaluation, Save the Children Fund
7. Edwards, M. and Hulme, D. (eds) (1992) Making a Difference – NGOs and development in a changing world. London: Earthscan.
8. Baqir, Fayyaz. "Development of Grass-Roots Institutions: Experience of LIFE in Pakistan (1993-98)." In New Regions: Concepts, Issues, and Practices; vol 3, edited by David W. Edgington, Antonio L. Fernandez and Claudia P. Hoshino, 191-211. Westport, CT: Greenwood Press, 2001

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 6 marks, Class Discussion/Participation: 7)
Total:	100 marks

Hotel Management

Course Introduction/Objective

This course provides an overview of the hotel and tourism industry, its growth and development, industry segments and their distinguishing characteristics, trends and current concerns. Students are introduced to career opportunities and the employability skills needed to succeed in specific hotel fields. The course teaches various management skills and capabilities necessary for hotel administration.

Learning Outcomes

At the completion of this course, students should be able to:

- Discuss and analyze the key factors responsible for the growth and development of hotel and tourism.
- Describe the current trends and challenges faced by the hotel and tourism industry, in the context of global economic, environmental, health and other social concerns.
- Discuss hotel classifications and describe the different types of hotel ownership and development, i.e. franchising and management contracts.
- Understand necessary skills for hotel administration and management
- Discuss the importance of effective leadership and management, and the characteristics of effective leaders in the hospitality industry.

Course Contents

- Introduction to hotel industry (International and Pakistan context)
- Defining target market & explaining intangibility of service.
- Classification of Hotels
- Advantages & disadvantages of different types of hotel ownerships & affiliations
- Defining mission and creating organization charts
- Classify the Hotel's functional areas and departmentalization/teamwork in hotel management
- The nature and uses of job description/specification
- Describing and discussing hotel management (including structure, departments, responsibilities) with reference to large, medium sized and small hotels.
- Types of Rooms
- Tariff structure & plans
- Sections of front office and their Importance
- Front Office Operations
 - Reservations
 - Registration
 - Front Office Responsibilities
 - Front Office Accounting
 - Check-out and Settlement
- Management/Organization of functions in hotels.
- Field Trips
- Planning & Evaluating Operations

- Hotel Revenue Management
- Managing Human Resources in Hotels

Recommended Books/Reading Material

1. O'Fallon, M. J., & Rutherford, D. G. (2010). Hotel management and operations (5th edition). Wiley
2. Hayes, D. K., & Ninemeier, J. D. (2006). Hotel operations management (2nd edition). Pearson.
3. Knowles, T. (1998). Hospitality management: An introduction. Financial Times/Prentice Hall.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 6 marks, Class Discussion/Participation: 7)
Total:	100 marks

International Management

Course Introduction/Objective

Companies are no longer competing just within their own country's boundaries, but globally. Corporations, in their quest for competitive advantage, are either forced or enticed to consider global opportunities that reduce cost and/or differentiate their services and products. The task is paramount when business negotiations, needs for coordination of products and services, needs for local responsiveness, research and development, human resources management (including recruitment) and so forth take place in different countries, continents, socio-political and cultural backgrounds. As an introductory course, we aim at understanding some of the issues managers face when working in a multinational enterprise.

Learning Outcomes

By the end of this course it is expected that the student will be able to understand:

- To provide conceptual and theoretical frameworks for developing an understanding of managing multinational enterprises (MNEs).
- Learn about environmental and social problems related to economic development.
- Develop a clear understanding of main topics behind international management.
- Understand the nature of non-business issues that challenge corporations' business models on an international scale.

Course Contents

- Introduction
- The challenges of business on an international scale
- Evolving economic systems and competition
- Multinational management in a changing world
- The global market place and Government roles
- Culture and Multinational management
- Managing ethical and social responsibility in multinational companies
- International strategy: The four P's
- Strategic management in the multinational company: Content and formulation
- Multinational and participation strategies: Content and formulation
- Organizational design for multinational companies

Recommended Books/Reading Material

1. Deresky, H. (2013). International management: Managing across borders and cultures; text and cases (8th edition). Pearson
2. Mead, R., & Andrews, T. G. (2009). International management (4th edition). Wiley-Blackwell.

Course Evaluation

Midterm exam: 30 marks
Final exam: 50 marks

Sessionals: 20 marks (Quizzes: 7 marks, Assignments: 6 marks, Class
Discussion/Participation: 7)
Total: 100 marks

Seminar in Management

Course Introduction/Objective

This course is intended to be a challenging and exciting course that discusses a series of influential “recent” perspective in management. The discussion will focus on different (an in many cases, conflicting) schools of thought, approaches, and techniques, each of which can be useful in various managerial contexts. The course focuses on the most recent (state of the art) development in the management field. The course structure is built around managerial issues, providing students with a richer understanding of the concepts in management, which are discussed from many angles. By discussing alternative management perspective, it is expected that the course can broaden and sharpen students’ managerial frame of mind.

Learning Outcomes

By the end of this course it is expected that the student will be able to understand:

- Various schools of thoughts in management
- Contemporary management issues
- Traditional and contemporary research in management
- The development of the field of management
- Management issues in Pakistani business organizations

Course Contents

- Introduction
- New Competitive Landscape and Strategic Leadership
- Organizational Purpose
- Management Innovation
- Value Innovation
- Organizational Knowledge
- Decision Making
- Competition & Competitive Advantage
- Globalization
- Sustainable Management
- Strategic Alliances
- Managing Change
- Organizational Performance Management
- Learning Organizations
- Learning Change
- Management School of thoughts
- A revisit to classical research on management
- Contemporary management issues and management research
- Case studies of Pakistani organizations highlighting management problems

Recommended Books/Reading Material

Reading materials contain a number of recently published articles and classic articles; as well as different types of cases which are selected from respected, practical oriented journals in the field of business or management.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 6 marks, Class Discussion/Participation: 7)
Total:	100 marks

Knowledge Management

Refer to Knowledge Management course outline among core courses

Change Management

Course Introduction/Objective

This course focuses on conceptual, theoretical and practical perspectives on change management, examining the change agent's role and issues associated with change management in the contemporary context. Additional focus is on individual, group and organizational strategies for change and the role of human resource management in the effective management of change.

Learning Outcomes

By the end of this course it is expected that the student will have had opportunity to:

- Explore conceptual, theoretical and practical perspectives on change management.
- Develop critical appreciation of theories and practices in the management of change and apply this understanding to participants' professional roles as change Leaders and for planning organizational change.

Course Contents

- Introduction
- Understanding change
- Levels of change
- Leadership and the role of the change agent/practitioner
- Managing resistance and organisational culture
- The process of organisational change
- Organisational development and change
- Organisation transformation and change
- Controlling Change Process
- Resource Management for Change
- Change in a chaotic and unpredictable environment
- Future directions: Change in a global setting
- Case Studies

Recommended Books/Reading Material

1. Waddell, D.M., Cummings, T.G. & Worley, C.G. (2011) Organisational Change
2. Relevant articles and case studies (classical and recent).

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 6 marks, Class Discussion/Participation: 7)
Total:	100 marks

Project Management

Refer to Project Management course outline among core courses

Organizational Development

Course Introduction/Objective

In this day and age of “globalization,” which has been spurred by quantum leaps in the field of Information and Communication Technology, companies have been faced with a situation of rapid changes. The rapid changes are usually major changes that changes the way of thinking and doing, and corporate leaders are often caught in a quandary over how to implement the changes. The alternative is to fall by the wayside. Company employees are likewise deeply affected since the brunt of implementing changes falls on their shoulders. Thus, Organizational Development (OD) efforts are managed in the formal organization structure by either the Corporate Planning Department or the Human Resources Department or both working in tandem. This is rightly so because OD is a discipline that marries the fields of Social Sciences and Management Science. In OD, students will learn about change – its meaning and concept, who or what causes it, who manages it, who or what is managed and how to manage it. OD is also presented as a process that is complex, not being linear or even cyclical in nature.

Learning Outcomes

By the end of this course, students shall have been able:

- To articulate and discuss the history, main concepts, and theories of the field of Organization Development
- To experience the emotions and dynamics of change, resistance to change and articulate the reasons behind such dynamics
- To articulate and discuss the process of Change Management with particular attention to the logic behind the stages of the process
- To interact with, analyze, and report on an organization that is currently managing a change process in the workplace

Course Contents

BASIC CONCEPTUAL FRAMEWORK ON CHANGE

- EEE
- Kurt Lewin

CHANGE LEADERSHIP

- The Concept of an Entity

CHANGE LEADERSHIP

- Personal Clarity
- Content and Behavior of the Individual Entity
- Change Leader Qualities and Behavior

THE CHANGE TARGET

- Organizational Frameworks
- Culture and the Primacy of the Mission Statement
- Structured vs. Processual Behavior
- The Black Box Framework
- The Value Chain Framework

THE CHANGE TARGET: ORGANIZATIONAL DIAGNOSIS

Diagnostic Tools

- McKinsey 7S
- Weisbord

THE CHANGE TARGET: ORGANIZATIONAL CULTURE

- Readiness for Organizational Change

THE CHANGE PROCESS

- The Change Cycle

CHANGE ACTION PLANNING

- The Change Objective Setting
- Mission Re-Definition, Behavioral, Technical and Structural

CHANGE INTERVENTIONS

THE CHANGE PROCESS

- Managing Resistance to Change

MONITORING AND EVALUATION

Recommended Books/Reading Material

1. French, Wendell, Cecil Bell and Robert A. Zawacki. Organization Development and Transformation: Managing Effective Change, 6th Ed., McGraw Hill. 2005

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 6 marks, Class Discussion/Participation: 7)
Total:	100 marks

Organizational Theory

Course Introduction/Objective

This course introduces the macro theories of organization. It focuses on the organization as a whole and its relationship with the environment. Special topics include organizational effectiveness, technology, structure, processes, management, power, politics, and culture. Both theoretical underpinnings and practical applications are equally emphasized in this course.

Learning Outcomes

By the end of this course, students shall have been able:

- Define different organizational structures
- Explain the challenges of organizational design
- Apply critical thinking skills to develop structural recommendations
- Describe the interaction of organizational designs and competitive strategies
- Explain how organizations both affect and are affected by their environments
- Critically evaluate the effects of changing technology on organizational structures
- Work as a team to complete a research project, cases, and exercises

Course Contents

- Managers and Ethics
- Managing in Changing Environment
- Organizational Design
- Organizational Structure
 - Control
 - Coordination
- Organizational Culture
- Organizational Strategy
- Organizational Technology
- Organizational Change
- Transformation
- Decision-Making
- Innovation
- Managing Conflict and Power

Recommended Books/Reading Material

1. Organizational Theory, Design, and Change, 6th Edition, Gareth Jones.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 6 marks, Class Discussion/Participation: 7)

Total: 100 marks

Crisis Management

Course Introduction/Objective

You must deal rapidly, correctly, comprehensively, and objectively with a disaster or crisis. Yet, many organizations are so preoccupied with day-to-day operations that they fail to allocate the appropriate time and resources to crisis planning. This course provides students with the tools to identify potential vulnerabilities and to develop comprehensive protection, management, and communication plans for crisis management.

Learning Outcomes

By the end of this course students will be able to able to understand;

- Nature of the crisis
- Crisis analysis
- How to make a plan
- Creating sources
- How to recover for long term or short term

Course Contents

INTRODUCTION

- Introduction: Crises are in the News Every Day
 - Before, During, and After
 - How to Handle Crises Correctly...and Incorrectly
- Outcomes from this Class
 - Preparing for a Crisis
 - Implementing a Crisis Audit
 - Creating, Simulating, Revising a Crisis Plan
 - Managing a Crisis
- Current Crises
 - BP Oil
 - Japanese Earthquake/Tsunami
 - Lindsay Lohan/Charlie Sheen/Mel Gibson
 - Hurricane Sandy
 - Technology Attacks: Bradley Manning, Edward Snowden
- The Changing Media Landscape

DEFINING 'CRISIS'

- Types of Crises
 - Natural
 - Man-made
 - Combination
 - Technologic
- B. What is and is Not a Crisis; Why the Distinction is Important

WHY CRISIS PLANNING NOT IMPLEMENTED

- It Can't Happen to Us (Ostrich Theory)
- Cost of Preparation
- Lack of Time or Know-How

- Low Priority
- Lack of Vision
- Lack of Agreement

BEFORE THE CRISIS: LONG-RANGE PREPARATION

- Reputation Management
- Issues Identification

THE CRISIS AUDIT

- Ten Questions to Ask Yourself About Your Organization
- Your Own Organization; Gaining Organizational Support for Crisis Planning
- Creating the Internal Team
- External Sources for Assistance

CREATING YOUR OWN PLAN

- Current Assessment
- Crisis Management Team
- Legal/Financial Considerations
- Rehearsals and Simulations
- Establishing the Crisis Center
- Using Outside Counsel
- Dealing with the Media
- The Role of Senior Management
- Post-Crisis Evaluation

DURING THE CRISIS: WHEN CRISIS STRIKES – IMPLEMENTING THE PLAN

- Conduct Situation Analysis
- Who Needs to Know What, When
- Prioritize Actions
- Move Quickly, But Thoughtfully
- Document in Writing
- Dos and Don'ts in Dealing with Media
- Human Issues in Crisis Situations

AFTER THE CRISIS: RECOVERY: SHORT-TERM AND LONG-TERM

- Immediate Organizational Resumption
- Long-Term Recovery
- Updating the Plan – Lessons Learned

Recommended Books/Reading Material

1. Cooper, M. M. (2013). Coping with Crisis in a Complex World: Expecting the Unexpected. International Council of Shopping Centers

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 6 marks, Class Discussion/Participation: 7)
Total:	100 marks

Logistics Management

Course Introduction/Objective

Business Logistics is the set of activities involved in the flow of materials and products through an organization and through the supply chain to the market. More specifically, business logistics is the subject that manages efficient, effective flow and storage goods, services, and related information in a supply chain. The key elements of business logistics covered in this course include logistics planning and strategy, customer service, procurement, transport, inventory, warehousing, and handling. This course addresses questions about logistics planning, transport modes selection, vehicle routing, inventory policies, purchasing quantity and timing, and storage selection.

Learning Outcomes

Upon successful completion, students should be able to:

- Analyze how logistical decisions (e.g., facilities, inventory, and transportation) impact the performance of the firm as well as the entire supply chain.
- Analyze the strengths and weaknesses of various transportation modes and perform cost analysis.
- Develop the strategies that can be taken to find the best paths to route vehicles to deliver and collect goods at multiple stops.
- Develop the strategies that can be taken to manage inventories, including deciding the timing and quantity for replenishments without hurting the level of product availability.
- Know basic characteristics and costs of warehousing and materials handling activities.
- Use computing software to solve various logistics decision-making problems, including inventory policies and vehicle routing.

Course Contents

- Introduction to Business Logistics/Supply Chain
- Logistics Strategy & Planning
- Logistics Products
- Logistics Customer Service
- Order Processing & Information Systems
- Transport Fundamentals
- Transport Decisions
- Inventory Policy Decisions
- Purchasing Decisions
- Storage & Handling System
- Warehouse Management
- Reverse Logistics Management

Recommended Books/Reading Material

1. Ronald H. Ballou, Business Logistics/Supply Chain Management, 5th ed. Pearson Prentice Hall, 2005

2. Grant, D. B. (2012). Logistics Management (1st edition). Trans-Atlantic Publications, Inc
3. Strategic Logistics Management by James Stock & Douglas Lambard (2014).

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 5 marks, Assignments: 5 marks, Term Report/VIVA/Presentation: 10)
Total:	100 marks

Comparative Management

Course Introduction/Objective

This is to learn various approaches, aspects and issues of Cross Culture Management focusing on the similarities and differences amongst business, managerial and HRM practices across the world. Pre-requisite course are Principles of Management and Human Resources Management and this will also be dealing with the related disciplines like Organization Behavior, Organization Theory and Development.

Learning Outcomes

By the end of this course it is expected that the student will be able to develop:

- Foundation for understanding, managing, and successfully interacting in today's complex, multinational and multicultural organizations.
- An understanding of the key issues and challenges facing multinational enterprises in the management of their cross-border operations, particularly those of an intercultural nature
- Insights into the historical, institutional, and cultural factors influencing management practices around the globe
- An enhanced ability to work effectively with people from various cultures.
- Insight regarding in-depth country comparisons and skills for successfully working overseas.

Course Contents

THEORETICAL FRAMEWORK

- Conceptual underpinnings and various approaches to Comparative Management.
 - Hofstede Model
 - Trompenaars Model
 - Schein Approach
 - Adler Approach
 - Farmer & Richman
 - Kluckhohn & Stodtbeck
- Management Practices and Issues in developed and developing countries
 - Control
 - Decision making
 - Planning
 - Cross Culture Negotiation
- Cross Culture management paradigms

CORE ATTENTION

- Japanese Management
- American Management
- Management in Middle East and South Asia

PERIPHERAL FOCUS

- Europe - Anglo-phones, Franco-phones, East Central Europeans
- China and East Asian countries
- Africa and Latin America

ISLAMIC CONCEPTS OF MANAGEMENT AND CULTURAL CONTEXTS

PAKISTANI MANAGEMENT AND ITS COMPARATIVE STUDY VIZ. JAPANESE AND WESTERN MANAGEMENT SYSTEM.

Recommended Books/Reading Material

5. Luthans, F. and Doh, J. (2014). International Management: Culture, Strategy, and Behavior (9th edition). McGraw-Hill.
6. Management World Wide: The impact of societal culture on organizations around the world by David J. Hichson & Derak S. Pugh, Penguin Books London.
7. Comparative Management by Raghu Nath
8. Organization Culture and Leadership by Edger Schein

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 6 marks, Class Discussion/Participation: 7)
Total:	100 marks

Health care Services Management

Course Introduction/Objective

Health Care Management provides you with an overview of how health care institutions are organized and governed, the role of the management staff, physicians, nurses and other clinical and support staff in these organizations, and the management systems designed for their efficient and effective operation.

Learning Outcomes

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

- Learn concepts and theories in health care management.
- Develop skills in using materials tools and/or technology central to health care management.
- Learn to understand perspectives and values of health care management.
- Develop the basic management skills and ability to work productively with others.
- Learn to select, use, and critically analyze current research and literature on the subject.
- Integrate health care management theory with real world situations.
- Develop the ability to work productively with others in diverse teams.

Course Contents

- An Overview of Health Care Management
- Leadership for Health Care Management
- Management and Motivation for Health Care Management
- Organizational Behavior (OB) and Management Thinking for Health Care Management
- Strategic Planning for Health Care Management
- Health Care Marketing
- Quality Improvement Basics
- Information Technology in Health Care Management
- Financing Health Care and Health Insurance
- Managing Costs and Revenues
- Managing Healthcare Professionals
- The Strategic Management of Human Resources
- Teamwork in Health Care Management
- Addressing Health Disparities: Cultural Proficiency
- Ethics and Law in context of Health Care Management
- Fraud and Abuse in Health Care Management
- The Merger of Competing Hospitals

Recommended Books/Reading Material

1. Buchbinder, S.B., & Shanks, N.H. (2012). Introduction to Health Care Management. Jones & Bartlett, Publishers, 2nd Edition

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 6 marks, Class Discussion/Participation: 7)
Total:	100 marks

Environmental Management

Course outline of environmental science is available among core courses.

Hospital Management

Course Introduction/Objective

This course offers students opportunities to learn about health administration management and careers, skills and competences required for various health care jobs, healthcare financial management and related issues.

Learning Outcomes

Upon successful completion of this course, the student will be able to:

- Identify the basic service and program elements in the continuum of health care.
- Define the major health care professions and the role of health care administrators within them.
- Differentiate the roles of clinicians and managers in a variety of health care organizations.
- Identify skills and competencies required for various health administration jobs.
- Know about interactions amongst health care administrators.

Course Contents

- Introduction to Hospital Management
- Hospital and Health System Administration (public and private)
- Healthcare Financial Management
- Understanding Healthcare Reform Issues
- Health Promotion, Education, Outreach, Program Development and Evaluation
- Ambulatory Care and Medical Group Practice Management
- Healthcare Business Development, Marketing and Public Relations
- Pharmaceutical and Medical Device Industry Opportunities
- Nonprofit Community Health Organization Management
- Veterans Administration and Military Health System
- Mental Health and Substance Abuse Program Administration
- Long-term Care
- Health Care Administration Code of Ethics, Future Professional Challenges

Recommended Books/Reading Material

1. Damp, D.V. (2006). Health care job explosion! High growth health care careers and job locator. Moon Township, PA: Bookhaven Press.
2. Donaldson RM, Lundgren KS & Spiro HM (2003). The Yale guide to careers in medicine and the health professions. New Haven: Yale University Press
3. Kovner, A. R. (2000). Health care management in mind: Eight careers. New York: Springer Publishing Co.
4. Linney, B. J. (2000). A career guide for physician executives. Tampa, FL: American College of Physician Executives.
5. Rodenhauer, P. (2000). Mental health administration: A guide for practitioners. Ann Arbor, MI: University of Michigan Press.
6. Swanson BM. (2005). Careers in health care (5th ed.). New York: McGraw-Hill.

7. Wetfeet, I. (2005). *The Wetfeet insider guide to careers in biotech and pharmaceuticals*. San Francisco: Wetfeet, Inc.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 5 marks, Assignments: 5 marks, Term Report/VIVA/Presentation: 10 marks)
Total:	100 marks

Micro, Small & Medium Enterprises Management

Course Introduction/Objective

The objective of this course is to create understanding about the reality of small and medium enterprises in different cultural and socio-economic settings from a managerial and organizational perspective. It will also demonstrate the role and importance of the small and medium enterprises in economic development and in the creation of value.

Learning Outcomes

After successful completion of the course the student should be able to understand:

- The concept of type of SMEs
- To have an understanding about general managerial issues related to SME operations
- To know how to analyze SME performance
- To understand how value for different stakeholders is created by SMEs

Course Contents

- Definition of SMEs
- Target market and Product/Service selection for SMEs
- Competitive advantage in SMEs
- Strategic management for SMEs
- Competitors and Location Selection
- Corporate governance for competitive advantage in SMEs
- Financial Management in SMEs
- Managing people in SMEs
- Innovation in SMEs
- Diagnosing SME performance
- Networking among SMEs
- SME's and added value generation and the role of the SME sector in economic development
- Cultural aspects on SMEs;

Recommended Books/Reading Material

1. SME Management Practices (1991). Guangdong
2. Entrepreneurship and SME Management (2nd Edition) by Chen Xiao Hong, Zhou Wen Hui, & Wu Yun Di. 2014. Tsinghua University Press.
3. Design Management for SMEs by Alessandro Barison (2015). lulu.com

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 5 marks, Assignments: 5 marks, Term Report/VIVA/Presentation: 10 marks)
Total:	100 marks

HUMAN RESOURCE MANAGEMENT

Strategic Human Resource Management

Course Introduction/Objective

Given globalization, the growing integration of the world economy in to one marketplace, Pakistani corporations are subject to unprecedented levels of competition. The critical source of competitive advantage for these corporations is not their physical assets, but their people. It is people, not companies, who innovate, create new products, make decisions, develop and implement business plans, penetrate new markets, and serve clients and customers. While developing effective business strategy is important to organizational success, the capacity to implement any given business strategy is completely dependent on a corporation's people. Thus this course adopts a theoretical and practical approach to the concepts and practice of SHRM, and as well as providing a set of skills and tools for students to take with them into the workforce, it also provides ample scope for students to experience HRM and benefit from the experiences of practitioners currently working within the HRM profession.

Learning Outcomes

On successful completion of the course the students will be able to:

- Identify the nature and theoretical underpinnings of SHRM.
- Develop knowledge of competing theoretical models of SHRM.
- Develop an understanding of the theoretical perspectives in organizational strategy and strategic management theory.
- Understand the relationship between theories of strategic and strategic management, and models of strategic HRM.
- Understand the role of formal HRM under SHRM.
- Understand the implications of HRM for different organizational strategies
- Analyze the strategic planning and implementation considerations associated with key areas of HRM strategy.
- Assess the importance of human resource management in enhancing organizational performance.

Course Contents

- The fundamental issue of what does it means to be Strategic about HRM?
- Contemporary issues in HRM
- Models of Strategic Human resource Management
- Managing SHRM in a complex and uncertain organizational, social and economic context
- Measuring and evaluating HRM
- Contribution of HRM to business strategy
- Perspectives of HRM as the strategic, operational and functional levels of the organization;
- International Strategic Human resource Management
- Industrial relations, changing the dynamic environment
- HR accounting and human value management

- HR Planning and information of systems
- Internal and external fit in SHRM systems
- Strategic renewal: Downsizing, mergers and acquisitions, and restructuring

Recommended Books/Reading Material

1. Strategic HRM; Jeffrey A. Mello
2. Handbook of Strategic HRM; Armstrong
3. John Storey, Patrick M. WrightDavid Ulrich, (2009). The Routledge Companion to
(Human Resource Management Strategy (1st Edition

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 7 marks, Class Presentation/Participation: 6 marks)
Total:	100 marks

Cross-Cultural Resource Management

Course Introduction/Objective

In the 21st century, Cross-cultural Human Resource Management becomes “must” for national and international organizations. The market globalization is bringing the multinational enterprises much more opportunities and profit, but also bringing them much fierce competition. The aim of this course is to get a clear understanding of cross-cultural human resource management and therefore knowing how to managing the harmonious working relationship between expatriates and local employees by analyzing problems consist of the concept of cross-cultural human resource management. Problems exist between expatriates and local employees, and how to manage cross-cultural human resource management.

Learning Outcomes

Upon successful completion of the requirements for this course, students will be able to:

- Understand the implications of changes in the global organization of firms and the international workforce for HRM policy choices
- Demonstrate a detailed understanding of the key analytical concepts and models in Culture and HRM
- Assess the principal comparisons and contrasts of the Culture and human resource systems in Major economies.
- Evaluate the different approaches to and strategies for HRM in international business activities, and their impact on employees
- Evaluate the problems of transferring HRM practices from one country to another and the role of MNCs as agents of knowledge transfer.

Course Contents

CROSS CULTURAL HRM

- Overview
- HRM/CCRM
- Models of HRM & relevance in cross cultural context
- Case Study.. NCR in Scotland

INSTITUTIONAL CONTEXT OF HRM.. GLOBAL BUSINESS ENVIRONMENT AND HUMAN AND CULTURAL VARIABLES

- Labor Laws
- International organizations.. Parent company/Subsidiary Perspectives
- Trade Unions

CULTURE.. MODELS

- Hofstede model and its implications for HRM
- 7D Cultural dimensions Model
- Research article.....

INTEGRATION AND DIFFERENTIATION

- HR practices for integration
- HR practices for differentiation
- Reverse Differentiation

RECRUITMENT & SELECTION IN CROSS CULTURAL CONTEXT.. REPATRIATION

- Expatriates
- In patriates
- Challenges
- Short term Assignments and HR strategies

TRAINING & DEVELOPMENT IN CROSS CULTURAL CONTEXT

- Pre-departure training
- Designing effective training for expatriates
- Research Article
- Development Approaches in cross cultural context
- Performance management

COMPENSATION MANAGEMENT FOR INTERNATIONAL EMPLOYEES

- Approaches to international compensation
- Taxation issues
- Challenges for expatriates and TCN'S

ETHICAL ISSUES IN CROSS CULTURAL CONTEXT

Recommended Books/Reading Material

1. International HRM: A Cross cultural approach by Terence Jackson
2. International HRM: Monir H. Tayebfourth edition: P.J.Dowling
3. Managing people in multinational context;

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 7 marks, Class Presentation/Participation: 6 marks)
Total:	100 marks

Training Interventions and Job Skills

Course Introduction/Objective

Organizations are made up of people: their knowledge, skills, attitudes and interconnections. Without people there is nothing except a legal fiction frozen in time. In order to survive and thrive, organizations need to facilitate the growth of all of these as part of a knowledge management strategy. Training and development is a key activity that systematically leads to the development (often self-development) of people in organizations, and makes organizations more effective. The course will focus on the role of training staff and on line management in designing and implementing appropriate strategies in line with the business goals of their organization.

Learning Outcomes

Upon successful completion of the requirements for this course, the students will be able to:

- To understand the role and function of training and development in organizations.
- To understand learning theories and principles and their implications for the effectiveness of training programs.
- To be able to identify training needs and objectives prior to the undertaking of training programs and to determine if training is a solution to performance problems.
- To understand the issues and steps involved in designing and implementing a training program.
- To understand the difficulties of transfer of training, how to overcome them and facilitate transfer of training.
- To understand how to evaluate the effectiveness of training programs in terms of training criteria and evaluation designs.
- To be knowledgeable about the various types of training programs and management development.

Course Contents

- Overview of Training and Development--- The Training and Development Process, Organization Challenges and Training and Development
- The Context and Environment of Training and Development Organizing Training and Development The Role of the Trainer Marketing the Training Function
- Learning, Motivation and performance----Employee Behaviour & Performance Motivation Theories & Training Learning and the Conditioning Perspective Cognitive Theories of Learning
- TNA: The Needs Analysis Process Levels of Needs Analysis Solutions to Performance Problems Training Objectives
- Designing the Training Program: The Lesson Plan Maximizing Learning Implementing the Training Program
- Traditional Training Methods Experiential Training Methods Technology-Based Training Methods
- Transfer of Training: Barriers to Transfer of Training Transfer of Training Model Improving Transfer of Training

- Training Evaluation? Training Evaluation Criteria Overcoming Evaluation Obstacles
- Organization Development--- challenges in 21st century.

Recommended Books/Reading Material

- Effective training by P.NICK BLANCHARD and JAMES W. THACKER 3rd edition.
- Delahaye, B.L.(2011)Human Resource Development: Managing Learning and Development. (3rd Ed.) Australia: Tilde University Press.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 7 marks, Class Presentation/Participation: 6 marks)
Total:	100 marks

Labor Laws in Pakistan

Course Introduction/Objective

This course focuses on various business and labour laws prevailing in Pakistan by first introducing the legal system of Pakistan and then describing various laws. It covers various business laws like Law of Contract, Law of Partnership, Law relating to companies, Law of negotiable instruments, Law relating to transfer of property, Law relating to sales of goods and carriage of goods, Law of trust, Law of insurance; and other labour laws like Industrial relations, Factories Act, Workmen's compensation and social security. This course will enable students not only to manage legal requirements of business but also to handle affairs relating to labour, their employment and working conditions.

Learning Outcomes

After the end of course, students are expected to:

- Recognize and interpret prevalent business and labour laws in Pakistan
- Possess professional skills to apply these laws in real life situations
- Discuss how to manage legal requirements of business and also affairs relating to labor, their employment and working conditions
- Advise on business and labor matters
- Illustrate the capacity of managing, employment and organizational business interests.

Course Contents

- Introduction to Business and Labour laws & Legal system of Pakistan
- Concepts and Definitions of Law
- Classification and Sources of Law
- Contract act- Scope & Significance
- Consideration and Essentials of Contract
- Kinds of Contract
- Companies Ordinance, 1984
- Law relating to companies
- Securities & exchange Commission of Pakistan
- Negotiable Instruments
- Law relating to sales of goods
- Industrial Relation Ordinance
- Workers participation and Dispute Resolution
- Labour Laws

Recommended Books/Reading Material

1. Khalid Mehmood Cheema, Revised edition (2010) Business Law. Syed Mobin Mahmud & Co. Lahore Publishing
2. Luqman Baig (4th edition) Business Law.
3. Shaukat Mahmood (7th edition) The Contract Act, 1872.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 7 marks, Class Presentation/Participation: 6 marks)
Total:	100 marks

Incentives & Compensation Management

Course Introduction/Objective

The objective of this course is to highlight the importance of incentives and compensation management in HRM and to familiarize students with nature and types of incentives along with other important topics. Students are required to develop understanding about design, administration and control of compensation management systems to support business and corporate strategies.

Learning Outcomes

- After successful completion of this course, students are expected to have developed an understanding about:
- Different types of incentives and rewards
- How to plan compensation management programmes and administer rewards for different types of strategies.
- How to plan compensation management programmes and administer rewards for different nature of jobs.
- How to control performance of compensation management systems.

Course Contents

- Introduction
- Objectives and Targets for Compensation Systems
- Various types of Incentives
- Alignment of Incentives with nature of jobs and Business Strategies
- Alignment of Compensation Systems with Strategic Planning
- Administering Incentives and Compensation Systems
- Functional Challenges and Issues for Compensation Systems
- Best Practices in Incentives and Compensation Management

Recommended Books/Reading Material

1. McCoy, T. J. (2012). Compensation and Motivation: Maximizing Employee Performance With Behavior-Based Incentive Plans. CreateSpace Independent Publishing Platform.
2. Kelly, D. (2014). The Book on Incentive Compensation Management. Compensation Architect.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 7 marks, Class Presentation/Participation: 6 marks)
Total:	100 marks

Recruitment and Selection

Course Introduction/Objective

Effective recruitment and employee selection ensures that the right people are placed in the right job, but it is not always an easy process. Having a well-designed recruitment process helps to increase job satisfaction, reduce wastage of resources, achieve better retention of employees and improves productivity. This course provides an introduction to the current issues and procedures that are used in recruitment, selection and appraisal of employees in organizations.

Learning Outcomes

Upon successful completion of the requirements for this course, students will be able to:

- Describe the importance and relevance of recruitment and selection to Pakistani Organizations.
- Identify the major legal issues affecting recruitment and selection, and discuss recruitment and selection systems that meet legal requirements.
- Explain and apply the requirements for measures used in staff selection and recruitment to evaluate applicants fairly and in an unbiased fashion.
- Illustrate the role of competencies and performance management in recruitment and selection.
- Evaluate the role that human resources planning, organizational and job analysis have in selection.
- Develop a recruiting and staffing strategy

Course Contents

- Introduction, recruiting as a part of the HR function-- overview, evaluating staffing needs.
- How to develop recruiting plans, approval process, diversity & affirmation action.
- Internal recruiting methods--effective referral systems, hiring within the law, negligent-hiring, good PR for applicants
- External recruiting methods--executive search firms (retained vs. contingency), agencies, internet, outplacement firms, ads, other sources, fee negotiations, reporting
- Methods to Screen resumes and applications, correspondence, resume formats, forms, implementation and management record keeping, defining the interview process, types of interview.
- Applicant testing, validation issues, assessment centers, physical examinations and drug testing, managing the complaint process.
- The hiring decision, extending offers and counter offers, reference checks, employment contracts,
- Recruiting strategy--Performance evaluation Theory and practice, 360 degree feedback, orientation training, exit interviews, turnover costs,

Recommended Books/Reading Material

1. Heneman, H. G. and Judge, T.A. (2008). Staffing Organizations. New York: Irwin/McGraw-Hill. ISBN: 0073530271.
2. Hiring the Best, Martin Yate; Adams Media, 5th edition.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 7 marks, Class Presentation/Participation: 6 marks)
Total:	100 marks

Leadership and Team Management

Course Introduction/Objective

The basic objective of this course is to develop students' leadership and team development abilities through evidence-based management, readings, and laboratory application.

Learning Outcomes

After successful completion of this course, students are expected to:

- Exhibit effective leader behaviors
- Act in ways that are perceived as effective and fair by others
- Enhance other people's motivation via intrinsic and extrinsic incentives
- Facilitate successful organizational change efforts

Course Contents

LEADERSHIP & EVIDENCE-BASED MANAGEMENT

- Leadership as a Social Process
- Lecture: Leading vs. Managing
- Introduction to Evidence-Based Management
- How Leader Emergence Occurs
- Research on Implicit Leadership Theory
- Sources of Power
- Power and Social Influence

EMPLOYEE MOTIVATION

- Human Needs and Intrinsic Motivation
- Need for Autonomy
- Satisfying Autonomy
- Need for Competence
- Goal Orientation
- Need for Relatedness
- Importance of Leader-Follower Relations
- Importance of Person-Environment Fit

CREATING ENRICHED & FAIR WORKPLACES

- Motivating via Job Design
- Evidence for Job Design
- Ensuring Outcome Fairness
- Evidence for Outcome Fairness
- Ensuring Procedural Fairness
- Evidence in Support of Procedural Fairness
- Ensuring Interactional Fairness
- Evidence for Interactional Fairness

BASIC LEADERSHIP BEHAVIOR

- Being a Directive Leader
- Evidence for Directive Leadership
- Setting Goals

- Feedback that Motivates
- Being a Supportive Leader
- Evidence for Supportive Leader Behavior
- Being a Transactional Leader
- Rewarding and Punishing Followers

EXEMPLARY LEADERSHIP BEHAVIOR

- Being a Transformational Leader
- Evidence for Transformational Leader Behavior
- Being Charismatic via Emotional Contagion
- Managing Your Emotions
- Being Charismatic in Communication
- Importance of Expressing Confidence in Your Followers
- Importance of Activating Followers' Group Identities
- Managing Resistance to Change
- Planning for Change
- Leading the Change Process

Recommended Books/Reading Material

1. Rath, T., & Conchie, B. (2009). Strengths based leadership: Great leaders, teams, and why people follow. Gallup Press.
2. Margerison, C. J. (2002). Team Leadership: A guide to success with team management systems. Cengage Learning EMEA.

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 7 marks, Class Presentation/Participation: 6 marks)
Total:	100 marks

Micro Organizational Dynamics

Course Introduction/Objective

Organisational Dynamics teaches an integrated way of thinking about the short term dynamics and complexities faced by contemporary organisations. The emphasis is on the organisational system as a coordinated social entity and as such the course is concerned with how the organisation integrates its social capital, competencies and resources, strategic capabilities and operational assets in a way that minimises disruption and challenges and maximises opportunities that may arise. This course will enable students to understand the organisation's contingencies and dynamics and how structure and design can moderate these as well as how they can leverage knowledge, technology and innovation to maximize effectiveness.

Learning Outcomes

- To introduce students to the principles of organizational theory as they contribute to the interpretation and analysis of organizational dynamics.
- To facilitate understanding of an organization's dynamic influences in relation to other areas of management study such as organizational behavior, human resource management and strategic management.
- To present theories of organizational dynamics from the approach of holistic enterprise analysis.
- To enable students to have an informed perspective on the influences and implications of dynamic change in organizational sustainability and survival.

Course Contents

- Organizational change management
- Conflict management
- Building dynamic teams
- Stress and resilience of both individuals and organizations among others
- Power and politics of organizations
- Management of difficult teams

Recommended Books/Reading Material

1. Naveen C.J (2008) organizational change and intervention strategies.
2. Mullins L. J.(2007) management and Organizational behavior
3. Newstron J.W. and Keith D (2002) Organizational Behavior and Human Behavior at Work

Course Evaluation

Midterm exam:	30 marks
Final exam:	50 marks
Sessionals:	20 marks (Quizzes: 7 marks, Assignments: 7 marks, Class Presentation/Participation: 6 marks)
Total:	100 marks