



HAND BOOK FOR BBA STUDENTS



DEPARTMENT OF MANAGEMENT SCIENCES

**NATIONAL UNIVERSITY OF MODERN LANGUAGES
(NUML)
SECTOR H-9 ISLAMABAD**

Vision of NUML

We aspire to become a leading institution in creating knowledge and competencies for inclusive development.

Vision of DMS

Developing socially responsible business leaders and researchers.

Mission of NUML

To foster creative pedagogy, innovative research, and inclusive communication.

Mission of DMS

To develop business leadership through creative thinking, research and learning, entrepreneurship, and social responsibility.

Core Values of DMS

- Respect and Integrity
- Excellence and Creativity
- Accountability and Social Responsibility

1. Departmental Objectives

The main objectives of the DMS are:

- DO1. To develop business and management competencies by nurturing leadership traits, critical and creative problem-solving skills, and an entrepreneurial mindset.
- DO2. To develop research-oriented culture by providing a conducive learning environment for solving industrial problems.
- DO3. To promote social responsibility toward business and society.
- DO4. To cultivate team-building attitude through learning and research in industrial and societal domains.

2. Departmental Learning Outcomes

Departmental learning outcomes will enable its stakeholders to:

- DLO1. Propose solutions for contemporary business, management, and societal problems through leadership, creative and entrepreneurial skills.
- DLO2. Synthesize theoretical knowledge for producing quality research to help industries solve problems.
- DLO3. Reflect high moral and ethical standards in personal, professional, and societal domains.
- DLO4. Demonstrate collectiveness and connectedness at different levels of industry-academia and society.

POs and PLOs of BBA

1. Program Objectives of BBA

PO 1. To enhance analytical skills and critical thinking needed for applying innovation and creative skills to plan, design, and augment novel business ideas and concepts.

PO 2. To comprehend global and cultural diversity in business contexts.

PO 3. To aspire to be morally and socially responsible professionals.

PO 4. To foster collaborative thinking and effective teamwork.

2. Program Learning Outcomes of BBA

PLO 1. Demonstrate the ability to identify and evaluate relevant information for decision-making and make use of diagnostic thinking skills and analytical techniques to assess the information and solve problems in an environment like ours characterized by uncertainty.

PLO 2. Acquire awareness of global diverse perspectives and understand the theory, operations, and challenges of global business.

PLO 3. Identify core organizational values and understand the issues of ethical and social diversity based on ethics, gender, religion, and culture and demonstrate the ability to propose feasible solutions to these issues.

PLO 4. Understand the importance of teamwork and group dynamics in achieving organizational goals and demonstrate ability to work effectively in teams.

General Teaching Methodology

Lectures, workshops, discussions and presentations are planned as class activities. All students are advised to participate in said activities, failing which students will suffer in respect of learning and grades. Consistent with the course objectives, lectures will address learning objectives associated with weekly topics (as outlined in the weekly schedule), including basic principles and working examples. While lectures will closely parallel material contained in assigned readings, they are not substitutes. In particular, the lectures will clarify, expand and where necessary, update the material contained in assigned readings.

Attendance Policy

75% attendance in a course is mandatory to become eligible to appear in the final examination, failing which, the student will be awarded 'F' grade in the course. 'F' grade will be treated as a normal 'F' grade earned by a student by failing in a course and it will carry all penalties associated with it.

Plagiarism Policy- Masters and Bachelors Programs

- a) All theses and Final Seminar papers are to be run through Turnitin by QEC. The focal person of each department/campus will work as a liaison between students and QEC.
- b) A student has to submit a hard copy and soft copy to the Focal Person, to be passed on to QEC.
- c) There is a provision of only Two ATTEMPTS (First Submission + Revision Attempt) for achieving below 19% of similarity index. Failing to do so will result in the case being forwarded to BASR.
- d) All course assignments, project reports, term papers, etc. should be run through Turnitin by relevant Instructors ONLY. There is a provision of only TWO ATTEMPTS (First Submission + One Attempt) for bringing the work within limit of below 19% of similarity index. Failing to do so will result in Minor, Moderate or Major Penalty) The Turnitin Originality reports of all course assignments, project reports, term papers, etc. should be appended with the result/evaluation submitted to Department/Examination section. Results of students will be withheld whose Turnitin Originality reports are not attached with the course assessment sheet/award list.

Penalties for Student

The penalties for plagiarism cases will be applicable after a student/researcher has availed NUML's prescribed number of attempts, for improving his/her work. The penalties for such cases fall into the following three categories.

Minor Penalties

(applicable to all course assignments, project reports, term papers, etc.) A minor penalty will be applied if a student's work is found to be copied (up to 50%), even after he/she has availed the TWO ATTEMPTS for improving it. This will result in an award of Zero Marks in the work (course assignments, project reports, term papers, etc.). The course instructor has to inform HoD/Dean and Examination Branch (in writing) about such cases, with evidences appended. The instructor must make a red entry in award list and counsel the student as well.

Moderate Penalties

(applicable to all works other than Thesis) 6 A moderate penalty will be applied if a student's work is found to be copied (more than 50%), even after he/she has availed the TWO ATTEMPTS (First Submission + One Attempt) for improving it. This presupposes that the student would have received a minor penalty, of an award of zero marks, already. Moreover, a warning letter will be issued to the student, with a copy sent to parents/guardian.

Major Penalty

(Applicable to Thesis at all levels) A major penalty is for plagiarism cases, concerning Thesis at all levels. This penalty is applicable when a student/researcher has availed Two ATTEMPTS (First Submission + one Attempts) for improving his/her work and failed to do so, according to HEC's prescribed standards. This entails the case to be put forward to Plagiarism Standing Committee (PSC) for further disciplinary action. *Note: No other penalty will be applicable in Plagiarism cases, except the ones mentioned above.

**Note Plagiarism guidelines as per NUML's policy.*

Vision:

“Developing socially responsible business leaders and researchers”

Mission:

“To develop business leadership through creative thinking, research and learning, entrepreneurship, and social responsibility”.

Vision	Mission	Program Objectives	Program Learning Outcomes
<p>Developing socially responsible business leaders and researchers</p>	<p>To develop business leadership through creative thinking, research and learning, entrepreneurship, and social responsibility</p>	<p>To enhance analytical skills and critical thinking needed for applying innovation and creative skills to plan, design, and augment novel business ideas and concepts.</p> <p>To comprehend global and cultural diversity in business contexts.</p> <p>To aspire to be morally and socially responsible professionals.</p> <p>To foster collaborative thinking and effective teamwork</p>	<p>Demonstrate the ability to identify and evaluate relevant information for decision-making and make use of diagnostic thinking skills and analytical techniques to assess the information and solve problems in an environment like ours characterized by uncertainty.</p> <p>Acquire awareness of global diverse perspectives and understand the theory, operations, and challenges of global business.</p> <p>Identify core organizational values and understand the issues of ethical and social diversity based on ethics, gender, religion, and culture and demonstrate the ability to propose feasible solutions to these issues.</p> <p>Understand the importance of teamwork and group dynamics in achieving organizational goals and demonstrate ability to work effectively in teams</p>

HEC Minimum Criteria for BBA

Twelve years of education is required for admission in BBA program.

Eligibility:

F.Sc/ F.A/ DAE / ICS / I.Com with 45% marks / A-Level with 50% marks and having studied any one of the subjects viz: Statistics, Mathematics, Physics, Economics, Computer Science OR Commerce. All HEC's conditions apply.

Selection Criteria:

- Selection is based on marks obtained in entry test conducted by department.
- Cut-off marks for merit is to be determined by the University.
 - **Criteria.**
 - i. Precious Academic Career 15%
 - ii. Test Weightage 75%
 - iii. Group Discussion/Interview 10%

Admission Procedure

i. Issuance of Admit Card.

Applicants obtain their Admit Cards by visiting the Admissions Office with a copy of the bank Challan. Applicants residing outside Islamabad can get the Admit Card by from website around the time of admission process.

ii. Aptitude Test

The Aptitude Test is conducted on specified date announced on NUML website. The Admit Cards issued to the applicants indicate the test center, date, and reporting time. Please make sure to read all instructions given on the back of the Admit Card carefully. The applicants should bring their Admit Cards along with a photo ID to be able to appear for the Aptitude Test.

iii. Interview

Interviews are conducted for evaluating the level of maturity, academic aptitude, motivation, interpersonal skills and career focus of the applicants. Candidates who pass the Aptitude Test qualify for interview. Interview detail displayed on websites. Selected candidates are to report to the venue at the designated date and time for the said activity.

Candidates are required to bring the following documents in original on the day of Interview:

- a. Matriculation / 'O' Levels certificate with transcript / marks sheet
- b. Higher Secondary School Certificate(Part I) / 'A' Levels (First year) certificate with transcript / marks sheet

iv. List of Successful Candidates

The names of candidates who qualify the admission requirements will be notified through a list on our website (www.numl.edu.pk). These candidates will get their Fee Challan.

As a prerequisite for issue of Fee Challan successful candidates are required to deposit the transcripts bearing proof of their having met the minimum academic eligibility requirements for the respective programs.

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Semester- I

Course Code	Courses	Cr Hrs
**	Applications of Information and Communication Technologies (ICT)	3(2+1)
**	Islamic Studies	2(2+0)
**	Basic English language Skills	3(3+0)
	Principles of Accounting	3(3+0)
MSMG-111	Personal Management and Grooming	3(3+0)
MSMG- 142	Introduction to Business	3(3+0)

Course Title: Applications of Information and Communication Technologies (ICT)

Course Code:

Credit Hours: 2+1

Course Instructor:

Prerequisites:

Computer Basics

COURSE DESCRIPTION/OBJECTIVES:

This course is designed to introduce the basic concepts and working of today's Internet and its impact on individuals, society and organizations. The topics covered in this course include wired and wireless networks, software and hardware components, database fundamentals, desktop and web applications, human computer interactions and some economic and legal issues related to modern age of computers.

INTENDED COURSE LEARNING OUTCOMES

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

- *Explain information technology and understand its role in the modern age society*
- *Identify the many uses for a computer*
- *Identify the communication networks*
- *Identify operating systems for workstations and servers*
- *Describe the purpose and functions of communication hardware*
- *Analyze information gathered online to solve a problem*
- *Understand the basic concepts of MS Office tools*

RECOMMENDED TEXT BOOK

Using Information Technology 11th Edition by Brian K. Williams and Stacey Sawyer

REFERENCE MATERIAL

World Wide Web

“Computer Fundamentals” by P.K. Sinha

ASSESSMENT INSTRUMENT WITH WEIGHTS

S.N O	Items		Marks
1.	Mid Term Exam		30
2.	End Term Exam		50
3.	Internal Evaluation Breakdown		
	Quiz/Assignment	4	
	Presentation	5	
	Project	5	
	More than 90% Attendance	3	
	Class Participation/ Behaviours	3	
	Total	20	20
	Grand Total		100

COURSE CONTENT

Lecture No	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
1.	Introductions to Computer Basics and IT	Lecture		PLO2	CLO1	Knowledge
2.	Information Technology Basics and Importance (Computer Technology & Communication Technology)	Lecture		PLO2	CLO1	Knowledge
3.	Email System (Theory) (Web-based & Application based emails)	Lecture		PLO3	CLO2	Knowledge

4.	Practical demonstration of Email Systems (Subject Line, CC, BCC & Signature)	Practical	Assignment 1 Quiz 1	PLO3	CLO3	Comprehension
5.	WWW, URL & DNS System	Lecture		PLO3	CLO5	Knowledge
6.	Internet and Internet Service Providers	Lecture		PLO2	CLO5	Comprehension
7.	Systems Software (Operating System, Device Drivers, Utility Programs)	Lecture		PLO2	CLO5	Analysis
8.	Application Software (Types and ways to obtain application software)	Lecture		PLO2	CLO4	Knowledge
9.	How can we install an Operating System, device driver, and other software?	Lecture		PLO2	CLO4	Comprehension
10.	Understanding a Task Management System (JIRA Software)	Lecture/ Practical	Assignment 2	PLO2	CLO2	Application
11.	Google Doc Practical (Getting Started with Word collaborative tool, Formatting text and paragraphs)	Lecture/ Practical		PLO2	CLO2	Application
		Lecture/		PLO2	CLO5	Application

12.	Google Sheet Practical (Managing Sheets & Applying Formulas)	Practical				
13.	Google Slide Practical (Customizing Design Template & Customizing a SlideShow)	Lecture/ Practical		PLO2	CLO5	Application
14.	Cloud Computing	Lecture		PLO2	CLO7	Knowledge
15.	Playing with ready-made Graphics (Canva Tool) Creating a Fiver Account.	Lecture/ Practical		PLO2	CLO7	Application
16.	Creating & Designing a Google Form	Lecture/ Practical		PLO2	CLO7	Application
17.	Understanding E-commerce Business Models	Lecture		PLO8	CLO7	Knowledge
18.	Understanding Amazon FBA, Wholesale & Private Label. Building our own E-commerce System Shopify, Wix & Magento Framework)	Lecture		PLO8	CLO5	Knowledge
19.	Understanding Linkedin	Lecture	Quiz 2	PLO8	CLO3	Comprehension
20.	Creating a Linkedin Profile	Lecture/ Practical		PLO2	CLO3	Application
21.		Lecture		PLO2	CLO3	Comprehension

	Introduction to Electronic Databases and their Storage Hierarchy					
22.	Database Management Systems and its Benefits	Lecture		PLO2	CLO2	Comprehension
23.	Creating a Relational Database Model on a laptop (MySQL)	Lecture/ Practical	Assignment 3 Project	PLO2	CLO6	Application
24.	Data Mining and Artificial Intelligence	Lecture		PLO2	CLO6	Analysis
25.	Threats to Computers and Communication Systems (Phishing, Spoofing, Spamming, Fake Screenshots, Keylogger, Malware & DDOS Attack)	Lecture		PLO2	CLO6	Analysis
26.	Safeguarding Computers and Communication Systems	Lecture	Quiz 3	PLO8	CLO3	Knowledge
27.	Securing Social Network Accounts by Implementing Two Factor Authentication (Installing Google Authenticator)	Lecture/ Practical		PLO8	CLO3	Application
28.	Systems Development (Six Phases of System Analysis and Design)	Lecture		PLO2	CLO6	Analysis

Course Title: Applications of Information and Communication Technologies (ICT) (Lab)

Course Code:

Credit Hours: 1 (1= 3hours of lab per week)

Course Instructor:

Prerequisites:

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COURSE DESCRIPTION/OBJECTIVES:

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INTENDED COURSE LEARNING OUTCOMES

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- Describe the purpose and functions of communication hardware
- Analyze information gathered online to solve a problem
- Understand the basic concepts of MS Office tools

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REFERENCE MATERIAL

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ASSESSMENT INSTRUMENT WITH WEIGHTS

S.NO	Items		Marks
2.	End Term Exam		25
3.	Internal Evaluation Breakdown		
	Lab Assignment	1 or 2 assignments each week	60
	Lab Project		15
	Grand Total		100

COURSE CONTENT

Week No	Lecture No	TOPICS TO BE COVERED
1.	1.	Introductions to Computer Basics and IT
	2.	Understanding a computer system hardware
2.	3.	Selecting a browser software & Creating a chrome profile
	4.	Practical demonstration of Email Systems (Subject, cc, bcc, signature, attachment)
3.	5.	Demonstration of http and https websites
	6.	Assigning an IP address to a computer (IP, Gateway)
4.	7.	Assigning an IP address to a computer (Dynamic IP, Static IP)
	8.	How to verify data integrity (Hashing algorithm md5, sha256)
5.	9.	Google Doc Practical (Getting started with word)
	10.	Google Doc Practical (Formatting text and paragraphs)
6.	11.	Google Docl (Adding Tables and Table of Contents)

	12.	Google Doc (Inserting Graphics Objects)
7.	13.	Google Doc (Controlling Page Appearance)
	14.	Google Doc (how to share a document)
MIDTERM EXAMS		
MIDTERM BREAK		
	15.	MS PowerPoint Practical (Customizing Design Template)
8.	16.	MS PowerPoint Practical (Working with Media and Animation)
	17.	Purchasing a domain name, creating a website, and hosting it on cloud provider infrastructure.
9.	18.	MS Excel Practical (Getting started with Excel)
	19.	MS Excel Practical (Modifying a Worksheet)
10.	20.	MS Excel Practical (Formatting a Worksheet)
	21.	Creating a mysql database on a local computer.
11.	22.	Implementation of 2FA with Google Authenticator
	23.	Creating an account on the task management system (Jira Software)
12.	24.	Implementing and using a task management system for agile management (Jira Software)
	25.	Installing antivirus software and updating definitions.
13.		
	26.	Creating a virtual machine and installing the windows operating system.

	27.	Project Demonstration
14.	28.	Project Demonstration
ENDTERMEXAMS		

Course Title: Islamic Studies

Course Code:

Credit Hours: 2+0

Course Instructor:

Course Description:

Islamic Studies (Compulsory) has been developed in line with HEC guidelines on the subject and need analysis carried out at NUML Campuses for accruing optimum course outcomes. The course has been developed in Cognitive, Affective, as well as Psychomotor domains in following five units with relevant content mentioned under each: Credit Hours = 2

Course Contents:

- 1) Introduction to the Basic Sources of Islam & Islamic Studies
 - a) Introduction to Religion and its contribution to Human Life
 - b) Introduction to Islam as Deen, sources of study to learn Islam
2. The Holy Quran
 - a) Introduction & Status of the Holy Quran.
3. Concept of Religion/Deen in Qur'an
 - a) Qur'an as Basic Source of Islamic Ideology of Life
 - b) Understanding contents of Quran
4. Hadith & Sunnah of the Holy Prophet (ﷺ)
 - a) Introduction and Status of Hadith & Sunnah
 - b) Hadith o Sunnah as source of Islamic Ideology
5. Seerat -ul-Nabī (ﷺ) as Role Model for Human Beings
 - a) Introduction to the life of the Holy Prophet ﷺ.
 - b) Study of Seerah Through the Holy Quran
 - c) Study of Seerah Through Hadith & Sunnah
 - d) Prophet Muhammad (PBUH) as Role Model

- 6. Faith & Worship
 - a. Imaniyyaat/ Basic Beliefs (Tawheed, Risalat, Akhirat)
 - b. Pillars of Islam; Iman, Ibadat, Akhlaq & Muamalah
 - c. Ibadaat/ Philosophy and Practice of Worship
- 7. Rights and Obligations
 - d. Identification of individual rights.
 - e. Identification of obligations towards others.
 - f. Maintenance of balance between among own rights and others' obligations
- 8. Islamic Values and Manners (Adab-E-Dindgi)
 - a. Identification of Core Values in Huqu-ul-Ibaad
 - b. Understanding of Basic Islamic Manners, especially:
Manners Cleanliness & Health. Dressing, Eating and Drinking.
Sleeping and Rising. Greeting, Meeting. Talking and Visiting the Sick etc.
- 9. The Contemporary World in Islamic Perspective (To be focused more by the teacher, according to the students of the class/subject/area of study)
 - a. Society & State
 - b. Educational & Social Psychology
 - c. Language & Literature
 - d. Religions, Culture & Civilization
 - e. Science, Technology & Social Sciences
 - f. Business & Management Sciences

Reference and Recommended Books

1. AL-QURAN AL-KARIM, (English Translation, Abdullah Yusuf) (Islamabad: IRI, 2004)
2. Dr. Sallābī, Ali Muhammad, The Noble life of the Prophet ﷺ (Darussalam, 2005)
3. Prof. Khursheed Ahmad, Islami Nazaryah Hayat (University of Karachi, 2006)
4. Dr. Muhammad Hameedullah, Introduction to Islam, , IRI, Islamabad
5. Sayyed Mududi, Islami Tehzeeb Key Usool-O-Mabadi, Islamic Publications, Lahore
6. Safi-ur-Rehman Mubarak puri, Al-Raheeq Al-Makhtoom, Maktaba Salfia, Lahore

Course Title: Basic English Language Skills

Course Code:

Credit Hours: 3+0

Course Instructor:

Objectives:

- To provide students the basic language support in dealing with their respective subjects
- To make them more proficient in assimilating data and information
- To help them write the assignments, reports, papers etc. pertaining to their subjects
- To increase their oral communicative abilities, towards verbally relating ideas regarding their subjects
- To make them better, more attentive and accurate listeners
- To comprehend lectures and readings
- To assimilate data and information to produce written assignments and reports
- To communicate verbally ideas and information pertaining to their subjects

Teaching Methodology:

- The teachers should make use of task-based methodology by converting most topics into short and long tasks keeping learner autonomy in mind. These tasks can be done individually, in pairs and groups.

Course Contents:

The course will be divided into the four components of reading, writing, listening and speaking. The course will mainly make use of authentic texts interspersed with literary ones.

Some examples of authentic texts can be culled from the following archives:

1. Television and Videos (LangMedia)
2. Podcasts and Radio (OMNI Radio), Foreign Internet Radio
3. Newspapers and magazines (local and international newspapers in a hard form, sources available on the net like

World Press, AllYouCanRead. Some examples of other types of texts are as follows:

1. Mrs. Jones at the Jewelry Store by Somerset Maugham (short story)
 2. What is Reading Comprehension? by C. Nuttall.
 3. Are you a good listener? by R.L. Montgomery.
 4. Manners of the good student by Ibn Jama'ah.
- (a) In **Reading**, these units will be combined with SQ3R techniques to enable students to read more productively with a purpose, enabling them to:
- Anticipate ideas introduced in a text.
 - To skim texts for main ideas.
 - To scan a text for specific information.
 - To understand purpose and function of a text.
 - To infer and deduce textual meanings.
 - To stimulate creative responses to texts.
- (b) In **Writing** students will be encouraged to develop adequate expressions to:
- Describe events discussing causes and effects.
 - Compare and contrast various customs, rites, beliefs, socio-political systems etc.
 - To write reports and commentaries on problem – solution evaluation, organizational patterns etc.
 - To write summaries of articles of expository and argumentative nature.
 - To describe processes of doing something e.g. how to work on an assignment or project, how to choose a university etc.
- (c) In **Speaking** various guided activities will be used to give students practice in:
- Expressing an opinion / opinions.
 - Using facts and figures to explain information.
 - Criticizing emphatically and politely.
 - Enquiring regrets.
 - Speculating and deducing.
 - Giving explanations
- (d) In **Listening**, students will be given intensive practice in:

- Understanding / Comprehending basic dialogues and conversation;
- Drawing out facts, information from spoken passages;
- Comprehending instructions and directions in spoken conversations and passages;
- Following steps of various processes.

REFERENCES:

1. Greenall, S. and Swan, M. *Effective Reading* (Cambridge: CUP, 1986)
2. Jordan, R.R. *Academic Writing Skills* (London: Collins, 1990)
3. Lazar, G. *Literature in the Language classroom* (Cambridge: CUP, 1993).
4. Maugham, W.S. *Selected Short Stories* (London: Pan 1986).
5. Montgomery, R.L. *Fifteen Reading Lessons* (Cambridge: CUP).
6. Nuttall, C. *Reading Comprehension* (Cambridge: CUP, 1994)
7. Trescothick, M.E. (Ed.) *A Golden Treasury of English Verse* (London: OUP, 1984).
8. Tomlinson, B. and Ellis, B. *Reading – Advanced* (London: OUP, 1988)

Course Title: Principles of Accounting

Course Code:

Textbook:

- **Financial & Managerial Accounting: The Basis for Business Decisions. 17th edition by Robert F. Meigs Walter B Meigs Jan R. Williams Susan F. Haka Mark S. Bettner Joseph V. Carcello.**

Reference Books:

- **Fundamentals of Accounting by Libby & Libby (8th Edition)**

Course Description

This course is designed to familiarize and develop in the students a thorough understanding of the accounting concepts, principles and procedures involved in the analysis and recording of business transactions and the preparation of financial statements for service and trading concerns. Accounting concepts and techniques underlying income determination and valuation of current and long-term assets, together with their related internal control measures and their presentation in the financial statements are emphasized.

Course Learning Objectives

- 1. To develop the students' understanding of economic activities and what assumptions and measurement techniques are used to convert the economic activities into accounting information which is relevant for making economic decisions.**
- 2. To describe the accounting rules for recording such information.**
- 3. To explain the financial statements presentation and disclosure requirements for such information.**
- 4. To explain the methods of analyzing such information.**

Course Learning Outcomes:

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

- Understand the fundamental accounting principles, concepts, and procedures used in recording business transactions and preparing financial statements.
- Apply accounting techniques to measure income, value assets, and ensure internal control in service and trading businesses.
- Prepare financial statements in accordance with accounting standards and disclosure requirements.
- Analyse financial information to evaluate business performance and support economic decision-making

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)	5	
	Assignments(s)	5	
	Class Participation	5	
	Presentations	5	
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
01	Introduction to Accounting <ul style="list-style-type: none"> Overview & history of accounting. Role of accounting in business. Accounting information. Types of Accounting Information. Role of Accounting Information in making decisions. Importance of Accounting Information for internal and external users. Accounting Systems: functions & role 	Lecture		PLO1	CLO 1	Knowledge
02	Introduction to Accounting <ul style="list-style-type: none"> Integrity of accounting information. Accounting standards. Standard setting bodies Careers in accounting. Business and its types. Accounting as major function of business 	Lecture		PLO1	CLO 1	Knowledge
03	Accounting cycle (Basics) <ul style="list-style-type: none"> Accounting cycle activities. 	Lecture	Assignment 1	PLO1	CLO 1	Knowledge

	<ul style="list-style-type: none"> Steps in accounting cycle. Rule of debit & credit. Double entry accounting system Types of accounts used in double entry system. Cash & accrual method of accounting Role of accounting records 					
04	Accounting cycle (Basics) <ul style="list-style-type: none"> Accounting equation. Journalizing transactions. General journal/journal entries Entries related to assets, liabilities, revenue & expenses. Net income. Procedure of recording transactions in journal. 	Lecture/ Research Article/C ase Discussio n	Quiz 1	PLO1	CLO 1	Application
	<u>Research Article: Blockchain: The Introduction and Its Application in Financial Accounting</u>					
05	Accounting cycle (Basics) <ul style="list-style-type: none"> Posting entries into ledger accounts. Balancing ledgers. Trial balance. Practice questions. 	Lecture		PLO 1	CLO 1	Knowledge
06	Accounting cycle (Accruals & Deferrals) <ul style="list-style-type: none"> Adjusting entries. Need for adjusting entries. Types of adjusting entries. Adjusting entries & timing differences. Realization & matching principle. Time period principle. 	Lecture		PLO 1	CLO 2	Knowledge

	<ul style="list-style-type: none"> ▪ Converting assets into expenses. ▪ Depreciation calculation. 					
07	Accounting cycle (Accruals & Deferrals) <ul style="list-style-type: none"> ▪ Converting liabilities into revenues. ▪ Accruing unpaid expenses. ▪ Accruing uncollected revenues. ▪ Updating ledgers with adjustments. ▪ Adjusted trial balance. ▪ Practice problems and cases. 	Lecture	Assignment 2	PLO 1	CLO 2	Knowledge
08	Accounting cycle (Basic Financial Statements) <ul style="list-style-type: none"> ▪ Overview of financial statements. ▪ Three primary financial statements. ▪ Concepts of assets, liabilities & owners' equity. ▪ Revenue, expenses and net income. ▪ Income statement. 	Lecture		PLO 4	CLO 1	Knowledge
09	Accounting cycle (Basic Financial Statements) <ul style="list-style-type: none"> ▪ Balance sheet. ▪ Cash flow statement. ▪ Relationship between financial statements. ▪ Financial analysis & decision making. ▪ Differences in financial statements of sole-proprietorship, partnership and company. ▪ Use of financial statements by users ▪ Practice problems 	Class Activity/ Lab Activity		PLO 4	CLO 1	Application
	<u>IT Integration: Use MS Excel to prepare Balance Sheet</u>					
10	Accounting cycle (Financial Statements) <ul style="list-style-type: none"> ▪ Profitability & liquidity analysis. 	Lecture		PLO1	CLO 1	Knowledge

	<ul style="list-style-type: none"> ▪ Drafting notes to the financial statements. ▪ Necessary disclosures. ▪ Case study/problems 					
11	Accounting cycle (Closing Process) <ul style="list-style-type: none"> ▪ Closing entries. ▪ Closing revenue & expenses. ▪ Closing dividend. ▪ Closing income summary to retained earnings. 	Lecture	Quiz 2	PLO1	CLO 1	Knowledge
12	Accounting cycle (Closing Process) <ul style="list-style-type: none"> ▪ Closing process. ▪ Preparing after closing trial balance. ▪ Practice exercises & problems 	Lecture		PLO1	CLO 1	Knowledge
13	Accounting for merchandising business <ul style="list-style-type: none"> ▪ Merchandising business model. ▪ Operating cycle of merchandising business. ▪ Difference between manufacturing & merchandising businesses. ▪ Income statement of merchandising business. 	Lecture		PLO 1	CLO 2,3	Knowledge
14	Accounting for merchandising business <ul style="list-style-type: none"> ▪ Accounting system requirements for merchandising companies. ▪ Approaches for accounting merchandising transactions. ▪ Perpetual inventory system. ▪ Exercises and problems. 	Lecture		PLO1	CLO 2,3	Knowledge
15	Accounting for merchandising business <ul style="list-style-type: none"> ▪ Perpetual inventory system: taking a physical inventory. ▪ Entries in perpetual inventory system. 	Lecture		PLO 2, 3	CLO 2,3	Comprehension

	<ul style="list-style-type: none"> ▪ Calculation of cost of goods sold in perpetual inventory system. 				
16	Accounting for merchandising business <ul style="list-style-type: none"> ▪ Periodic inventory system. ▪ Operation of a Periodic Inventory System. ▪ Closing Process in a Periodic Inventory System. ▪ Comparison of Perpetual and Periodic. Inventory Systems. 	Lecture	PLO 1	CLO 2,3	Knowledge
Mid Term Examination					
17	Accounting for merchandising business <ul style="list-style-type: none"> ▪ Selecting an Inventory System. ▪ Calculation of cost of goods sold in periodic inventory system. ▪ Transactions Relating to Purchases. ▪ Credit Terms and Cash Discounts. ▪ Returns of Unsatisfactory Merchandise. ▪ Transportation Costs on Purchases 	Lecture	PLO1	CLO 2,3	Knowledge
18	Accounting for merchandising business <ul style="list-style-type: none"> ▪ Transactions Relating to Sales. ▪ Sales Returns and Allowances. ▪ Sales Discounts. ▪ Delivery Expenses. ▪ Accounting for Sales Ta ▪ Exercises & problems. 	Lecture	PLO 1	CLO 2,3	Knowledge
19	Financial Assets <ul style="list-style-type: none"> ▪ Overview & types of financial assets. ▪ Need of financial assets for business. 	Lecture	PLO 2,3	CLO 3,4	Comprehension

	<ul style="list-style-type: none">Valuation of financial assets.Types of financial assets.					
20	Financial Assets <ul style="list-style-type: none">Cash & cash equivalents.Reporting cash in the balance sheet.Cash management.Internal control over cash.Custody of cash and issuance.	Lecture	PLO 1	CLO 3	Knowledge	
21	Financial Assets <ul style="list-style-type: none">Cash reconsolidation through passbook and cash book.Bank reconciliation statement.Practice problems. <p><u>Tutorial: QuickBooks for Automated bank reconciliations, transaction matching, and automated generation of financial reports.</u></p>	Class Activity/ Lab Activity	PLO 2,3	CLO 3, 4	Application	
22	Financial Assets <ul style="list-style-type: none">Short-term investmentsAccounting for marketable securities.Purchase of marketable securities.Recognition of investment revenue.Sale of investments.Adjusting marketable securities to market value.	Lecture	PLO1	CLO 3	Knowledge	
23	Financial Assets <ul style="list-style-type: none">Accounts receivable.Uncollectible accountsThe Allowance for doubtful accounts.Writing Off an uncollectible account receivable.	Lecture	Assignment 3	PLO1	CLO 3	Knowledge & Application

	<ul style="list-style-type: none"> ▪ Bad debts related to accounts receivables 				
24	Financial Assets <ul style="list-style-type: none"> ▪ Monthly estimates of credit losses. ▪ Recovery of an account receivable ▪ Previously written off. ▪ Direct write-off method ▪ Factoring accounts receivable. 	Lecture		PLO1,3 CLO 2	Knowledge
25	Financial Assets <ul style="list-style-type: none"> ▪ Credit card sales. ▪ Notes receivable and interest revenue. ▪ Nature of interest. ▪ Accounting for notes receivable ▪ Practice problems. 	Lecture		PLO1 CLO 4	Knowledge
26	Stockholders' Equity <ul style="list-style-type: none"> ▪ Corporations & types. ▪ Why do businesses incorporate. ▪ Publicly owned corporations. ▪ Formation of a corporation. Stockholder records in a corporation. <p><u>Tutorial: Oracle's budgeting tools use predictive algorithms to help organizations create reliable financial projections</u></p>	Class Activity/ Lab Activity		PLO3 CLO 4	Comprehension
27	Stockholders' Equity <ul style="list-style-type: none"> ▪ Paid-in capital of a corporation. ▪ Authorization and issuance of capital stock. ▪ Common stock and preferred stock. ▪ Characteristics of preferred stock. ▪ Book value per share of common stock. 	Lecture	Quiz 3	PLO 2, 3 CLO 4	Knowledge

28	Stockholders' Equity <ul style="list-style-type: none"> ▪ Market value. ▪ Market price of preferred stock. ▪ Market price of common stock. ▪ Book value and market price. 	Lecture	PLO 4	CLO 2,3	Knowledge
29	Stockholders' Equity <ul style="list-style-type: none"> ▪ Stock splits. ▪ Reverse Stock splits. ▪ Treasury stock. ▪ Recording purchases of treasury stock. ▪ Reissuance of treasury stock. 	Presentations	PLO 3, 4	CLO 4	Application
30	Stockholders' Equity <ul style="list-style-type: none"> ▪ Stock buyback programs. ▪ Reporting stockholders' equity section. ▪ Major/compulsory components of stockholder's equity section of public limited entities. ▪ Practice problems. 	Presentations	PLO 3, 4	CLO 4	Application
Final Term Examination					

Course Title: Personal Management and grooming

Course Code:

Credit Hours: 3+0

Course Instructor

Mode of Contact": Face to Face

You can contact your course instructor in the following ways:

Email: @numl.edu.pk

Meeting: By appointment via e-mail

PREREQUISITES: None

Textbook:

Soft Skills, Author: Manmohan Joshi

Reference Material:

- The John Adair Handbook of Management and Leadership, Editor: Neil Thomas

Course Description: Personal grooming and social etiquettes are very important in projecting sound work culture, positive image and strong branding for both individuals and organization. Every professional must make great effort to promote confidence, professionalism, sophistication, intelligence and credibility. Given that the corporate world is fast moving, fast changing, individuals within the work context must learn the art of personal management through self-awareness and coping/ self-management skills. Personal management lays the groundwork for future work performance. Without a strong foundation of personal management, individuals are limited in ability to achieve high performance. This course is designed to enable students understand the importance of social skills to develop the mindset of a great manager, change behavioral pattern and acquire the specific skills that will enhance their personal and professional presence.

Course Objectives: The course objectives are

- To improve student's confidence and professional attitude
- To make them learn about the art of personal management through self-awareness and time management
- To enable students to understand the importance of social skills in working environment
- To groom students personal and professional presence

Course Learning Outcomes: Upon completion of this course, students will be able to:

- CLO 1. Understand the basic concepts of personal management topics, such as time management, stress management and emotional management
- CLO 2. Understand and demonstrate the learning of Appearance, professional behavior and communication at the work place and learning of social etiquettes in workplace
- CLO 3. Identify key elements associated with life changes and explain the dynamics of working as a team, instilling motivation, thinking optimistically and serving as an efficient leader
- CLO 4. Analyze the proper techniques used to promote effective communication, demonstrate accountability, and foster positive interpersonal relationships.
- CLO 5. Evaluate how attitude, personality and goal-setting can have a direct effect on work performance and life plans

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		

	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
1	Introduction to personal management –need and importance of personal skills	Lecture		PLO 1	CLO 1	Knowledge
02	Defining personality, its types + development	Lecture	Assignment 1	PLO 4	CLO 1	Knowledge
03	Elements of personality development, goal setting, creativity and values	Lecture		PLO 4	CLO 2	Knowledge
04	Exercise : SWOT analysis	Lecture		PLO 1	CLO 1	Knowledge

05	Listening skills, effective speaking, presentation skills, interviews and body language	Lecture		PLO 2	CLO 4	Knowledge
06	Conflict resolution and overcoming communication barriers	Lecture	Quiz 1	PLO 2	CLO 5	Knowledge
07	Interpersonal relationship, types, uses and factors	Lecture		PLO 2	CLO 5	Knowledge
08	Accommodating different styles in relationship their consequences	Lecture		PLO 2	CLO 5	Knowledge
09	Team building, comfort zones, assertiveness, high performance teams	Lecture		PLO 1	CLO 4	Knowledge
10	Exercise: Comfort zones / assertiveness steps + self-questionnaire on verbal skills	Lecture	Assignment 2	PLO 1	CLO 4	Knowledge
11	Time management, priorities, time-audit, interruptions and planning	Lecture		PLO 3	CLO 3	Knowledge
12	Exercise: The Adair urgency/importance matrix	Lecture		PLO 3	CLO 3	Knowledge
13	Revision/ case/ discussion/ exercise	Lecture				Comprehension
14	Case Study	Case Discussion		PLO 2	CLO 5	Comprehension
MID-TERM EXAMS						
15	Stress: definition, its signs , tackling the problem	Lecture		PLO 2	CLO 1	Knowledge
15	Exercise: Five-point test- how topped up are your batteries”	Lecture		PLO 2	CLO 3	Knowledge
16	Thinking skills-types, examples	Lecture		PLO 3	CLO 3	Knowledge

17	Categories of thinking- critical thinking and creative thinking	Lecture		PLO 4	CLO 3	Knowledge
18	Emotional intelligence- defining EQ/EI , Goleman model	Lecture		PLO 3	CLO 3	Knowledge
19	Goleman Model + Exercise: The EQ self-assessment questionnaire	Lecture	Assignment 3	PLO 4	CLO 3	Knowledge
20	Positive psychology: introduction, positive organization behaviour theory (POB) vs negativity at the workplace,	Lecture		PLO 1	CLO 1	Knowledge
21	H-R-W model (self-development)	Lecture		PLO 1	CLO 1	Knowledge
22	H-R-W model (self-development)	Lecture	Quiz 2	PLO 3	CLO 5	Knowledge
23	Personal etiquettes (table manners, dress etiquettes, social networking, surrounding impact etc) Workplace etiquettes, work behaviour (email etiquettes etc) Examples and Exercise			PLO 3	CLO 5	Knowledge
24	How to represent in an organization (as a NUML ambassadors)	Lecture	Quiz 3	PLO 3	CLO 4	Knowledge
25	How to attend any official events (seminar, workshop, conferences etc)	Lecture		PLO 3	CLO 5	Knowledge
26	Introduction to self-efficacy, hope, optimism, resilience. Exercise: Half empty or half-full (short case, pg 215 of Luthans' book: OB)	Lecture		PLO1	CLO1	Knowledge
27	Case study / discussion	Case		PLO 3	CLO 3	Comprehension

		Discussion	
28	Final Project	Presentation	Knowledge Creation
29	Final Project	Presentation	Knowledge Creation
END-TERM EXAMS			

Course Title: Introduction to Business**Course Code:****Credit Hours: 3+0****Course Instructor****PREREQUISITES:** As a general business course, you must have an understanding of the global world and its new ideas.**Textbook:**Business Essentials, 12th Edition, Ronald J. Ebert & Ricky W. Griffin.**Reference Material:**

- Global Business Today, 8th Edition, Charles W. L. Hill
- Case Studies of National and International Exposure.

Course Description:

To acquaints the students with the business terminologies in the status of self-employment, employee, or employer. The course shall contribute to the professional and technical knowledge of students in academia and the business world. This course is designed to serve as an introduction to the basic principles of business, practices, and the application of these practices. This course examines our present-day business system from a managerial point of view and has a current events component to help emphasize the business principles in today's business world. The majority of class time will be spent in a lecture discussing the various solutions to business cases by the application of business principles.

Course Objectives: The course objectives are

- To understand how organizations identify customers and their wants/needs.
- To comprehend business decisions, based upon the combination of product, price, promotion, and distribution elements.
- To understand how business is carried out by an organization to meet the requirements of domestic and international buyers, both households and companies, within the bounds of ethics and the legal environment.
- To apply key frameworks and methods, and develop analytical skills to solve business problems.
- To provide you with a firm foundation in business theory and its practices.
- To relate the impact of businesses and their integration with your own major or field of interest.

Course Learning Outcomes: Upon completion of this course, students will be able to:

- CLO 1. Demonstrate an understanding of business concepts as a foundation for studying other business subjects.
- CLO 2. Demonstrate an understanding of the forces that shape the business.
- CLO 3. Demonstrate an understanding of the major functions of the business including Management/Marketing.
- CLO 4. Describe the current business issues.
- CLO 5. Foster critical and analytical thinking.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total		20
	GRAND TOTAL		100

COURSE CONTENTS:

Week	Lecture	Scheduled Topic	Learning	Assessment	PLO	CLO	Thinking
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			Activity	Activity			Level
01	01	<ul style="list-style-type: none"> • Concept of Business and the Concept of Profit, Factors of Production 					
		<ul style="list-style-type: none"> • Types of Business Organizations; Entrepreneurship (advantages and disadvantages) 	Lecture	Project Discussion	PLO 1	CLO 1	Knowledge
	02						
02	03	<ul style="list-style-type: none"> • Partnership (advantages and disadvantages) 					
			Discussion	Assignment 1	PLO 2, 4	CLO 2, 4	Comprehension
	04	<ul style="list-style-type: none"> • Corporation (advantages and disadvantages) 					
03	05	<ul style="list-style-type: none"> • Globalization, Levels of involvement, International Organizational Structures 	Lecture	Groups execution	PLO 1,4	CLO 2,5	Comprehension
	06	<ul style="list-style-type: none"> • (Cont.) International Organizational Structures 					
04	07	<ul style="list-style-type: none"> • Barriers to International Trade 					
		<ul style="list-style-type: none"> • (Cont.) Barriers to International Trade 	Lecture	Quiz 1	PLO 2	CLO 2	Comprehension
	08						
05	09	<ul style="list-style-type: none"> • Setting Goals and Formulating Strategy 					
			Lecture	Assignment 2	PLO 2	CLO 2	Comprehension
	10	<ul style="list-style-type: none"> • Management Process 					

06	11	<ul style="list-style-type: none">Levels of Management, Areas of Management, Basic Management	Lecture	Project update 1	PLO 2	CLO 2	Comprehension
	12	<ul style="list-style-type: none">Skills Organizing the Business Enterprise, Organizational Building Blocks					
07	13	<ul style="list-style-type: none">Three forms ofAuthority, Basic forms of organization structure	Lecture	Quiz 2	PLO 2	CLO 2	Comprehension
	14	<ul style="list-style-type: none">○Review of contents covered for mid-term					
<ul style="list-style-type: none">MID-TERM EXAMS							
08	15	<ul style="list-style-type: none">Foundations of Human Resource ManagementDeveloping the Workforce; Staffing the Organization	Lecture	Project Update 2	PLO 1	CLO 2	Comprehension
	16						
09	17	<ul style="list-style-type: none">Training and Development, Compensation and Benefits	Lecture	Final Project execution	PLO 1	CLO 2	Comprehension
	18	<ul style="list-style-type: none">New Challenges in Changing Workplace					
10	19	<ul style="list-style-type: none">Importance of Satisfaction and Morale, Concept of Motivation	Lecture	Quiz 3	PLO 2	CLO 2	Comprehension
	20	<ul style="list-style-type: none">Classical Theory and Scientific Management, Human Resource Model					

11	21	<ul style="list-style-type: none">Two Factor Theory, Hierarchy of Needs Model	Discussion	Assignment 3 Presentations	PLO 3, 4	CLO 2, 4, 5	Comprehension
	22	<ul style="list-style-type: none">Expectancy Theory, Equity Theory, Leadership Styles					
12	23	<ul style="list-style-type: none">Total Quality Management	Lecture		PLO 1	CLO 2	Comprehension
	24	<ul style="list-style-type: none">Marketing Environment					
13	25	<ul style="list-style-type: none">Marketing Mix	Lecture		PLO 1	CLO 2	Comprehension
	26	<ul style="list-style-type: none">The Product Life Cycle					
14	27	<ul style="list-style-type: none">BCG Matrix	Lecture		PLO 2	CLO 3	Knowledge
	28	<ul style="list-style-type: none">Review of contents covered in the session					
15	END-TERM EXAMS						

Semester- II

Course Code	Courses	Cr.Hrs
**	Critical Reading and Academic Writing	3(3+0)
MSMG-143	Principles of Management	3(3+0)
**	Introduction to Environmental Sciences	3(2+1)
**	Ideology and Constitution of Pakistan	2(2+0)
MSMT-141	Business Mathematics	3(3+0)
AFAC-142	Financial Accounting	3(3+0)

Course Title: Critical Reading & Academic Writing (for MS and CS majors)

Course Description

Focusing on 21st century skills, this course aims to enable students to become academically literate by polishing the critical thinking, reading, and writing skills needed for academic success. The course is specifically designed to teach advanced academic writing to students by providing them exposure to a variety of academic texts that they are trained to read critically. Keeping in mind the diverse interests of students, the materials are drawn from a variety of disciplines for active engagement of students in the learning process to promote learner autonomy. Students will work in small teams that are formed according to the similar subject matter and function like miniature think tanks.

Course Objectives

- 1. To develop critical reading and thinking skills to evaluate the strengths and weaknesses of a text's argument.**
- 2. To enhance students' productive (writing) and receptive (reading) knowledge of their field.**
- 3. To cultivate students' ability to read and write following the requirements of academic genres.**
- 4. To encourage students to utilize self-access online tools for grammar review, citation formatting, and reference management.**

Course Learning Outcomes

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

- 1. read effectively using skimming and scanning techniques.**
- 2. to understand the effective composition process including pre-writing, drafting, and revision.**
- 3. use library and digital resources to locate and make use of relevant literature for writing their own research report.**
- 4. make use of a citation style (e.g. APA) and be familiar with other major styles.**
- 5. recognize key features (structural and stylistic) of various common academic genres, the purpose behind each genre, and how these features serve that purpose.**
- 7. Write a small scale research.**

Course Contents

- 1. Reading: finding suitable sources**

- **Academic texts**
- **Types of text**
- **Using reading lists**
- **Using library catalogues**
- **Using library websites to search electronic resources**

Suggested Readings: i. Bailey, S. (2011). Academic writing: A handbook for international students. Third Edition. Routledge. Pg. 11-18.

ii. Kepka, J. (2015). Research and Critical reading. Oregon Writes Open Writing Text.

[https://openoregon.pressbooks.pub/oregonwrites/chapter/research-andcritical- reading/](https://openoregon.pressbooks.pub/oregonwrites/chapter/research-andcritical-reading/)

2. Reading: developing critical approaches

- **Reading methods**
- **Titles, sub-titles and text features**
- **Reading abstracts**
- **Fact and opinion**
- **Assessing internet sources critically**
- **Critical thinking**

Suggested Readings: i. Bailey, S. (2011). Academic writing: A handbook for international students. Third Edition. Routledge. Pg. 19-29.

ii. Bruce, L. (n.d.) Critical Thinking Skills. Lumen Learning. <https://courses.lumenlearning.com/lumencollegesuccess/chapter/criticalthinking-skills/>

3. Finding key points and note-making

- **Note-making methods**
- **Finding key points**
- **Finding relevant points**
- **Effective note-making**

Suggested Reading: Bailey, S. (2011). Academic writing: A handbook for international students. Third Edition. Routledge. Pg. 44-49.

4. Summarizing and Paraphrasing

- **What makes a good summary?**
- **Stages of summarising**

- The elements of effective paraphrasing
- Techniques for paraphrasing

Suggested Reading: Bailey, S. (2011). Academic writing: A handbook for international students. Third Edition. Routledge. Pg. 50-61.

5. References and quotations

- Why use references?
- Citations and references
- Reference verbs and systems
- Using quotations

Suggested Reading: i. Bailey, S. (2011). Academic writing: A handbook for international students. Third Edition. Routledge. Pg. 62-70.

ii. Elmer E. Rasmuson Library. (2020). Evaluating information resources.

<https://library.uaf.edu/is101-evaluation>

Midterm Exam

6. Understanding the Writing Process

- Introduction to the writing process: prewriting, drafting, revising, and editing

- Brainstorming techniques to generate ideas for writing
 - Strategies for organizing thoughts and creating outlines
 - Distinguishing between personal and academic styles of writing
- Suggested Reading: Hacker, D., & Sommers, N. (2016). *Rules for writers* (8th Ed.).

Boston, MA: Macmillan (Selections from pp. 3-48).

7. Developing a Strong Thesis Statement

- Importance of a clear thesis statement in writing
 - Techniques to develop a strong and arguable thesis
 - Incorporating the thesis statement throughout the composition
- Suggested Reading: Fowler, H. R., & Aaron, J. E. (2016). *The little, brown handbook* (13th Ed.). Boston, MA: Pearson. (Selections from pp. 40-58)

8. Combining and Synthesizing Information from Sources

- Paraphrasing sources
 - Summarizing sources
 - Synthesizing and integrating information from multiple sources
 - Avoiding plagiarism
- Suggested Reading: Bailey, S. (2015). *Academic writing: A handbook for international students* (4th ed.). London, UK: Routledge. (Unit 1.4, pp. 25-30; Unit 1.7, pp. 42-51; Unit 1.9, pp. 61-66)

9. English for Engineers and Computer Scientists

- Formal letters
 - Emails
 - Proposals and Formal Reports
- Suggested Reading: Bailey, S. (2011). *Academic writing: A handbook for international students*. Third Edition. Routledge. Pg. 249-253, 254-256.

***Specialized vocabulary lists pertaining to the needs of the students will be compiled by the teacher.**

10. Business English

- **Giving presentations**
- **Organizing and drafting business messages**
- **Documenting minutes of business meetings**

Suggested Reading: Guffey, M. E., & Loewy, D. (2016). Essentials of business communication. Cengage Learning.

***Specialized vocabulary lists pertaining to the needs of the students will be compiled by the teacher.**

Endterm Exam

Recommended Books

Bailey, S. (2003). Academic writing: A practical guide for students. Psychology Press. Bailey, S. (2015). Academic writing for international students of business. Routledge.

Hogue, A. (1996). First steps in academic writing (Vol. 1). New York: Longman. Oshima, A., & Hogue, A. (2007). Introduction to academic writing. Pearson/Longman. Markel, M. (1994). Writing in the technical fields: a step-by-step guide for engineers, scientists, and technicians. John Wiley & Sons.

Silyn-Roberts, H. (2012). Writing for science and engineering: Papers, presentations and reports. Newnes.

Course: Introduction to Environmental Science

Level:

Course Code:

Course Description

In the last few decades “environment” has become a buzz word. A basic understanding of this term has become necessary in every field of life. Therefore, this course is designed for non-environmental science students keeping in view their diverse background of science and non-science subjects. This course only provides a basic understanding of the environment around us which is necessary to understand the environmental problems we face in our everyday life. This course is designed to provide a basic understanding of the environment, its components and its processes. The course will also provide a brief history and background of the environmental movements.

The course is designed to demonstrate knowledge and understanding of the environmental pollution, its causes and impact on human beings and ecosystem. Course will take a multidisciplinary approach and will cover contemporary environmental problems. Course will be beneficial in general to all students but particularly for students of economics, sociology, communication studies, management sciences and law due to wide scale application of these concepts in these fields.

The course will provide an introduction to a range of "global environmental challenges" facing humanity. It will provide the necessary background to understanding the policies, politics, governance and ethics, and decision-making processes that underpin the causes of, and responses to, environmental change. It will include an appreciation of the social construction of the term global environmental challenges and the implications of this.

Course Objectives

The course is designed to:

- provide students with a basic understanding of the environment, its components and processes.
- develop student capabilities to understand the man-environment interaction and ways human can impact environment.
- Provide: (1) an introduction of human attitude towards environment and how it has changed overtime, (2) overview of the pollution; its causes and impacts, (3) understanding of the role of human activities in causing environmental pollution, (4) outline of the factors including physic-chemical, biological and socio-economic which contribute to accelerate or de-accelerate the rate of pollution.

Course Learning Outcomes:

- After completion of the course the students should be able to:
- Understand the concept of ecosystem and environment.
- Identify issues related to environment, threats and challenges
- Analyze causes of environmental pollution and have understanding of the ways to address them.

Course Contents

Mid Term

- **Environment; definition and concept;**
- **ecosystem, its component; material and energy flow in an ecosystem;**
- **Terrestrial and aquatic ecosystems; biomes and their distribution;**
- **Atmosphere; composition, air pollution, causes and its impacts.**
- **Hydrosphere; water distribution on earth, water quality and quantity problems.**
- **Lithosphere; earth structure, soil resources, pollution and problem.**
- **Human population and resource use, Human attitude towards environment; history and background.**
- **Environmental Pollution: Concept, history and background, Pollution sources and types: point and non-point sources.**
- **Air pollution; sources, types of pollutants, sources and fate, impacts on human health and on environment**

End Term

- **Water pollution; water quality and quantity problems, sources, types of pollutants, sources and fate, impacts on human health and on environment,**
- **Solid Waste, Noise Pollution, Toxic chemicals in environment, approaches to manage environmental pollution.**
- **Global Environmental Problems: Ozone Depletion; history, science, world response.**
- **Climate change: a myth or reality, Conflicting Theories, climate change scientific basis, its impacts, world response, climate change politics.**
- **Acid Rain.**
- **Human Population and sustainability, International environmental laws.**

Recommended Readings

1. *Environmental Science: Earth as a Living Planet*, Botkin, D.B & Keller, E.A. 9th Ed. John Wiley & Sons, 2013.
2. *Environmental Science: systems and solutions*, McKinney, M.L., Schoch, R.M. &Yonavjak, L. 5th Ed. Jones & Bartlett Publishers, 2013
3. *Environmental Science: Toward a Sustainable Future*, Wright, R.T. &Nebel, B.J. 10th Ed. Pearson Educational, 2007.
4. *Environmental Science: Earth as a Living Planet*, Botkin, D.B & Keller, E.A. 9th Ed. John Wiley & Sons, 2013.
5. *Environmental Science: systems and solutions*, McKinney, M.L., Schoch, R.M. &Yonavjak, L. 5th Ed. Jones & Bartlett Publishers, 2013
6. *Environmental Science: Toward a Sustainable Future*, Wright, R.T. &Nebel, B.J. 10th Ed. Pearson Educational, 2007.
7. *Environmental Science: working with the Earth.*11th Ed. Miller, G., Tyler. Cengage Learning, 2005.
8. *Environmental Science: Earth as a Living Planet*, Botkin, D.B & Keller, E.A. 9th Ed. John Wiley & Sons, 2013.
9. *Environmental Science: systems and solutions*, McKinney, M.L., Schoch, R.M. &Yonavjak, L. 5th Ed. Jones & Bartlett Publishers, 2013
10. *Environmental Science: Toward a Sustainable Future*, Wright, R.T. &Nebel, B.J. 10th Ed. Pearson Educational, 2007.
11. *Environmental Science: working with the Earth.*11th Ed. Miller, G., Tyler. Cengage Learning, 2005. *Al Gore Documentary: “ An inconvenient Truth*

Course Title: Principles of Management (BBA)

Course Code:

Credit Hours: 3+0

Course Instructor: Ramsha Zakariya

Mode of Contact

You can contact your course instructor in the following ways:

Email: Ramsha.zakariya@numl.edu.pk

Meeting: By appointment via e-mail

PREREQUISITES: The students must know the basic work flow design of organization.

Textbook:

Stephen P. Robbins, Mary Coulter, Management. 14th edition.

Reference Material:

- **Jones, G. R., George, J. M., & Hill, C. W. (2000). Contemporary management. 11th Edition.**
- **Courtland L. Bovee, John V Thill. Marian Burk Wood, George P. Thill, Management, international Edition.**

Course Description: This is an introductory course about the management of organizations. It basically describes what management is, why management is important, what managers do, and how managers utilize organizational resources efficiently and effectively to achieve organizational goals. This course will cover the principles, roles functions, theories and approaches of Management. Focusing upon skills and competencies of 21st Century Managers, an effort will be made to incorporate current trends, global and technological advancements with the primary concepts of this discipline. It provides instructions in principles of management that have general applicability to all types of enterprises; basic management philosophy and decision making; principles involved in planning, organizing, leading, and controlling; and recent concepts in management. The majority of class time will be spent in lectures for concept building of basic management principles, functions and solutions as well as their application to general management related problems.

Course Objectives: **The course objectives are**

1. Introduce the principles of management and examine the evolution of management theories to enhance organizational efficiency and effectiveness.
2. Understand key managerial functions: Planning, Organizing, Leading, and Controlling. Explore the organizational planning process and its role in management.
3. Differentiate between programmed and non-programmed decision-making, explore global management challenges, and analyze organizational control mechanisms, including the four-step control process and output controls.
4. Examine leadership effectiveness, sources of power, leadership traits, behaviors, and limitations of leadership theories, while fostering essential leadership and management skills for organizational success.

Course Learning Outcomes: The objective of this course is to expose students to the theories of management, organizational theory, and the practice of management in contemporary organizations from a conceptual, analytical, and pragmatic perspective. Upon completion of this course, students will be able to:

- **Learn the basic concepts of the Four Pillars of Management – Planning, Organizing, Controlling & Leading**
- **Learn the basic theories, principles, functions and roles of Management in global market context.**
- **Facilitate to practically view managerial and organizational problems and issues**
- **The course helps students to confront both the task learning and personal learning involved in becoming a manager.**
- **Demonstrate the ability to work effectively as part of a group, and display communication and presentation skills.**

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS	
1	Mid Term Exam	25	
2	End Term Exam	50	
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	25	25
	GRAND TOTAL	100	

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
01	Foundation of management. Definition Scope and Function of Management.	Lecture		PLO 1	CLO 1	Knowledge
02	Different levels, Roles and Skills of Management, Management & Organization.	Lecture		PLO 1	CLO 1	Knowledge
03	Current trends & Issues of Management; workforce diversity, globalization.	Lecture	Assignment 1	PLO	CLO 1	Comprehension
04	IT development, Knowledge Management, Innovation and Creativity etc.	Lecture		PLO	CLO 1	Comprehension
05	Management theories and perspectives. Evolution of Management Theories.	Lecture	Quiz 1	PLO 1	CLO 1	Comprehension
06	Scientific Management, Administrative Management, Bureaucratic Management.	Lecture		PLO 1	CLO 1	Comprehension
07	Behavioral theories, Hawthorne Studies, System Approach, Contingency Approach.	Case Study	Presentation	PLO 3	CLO 1	Application
08	Organizational culture & environment: Different Views and Sources of Culture.	Lecture		PLO 1	CLO 2	Comprehension
09	External & Internal Environmental Factors, Task & Mega Environment.	Lecture		PLO	CLO 2	Comprehension
10	Corporate social responsibility, Views on CSR, value based management	Lecture		PLO	CLO 2	Comprehension
11	Ethics in management, factors affecting ethics and improving ethical behaviors.	Lecture	Ethical Dilemma	PLO	CLO 2	Analysis

Exercise						
12	Decision making: Decision making process of eight steps and its Conditions.	Lecture		PLO 2	CLO 2	Application
13	Decision Making Errors and Biases, Types of Problems and Respective Decisions.	Lecture	Assignment 2	PLO 2	CLO 2	Application
14	Foundation of planning: Conceptual View of Planning and its Purpose and importance.	Lecture	Quiz 2	PLO 1	CLO 2	Knowledge
15	Challenges and Types of Planning, Types and characteristics of Goals and Plans.	Lecture		PLO 1	CLO 2	Comprehension
16	Developing Organizational Goals. Traditional Approach and MBO	Lecture		PLO 1	CLO 2	Comprehension
17	Organizing; Foundation of Organizational Structure and design, Contingency Factors.	Lecture		PLO 1	CLO 3	Comprehension
18	Types of Organizational Structure, Departmentalization & Chain of Command.	Lecture		PLO 1	CLO 3	Comprehension
19	Span of Control & Formalization, Centralization and Decentralization, Work division	Lecture	Quiz 3	PLO 1	CLO 3	Comprehension
20	Mechanistic & Organic Organizations, Traditional & Contemporary Designs.	Lecture		PLO 1	CLO 3	Comprehension
21	Environmental Uncertainty, Scanning and dynamism effects on Organizational Design.	Case		PLO 1	CLO 3	Comprehension
22	Leadership and management: Differences and Similarities, Who are Leaders? What is Leadership?	Lecture	Assignment 3	PLO 2	CLO 3	Knowledge
23	Early Leadership Theories: Trait & behavioral theories, Different Leadership Styles.	Lecture		PLO 2	CLO 3	Knowledge

24	Models of Leadership: Fielders Model, Path Goal Theory, Blanchard Situational Theory.	Lecture		PLO 2	CLO 4	Knowledge
25	Contemporary Theories of Leadership: Transactional, Transformational and LMX Theory	Lecture	Assignment 4	PLO 2	CLO 4	Comprehension
26	Foundation of Control: Importance of Control, Control Process of different steps.	Lecture		PLO 2	CLO 4	Knowledge
27	Elements, Approaches and Types of Controlling, Organizational Performance	Lecture	Quiz 4	PLO 2	CLO 4	Comprehension
28	Measures to Control Organizational Performance. Control Strategies for deviations.	Lecture		PLO 2	CLO 4	Comprehension
29	Final Project	Presentations		PLO 3	CLO 5	Creation
30	Final Project	Presentations		PLO 3	CLO 5	Creation

Course Title: Business Mathematics (BBA)

Course Code:

Credit Hours: 3 - 0

Course Instructor:

Mode of Contact :

You can contact your course instructor in the following ways:

Email:

Meeting:

PREREQUISITES:As a mathematics course, you must have an understanding of basic arithmetic and algebra skills.

Textbook: **Business Mathematics by Frank.S.Budnick 4th Edition.**

Reference Material: **Business Mathematics by Gary Clendenen and Stanley A. Salman 13th edition**

Course Description: This course is designed to serve as a fundamental course for mathematics needed for business students and solving application based problems. This course applies students' interpretation of basic mathematical concepts to common business usage covering such topics as linear equation, system of linear equations, different functions, financial mathematics, time value money, matrices, derivatives, and optimization. The majority of class time will be spent in lecture discussing the various ways to solve real time problems and their application.

Course Objectives: **The course objectives are**

- i. To understand the concept of linear equation and its application, how to determine the linear equation by using different realistic situation/conditions, impact of variables by using slope intercept form of equation.
- ii. To understand the System of Linear Equation by having different scenario/conditions and find out the combination/solution set.
- iii. To use different methodologies which is more appropriate to find out the solution set by using system of linear equation.
- iv. Understanding the mathematical functions, principles and techniques that are useful in business management.
- v. To develop analytical skills so to analyze break even condition by using graphical representation.
- vi. Understanding the concepts of matrices and its applications.
- vii. Understanding the concepts of simple interest, compound interest, annuities, discounted cash flows and its business applications

- viii. Derivatives and its role in business and economic approach

Course Learning Outcomes: Upon completion of this course, students will be able to:

- i. How to formulate and solve linear equation and find out the relationship among the variable by using slope.
- ii. System of linear equation by using scenario/application based problems and applying different methodologies which is deemed appropriate
- iii. Mathematical Function, and types of functions
- iv. How to analyse break even condition by using graphical representation
- v. Compute simple interest, compound interest, annuities and their present/future value
- vi. Perform Cost benefit analysis by using capital budgeting technique (NPV)
- vii. Solve Matrices and its application based questions.
- viii. Derivatives & its business applications

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	MidTerm Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	LabWork/Practical Project		
	AnyOther		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
01	Course Overview, Basic algebraic manipulations. Addition, subtractions, multiplication and addition of algebraic terms, polynomials?	Lecture		PLO 1	CLO 1	Knowledge
02	Basic Concepts of Equation, Linear equations containing 1 or more independent variables. Operation on Linear Equations. Numerical Problems and Business relating applications. (Chapter 2)	Lecture		PLO 1	CLO 1	Knowledge
03	Slopes and its interpretation, y-intercept and its interpretations. X-intercept and its interpretation. Graphical presentation of linear equations.(Chapter 2)	Lecture		PLO 1	CLO 1	Comprehension
04	Slopes and its interpretation, y-intercept and its interpretations. X-intercept and its interpretation. Graphical presentation of linear equations. (Chapter 2)	Lecture	Assignment 1	PLO 1	CLO 1	Comprehension
05	Formation of linear equations using point slope form, Slope-Intercept form and two points form. Interpretation of slope, x-intercept and y-intercept. (Chapter 2)	Lecture		PLO 1	CLO 1	Comprehension
06	Formation of linear equations using point slope form, Slope-Intercept form and two points form. Interpretation of slope, x-intercept and y-intercept. (Chapter 2)	Lecture		PLO 1	CLO 1	Comprehension
07	System of Linear equation equations & their applications in business & economics, equations with two unknown and its methods, their solutions & applications. (Chapter 3)	Lecture	Quiz 1	PLO 1	CLO 2	Comprehension
08	System of Linear equation equations & their applications in business & economics, equations	Lecture		PLO 1	CLO 2	Comprehension

	with two unknown and its methods, their solutions & applications. (Chapter 3)					
09	System of Linear equation equations & their applications in business & economics, equations with two unknown and its methods, their solutions & applications. (Chapter 3)	Lecture		PLO 1	CLO 2	Comprehension
10	System of Linear equation equations & their applications in business & economics, equations with two unknown and its methods, their solutions & applications. (Chapter 3)	Lecture		PLO 1	CLO 2	Comprehension
11	Linear Function, Revenue, Cost, Profit & its applications in Business problems. (Chapter 5)	Lecture		PLO 1	CLO 3	Comprehension
12	Linear Function, Revenue, Cost, Profit & its applications in Business problems. (Chapter 5)	Lecture	Assignment 2	PLO 1	CLO 3	Comprehension
13	Introduction to Break-Even Analysis, Concept of Break Even analysis, Business related Problems. (Chapter 5)	Lecture	Quiz 2	PLO 1	CLO 4	Analysis
14	Introduction to Break-Even Analysis, Concept of Break Even analysis, Business related Problems. (Chapter 5)	Lecture		PLO 1	CLO 4	Analysis
15	Interests. Simple interests & applications. Simple discounts. Compound interests & applications. Compound discounts. (Chapter 8)	Lecture		PLO 1	CLO 5	Knowledge
16	Interests. Simple interests & applications. Simple discounts. Compound interests & applications. Compound discounts (Chapter 8)	Lecture		PLO 1	CLO 5	Knowledge
17	Annuities and its future value. Calculation of interest annually, semiannually, quarterly and monthly. (Chapter 8)	Lecture		PLO 1	CLO 5	Comprehension
18	Annuities and its future value. Calculation of interest annually, semiannually, quarterly and monthly. (Chapter 8)	Lecture		PLO 1	CLO 5	Comprehension

19	Discounted Cash inflows, Net Present values. (Chapter 8)	Lecture		PLO 1	CLO 6	Application
20	Discounted Cash inflows, Net Present values. (Chapter 8)	Lecture	Quiz 3	PLO 1	CLO 6	Application
21	Matrix algebra, Operations on matrices. Inverse of a (2×2) & (3×3) matrix. (Chapter 9)	Lecture		PLO 1	CLO 7	Knowledge
22	Matrix algebra. Cramer's Rule for (2×2) & (3×3) matrix. (Chapter 9)	Lecture		PLO 1	CLO 7	Knowledge
23	Derivatives & its basic rules. (Chapter 15)	Lecture	Assignment 3	PLO 1	CLO 8	Knowledge
24	Derivatives & its basic rules. (Chapter 15)	Lecture		PLO 1	CLO 8	Knowledge
25	Derivatives & its basic rules. (Chapter 15)	Lecture		PLO 1	CLO 8	Knowledge
26	Applications of Maxima & Minima with graphical display in business problems. (Chapter 16)	Lecture		PLO 1	CLO 8	Comprehension
27	Applications of Maxima & Minima with graphical display in business problems. (Chapter 16)	Lecture		PLO 1	CLO 8	Comprehension
28	Applications of Maxima & Minima with graphical display in business problems. (Chapter 16)	Lecture		PLO 1	CLO 8	Comprehension

Course Title: Financial Accounting

Course Code:

PREREQUISITES: For Financial Accounting course, you must have an understanding of Introduction to Accounting

Textbook:

- **Financial & Managerial Accounting: The Basis for Business Decisions. 16th edition (Chapters 7, 09, 11, 13) by Robert F. Meigs
Walter B Meigs Jan R. Williams Susan F. Haka Mark S. Bettner Joseph V. Carcello.**

Reference Material:

- **Financial Accounting, 5th Edition, by Libby, Libby, and Short. Reference book.**
- **Principles of Accounting by M.A .Ghani. Reference book.**

Course Description:

Financial Accounting refers to information describing financial resources (Assets), obligations (Liabilities), and activities (Income Statement) of an economic entity. The term financial position is used to describe an entity's financial resources and obligations at one point in time, and the term results of operations is used to describe its financial activities during the year.

The role of financial accounting is the accumulation, analysis, and presentation of relevant financial data of an enterprise to serve the needs of creditors, investors and other external decision makers. The objective of this course is to familiarize the student with the basic concepts, standards and practices of financial accounting. This course is designed to introduce advance concepts of accounting system. It also helps the students to understand mechanics and design of accounting system in various forms of business organizations. Phase II of Accounting procedures include Merchandizing transactions, Plant assets depreciation, Bank Reconciliation Statement and preparation of company's financial statements, analysis and interpretation of financial statements, cash flows etc.

Course Objectives: The course objectives are

- **Logical understanding of the concepts of Depreciation, Amortization and Depletion, understanding the methods for calculating Depreciating.
Defining financial assets and explaining their valuation in the balance sheet, preparing a bank reconciliation.**
- **Describing how short-term investments are reported in the balance sheet, Account for uncollectible receivables using the allowance and direct write-off methods.**

Discuss the advantages and disadvantages of organizing a business as a corporation, distinguish between publicly owned and closely held corporations.

- Account for paid-in capital and prepare the equity section of a corporate balance sheet.
Accounting for treasury stock transactions.
- Explain the purposes and uses of a statement of cash flows.
Describe how cash transactions are classified in a statement of cash flows.
Preparing a cash flow statement under direct and indirect methods.
- Explain why net income differs from net cash flows from operating activities.
Understanding partnership Accounting

Course Learning Outcomes:

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

- Understand fundamental financial accounting concepts, including depreciation, amortization, depletion, and valuation of financial assets in the balance sheet.
- Apply accounting techniques to record and reconcile financial transactions, including bank reconciliations, treasury stock transactions, and uncollectible receivables.
- Prepare key financial statements such as the balance sheet, income statement, and statement of cash flows using both direct and indirect methods.
- Analyze financial statements to assess a company's financial health, interpret cash flows, and understand the accounting treatment in different business organizations.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ⁱ	CLO	Thinking Level
01	Plant and Intangible Assets Categories of Assets	Lecture		PLO 2	CLO 2	Comprehension
02	Depreciation Methods: Straight Line Method, Units of Out-PUT Method.	Lecture		PLO 1	CLO 2	Comprehension
03	Depreciation Methods	Lecture		PLO 2	CLO 2	Comprehension
04	Declining balance method. 200% and 150%	Lecture	Assignment 1	PLO 2	CLO 2	Comprehension
05	Sums of year's digit method, MACRS depreciation rates. Entries for Gain or Loss on sale <u>IT Infusion: Use of Excel to calculate depreciation using Straight Line, Declining Balance (200% and 150%), and Sums of Year's Digits methods.</u>	Class Activity/Lab Activity		PLO 2	CLO 2	Application
06	Intangible Assets and amortization.	Lecture		PLO 2	CLO 2	Comprehension
07	Natural Resources and Depletion	Lecture	Quiz 1	PLO 1	CLO 2	Comprehension
08	Accounts receivables: Accounts receivable & allowance for doubtful accounts	Lecture		PLO 1	CLO 2	Comprehension
09	Writing off an uncollectible A/R by Aging method & Direct method.	Lecture		PLO 2	CLO 2	Comprehension

10	Marketable securities and their Accounting treatment.	Lecture		PLO 3	CLO 2	Comprehension
11	Bank Reconciliation Statement Cash equivalents, Lines of Credit. Internal Control for Cash. <u>IT Infusion: Use Excel to prepare a Bank Reconciliation Statement by comparing bank and cash book records.</u>	Class Activity/Lab Activity	Assignment 2	PLO 1	CLO 2	Application
12	Cash Book and Pass book	Lecture		PLO 1	CLO 2	Comprehension
13	Comparison of bank statement and depositor's records.	Lecture		PLO 2	CLO 3	Knowledge
14	Comparison of bank statement and depositor's records.	Lecture	Quiz 2	PLO 1	CLO 3	Knowledge
Mid Term Examination						
15	Partnership Accounting	Lecture		PLO 1	CLO 3	Knowledge
16	Profit & Loss appropriation Account	Lecture		PLO 2	CLO 3	Comprehension
17	Partner's Capital Accounts	Lecture		PLO 1	CLO 2	Comprehension
18	Income statement & Balance sheet for partnership	Lecture		PLO 2	CLO 2	Comprehension
19	Stockholder's Equity Transactions. <u>IT Infusion: Use QuickBooks to record common and preferred stock transactions, track dividends, and generate an equity report.</u>	Class Activity/Lab Activity		PLO 1	CLO 3	Application
20	Journal entries	Lecture		PLO 1	CLO 3	Comprehension

21	Book, Par and market value concepts.	Lecture		PLO 1	CLO 3	Comprehension
22	Calculation of retained earnings and Dividends.	Lecture	Assignment 3	PLO 1	CLO 3	Comprehension
23	Types of stock (Preferred and Common stock)	Lecture		PLO 2	CLO 3	Comprehension
24	Cash Flow Analysis	Lecture		PLO 2	CLO 3	Comprehension
25	Preparation of Cash Flow Statement through Direct method	Lecture		PLO 1	CLO 1	Knowledge
26	Preparation of Cash Flow Statement through Indirect Method	Lecture	Quiz 3	PLO 1	CLO 1	Knowledge
27	Investing Activities & Financing Activities	Lecture		PLO 2	CLO 3	Comprehension
28	Preparation of Cash Flow Statement					
	<u>IT Infusion: Use MS Excel to prepare Cash Flow Statement using direct and indirect methods</u>	Class Activity/Lab Activity		PLO 2	CLO 1	Application
Final Term Examination						

Semester- III

Course Code	Courses	Cr.Hrs
MSMK-241	Principles of Marketing	3(3+0)
**	Quantitative Reasoning I	3(3+0)
**	Introduction to Psychology	2(2+0)
MSAC-241	Management Accounting	3(3+0)
MSHR-241	Introduction to HRM	3(3+0)
AFFN-241	Introduction to Business Finance	3(3+0)

Course Title: Principles of Marketing (BBA)

Course Code:

Credit Hours: 3+0

Course Instructor:

Mode of Contact:

You can contact your course instructor in the following ways:

Email:

Meeting: By appointment via e-mail

PREREQUISITES: As a marketing course, you must have an understanding of Introduction to Business

Textbook:

Principles of Marketing, by Philip Kotler, & Gary Armstrong 17th Edition.

Reference Material:

- **Philip Kotler, Gary Armstrong, Ehsan Ul Haq *Principles of Marketing, A South Asian Perspective 13th edition*, PEARSON.**
- ***Marketing* by Michael J . Etzel , Bruce J. Walker and William Stanton , International Edition**

Course Description: This course is designed to serve as an introduction to the basic principles of marketing, practices, and the application of these practices. This course examines our present-day marketing system from a managerial point of view and has a current events component to help emphasize the marketing principles in today's business world. Subjects covered include consumers, market research and target markets, feasibility analysis, products, promotion, channels of distribution, pricing, international marketing and use of technology in marketing. The majority of class time will be spent in lecture discussing the various solutions to marketing cases by the application of marketing principles.

Course Objectives: **The course objectives are**

- **To understand how organizations, identify customers and their wants/needs.**
- **To comprehend marketing decisions, based upon the combination of product, price, promotion, and distribution elements.**
- **To understand marketing is carried out by an organization to meet the requirements of domestic and international buyers, both households and businesses, within the bounds of ethics and the legal environment.**
- **To apply key frameworks and methods, and develop analytical skills to solve marketing problems.**
- **To provide you with a firm foundation in marketing theory and marketing practices.**
- **To relate the impact of marketing and its integration with your own major or field of interest.**

Course Learning Outcomes: **Upon completion of this course, students will be able to:**

- **Understand the marketing concept, recognize and suggest application of the marketing concept**
- **Assess the marketing mix in-depth and develop a marketing mix relevant to business decisions.**
- **Discuss the implications of the marketing concept on an organization and its functions.**
- **Explain the influence of the marketing concept on the firm, consumers and the society.**

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab. Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
01	Basic concepts of marketing What Is Marketing?					
	<ul style="list-style-type: none"> ■ Marketing Defined ■ The Marketing Process ■ Understanding the Marketplace and Customer Needs 	Lecture		BPLO1	CLO 1	Knowledge
02	Designing a Customer-Driven Marketing Strategy					
	<ul style="list-style-type: none"> ■ Selecting Customers to Serve ■ Choosing a Value Proposition ■ Marketing Management Orientations ■ Preparing an Integrated Marketing Plan and Program ■ Building Customer Relationships 	Lecture		BPLO1	CLO 1	Knowledge
03	Designing a Customer-Driven Marketing Strategy					
	<ul style="list-style-type: none"> ■ Capturing Value from Customers ■ Creating Customer Loyalty and Retention ■ Growing Share of Customer ■ Building Customer Equity 	Lecture		BPLO1	CLO 1	Knowledge
04	The Changing Marketing Landscape	Lecture		BPLO1 & 7	CLO 1	Knowledge

- The Uncertain Economic Environment
- The Digital Age
- Rapid Globalization
- Sustainable Marketing

05 Company and Marketing Strategy

- Defining a Market-Oriented Mission
- Setting Company Objectives and Goals
- Designing the Business Portfolio
- Planning Marketing: Partnering to Customer Relationships
- Partnering with Other Company Departments
- Partnering with Others in the Marketing System

Lecture

BPLO 1 CLO 1 Knowledge

06 Marketing Strategy and the Marketing Mix

- Customer-Driven Marketing Strategy
- Developing an Integrated Marketing Mix
- Managing the Marketing Effort
- Marketing Analysis
- Marketing Planning

Lecture

BPLO 1 CLO 2 Knowledge

06 Marketing Strategy and the Marketing Mix

- Marketing Implementation
- Marketing Department Organization
- Marketing Control
- Measuring and Managing Return on Marketing Investment

Lecture

Assignment 1
Quiz 1

BPLO 1 CLO 2 Knowledge

07 Analyzing the Marketing Environment

- The Microenvironment
- The Company

Lecture

BPLO 4 CLO 1 Knowledge

-
- **Suppliers**
 - **Marketing Intermediaries**
 - **Competitors**
 - **Publics**
 - **Customers**
-

07 The Macro-environment

- **The Demographic Environment**
- **The Economic Environment**
- **The Natural Environment**
- **The Technological Environment**
- **The Political and Social Environment**
- **The Cultural Environment**
- **Responding to the Marketing Environment**

Lecture

BPLO 4 CLO 1 Knowledge

08 Marketing Information and Customer

Insights

- **Marketing Information and Customer Insights**
- **Assessing Marketing Information Needs**

Lecture

BPLO1 CLO 1 Knowledge

Developing Marketing Information

- **Internal Data**
- **Competitive Marketing Intelligence**

08 Marketing Research

- **Defining the Problem and Research Objectives**
- **Developing the Research Plan**
- **Gathering Secondary Data**
- **Primary Data Collection**

Lecture

BPLO1 CLO 1 Knowledge

09 Implementing the Research Plan

- Interpreting and Reporting the Finding
- Analyzing and Using Marketing Information
- Customer Relationship Management
- Distributing and Using Marketing Information
- Other Marketing Information Considerations

Lecture

BPLO1 CLO 1 Knowledge

10 Consumer buying behavior and Characteristics Affecting Consumer Behavior

- What are consumer markets and consumer buying behavior?
- Cultural Factors
- Social Factors
- Personal Factors
- Psychological Factors

Lecture

BPLO 1 CLO 1 Knowledge

11 Types of Buying Decision Behavior

- Complex Buying Behavior
- Dissonance-Reducing Buying Behavior
- Habitual Buying Behavior
- Variety-Seeking Buying Behavior

Lecture

BPLO1 CLO 1 Knowledge

12 Class activity (The Bridge)/ Tata Nano; the peoples car

- Focus on consumer needs
- Manage key stakeholders
- Incorporate consumer/individual behavior

Class
Activity/Case
Discussion

BPLO 2, 3 CLO 3,4 Comprehension

13 Customer-Driven Marketing Strategy

■ **Market Segmentation**

- ☐ **Segmenting Consumer Markets**
- ☐ **Segmenting Business Markets**
- ☐ **Segmenting International Markets**
- ☐ **Requirements for Effective Segmentation**

Lecture

Assignment 2
Quiz 2

BPLO 1

CLO 1

Knowledge

14 Market Targeting

- **Evaluating Market Segments**
- **Selecting Target Market Segments**
- **Differentiation and Positioning**
- **Positioning Maps**
- **Choosing a Differentiation and Positioning Strategy**
- **Communicating and Delivering the Chosen Position**

Lecture

BPLO1

CLO 1

Knowledge

Mid Term Examination

15 Products, Services, and Brands

- **Products, Services, and Experience**
- **Levels of Product and Services**
- **Product and Service Classifications**
- **Product and Service Decisions**
- **Individual Product and Service Decisions**
- **Product Line Decisions**
- **Product Mix Decisions**

Lecture

BPLO1

CLO 2

Knowledge

16 Services Marketing

- **The Nature and Characteristics of : Lecture Service**

BPLO 1

CLO 1

Knowledge

- **Marketing Strategies for Service Firms**
- **Branding Strategy: Building Strong Brands**
 - **Brand Equity**
 - **Building Strong Brands**
 - **Managing Brands**

17	Coca-Cola India's Frozen Dessert Plan Heats Up Competition	Case Discussion	BPLO 2,3	CLO 3,4	Comprehension
18	Pricing: Understanding and Capturing Customer Value 1				
	<ul style="list-style-type: none"> ■ What Is a Price? ■ Major Pricing Strategies ■ Other Internal and External Considerations ■ Affecting Price Decisions ■ Overall Marketing Strategy ■ Overall Marketing Strategy, Objectives and Mix ■ Organizational Considerations ■ The Market and Demand ■ The Economy ■ Other External Factors 	Lecture	BPLO 1	CLO 2	Knowledge
19	Nestlé's Maggi: Pricing and Repositioning a Product	Case Discussion	BPLO 2,3	CLO 3, 4	Comprehension
20	Marketing Channels: Delivering Customer Value				
	<ul style="list-style-type: none"> ■ Supply Chains and the Value Delivery Network ■ The Nature and Importance of Marketing Channels ■ How Channel Members Add Value ■ Number of Channel Levels ■ Channel Behavior and Organization 	Lecture	BPLO1	CLO 2	Knowledge

-
- Channel Behavior
 - Vertical Marketing Systems
 - Horizontal Marketing Systems
 - Multichannel Distribution Systems
 - Changing Channel Organization
 - Channel Design Decisions
 - Analyzing Consumer Needs
 - Setting Channel Objectives
 - Identifying Major Alternatives
 - Evaluating the Major Alternatives
 - Designing International Distribution Channels
-

21 Channel Management Decisions

- Selecting Channel Members
- Managing and Motivating Channel Members
- Evaluating Channel Members
- Public Policy and Distribution Decisions
- Marketing Logistics and Supply Chain Management
- Nature and Importance of Marketing Logistics
- Goals of the Logistics System
- Major Logistics Functions
- Integrated Logistics Management

Assignment 3
Quiz 3

BPLO1

CLO 2

Knowledge & Application

22 Integrated Marketing Communications

- The New Marketing Communications Model
- The Need for Integrated Marketing Communications
- A View of the Communication Process
- Steps in Developing Effective Marketing Communication

Lecture

BPLO1,
3

CLO 2

Knowledge

	<ul style="list-style-type: none"> ■ Identifying the Target Audience ■ Determining the Communication Objectives ■ Designing a Message ■ Choosing Media ■ Selecting the Message Source ■ Collecting Feedback 				
23	Setting Promotion Budget <ul style="list-style-type: none"> ■ Setting the Total Promotion Budget ■ Shaping the Overall Promotion Mix ■ Integrating the Promotion Mix ■ Socially Responsible Marketing Communication ■ Advertising and Sales Promotion ■ Personal Selling 	Lecture	BPLO1	CLO 2	Knowledge
24	Sustainable Marketing: Social Responsibility and Ethics	Lecture	BPLO3	CLO 1	Knowledge
25	Class Activity (Managing PR Challenges) <ul style="list-style-type: none"> ■ Focused on managing situations where bad word of mouth has caused distrust among customers. ■ Collaborative learning 	Class Activity	BPLO 2, 3	CLO 3,4	Comprehension
26	Socially Responsible Marketing	Lecture	BPLO 4	CLO 1	Knowledge
27	Final Project	Presentations	BPLO 3, 4	CLO 1,2,3 & 4	Application
28	Final Project	Presentations	BPLO 3, 4	CLO 1,2,3& 4	Application
Final Term Examination					

Topic-related exercises and assignments – Throughout the term; we cover different topics and exercises related to Principles of Marketing. These exercises might include written assignments, quizzes, online discussions, outside activities, and case studies.

Final Project - Students are required to work on a Principles of Marketing practical project during the term. The course instructor will assign the topics and students are required to work in groups on the assigned project. The project can be any facet of Principles of Marketing.

Course Title: Quantitative Reasoning I

Course Code:

Credit Hours: 3+0

Course Instructor: Tehmina Qamar

Mode of Contact"

You can contact your course Instructor in the following ways:

Email: tqamar@numl.edu.pk

Meeting: By appointment via e-mail

PREREQUISITES: The prerequisites for this course are Statistics and Probability and Basic mathematical knowledge.

Textbook:

- 1) Elementary Statistics: A step by step Approach by: Allan G. Bluman 5TH Edition.
- 2) A Textbook of Exploring Quantitative Skills, by Prof. Dr. M. Imran Bhatti
- 3) Walpole R. E. "Introduction to Statistics" 3rd ed ; Macmillan Publishing Co.NY 1982.

Reference Material:

"Elementary Statistics" by Allan G Blueman.

Mathematical thinking and reasoning 2008 by Aufmann, Lockwood, Nation & Clegg published by Houghton Mifflin company USA.

Course Description: Quatitative Reasoning-I is an introductory level course that focuses on the fundamentals related to the Quantitative concepts and analysis .This course is designed to familiarize students with the basic concepts of mathematics and Statistics and to develop student's abilities to analyze and interpret quantitative information .This course will prepare the students to apply quatitative reasoning tools more efficiently in their professional and daily life activities .This course will help them to better understand the information in form of numeric, graph ,tables and functions .

Course Objectives: The course objectives are

- This course will be introduced to the concepts of Mathematics and Statistics and to apply these concepts to practical life scenarios.

- This course will enhance student's ability to deal with scenarios involving quantitative reasoning skills in a logical manner.
- It will prepare students to deal with different forms of data occurring in professional and Business studies.
- This course will provide foundation for students to use the quantitative reasoning skills in solving practical life problems.

Course Learning Outcomes: Upon completion of this course, students will be able to:

- Strengthen their quantitative reasoning skills and apply to daily life problems.
- Draw the inferences from the data given in numeric, graphs, tables and functions
- Strengthen their quantitative reasoning skills while making decisions.
- apply the concepts of Statistics in Business studies and formulate and solve the problems.
- understand the principal concepts of probability and its applications.
- Demonstrate the application of the learned principles of quantitative reasoning skills in different professional and Business studies.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLOⁱⁱ	CLO	Thinking Level
1	What is Quantitative Reasoning ?					
	Understanding relationship between parts and whole	Lecture		PLO 1	CLO 1	Knowledge
2	Application of Statistics					
	<ul style="list-style-type: none">■ Population and Sample■ Variables and Constant■ Parameter and Statistics■ Data gathering techniques	Lecture		PLO 1	CLO 1	Knowledge
3	Types of Data with examples					
	<ul style="list-style-type: none">■ Quantitative and Qualitative■ Discrete and Continuous variable■ Primary and Secondary■ Methods for collection of primary and Secondary data	Lecture		PLO 1	CLO 1	Knowledge
04	Frequency Distribution					
	<ul style="list-style-type: none">■ Presentation of data■ Class interval■ Class limit, Class marks,■ Class boundaries	Lecture		PLO 1	CLO 2	Knowledge

■ Numerical problems

05 Frequency Distribution

- Cumulative frequency
- Relative frequency
- Percentage frequency
- Quantitative reasoning exercises using number knowledge

Lecture

PLO 1

CLO
2

Knowledge and
Application

06 Graphical representation of Data

- Bar diagram
- Histogram
- Frequency polygon
- Quantitative reasoning exercises using number knowledge

Lecture

PLO 2

CLO
1,2

Comprehension and
Application

07 Measures of Central Tendency

- Arithmetic Mean
- Median
- Mode
- Quantitative reasoning exercises using fundamental Statistical Concepts

Lecture

Assignment
1
Quiz 1

PLO 2

CLO
3

Comprehension and
Application

08 Measures of Central Tendency

- Concept of Mean , Median and Mode
- Concept of Quartiles,Deciles and Percentiles
- Concept of Symmetry and Skewness
- Quantitative reasoning exercises using

Lecture

PLO 2

CLO
3

Comprehension and
Application

fundamental Statistical Concepts

09 Measures of Dispersions

- Significance of Measuring Variation
- Absolute and Relative Variation
- Standard Deviation

Lecture**PLO 2****CLO
4****Comprehension and
Application**

10 Measures of Dispersions

- Variance
- Coefficient of Variation
- Quantitative reasoning exercises using fundamental Statistical Concepts

Lecture**PLO 4****CLO
4****Analysis**

Regression Analysis**11**

- Concept of Regression Analysis
- Concept of Intercept and Slope
- Concept of Linear Equation

Lecture**PLO 4****CLO
3,4****Analysis**

12 Regression Analysis

- Regression coefficients
- Least square method
- Coefficient of determination and its interpretation

Lecture**PLO 4****CLO
3,4****Analysis**

13 Correlation Analysis**Lecture****PLO 1****CLO****Knowledge**

	<ul style="list-style-type: none"> ■ Concept of Pearson product-moment Correlation coefficient ■ Concept of Positive, negative and zero correlation with Interpretation 				4	
14	Correlation Analysis					
	<ul style="list-style-type: none"> ■ Pearson product-moment Correlation coefficient ■ Quantitative reasoning exercises using fundamental Statistical Concepts 	Lecture	Assignment 2 Quiz 2	PLO 1	CLO 4	Comprehension
MID TERM EXAMS						
15	Application of Mathematics					
	<ul style="list-style-type: none"> ■ Concept of Probability ■ Sample Space, Concept of mutually and non-mutually exclusive events ■ Probability of an Event 	Lecture		PLO 2	CLO 5	Comprehension
16	Laws of Probability					
	<ul style="list-style-type: none"> ■ Addition Law for mutually exclusive events ■ Addition Law for non- mutually exclusive events ■ Quantitative reasoning exercises using fundamental Mathematical concepts. 	Lecture		PLO 2	CLO 5	Comprehension
17	Laws of Probability					
	<ul style="list-style-type: none"> ■ Multiplication law for Independent events 	Lecture	Assignment 3	PLO 2	CLO 5	Knowledge

	<ul style="list-style-type: none"> ■ Multiplication law for Dependent events ■ Quantitative reasoning exercises using fundamental Mathematical concepts. 		Quiz 3			
18	Laws of Probability <ul style="list-style-type: none"> ■ Multiplication law for Independent events ■ Multiplication law for Dependent events ■ Quantitative reasoning exercises using fundamental Mathematical concepts. 	Lecture		PLO 1	CLO 5	Knowledge
19	Discrete Random Variables <ul style="list-style-type: none"> ■ Basic concept of a discrete random variables ■ Properties of discrete random variables ■ Probability density function 	Lecture		PLO 1	CLO 6	Comprehension and Application
20	Discrete Random Variables <ul style="list-style-type: none"> ■ Concept of Mathematical Expectations ■ Properties of Mathematical Expectations ■ Numerical problems for discrete case 	Lecture		PLO 1	CLO 6	Knowledge
21	Discrete Probability Distribution <ul style="list-style-type: none"> ■ Concept of Binomial distribution ■ Properties of binomial distribution 	Lecture		PLO 2	CLO 5,6	Comprehension and Application

22	Discrete Probability Distribution ■ Mean and variance of binomial distribution ■ Quantitative reasoning exercises using fundamental Mathematical concepts	Lecture	Assignment 4	PLO 2	CLO 5,6	Knowledge
			Quiz 4			
23	Discrete Probability Distribution ■ Mean and variance of binomial distribution ■ Quantitative reasoning exercises using fundamental Mathematical concepts	Lecture		PLO 2	CLO 5,6	Comprehension and Application
24	Continuous Random Variable ■ Concept of a Continuous Random Variable ■ Concept of Continuous Probability Distribution ■ Properties of Continuous Probability Density function	Lecture		PLO1	CLO 5,6	Knowledge
25	Continuous Random Variable ■ Concept of a Continuous Random Variable ■ Concept of Continuous Probability Distribution ■ Properties of Continuous probability function	Lecture		PLO 1	CLO 5,6	Knowledge
26	Continuous Probability Distribution ■ Concept of Normal distribution ■ Pdf of Normal distribution	Lecture		PLO 1	CLO 6	Knowledge
27	Continuous Probability Distribution ■ Properties of Normal distribution ■ Normal and Standard normal distribution ■ Quantitative reasoning exercises	Lecture		PLO2	CLO 6	Comprehension and Application

using
fundamental Statistical concepts

28 Viva/Revision

Lecture

Evaluation

Course Title Introduction to Psychology (General)

Semester	Credit Hours	Prerequisite
[BS-2]	[3+0]	[None]

Course Description

The course will examine the different models upon which modern Psychology has been built, along with such things as the history and origins of psychology, research methods, biological aspects of psychology, human development, perception, consciousness, learning, personality theory, and psychological issues.

Course Learning Outcomes (CLOs)

The course learning outcome along with domain and BT level are listed below

S. #	CLO STATEMENT	DOMAIN	BT LEVEL	PLO
CLO-1	Identify key components in the field of Psychology	C	C2 Comprehension	1
CLO-2	Discuss psychological concepts and techniques for practical problem solving	C	C3 Application	6
CLO-3	Apply basic Psychological concepts in their daily life (academic and personal)	C	C4 Analysis	10

* BT= Bloom's Taxonomy, C=Cognitive Domain, P=Psychomotor Domain, A= Affective Domain

Course Materials

This course introduces the following topics to students:

- **Introduction to Psychology**
 - Nature and Application of Psychology with special reference to Pakistan.
 - Historical Background and Schools of Psychology (A Brief Survey)
- **Methods of Psychology**
 - Observation, Case History Method, Experimental Method, Survey Method
 - Interviewing Techniques
- **Biological Basis of Behavior**

- Neuron: Structure and Functions
- Central Nervous System and Peripheral Nervous System
- Endocrine Glands
- **Sensation, Perception and Attention**
 - Sensation: Characteristics and Major Functions of Different Sensations, Vision: Structure and functions of the Eye and Audition: Structure and functions of the Ear.
 - Perception: Nature of Perception, Factors of Perception: Subjective, Objective and Social, Kinds of Perception: Spatial Perception (Perception of Depth and Distance), Temporal Perception; Auditory Perception.
 - Attention: Factors, Subjective and Objective, Span of Attention, Fluctuation of Attention and Distraction of Attention (Causes and Control)
- **Motives**
 - Definition and Nature, Classification
 - Primary (Biogenic) Motives: Hunger, Thirst, Defecation and Urination, Fatigue, Sleep, Pain, Temperature, Regulation, Maternal Behavior, Sex
 - Secondary (Sociogenic) Motives: Play and Manipulation, Exploration and Curiosity, Affiliation, Achievement and Power, Competition, Cooperation, Social Approval and Self Actualization.
- **Emotions**
 - Definition and Nature
 - Physiological changes during Emotions (Neural, Cardial, Visceral, Glandular), Galvanic Skin
 - Response;
 - Pupillometrics
 - Theories of Emotion
 - James Lange Theory; Cannon-Bard Theory
 - Schachter –Singer Theory
- **Learning**
 - Definition of Learning
 - Types of Learning: Classical and Operant Conditioning Methods of Learning: Trial and Error; Learning by Insight; Observational Learning
- **Memory**
 - Definition and Nature
 - Memory Processes: Retention, Recall and Recognition
 - Forgetting: Nature and Causes
- **Thinking**
 - Definition and Nature
 - Tools of Thinking: Imagery; Language; Concepts
 - Kinds of Thinking
 - Problem Solving; Decision Making; Reasoning
- **Individual differences**
 - Definition concepts
 - Intelligence, personality, aptitude, achievement.

Course Weekly Schedule

The course schedule for 17 weeks are detailed below

Week	Topic
1	Definition of Psychology, Sub-fields of Psychology
2	Structuralism, Functionalism, Gestalt, Neuroscience, Psychodynamic, Behavioral, Cognitive, Humanistic
3	Research Process, Hypothesis, Theory, Archival Research, Naturalistic Observation, Survey Research, Case Study, Correlation, Research, Experimental Research
4	Sensing the World Around Us, Absolute Thresholds: Detecting, What's Out There , Difference Thresholds: Noticing Distinctions Between Stimuli , Sensory Adaptation: Turning Down Our Responses
5	Constructing Our View of the World , The Gestalt Laws of Organization , Top-Down and Bottom-Up Processing
6	Depth Perception: Translating 2-D to 3-D , Perceptual Constancy , Motion Perception: As the World Turns, Perceptual Illusions: The Deceptions of Perceptions
7	Definition , Factors affecting , Types of attention (sustained, selective, and divided attention)
8	The Basics of Classical Conditioning , Applying Conditioning, Principles to Human Behavior, Extinction , Generalization and, Discrimination , Beyond Traditional Classical Conditioning:, Challenging Basic Assumptions
9	Mid Term Exams
10	Thorndike's Law of Effect , The Basics of Operant Conditioning:, Reinforcement and Punishment
11	Comparing classical and operant conditioning, Latent Learning , Observational Learning: Learning Through Imitation
12	Sensory Memory, Short-Term Memory, Working, Memory
13	Long-Term Memory Recalling Long-Term Memories , Retrieval Cues , Levels of Processing Theory Explicit and Implicit Memory , Flashbulb Memories , Constructive Processes in Memory: Idling the Past Why we forget? Proactive and Retroactive Interference: The Before and After of Forgetting Memory Dysfunctions: Afflictions of Forgetting
14	Thinking and Reasoning ,Problem Solving, What Is Intelligence?, Theories of Intelligence , The Biological Basis of Intelligence, Practical and Emotional, Intelligence Assessing Intelligence, Adaptive Testing
15	Explaining motivation , Understanding Emotional Experiences, The Functions of Emotions , Determining the Range of Emotions: Labelling Our Feelings, The Roots of Emotions: James-Lange theory, Cannon-Bard theory, Schachter-Singer theory

16	Freud’s Psychoanalytic Theory: Mapping the Unconscious Mind, Assessing Personality: Determining What Makes Us Distinctive
17	Stress: Reacting to Threat and Challenge , The High Cost of Stress , Coping with Stress , Promoting Health and Wellness: Following Medical Advice , Well-Being and Happiness

Recommended Textbooks

1. Feldman, R.S. (2010). Understanding psychology. New York: McGraw-Hill.

2. Myers, D. G. (2010). Introduction to Psychology (10th ed.)

Recommended Reference (Books/Websites/Articles)

1. Atkinson, R., & Smith, E. E. (2005). Introduction to Psychology (14th ed.)

2. Lahey, B. B. (2004). Psychology: An Introduction

END-TERM EXAMS

Course Title: Introduction to Business Finance

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

NIL

COURSE DESCRIPTION/OBJECTIVES:

This course shall enable students to understand the basic financial principles and improve the understanding ability to comprehend financial information. Introduction to Business Finance is a basic course that is introduced assuming that the students do not have any prior knowledge of business finance. This course will help students to develop knowledge and understanding of finance and its methods for analyzing the benefits of various sources of finance. Further, it will be possible for students to learn capital investment opportunities and the application of financial technologies for business planning and control.s

COURSE LEARNING OUTCOMES:

After completing this course the students will be able to:

- 1. Understand the language and concepts used in Business Finance**
- 2. Understand the time value of money and its application in our life**
- 3. Analyze and interpret the basic valuation of long-term securities and calculate their risk and return**
- 4. Analyze and interpret the financial statements**

RECOMMENDED TEXT BOOK:

- Fundamentals of Financial Management 13th Edition by Van C. Horne**

REFERENCE BOOKS / MATERIAL

- Financial Management by Brigham and Houston 13th Edition**
- Principles of Managerial Finance 13th Edition by Gitman and Zutter**

ASSESSMENT INSTRUMENT WITH WEIGHTS:

S.NO	Items		Marks
1.	Mid Term Exam		30
2.	End Term Exam		50
3.	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Presentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	Grand Total		100

COURSE CONTENTS

Week No	Lecture No	TOPICS TO BE COVERED	Learning Activity	Assessment	PLO	CLO	Thinking Level
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1.	1.	<ul style="list-style-type: none"> • Introduction of Business (Link with previous subject ITB) • Forms of business organizations & their characteristics <ul style="list-style-type: none"> ✓ sole proprietorship ✓ partnership ✓ Joint Stock Companies 	Lecture		1	CLO 1	Knowledge
	2.	<ul style="list-style-type: none"> • Legal status and process of their formation till IPO • Difference between Private limited and Public Limited company • Advantages and limitations of each business • Goal of the firm, difference between profit maximization and shareholders wealth maximization, agency problems 	Lecture		1	CLO 1,2	Knowledge
2.	3.	<ul style="list-style-type: none"> • Goals of a Financial Manager, Finance and accounting. What is financial management? Difference between investing, financing and asset management decisions. 	Lecture/ Class Discussion	Quiz 1	1,2		Comprehension
	4.	<ul style="list-style-type: none"> • Financial Markets, Money market Vs capital markets; primary markets Vs secondary Market 	Lecture	Assignment 1	1,5	CLO 1	Knowledge
3.	5.	<ul style="list-style-type: none"> • Flow of Funds between different markets and role of Financial Intermediations 	Lecture		1,5	CLO 1	Knowledge
	6.	<ul style="list-style-type: none"> • Concept of Time Value of Money Factors affecting value of money Simple Interest and Compound Interest 	Lecture		1,4	CLO 2	Knowledge
4.	7.	<ul style="list-style-type: none"> • Cash Flow Streams Single Amount, Annuity, Perpetuity and Mixed Streams Future value and Present value 	Lecture		1	CLO 2	Knowledge

	8.	<ul style="list-style-type: none"> Practice questions on Present Value and Future Value Different types of Annuities, Distinguish between an “ordinary annuity” and an “annuity due 	Lecture		1,5	CLO 2	Knowledge
5.	9.	<ul style="list-style-type: none"> Compounding interest more frequently than annually, Amortizing a Loan 	Lecture	Quiz 2	3,4,5	CLO 2	Knowledge
	10.	<ul style="list-style-type: none"> Effective interest versus compound interest. Rule of 72 Questions and problems 	Discussion		4,5	CLO 2	Application
6.	11.	<ul style="list-style-type: none"> Valuation of Long Term Securities, Basic Concepts of Valuations, Different Types of Bonds on the Basis of Valuations 	Lecture		1,3	CLO 3	Knowledge
	12	<ul style="list-style-type: none"> Valuation of Coupon and Zero Coupon Bonds (Relevant Questions Van Horne Chapter 4) <p><u>IT Integration: Case Study in Excel: Use Excel to calculate the present value and future value of different bonds with varying coupon rates, maturities, and market interest rates.</u></p>	Class Activity/Lab Activity		1,5	CLO 3	Application, analysis
7.	13.	<ul style="list-style-type: none"> Concept of Yield to maturity, Yield to Call 	Lecture	Assignment 2	1,5	CLO 3	Knowledge
	14.	<ul style="list-style-type: none"> Revision 	Lecture		4,5		Knowledge
		Midterm Exam			1,5		
8.	15.	<ul style="list-style-type: none"> Preferred stock valuation, Callable and Non-Callable Preferred Stock 	Lecture		4	CLO 3	Knowledge

	16	<ul style="list-style-type: none"> Valuation of Stock Dividend Growth Models Different Types of Stocks on the Basis of Valuations 	Lecture/ Class Discussion		4,5	CLO 3	Comprehension
9.	17	<ul style="list-style-type: none"> Discussion on Constant Growth model and Phase Growth model <p><u>IT Integration: Case Study using Excel: Use Excel to calculate the required rate of return for a stock using the constant growth model (Gordon Growth Model) and phase growth model. Use Excel to input different growth rates and dividends to analyze the changes in stock valuation.</u></p>	Class Activity/Lab Activity		2,3	CLO 3	Application & analysis
	18	<ul style="list-style-type: none"> How to calculate the required rate of return, Dividend Yield and Capital Gain Yield? 	Lecture	Quiz 3	1,5	CLO 3	Knowledge
10.	19	<ul style="list-style-type: none"> Risk and Return: Single Asset Return, Standard Deviation, Variance, and Coefficient of Variation 	Lecture		1,4,5	CLO 3	Knowledge
	20	<ul style="list-style-type: none"> Portfolio Risk and Return- Portfolio Return, Standard Deviation, Variance, and Coefficient of Variation, Covariance and Correlation Coefficient 	Lecture	Assignment 3	1,5	CLO 3	Knowledge
11.	21	<ul style="list-style-type: none"> Total risk, Systematic and non-systematic risk Difference between total risk, Systematic and non-systematic risk 	Lecture		1	CLO 3	Knowledge
	22	<ul style="list-style-type: none"> The Capital-Asset Pricing Model (CAPM) <p><u>IT Integration: Calculate Beta of different stocks in MS-Excel Using Stock and Market Index data from PSX website</u></p>	Class Activity/Lab Activity		1,5	CLO 3	Application
12.	23	<ul style="list-style-type: none"> Financial Statements and Analysis. Users of financial statements 	Lecture		4,5	CLO 4	Application

	24	<ul style="list-style-type: none"> Ratio analysis, Liquidity ratios, Debt or Leverage ratio, Coverage ratios 	Lecture		4,5	CLO 4	Application
13.	25	<ul style="list-style-type: none"> Activity/Efficiency Ratios, Operating Cycle, Cash Conversion Cycle 	Lecture		1,5	CLO 4	Knowledge
	26	<ul style="list-style-type: none"> Profitability ratios and Market Value Ratios <p><u>IT Integration: Use Financial Statement in MS Excel and perform ratio analysis using formulas and pivot tables.</u></p>	Class Activity/Lab Activity		1,5	CLO 4	Application & analysis
14.	27	<ul style="list-style-type: none"> Common-Size and Index Analysis, Horizontal and Vertical Analysis 	Lecture		4,5	CLO 4	Knowledge
	28	Project Presentations/Revision	Lecture		1,5		Knowledge

Course Title: Management Accounting

Course Code:

Credit Hour: 3

This is a core course designed for bachelor's students. Principles of Accounting & Financial Accounting are prerequisites for this course.

Reading Materials:

Textbook:

- **ACCA F2(MA/FMA) course book by Kaplan Publishers**
- **ACCAF5 course book by Kaplan Publishers**
- **Cost Accounting by Matz, Usry Latest Edition**

Recommended Textbooks

- **Managerial Accounting 4th edition James Jiambalvo**
- **Managerial Accounting 13th edition Garrison Noreen Brewer**
- **ACCA F2(MA/FMA) course book by BPP Publishers**
- **ACCA F2(MA/FMA) course book by Beker Publishers**

Course Description

This course aims to provide students with essential managerial accounting concepts and techniques for effective business decision-making. It covers fundamental cost accounting principles, cost behavior, cost-volume-profit analysis, absorption and variable costing, relevant costs and differential analysis, standard costing and variance analysis, gross profit analysis, and capital budgeting decisions. Management accounting is related to use of accounting information for decision making. It mainly focused on timely information which enable organizations to estimate future costs years in advance. The information generated through management accounting is used by the internal management of the organization.

Course Objectives (COs)

This course aims to provide students with understanding about:

- Distinguish between financial and managerial accounting and explain the role of ethics in managerial decision-making.
- Develop an understanding of cost concepts, including cost behavior, cost-volume-profit (CVP) analysis, and their applications in business decision-making.
- Apply costing techniques, such as job order and process costing, variable and absorption costing, and prepare income statements accordingly.
- Utilize budgeting and variance analysis methods, including static and flexible budgets, standard costing, and cost variances to assess financial performance.
- Evaluate capital expenditures and relevant cost-benefit analysis to support strategic financial planning and decision-making.

Course Learning Outcomes

On completion of this course students should be able:

- Understand difference between financial and management accounting in business decision-making and ethical considerations in management accounting.
- Analyse cost structures, cost behaviours, and financial data using cost-volume-profit analysis, standard costing, and variance analysis to support managerial decision-making.
- Apply various costing techniques, including job order costing, process costing, absorption costing, and variable costing, to assess business performance and prepare financial reports.
- Evaluate budgeting methods, capital budgeting techniques, and relevant cost-benefit analysis to enhance financial planning and strategic decision-making.

Teaching Methodology

There will be lectures, discussions, and presentations as part of the scheduled class activities. It is advised that all students participate in these activities; failing to do so will hurt their learning and GPAs. According to the course objectives, lectures will feature learning objectives for weekly topics (as mentioned in the weekly schedule), including essential ideas and real-world examples. Lectures are not a substitute for required readings, even though they will cover the same material. The information covered in the prescribed readings will be specifically expanded upon and, if necessary, updated throughout the lectures. In addition to lectures, the following learning activities will continue to be the main focus of the students' attention.

Assessment Scheme

Assignments -----	10%
-	
Quizzes-----	10%

Mid Term Examination -----	30%
Final Examination -----	50%
TOTAL -----	100%

Module Contents

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
1	The Nature and purpose of cost and management accounting: <ul style="list-style-type: none"> ▪ Compare and contrast financial accounting with cost and management accounting ▪ Outline the managerial processes of planning, decision making and control ▪ Explain the difference between strategic, tactical and operational planning 	Lecture		PLO 1	CLO 1	Comprehension
2	Managerial Accounting Introduction <ul style="list-style-type: none"> ▪ Understand the role of management accountants in an organization. ▪ Understand the importance of upholding ethical standards. ▪ Distinguish between cost, profit, investment and revenue centers ▪ Describe the differing needs for information of cost, profit, investment and revenue centers managers ▪ Describe the purpose and role of cost and management accounting within an organization's management information system 	Lecture		PLO 1	CLO 1	Comprehension

	<ul style="list-style-type: none"> Explain the limitations of management information in providing guidance for managerial decision making. 					
3	Cost Concepts <ul style="list-style-type: none"> Identify and give examples of each of the three basic manufacturing cost categories. Distinguish between product costs and period costs and give examples of each. 	Lecture		PLO 1	CLO 2	Comprehension
4	Cost Behavior: Analyses and Uses <ul style="list-style-type: none"> Understand cost behavior patterns including variable cost, fixed costs and mixed costs. Analyze a mixed cost using scatter graph plot, high low method and least square regression method. <p><u>IT Integration: Use Excel to plot scatter graphs, apply the high-low method, and perform least squares regression to analyze mixed costs.</u></p>	Class Activity/Lab Activity		PLO 2	CLO 2	Application
5	Cost Behavior: Analyses and Uses <ul style="list-style-type: none"> Prepare income statement using the contribution format. Understand the difference between direct or Indirect costs Understand the cost classifications used in making decisions: differential cost, and opportunity cost and Sunk cost) 	Lecture	Assignment 1	PLO 1	CLO 2	Comprehension
6	Absorption and marginal costing <ul style="list-style-type: none"> Introduction, marginal costing The contribution concept 	Lecture	Quiz 1	PLO 2	CLO 3	Comprehension
7	Absorption and marginal costing <ul style="list-style-type: none"> Absorption costing Inventory valuation and profit determination 	Lecture		PLO 1	CLO 3	Comprehension
8	Absorption and marginal costing <ul style="list-style-type: none"> Absorption costing statement of profit or loss Marginal costing statement of profit or loss 	Lecture		PLO 2	CLO 3	Application

9	Absorption and marginal costing <ul style="list-style-type: none"> The advantages and disadvantages of absorption and marginal costing Chapter summary and practice questions 	Lecture		PLO 1	CLO 3	Comprehension
10	Cost- Volume- Profit (CVP) Relationship <ul style="list-style-type: none"> Explain how changes in activity affect contribution margin and net operating income. Prepare and interpret a CVP graph and profit graph.(F5) <u>IT Integration: Use Excel to create a CVP graph, compute break-even points, and simulate profit changes.</u>	Class Activity/Lab Activity		PLO 1	CLO 2	Application
11	Cost- Volume- Profit (CVP) Relationship <ul style="list-style-type: none"> Use contribution margin ratio (CM ratio) to compute changes in contribution margin and net operating income resulting from changes in sales volume. Show the effects on net operating income of changes in variable costs, fixed costs, selling prices and volume. (F5) 	Lecture	Quiz 2	PLO 1	CLO 2	Comprehension
12	Cost- Volume- Profit (CVP) Relationship <ul style="list-style-type: none"> Determine the level of sales needed to achieve the desired target profit. Determine break-even point. (F5) 	Lecture	Assignment 2	PLO 1	CLO 2	Comprehension
13	Cost- Volume- Profit (CVP) Relationship <ul style="list-style-type: none"> Compute the margin of safety and explain its significance. Compute the degree of operating leverage of a particular level of sales (F5) 	Lecture		PLO 3	CLO 3	Comprehension
14	Cost- Volume- Profit (CVP) Relationship <ul style="list-style-type: none"> Explain how it can be used to predict changes in net operating income. Compute the break-even for a multiproduct company and explain the effects of shifts in the sales mix on contribution margin and the break-even point. (F5) 	Lecture		PLO 1	CLO 3	Application
Mid-Term Examination						

15	Profit Planning <ul style="list-style-type: none"> Understand why organizations budget and the processes they use to create budgets. Prepare a sales budget including a schedule of expected cash collections. Prepare a production budget. Prepare a direct materials budget including a schedule of expected cash disbursements for purchases of materials 	Lecture		PLO 3	CLO 23	Application
16	Profit Planning <ul style="list-style-type: none"> Prepare a direct labor budget. Prepare a manufacturing overheads budget. Prepare a selling & administrative expenses budget 	Lecture		PLO 1	CLO 3	Comprehension
17	Profit Planning <ul style="list-style-type: none"> Prepare a cash budget. Prepare a budgeted income statement Prepare a budgeted balance sheet. 	Lecture		PLO 1	CLO 3	Comprehension
18	Flexible Budgets and Performance Analysis <ul style="list-style-type: none"> Prepare flexible budget. Prepare a report showing activity variances. 	Lecture	Assignment 3	PLO 3	CLO 4	Comprehension
19	Flexible Budgets and Performance Analysis <ul style="list-style-type: none"> Prepare a report showing revenue and spending variances. Prepare a performance report that combines activity variances and revenue and spending variances. 	Lecture		PLO 1	CLO 4	Comprehension
20	Flexible Budgets and Performance Analysis <ul style="list-style-type: none"> Prepare a flexible budget with more than one cost driver. Understand common errors made in preparing performance reports based on budgets and actuals. 	Lecture		PLO 1	CLO 4	Comprehension
21	Standard Cost and Operating Performance Measures <ul style="list-style-type: none"> Compute direct material (price and quantity) variances and explain their significance. Compute direct labor (rate and efficiency) variances and explain their significance. 	Lecture		PLO 3	CLO 2	Application

22	Standard Cost and Operating Performance Measures <ul style="list-style-type: none"> ▪ Compute variable overhead (rate and efficiency) variances and explain their significance. ▪ Compute and interpret fixed overhead (budget and volume) variances. 	Lecture		PLO 1	CLO 2	Comprehension
23	Standard Cost and Operating Performance Measures <ul style="list-style-type: none"> ▪ Prepare journal entries to record standard cost and variances. 	Lecture		PLO 1	CLO 2	Comprehension
24	Relevant Costs for Decision Making (Differential Analysis) <ul style="list-style-type: none"> ▪ Identify relevant and irrelevant cost and benefits in a decision. ▪ Prepare an analysis showing whether a product line and other segment should be dropped or added. (F5) 	Lecture	Quiz 3	PLO 3	CLO 4	Comprehension
25	Relevant Costs for Decision Making (Differential Analysis) <ul style="list-style-type: none"> ▪ Prepare a make or buy analysis. ▪ Prepare an analysis showing whether a special order should be accepted. ▪ Determine the most profitable use of a constrained resource (F5) 	Lecture		PLO 1	CLO 4	Comprehension
26	Relevant Costs for Decision Making (Differential Analysis) <ul style="list-style-type: none"> ▪ Determine the value of obtaining more of constrained resources. ▪ Prepare an analysis showing whether joint products should be sold at the split-off point or processed further. (F5) 	Lecture		PLO 1	CLO 4	Comprehension
27	Capital Budgeting Decisions <ul style="list-style-type: none"> ▪ Evaluate the acceptability of an investment project using the net present value method. ▪ Evaluate the acceptability of an investment project using the internal rate of return method. <u>IT Integration: Use Excel to Build an NPV and IRR calculator in Excel for investment appraisal.</u>	Class Activity/Lab Activity		PLO 3	CLO 4	Application
28	Capital Budgeting Decisions <ul style="list-style-type: none"> ▪ Evaluate an investment project that has uncertain cash flows. ▪ Rank investment projects in order of preference. 	Lecture		PLO 4	CLO 4	Comprehension

29	Capital Budgeting Decisions <ul style="list-style-type: none"> ▪ Determine the payback period for an investment. ▪ Compute the simple rate of return for an investment. ▪ Include income taxes in a capital budgeting analysis. 	Lecture		PLO 4	CLO4	Application
30	Revision	Presentations		PLO 4	CLO 1,2,3, 4	Application
Final Term Examination						

Course Title: Introduction Human Resource Management

Course Code:

Credit Hours: 3+0

Course Instructor:

Mode of Contact"

You can contact your course instructor in the following ways:

Email: Muhammad.irshad@numl.edu.pk

Meeting: By appointment via email

PREREQUISITES: There are no formal prerequisites for this course, but students should have a basic understanding of business and management principles.

Textbook:

- ✓ **Human Resource Management by Gary Dessler 15th edition Published by Pearson**

Reference Material:

- ✓ **Human Resource Management By Raymond Noe and John Hollenbeck and Barry Gerhart and Patrick Wright- 12 Edition**
- ✓ **Fundamentals of Human Resource Management by David A. DeCenzo, Stephen P. Robbins, Susan L. Verhulst 12th edition.**
- ✓ **Managing Human Resources by Shad Morris Monica Belcourt, George W Bohlander, Scott Snell, Parbudyal Singh**
- ✓ **The International Journal of HRM**

Course Description:

Modern organizations need to continuously harness the talents and abilities of its employees. Organizations that successfully attract, hire, retain, and support the top employees gain a sustainable competitive advantage through increased productivity and reduced turnover costs. Decisions about when and whom to hire, how much to pay, what training to offer, and how to evaluate employees thus have

important consequences for the organization's ability to reach its objectives. This course intends to develop critical understanding of the role and functions of the various human resource activities in an organization, providing students with a comprehensive review of key HRM concepts, techniques and issues. This course is intended to show students that HRM is not merely just accepting job applications and recordkeeping; it is a central and strategic organizational activity of increasing importance.

Course Objectives: The course objectives are:

1. Develop a critical understanding of the role and functions of the various human resource activities in an organization.
2. Create awareness about significance of HRM as a field of study and as a central management function.
3. To provide basic and relevant knowledge about the elements of each HR function (e.g. HR planning, recruitment & selection, performance management etc.) and familiarize students with each element's, key concepts and terminologies.
4. Build and develop the knowledge, skills and attitudes to effectively manage people.
5. Develop an awareness and understanding for the roles of HR managers and practitioners in the organization through course readings and discussions.
6. Provide students with opportunities to apply HRM theory, policies and practices and critical thinking skills to real-world problems through case studies.

Course Learning Outcomes: Upon completion of this course, students will be able to:

- CLO1 Demonstrate an awareness of and knowledge about HRM.
- CLO2 Describe and analyze key HRM functions and how they relate to each other
- CLO3 Analyze and evaluate significant contemporary issues in human resource management including HRM's contribution to organizational performance
- CLO4 Explain functions of job analysis and design, standards of employment law for employee compensation.
- CLO5 Recognize the impact of strategic human resource planning, recruitment and selection process on the organizational efficiency
- CLO6 Apply best practices in performance management and employee training
- CLO7 Design practical business solutions to critical HR issues such as employee retention.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SN O	ITEMS	MARKS
1	Mid Term Exam	30

2	End Term Exam	50
3	Internal Evaluation Breakdown	
	Quiz(s)	
	Assignments(s)	
	Class Participation	
	Présentations	
	Case Discussion	
	Research Paper	
	Any Other	
	Total	20
	GRAND TOTAL	100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ⁱⁱⁱ	CLO	Thinking Level
01	Introduction to Human Resource Management <ul style="list-style-type: none"> ■ Introduction to Management ■ Management Function and Process ■ Planning, Organizing Leading, Controlling and Staffing ■ Management Functions and HRM ■ Why Is Human Resource Management Important to All Managers? 	Lecture		PLO 1	CLO 1	Knowledge
02	Human Resource Management at Work <ul style="list-style-type: none"> ■ HR at Work ■ Function of HR management 	Lecture		PLO 1 and 4	CLO 2	Comprehension

	<ul style="list-style-type: none"> ■ Responsibilities of HR manager ■ Common Mistakes of HR 					
03	The Trends Shaping HRM <ul style="list-style-type: none"> ■ Workplace Demographic and Diversity Trends ■ Trends in How People Work ■ Globalization Trends ■ Economic Trends ■ Technology Trends 	Lecture		PLO 3	CLO 3	Comprehension
04	Human resource Management strategy and analysis <ul style="list-style-type: none"> ■ The Management Planning Process ■ What is strategic Planning? ■ The strategic Management Process 	Lecture and Class Discussion		PLO 4	CLO 3	Analyze
05	Types of Strategies and HRM <ul style="list-style-type: none"> ■ Corporate strategy ■ Competitive strategy ■ Functional strategy ■ HR Managers' roles in strategic Planning 	Lecture		PLO 3	CLO 3	Analyze
06	Job analysis <ul style="list-style-type: none"> ■ What is Job Analysis? ■ Importance of Job Analysis ■ Types of Information collected in Job Analysis ■ Uses of Job Analysis information ■ Job Analysis and Digital Technology 	Lecture		PLO 4	CLO 4	Knowledge and Comprehension
07	Job analysis	Lecture	Assignment 1	PLO 4	CLO	Knowledge

	<ul style="list-style-type: none"> ■ Steps in Job Analysis ■ Sources of Job Information <p>Methods for Collecting Job analysis information and their Pros and Cons</p> <ul style="list-style-type: none"> ■ The interviews ■ Questionnaires ■ Observation ■ Participant Diary/Logs 				4	
08	<p>Job analysis</p> <ul style="list-style-type: none"> ■ Writing Job Descriptions ■ Information Included in Job Descriptions ■ Writing Job Specifications ■ Information Included in Job Specifications ■ Job Related Behaviours 	Lecture and Practice	Quiz 1	PLO 4	CLO 4	Analyze
	<p>Personnel Planning and Recruiting</p> <ul style="list-style-type: none"> ■ The Recruitment and Selection Process ■ Workforce Planning and Forecasting ■ Forecasting Personnel Needs (Labor Demand) ■ Trend analysis ■ Ratio analysis ■ Scatter plot 	Lecture		PLO 2,5	CLO 5	Knowledge
10	<p>Forecasting the Supply of Inside Candidates</p> <ul style="list-style-type: none"> ■ Personnel replacement charts ■ Position replacement card <p>Forecasting the Supply of Outside Candidates</p> <ul style="list-style-type: none"> ■ Succession Planning 	Lecture and Class Discussion	Assignment 2	PLO 2,5	CLO 5	Apply

	<ul style="list-style-type: none"> ■ Matching Projected Labor Supply and Labor Demand 					
11	Employee Recruiting <ul style="list-style-type: none"> ■ Why effective Recruiting is Important ■ Internal Sources of candidates ■ Job posting ■ Outside Sources of candidates ■ Informal Recruiting and the Hidden Job Market ■ Recruiting via the Internet ■ Advertising ■ Employment Agencies ■ Recruitment Process Outsourcers ■ Temporary Workers and Alternative Staffing 	Lecture and Class Discussion	Quiz 2	PLO 2,5	CLO 5	Apply
12	Outside Sources of candidates (Cont.) <ul style="list-style-type: none"> ■ Offshoring and Outsourcing Jobs ■ Executive Recruiters ■ On-Demand Recruiting Services ■ College Recruiting ■ Telecommuters ■ Military Personnel ■ Recruiting a More Diverse Workforce 	Lecture		PLO 2,5	CLO 5	Knowledge and Analyze
13	Employee Testing and Selection <ul style="list-style-type: none"> ■ The Basics of Testing and Selecting Employees ■ Reliability ■ Validity 	Lecture and Practice		PLO 2,5	CLO 5	Apply

	<ul style="list-style-type: none"> ■ Types of Tests ■ Tests of Cognitive Abilities ■ Tests of Motor and Physical Abilities ■ Measuring Personality and Interests ■ Achievement Tests 					
14	Work Samples and Simulations <ul style="list-style-type: none"> ■ Using Work Sampling for Employee Selection ■ Situational Judgment Tests Background Investigations and Other Selection Methods <ul style="list-style-type: none"> ■ Why Perform Background Investigations and Reference Checks? ■ How to Check a Candidate's Background? ■ Using Pre-Employment Information Services ■ The Polygraph and Honesty Testing ■ Physical Exams ■ Substance Abuse Screening 	Lecture and Discussion	Assignment 3	PLO 2,5	CLO 5	Synthesis
MID TERM BREAK						
15	<ul style="list-style-type: none"> ■ Interviewing Candidates ■ Basic types of interviews ■ Structured Versus Unstructured interviews ■ Interview Content (What types of Questions to ask) ■ How should We Conduct the interview? 	Lecture		PLO 2,5	CLO 5 and 7	Knowledge and Comprehension
16	Data Collection Methods: Questionnaires <ul style="list-style-type: none"> ■ Avoiding errors that can undermine an interview's usefulness ■ First Impressions (Snap Judgments) ■ Not Clarifying What the Job Requires ■ Candidate-Order (Contrast) Error and Pressure to Hire ■ Nonverbal Behavior and Impression Management 	Lecture and Discussion	Quiz 3	PLO 2,5	CLO 5	Evaluation

	<ul style="list-style-type: none"> ■ Effect of Personal Characteristics: Attractiveness Gender, Race 					
17	How to Conduct a More Effective Interview? <ul style="list-style-type: none"> ■ Analyze the job ■ Rate the job's main duties ■ Create interview questions ■ Create benchmark answers ■ Appoint the interview panel and conduct interviews 	Lecture and Discussion		PLO 2,5	CLO 5	Application
18	Training and Developing Employees <ul style="list-style-type: none"> ■ Orienting and Onboarding New Employees ■ The Purposes of Employee Orientation/Onboarding ■ The Orientation Process ■ Overview of the Training Process ■ Negligent training 	Lecture and Discussion		PLO 2,6	CLO 6	Application
19	The ADDIE Five-Step Training Process <ul style="list-style-type: none"> ■ Analyze the training need. ■ Design the overall training program. ■ Develop the course ■ Implement training methods. ■ Evaluate the course's effectiveness. 	Lecture and Discussion		PLO 2,6	CLO 6	Application
20	Training Methods <ul style="list-style-type: none"> ■ On-the-Job Training ■ Apprenticeship Training ■ Informal Learning ■ Job Instruction Training ■ Lectures ■ Programmed Learning ■ Audiovisual Training 	Lecture		PLO 2,6	CLO 6	Comprehension

	<ul style="list-style-type: none"> ■ Simulated Training (also Vestibule Training) ■ Computer-Based Training (CBT) ■ Electronic Performance Support Systems (EPSS) ■ Distance and Internet-Based Training 					
21	Implementing Management Development Programs <ul style="list-style-type: none"> ■ Strategy's Role in Management Development ■ Succession Planning ■ Managerial On-the-Job Training and Rotation ■ Off-the-Job Management Training and Development Techniques 	Lecture	Assignment 4	PLO 2,6	CLO 6 and 7	Comprehension
22	Managing Organizational Change Programs <ul style="list-style-type: none"> ■ Lewin's Change Process ■ Using Organizational Development Evaluating the Training Effort <ul style="list-style-type: none"> ■ Designing the Study ■ Training Effects to Measure 	Lecture	Quiz 4	PLO 2,6	CLO 5 and 7	Comprehension
23	Performance Management and appraisal <ul style="list-style-type: none"> ■ The Performance Appraisal Process ■ Why Appraise Performance? ■ Defining the employee's Goals and Performance standards ■ SMART Goals 	Lecture and Discussion		PLO 2,6	CLO 6	Synthesis
24	Techniques for Appraising Performance <ul style="list-style-type: none"> ■ Graphic Rating Scale Method ■ Alternation Ranking Method ■ Paired Comparison Method ■ Forced Distribution Method ■ Critical Incident Method 	Lecture and Discussion		PLO 2,6	CLO 6	Application

	<ul style="list-style-type: none"> ■ Narrative Forms ■ Behaviorally Anchored Rating Scales ■ Mixed Standard Scales ■ Management by Objectives 					
25	Managing the appraisal interview <ul style="list-style-type: none"> ■ How to Conduct the Appraisal interview? ■ How to Handle a Defensive subordinate? ■ How to Criticize a subordinate? ■ How to Handle a formal Written Warning? 	Lecture and Discussion		PLO 2,6	CLO 6 and 7	Application
26	Managing careers and retention <ul style="list-style-type: none"> ■ Career management ■ The psychological contract 	Lecture		PLO 2,7	CLO 7	Knowledge
27	Compensation <ul style="list-style-type: none"> ■ Establishing strategic Pay Plans ■ Aligning total rewards with strategy ■ equity and its impact on Pay rates ■ Legal Considerations in Compensation 	Lecture		PLO 2,7	CLO 7	Comprehension
28	Revision	Case Discussion		PLO 5		Create

11	21	Work and Economic Life				
		<ul style="list-style-type: none"> • Theories of work and economic life • The informal economy 	Lecture		PLO 1,3	CLO 1,3
						Knowledge

	22	<ul style="list-style-type: none"> Corporate Power Workers and their challenges 	Quiz # 3	PLO 1,3,4	CLO 1,3	Knowledge
12	23	Religion in Modern Society <ul style="list-style-type: none"> Sociologist and religion Religious economy 	Lecture	PLO 1,3	CLO 1,3	Knowledge
	24	<ul style="list-style-type: none"> Gender and religion 	Lecture	PLO 1,3	CLO 1,3	Knowledge
13	25	Globalization in Changing World <ul style="list-style-type: none"> Social Change The Skeptics 	Lecture	PLO 1,2	CLO 1,3	Knowledge
	26	<ul style="list-style-type: none"> Globalization and risk Globalization and inequality 	Lecture	PLO 1,2	CLO 1,3	Knowledge
14	27	Project Presentations		PLO 1,2,3,4	CLO 4,5	Creativity
	28	Project Presentations		PLO 1,2,3,4	CLO 4,5	Creativity
ENDTERM EXAMS						

Semester- IV

Course Code	Courses	Cr.Hrs
MSHU-206	Business Communication and Technical Writing	3(3+0)
MSMK-221	Principles of Marketing	3(3+0)
MSSS-214	International Relation and Current Affairs	3(3+0)
MSAC-261	Cost Accounting	3(3+0)
MSFN-221	Business Finance	3(3+0)

Course Title: Business Communication & Technical Writing

Course Code:

Credit Hours: 3+0

Course Instructor:

Mode of Contact''

You can contact your course instructor in the following ways:

Email:

Meeting: By appointment via e-mail

PREREQUISITES: None

Textbook:

- **Business English and Communication (8th edition) by Lyn R. Clarke**
- **Business Communication: Strategy and Skill by Mary Munter**
- **Effective Business Communication (International 7th edition) by Herta A. Murphy**
- **Business and Administrative Communication (5th edition) by Kitty O. Locker**

Reference Material:

- **Business Communication (3rd edition) by Kitty O. Locker**
- **Business Communication Today (7th edition) by Courtland L. Bovee**
- **Communicate! (10th edition) by Rudolph F. Verderber**

Course Description: This course is designed to enable students to understand the process of business communication, demonstrate their knowledge in business correspondence. The students should understand the significance of inter-cultural communication in the contemporary age and learn how to communicate effectively with people from other cultures. They learn documentation by writing letters, memorandums, reports and case studies. This course also prepare students for job hunting by teaching them writing resumes and letters of application and preparing them for appearing in interviews.

Course Learning Outcomes: Upon completion of this course, students will be able to:

- Understand the modern concepts of business communication and report writing across different cultures;
- Demonstrate the methods and procedures for writing letters, memos and other brief messages;
- Perform the various steps involved in the process of report writing, resume preparation, case analysis and presentation skills;
- Realize the communication role of electronic mail and Internet technologies in designing business messages & Perform well in the interviews and play significant role in meetings;

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Presentations		
	Case Discussion		
	Final Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{iv}	CLO	Thinking Level
01	Introduction <ul style="list-style-type: none"> ▪ Role of communication 	Lecture		PLO 1	CLO 1	Knowledge

	<ul style="list-style-type: none"> ▪ Defining and classifying communication formal and informal ▪ Purpose of communication ▪ Process of communication ▪ Components of communication 					
02	FUNDAMENTALS OF EFFECTIVE BUSINESS COMMUNICATION <ul style="list-style-type: none"> ▪ Characteristics of successful communication ▪ Barriers to communication 	Lecture/Discussion		PLO 1	CLO 1	Knowledge
03	Communication in Organization <ul style="list-style-type: none"> ▪ Communication structure ▪ Formal Communication network ▪ Informal communication network ▪ Importance of communication in management 	Lecture		PLO 1	CLO 1	Knowledge
04	Written Communication <ul style="list-style-type: none"> ▪ Purpose of writing ▪ Clarity in writing ▪ Principles of effective writing: Seven C's of effective communication ▪ Steps of writing process: The 3X3 writing process for Business communication: Pre writing – Writing – 	Lecture/Discussion	Quiz -1	PLO 2	CLO 2	Comprehension

	<ul style="list-style-type: none"> ▪ Revising – Specific writing-features – coherence – ▪ electronic writing process. 					
05	Presentation Skills <ul style="list-style-type: none"> ▪ What is a presentation ▪ Elements of presentation ▪ Designing a presentation ▪ Advanced visual support for business presentation ▪ Types of visual aids 	Lecture/Discussion		PLO 2	CLO 2	Comprehension
06	Appearance and design of business letters.	Lecture		PLO 2	CLO 2	Comprehension
07	Business Letters <ul style="list-style-type: none"> ▪ Introduction to business letters ▪ Writing routine and persuasive letters 	Lecture/Discussion	Assignment 1	PLO 2	CLO 2	Comprehension
08	Business Letters <ul style="list-style-type: none"> ▪ Positive and negative messages ▪ Organizational plans 	Lecture/Discussion	Assignment 2	PLO 2	CLO 2	Comprehension
09	Writing memos	Lecture	Quiz-2	PLO 2	CLO 2	Comprehension
10	Introduction to Listening <ul style="list-style-type: none"> ▪ The Problem of Poor Listening Skills ▪ How to Listen Effectively 	Lecture/Discussion		PLO 3	CLO 2	Knowledge
11	The Listener's Responsibilities	Lecture/Discussion		PLO 2	CLO 2	Knowledge

12	Meetings: Planning, objectives, participants, timing, venue, lead	Lecture	PLO 2	CLO 2	Comprehension
13	Preparation of Agenda, Notice and Minutes of meetings <ul style="list-style-type: none"> Media Management: press release, press conference, media interviews 	Lecture	PLO 3	CLO 3	Comprehension
14	Intercultural Communication <ul style="list-style-type: none"> Definitions of culture Types of culture Ways of learning culture Definition of intercultural communication Factors contributing to importance of intercultural communication 	Lecture/Discussion	PLO 3	CLO 3	Knowledge
15	MID TERM EXAMS				Evaluation
16	MID TERM BREAK				Evaluation
17	Differences in cultures <ul style="list-style-type: none"> Improving inter-cultural communication 	Lecture/Discussion	PLO 2	CLO 3	Comprehension
18	Reading and analyzing long short report	Lecture/Discussion	PLO 2	CLO 3	Comprehension
19	Report Writing <ul style="list-style-type: none"> Why write reports Style of writing reports 	Lecture	PLO 2	CLO 3	Comprehension
20	Formats and types of short reports	Lecture	PLO 2	CLO 3	Comprehension

	<ul style="list-style-type: none">▪ Informative, feasibility, recommendation and justification						
20	Comprehension of Business Documents <ul style="list-style-type: none">▪ Apply previewing, skimming, scanning techniques for reading▪ Enumerate important points briefly.	Lecture/Discussion		PLO 3	CLO 3	Comprehension	
21	CASE ANALYSIS <ul style="list-style-type: none">▪ Case Method of Learning▪ Understanding the case method of learning▪ Different types of cases (Define Finished cases based on facts, un-finished open-ended cases, Fictional cases, original cases)▪ Overcoming the difficulties of the case method	Lecture/Discussion		PLO 3	CLO 4	Comprehension	
22	Case Method of Learning <ul style="list-style-type: none">▪ Reading a case properly (previewing, skimming, reading, scanning)▪ Case analysis approaches▪ Analyzing the case	Lecture/Discussion	Quiz -3	PLO 3	CLO 4	Comprehension	
23	Do's and Don'ts <ul style="list-style-type: none">▪ Case preparation (Define the process of case preparation including identifying case preparation needs, developing case leads, initial clearance, data	Lecture/Discussion		PLO 3	CLO 4	Comprehension	

	collection, preparing the case outline, preparing case draft)					
24	Impact of Technological Advancement on Business Communication <ul style="list-style-type: none"> Communication networks – Intranet – Internet – e mails – SMS –teleconferencing – Videoconferencing, E-commerce, off shore help desk 	Lecture		PLO 3	CLO 4	Comprehension
25	Letters of Application <ul style="list-style-type: none"> Definition, types 	Lecture	Assignment 3	PLO 3	CLO 3	Comprehension
26	Job Interview <ul style="list-style-type: none"> Definition and types(structured, unstructured and group interviews) Role of interviewer Role of interviewee Reading and analyzing sample interviews Mock interviews 	Lecture/Discussion		PLO 3	CLO 3	Comprehension
27	Employment Communication Lecture/Discussion <ul style="list-style-type: none"> Preparing resumes Definition, types, parts of resumes	Lecture/Discussion		PLO 3	CLO 3	Comprehension
28	Final Presentations	Presentations	Project	PLO 4	CLO 4	Synthesis
29	Final Exam	Exam				Evaluation
30	Final Exam	Exam				Evaluation

Topic related exercises and assignments – Throughout the term as we cover different topics and exercises related to Business Communication & Technical Writing. These exercises might include written assignments, quiz, online discussions, videos, podcast and case studies

Course Title: Principles of Marketing (BBA)

Course Code:

Credit Hours: 3+0

Course Instructor:

Mode of Contact:

You can contact your course instructor in the following ways:

Email:

Meeting: By appointment via e-mail

PREREQUISITES: As a marketing course, you must have an understanding of Introduction to Business

Textbook:

Principles of Marketing, by Philip Kotler, & Gary Armstrong 17th Edition.

Reference Material:

- **Philip Kotler, Gary Armstrong, Ehsan Ul Haq *Principles of Marketing, A South Asian Perspective 13th edition*, PEARSON.**
- ***Marketing* by Michael J . Etzel , Bruce J. Walker and William Stanton , International Edition**

Course Description: This course is designed to serve as an introduction to the basic principles of marketing, practices, and the application of these practices. This course examines our present-day marketing system from a managerial point of view and has a current events component to help emphasize the marketing principles in today's business world. Subjects covered include consumers, market research and target markets, feasibility analysis, products, promotion, channels of distribution, pricing, international marketing and use of technology in marketing. The majority of class time will be spent in lecture discussing the various solutions to marketing cases by the application of marketing principles.

Course Objectives: The course objectives are

- To understand how organizations, identify customers and their wants/needs.
- To comprehend marketing decisions, based upon the combination of product, price, promotion, and distribution elements.
- To understand marketing is carried out by an organization to meet the requirements of domestic and international buyers, both households and businesses, within the bounds of ethics and the legal environment.
- To apply key frameworks and methods, and develop analytical skills to solve marketing problems.
- To provide you with a firm foundation in marketing theory and marketing practices.
- To relate the impact of marketing and its integration with your own major or field of interest.

Course Learning Outcomes: Upon completion of this course, students will be able to:

- Understand the marketing concept, recognize and suggest application of the marketing concept
- Assess the marketing mix in-depth and develop a marketing mix relevant to business decisions.
- Discuss the implications of the marketing concept on an organization and its functions.
- Explain the influence of the marketing concept on the firm, consumers and the society.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab. Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
01	Basic concepts of marketing What Is Marketing?					
	<ul style="list-style-type: none"> ■ Marketing Defined ■ The Marketing Process ■ Understanding the Marketplace and Customer Needs 	Lecture		BPLO1	CLO 1	Knowledge
02	Designing a Customer-Driven Marketing Strategy					
	<ul style="list-style-type: none"> ■ Selecting Customers to Serve ■ Choosing a Value Proposition ■ Marketing Management Orientations ■ Preparing an Integrated Marketing Plan and Program ■ Building Customer Relationships 	Lecture		BPLO1	CLO 1	Knowledge
03	Designing a Customer-Driven Marketing Strategy					
	<ul style="list-style-type: none"> ■ Capturing Value from Customers ■ Creating Customer Loyalty and Retention ■ Growing Share of Customer ■ Building Customer Equity 	Lecture		BPLO1	CLO 1	Knowledge

<hr/>						
04	The Changing Marketing Landscape ■ The Uncertain Economic Environment ■ The Digital Age ■ Rapid Globalization ■ Sustainable Marketing	Lecture		BPLO1 & 7	CLO 1	Knowledge
<hr/>						
05	Company and Marketing Strategy ■ Defining a Market-Oriented Mission ■ Setting Company Objectives and Goals ■ Designing the Business Portfolio ■ Planning Marketing: Partnering to Build Customer Relationships ■ Partnering with Other Company Departments ■ Partnering with Others in the Marketing System	Lecture		BPLO 1	CLO 1	Knowledge
<hr/>						
06	Marketing Strategy and the Marketing Mix ■ Customer-Driven Marketing Strategy ■ Developing an Integrated Marketing Mix ■ Managing the Marketing Effort ■ Marketing Analysis ■ Marketing Planning	Lecture		BPLO 1	CLO 2	Knowledge
<hr/>						
06	Marketing Strategy and the Marketing Mix ■ Marketing Implementation ■ Marketing Department Organization ■ Marketing Control	Lecture	Assignment 1 Quiz 1	BPLO 1	CLO 2	Knowledge
<hr/>						

■ Measuring and Managing Return on Marketing Investment					
07	Analyzing the Marketing Environment				
	■ The Microenvironment				
	■ The Company				
	■ Suppliers	Lecture		BPLO 4	CLO 1 Knowledge
	■ Marketing Intermediaries				
	■ Competitors				
	■ Publics				
	■ Customers				
07	The Macro-environment				
	■ The Demographic Environment				
	■ The Economic Environment				
	■ The Natural Environment				
	■ The Technological Environment	Lecture		BPLO 4	CLO 1 Knowledge
	■ The Political and Social Environment				
	■ The Cultural Environment				
	■ Responding to the Marketing Environment				
08	Marketing Information and Customer				
	Insights				
	■ Marketing Information and Customer Insights				
	■ Assessing Marketing Information Needs	Lecture		BPLO1	CLO 1 Knowledge
	Developing Marketing Information				
	■ Internal Data				
	■ Competitive Intelligence	Marketing			

08 Marketing Research

- Defining the Problem and Research Objectives
 - Developing the Research Plan
 - Gathering Secondary Data
 - Primary Data Collection
- Lecture
- BPLO1 CLO 1 Knowledge

09 Implementing the Research Plan

- Interpreting and Reporting the Finding
 - Analyzing and Using Marketing Information
 - Customer Relationship Management
 - Distributing and Using Marketing Information
 - Other Marketing Information Considerations
- Lecture
- BPLO1 CLO 1 Knowledge

10 Consumer buying behavior and Characteristics Affecting Consumer Behavior

- What are consumer markets and consumer buying behavior?
 - Cultural Factors
 - Social Factors
 - Personal Factors
 - Psychological Factors
- Lecture
- BPLO 1 CLO 1 Knowledge

11 Types of Buying Decision Behavior

- Complex Buying Behavior
- Lecture
- BPLO1 CLO 1 Knowledge
-

	<ul style="list-style-type: none"> ■ Dissonance-Reducing Buying Behavior ■ Habitual Buying Behavior ■ Variety-Seeking Buying Behavior 					
12	Class activity (The Bridge)/ Tata Nano; the peoples car <ul style="list-style-type: none"> ■ Focus on consumer needs ■ Manage key stakeholders ■ Incorporate consumer/individual behavior 	Class Activity/Case Discussion		BPLO 2, 3	CLO 3,4	Comprehension
13	Customer-Driven Marketing Strategy <ul style="list-style-type: none"> ■ Market Segmentation <ul style="list-style-type: none"> □ Segmenting Consumer Markets □ Segmenting Business Markets □ Segmenting International Markets □ Requirements for Effective Segmentation 	Lecture	Assignment 2 Quiz 2	BPLO 1	CLO 1	Knowledge
14	Market Targeting <ul style="list-style-type: none"> ■ Evaluating Market Segments ■ Selecting Target Market Segments ■ Differentiation and Positioning ■ Positioning Maps ■ Choosing a Differentiation and Positioning Strategy ■ Communicating and Delivering the Chosen Position 	Lecture		BPLO1	CLO 1	Knowledge

Mid Term Examination

15 Products, Services, and Brands

- **Products, Services, and Experience**
- **Levels of Product and Services**
- **Product and Service Classifications**
- **Product and Service Decisions** **Lecture**
- **Individual Product and Service Decisions**
- **Product Line Decisions**
- **Product Mix Decisions**

BPLO1 CLO 2 Knowledge

16 Services Marketing

- **The Nature and Characteristics of Service**
- **Marketing Strategies for Service Firms**
- **Branding Strategy: Building Strong Brands** **Lecture**
 - **Brand Equity**
 - **Building Strong Brands**
 - **Managing Brands**

BPLO 1 CLO 1 Knowledge

17 Coca-Cola India's Frozen Dessert Plan Heats Up Competition **Case Discussion**

BPLO CLO Comprehension
2,3 3,4

18 Pricing: Understanding and Capturing Customer Value 1

- **What Is a Price?**
- **Major Pricing Strategies**
- **Other Internal and External Considerations** **Lecture**
- **Affecting Price Decisions**
- **Overall Marketing Strategy**
- **Overall Marketing Strategy, Objectives and Mix**
- **Organizational Considerations**

BPLO 1 CLO 2 Knowledge

	<ul style="list-style-type: none">■ The Market and Demand■ The Economy■ Other External Factors					
19	Nestlé's Maggi: Pricing and Repositioning a Product	Case Discussion		BPLO 2,3	CLO 3, 4	Comprehension
20	Marketing Channels: Delivering Customer Value <ul style="list-style-type: none">■ Supply Chains and the Value Delivery Network■ The Nature and Importance of Marketing Channels■ How Channel Members Add Value■ Number of Channel Levels■ Channel Behavior and Organization■ Channel Behavior■ Vertical Marketing Systems■ Horizontal Marketing Systems■ Multichannel Distribution Systems■ Changing Channel Organization■ Channel Design Decisions■ Analyzing Consumer Needs■ Setting Channel Objectives■ Identifying Major Alternatives■ Evaluating the Major Alternatives■ Designing International Distribution Channels	Lecture		BPLO1	CLO 2	Knowledge
21	Channel Management Decisions <ul style="list-style-type: none">■ Selecting Channel Members	Lecture	Assignment 3 Quiz 3	BPLO1	CLO 2	Knowledge & Application

	<ul style="list-style-type: none"> ■ Managing and Motivating Channel Members ■ Evaluating Channel Members ■ Public Policy and Distribution Deci ■ Marketing Logistics and Supply Ch ■ Management ■ Nature and Importance of Marketi ■ Logistics ■ Goals of the Logistics System ■ Major Logistics Functions ■ Integrated Logistics Management 				
22	Integrated Marketing Communications				
	<ul style="list-style-type: none"> ■ The New Marketing Communications Model ■ The Need for Integrated Marketing Communications ■ A View of the Communication Process ■ Steps in Developing Effective Marketing Communication ■ Identifying the Target Audience ■ Determining the Communication Objectives ■ Designing a Message ■ Choosing Media ■ Selecting the Message Source ■ Collecting Feedback 	Lecture		BPLO1, 3	CLO 2 Knowledge
23	Setting Promotion Budget				
	<ul style="list-style-type: none"> ■ Setting the Total Promotion Budget ■ Shaping the Overall Promotion Mix ■ Integrating the Promotion Mix ■ Socially Responsible Marketing 	Lecture		BPLO1	CLO 2 Knowledge

Communication ■ Advertising and Sales Promotion ■ Personal Selling						
24	Sustainable Marketing: Social Responsibility and Ethics	Lecture	BPLO3	CLO 1	Knowledge	
25	Class Activity (Managing PR Challenges) ■ Focused on managing situations where bad word of mouth has caused distrust among customers. ■ Collaborative learning	Class Activity	BPLO 2, 3	CLO 3,4	Comprehension	
26	Socially Responsible Marketing	Lecture	BPLO 4	CLO 1	Knowledge	
27	Final Project	Presentations	BPLO 3, 4	CLO 1,2,3 & 4	Application	
28	Final Project	Presentations	BPLO 3, 4	CLO 1,2,3& 4	Application	
Final Term Examination						

Topic-related exercises and assignments – Throughout the term; we cover different topics and exercises related to Principles of Marketing. These exercises might include written assignments, quizzes, online discussions, outside activities, and case studies.

Final Project - Students are required to work on a Principles of Marketing practical project during the term. The course instructor will assign the topics and students are required to work in groups on the assigned project. The project can be any facet of Principles of Marketing.

Course Title: International Relation & Current Affairs**Course Code: MSSS-214****Credit Hours: 3+0****Course Instructor****Course Description:**

The current debate is centered on International Relations and current affairs, its role in shaping the policies of a nation and at a larger level in affecting the trajectory of international politics. These days with the opinion split along the notions of traditional and nontraditional International Relations and current affairs as to which is more relevant to contemporary circumstances and which is more critical to design national policy and international environment.

- Evaluate the concept of International Relations and its role in the world politics.
- Analyze the international Relations beyond traditional politics.
- Evaluate the contemporary International Relations issues and their impact on global politics

Course Objectives:

- ✓ To inculcate reasoning among students to explore the realism of modern day IR in a global perspective
- ✓ To make the students compatible with the realm of survival in a globalized international structure
- ✓ Better conceptual and theoretical understanding of contemporary International Relations
- ✓ Familiarization with the Patterns of states interaction and interdependence in modern IR
- ✓ Clarity of mind and ideas to further explore the logics of the issues happening around the world

Course Learning Outcomes:

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

- Better conceptual and theoretical understanding of contemporary International Relations
- Familiarization with the Patterns of states interaction and interdependence in modern IR
- Clarity of mind and ideas to further explore the logics of the issues happening around the world

Textbooks (or Course Materials) :

- Jackson, Robert & Sorenson Georg, *Introduction to International Relations (6th Edition)*, UK: Oxford University Press. 2016.
- Goldstein, Joshua S., Jon C. Pevehouse, *International Relation (8th Edition)*. India: Pearson. 2011.

Reference Material:

- a. Baylis, John & Steve Smith (eds.), The Globalization of World Politics, (Oxford University Press, 2001).
- b. Schottle, Jan Aart, Globalization: A critical Introduction, Palgrave, MacMillan: 2000
- c. Hobart , Hindi., Josph Rotblat. War No More: Eliminating Conflict in the Nuclear Age, (London: Pluto Press, 2003)
- d. Brown, Chris. Understanding International Relations (2nd edition). New York: Palgrave. 2001.
- e. Fukuyama, Francis. The End of History and the Last Man, London: Penguin, 1992.
- f. Huntington, S. P. The Clash of Civilizations: Remaking of the World Order. New York: 1993.
- g. Ali, Tariq. The Clash of Fundamentalism: Crusades, Jihads and Modernity. New York: Verso. 2002.
- h. Lloyd Armstrong & Redmond, “The New Regionalism”, International Organizations in World Politics, 3r ed. (ch. 12)
- i. Oatley, T. International Political Economy: Interests and Institutions in the Global Economy. North Carolina: Pearson Education, USA. 2009.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	MidTerm Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	AnyOther		
	Total		20
	GRAND TOTAL		100

COURSE CONTENTS:

Week	Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
1	1	Introduction to International Relations	Lecture		1	1, 2	Knowledge
	2	Contemporary Global Politics	Case		2,3,6	3,4	Application
	3	Theoretical discourse of IR	Lecture	Quiz	1	1, 2	Knowledge
2	4	Theoretical discourse of IR	Case		2,3,6	3,4	Application
3	5	Positivist Approaches	Lecture	Quiz	1	1, 2	Knowledge
	6	Realism Liberalism	Case		2,3,6	3,4	Application
	7	Marxism	Lecture	Quiz	1	1, 2	Knowledge
4	8	Feminism	Case	Assignment	2,3,6	3,4	Application
5	9	Post-Truth Era	Lecture				
	10	Contemporary Theoretical Debates and their Implications on World Politics	Lecture	Quiz	1	1, 2	Knowledge
	11	Cold War New World Order End of History The Clash of Civilization	Lecture		2,3,6	3,4	Application
6	11	The Complex Interdependence	Lecture	Quiz	1	1, 2	Knowledge
	12	The Coming Anarchy Challenges of Populism	Case		2,3,6	3,4	Application
	13	Dynamics of International Security	Lecture		1	1, 2	Knowledge
7	14	Power Transition Theory The Super Power's Rivalry: Rise of China Threat or Opportunity?	Case		2,3,6	3,4	Application
MIDTERM EXAMS							
8	15	Presentations	Presentations		1	1, 2	Knowledge
	16	Presentations	Presentations		2,3,6	3,4	Application
	17	Presentations	Presentations		1	1, 2	Knowledge

9	18	Presentations	Presentations	2,3,6	3,4	Application
10	19	The Globalization debate (Political, Cultural, Ideological & Social aspects of Globalization)	Lecture	1	1, 2	Knowledge
	20	The Globalization debate (Political, Cultural, Ideological & Social aspects of Globalization)	Case	2,3,6	3,4	Application
11	21	The issue of Nuclear Non-Proliferation: Iran's Nuclear Program	Lecture	1	1, 2	Knowledge
	22	The issue of Nuclear Non-Proliferation: Iran's Nuclear Program	Case	2,3,6	3,4	Application
12	23	Non Traditional security: Water Crisis, Energy Crisis and Environmental Issues	Lecture	1	1, 2	Knowledge
	24	Non Traditional security: Water Crisis, Energy Crisis and Environmental Issues	Case	2,3,6	3,4	Application
13	25	Non Traditional security: Water Crisis, Energy Crisis and Environmental Issues	Case	2,3,5,6	4 , 5	Comprehension Creativity
	26	The Clash of Civilizations: The West Vs Islam, the issue of Fundamentalism	quiz	2,3,5,6	4 , 5	Comprehension Creativity
14	27	The politics of North-South: Capitalism & Democracy in the Developing World				Knowledge
		Post 9/11 Era: the Bush Doctrine & the issue of Terrorism: Its implications on the world politics				
	28	US Drawdown from Afghanistan and Its Implications, The role of International Actors				Knowledge
		The Crisis of US Hegemony and Post-American World				

ENDTERM EXAMS

Course Title: Cost Accounting

Course Code:

e

This is a core course designed for bachelor's students. Fundamentals of Accounting & Financial Accounting are prerequisites for this course.

Reading Materials:

Textbook:

- **Cost Accounting by Matz, Usry Latest Edition**

Recommended Textbooks

- **ACCA F2(MA/FMA) course book by Kaplan Publishers**
- **ACCA F2(MA/FMA) course book by BPP Publishers**
- **ACCA F2(MA/FMA) course book by Beker Publishers**

Course Description

This course describes the nature and purpose of cost accounting, analyzes the behavior of various types of costs; highlights common practices related to absorption, marginal, and standard costing; differentiate between job, batch, and process costing, and involves the preparation of cost statements, and project planning and control. This course builds upon the concepts and techniques to help plan, prepare, analyze, and control cost-driven activities. It enables the students to acquire the skills necessary to analyze and interpret accounting data.

Course Objectives (COs)

This course aims to provide students with understanding about:

- **Recognize and apply appropriate theories, principles and concepts relevant to cost accounting.**
- **Exercise appropriate judgment in selecting and presenting information using various methods relevant to cost accounting.**
- **Plan, design and execute practical activities using techniques and procedures appropriate to cost accounting.**
- **Respond to change within the external and internal business environments and its effect on cost accounting.**
- **Develop appropriate effective written and oral communication skills relevant to cost accounting**

Course Learning Outcomes

On completion of this course students should be able:

- Understand fundamental cost accounting principles, including cost behavior, absorption costing, marginal costing, and standard costing.
- Apply appropriate costing methods such as job, batch, and process costing to prepare cost statements and support managerial decision-making.
- Analyze cost data to assess business performance, respond to internal and external changes, and recommend cost-control measures.
- Understand Budgeting and communicate cost-related financial information effectively through written reports and oral presentations, using appropriate accounting techniques.

Teaching Methodology

There will be lectures, discussions, and presentations as part of the scheduled class activities. It is advised that all students participate in these activities; failing to do so will hurt their learning and GPAs. According to the course objectives, lectures will feature learning objectives for weekly topics (as mentioned in the weekly schedule), including essential ideas and real-world examples. Lectures are not a substitute for required readings, even though they will cover the same material. The information covered in the prescribed readings will be specifically expanded upon and, if necessary, updated throughout the lectures. In addition to lectures, the following learning activities will continue to be the main focus of the students' attention.

Assessment Scheme

Assignments -----	10%
-	
Quizzes-----	10%
-	
Mid Term Examination -----	30%
-	
Final Examination -----	50%
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TOTAL -----	100%

Module Contents

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO^v	CLO	Thinking Level
1	The nature and purpose of cost and management accounting: <ul style="list-style-type: none"> • Distinguish between data and information • Identify and explain the attributes of good information • Compare and contrast financial accounting with cost and management accounting • Outline the managerial processes of planning, decision making and control • Explain the difference between strategic, tactical and operational planning 	Lecture		PLO 1	CLO 1	Comprehension
2	The nature and purpose of cost and management accounting: <ul style="list-style-type: none"> • Distinguish between cost, profit, investment and revenue centers • Describe the differing needs for information of cost, profit, investment and revenue centers managers • Describe the purpose and role of cost and management accounting within an organization's management information system • Explain the limitations of management information in providing guidance for managerial decision making. 	Lecture		PLO 1	CLO 1	Comprehension
3	Types of cost and cost behavior: <ul style="list-style-type: none"> • Explain and illustrate production and nonproduction costs • Describe the different elements of production cost – materials, labor and overheads • Describe the different elements of nonproduction cost – administrative, selling, distribution and finance 	Lecture		PLO 2	CLO 1	Comprehension
4	Types of cost and cost behavior: <ul style="list-style-type: none"> • Explain the importance of the distinction between production and nonproduction costs when valuing output and inventories • Explain and illustrate with examples classifications used in 	Lecture		PLO 2	CLO 1	Comprehension

	<p>the analysis of the product/service costs including by function, direct and indirect, fixed and variable, stepped fixed and semi variable costs</p> <ul style="list-style-type: none"> Describe and illustrate, graphically, different types of cost behavior 					
5	<p>Types of cost and cost behavior:</p> <ul style="list-style-type: none"> Use high/low analysis to separate the fixed and variable elements of total costs including situations involving semi variable and stepped fixed costs and changes in the variable cost per unit Explain the advantages and disadvantages of using high low method to estimate the fixed and variable element of costing <p><u>IT Infusion: Use Microsoft Excel to perform High-Low Cost Analysis, separating fixed and variable costs by applying formulas and creating graphs to visualize cost behavior</u></p>	Class Activity/Lab Activity		PLO 2	CLO 1	Application
6	<p>Accounting for inventory:</p> <ul style="list-style-type: none"> Describe the different procedures and documents necessary for the ordering, receiving and issuing of materials from inventory Identify, explain and calculate the costs of ordering and holding inventory (including buffer inventory) Describe and apply appropriate methods for establishing reorder levels where demand in the lead time is constant 	Lecture	Assignment 1	PLO	CLO 2	Comprehension
7	<p>Accounting for inventory:</p> <ul style="list-style-type: none"> Calculate and interpret the optimal order quantities Calculate and interpret the optimal order quantities when quantity discounts are available Produce calculations to minimize inventory costs when inventory is gradually replenished 	Lecture		PLO 3	CLO 2	Comprehension
8	<p>Accounting for inventory:</p> <ul style="list-style-type: none"> Calculate the value of closing inventory and material 		Quiz 1	PLO 3	CLO 2	Application

	<p>issues using LIFO, FIFO and average methods</p> <ul style="list-style-type: none"> Describe the control procedures used to monitor physical and ‘book’ inventory and to minimize discrepancies and losses Interpret the entries and balances in the material inventory account. <p><u>IT Infusion: Analyzing case study using Excel to calculate FIFO, LIFO, and Average Cost methods for inventory valuation, applying inventory costing techniques and interpreting financial data</u></p>	Class Activity/Lab Activity				
9	<p>Accounting for Labour:</p> <ul style="list-style-type: none"> Calculate direct and indirect costs of labour Explain the methods used to relate input labour costs to work done Prepare the journal and ledger entries to record labour costs inputs and outputs Interpret entries in the labour account 	Lecture		PLO 3	CLO 2	Comprehension
10	<p>Accounting for Labour:</p> <ul style="list-style-type: none"> Describe different remuneration methods: time-based systems; piecework systems and individual and group incentive schemes Calculate the level, and analyse the costs and causes of labour turnover Explain and calculate labour efficiency, capacity and production volume ratios 	Lecture		PLO 3	CLO 2	Application
11	<p>Accounting for overheads:</p> <ul style="list-style-type: none"> Explain the different treatment of direct and indirect expenses Describe the procedures involved in determining production overhead absorption rates Allocate and apportion production overheads to cost centres using an appropriate basis Reapportion service cost center costs to production cost 	Lecture		PLO 3	CLO 2	Comprehension

	centres (using the reciprocal method where service cost centres work for each other)					
12	Accounting for overheads: <ul style="list-style-type: none"> • Select, apply and discuss appropriate bases for absorption rates • Prepare journal and ledger entries for manufacturing overheads incurred and absorbed • Calculate and explain the under and over absorption of overheads 	Lecture	Assignment 2	PLO 3	CLO 2	Application
13	Marginal and absorption costing: <ul style="list-style-type: none"> • Explain the importance of, and apply, the concept of contribution • Demonstrate and discuss the effect of absorption and marginal costing on inventory valuation and profit determination • Calculate profit or loss under absorption and marginal costing 	Lecture		PLO 4	CLO 3	Comprehension
14	Marginal and absorption costing: <ul style="list-style-type: none"> • Reconcile the profits or losses calculated under absorption and marginal costing • Describe the advantages and disadvantages of absorption and marginal costing 	Lecture	Quiz 2	PLO 4	CLO3	Application
15	Job, batch and process costing: <ul style="list-style-type: none"> • Describe the characteristics of job costing, batch costing, process costing and describe situations in which each would be appropriate • Prepare cost records and accounts in job and batch costing situations • Establish job and batch costs from given information for process costing explain the concepts of normal and abnormal losses and abnormal gains 	Class Activity/Lab Activity		PLO 4	CLO 4	Application

	<u>Tutorial: Using free accounting software (e.g., Manager or GnuCash) to record job and batch costs, gaining hands-on experience with digital tools for cost tracking in a business environment.</u>					
16	Job, batch and process costing: <ul style="list-style-type: none"> • Calculate the cost per unit of process outputs • Prepare process accounts involving normal and abnormal losses and abnormal gains • Calculate and explain the concept of equivalent units • Apportion process costs between work remaining in process and transfers out of a process using the weighted average and FIFO method 	Lecture		PLO 4	CLO 4	Comprehension
17	Job, batch and process costing: <ul style="list-style-type: none"> • Prepare process accounts in situations where work remains incomplete • Prepare process accounts where losses and gains are identified at different stages of the process • Differentiate between Job and Process costing ▪ Cost of Production Report 	Lecture		PLO 4	CLO 4	Application
18	Job, batch and process costing: <ul style="list-style-type: none"> • Distinguish between byproducts and joint products • Value byproducts and joint products at the point of separation • Prepare process accounts in situations where byproducts and/or joint products occur. 	Lecture		PLO 4	CLO 4	Comprehension
19	Budgeting: <ul style="list-style-type: none"> • Explain why organizations use budgeting • Describe the planning and control cycle in an organization • Explain the administrative procedures used in the budgeting process • Describe the stages in the budgeting process 	Lecture		PLO 4	CLO 3	Comprehension
20	Budgeting: <ul style="list-style-type: none"> • Explain top down, bottom-up approaches to budgeting 	Lecture	Assignment 3	PLO 4	CLO 3	Application

	<ul style="list-style-type: none"> • Prepare sales budgets • Prepare functional budgets (production, raw materials usage and purchases, labor, variable, and fixed overheads) • Prepare cash budget 					
21	Budgeting: <ul style="list-style-type: none"> • Prepare master budgets (income statement and statement of financial position) • Explain and illustrate 'what if' analysis and scenario planning • Explain the importance of flexible budgets in control • Explain the disadvantages of fixed budgets in control <p><u>IT Infusion: Use of Excel's "What-If Analysis" and "Solver" tools to create flexible budgets and perform scenario planning.</u></p>	Class Activity/Lab Activity	Quiz 3	PLO 4	CLO 4	Application
22	Standard Costing: <ul style="list-style-type: none"> • explain the purpose and principles of standard costing • explain and illustrate the difference between standard, marginal and absorption costing • establish the standard cost per unit under marginal costing and absorption costing 	Lecture		PLO 4	CLO 4	Comprehension
23	Standard Costing: <ul style="list-style-type: none"> • calculate sales price and volume variances • calculate materials total, price, and usage variances • calculate labour total, price, and efficiency variances • calculate the variable overhead total, expenditure, and efficiency variances • calculate fixed overhead total, expenditure and, where appropriate, volume, capacity, and efficiency variances • interpret the variances 	Lecture		PLO 4	CLO 4	Application
24	Standard Costing: <ul style="list-style-type: none"> • explain factors to consider before investigating variances (including the relative significance), 	Lecture		PLO 4	CLO 4	Comprehension

	<ul style="list-style-type: none"> • explain possible causes of the variances and • recommend control action (potential action to eliminate variances) • explain the interrelationships between the variances • calculate actual figures or standard figures where the variances are given 					
25	Alternative costing principles: <ul style="list-style-type: none"> • Explain activity-based costing (ABC) • Explain Target costing • Explain Life cycle costing and total quality management (TQM) • Differentiate ABC, target costing and life cycle costing from the traditional costing techniques 	Lecture		PLO 2	CLO 4	Comprehension
26	Alternative costing principles: <ul style="list-style-type: none"> • Compare cost control and cost reduction • Describe and evaluate cost reduction methods • Describe and evaluate value analysis 	Lecture		PLO 2	CLO4	Comprehension
27	Service and operation costing: <ul style="list-style-type: none"> • Identify situations where the use of service/operation costing is appropriate • Illustrate suitable unit cost measures that may be used in different service/operation situations 	Lecture		PLO 4	CLO 4	Comprehension
28	Service and operation costing: <ul style="list-style-type: none"> • Carry out service cost analysis in simple service industry situations. 	Lecture		PLO 4	CLO 4	Application

Course Title: Business Finance

Course Code: MSFN-221

Credit Hours: 3+0

Course Instructor

Mode of Contact: Physical Classes

You can contact your course instructor in the following ways:

Email: Instructor email

Meeting: By appointment via email

Prerequisites: Nil

Textbook:

- Fundamentals of Financial Management 13th Edition by Van C. Horne

Reference Material:

- Financial Management by Brigham and Houston 13th edition
- Principles of Managerial Finance 13th Edition by Gitman and Zutter

Course Description

The main objective of this course is to prepare students to understand the language of business finance, the Corporate Objective and basic terminologies of Business Finance, the preparation of time value of money, present and future value of money, then how to evaluate annuity concept in it. How to evaluate the capital projects, calculation of cost of capital and optimal capital structure.

Course Objectives:

This course shall enable students to understand the basic financial principles and improve the understanding ability to comprehend financial information. Introduction to Business Finance is a basic course that is introduced assuming that the students do not have any prior knowledge of business finance. This course will help students to develop knowledge and understanding of finance and its methods for analyzing the benefits of various sources of finance. Further, it will be possible for students to learn capital investment opportunities and the application of financial technologies for business planning and control.

Course Learning Outcomes:

After successful completion of this course, students will be able;

- To understand the language and concepts used in Business Finance
- To understand the time value of money and its application in our life
- To analyze and interpret the basic valuation of long-term securities
- To calculate present and future value of money and evaluate the capital projects basic techniques
- To prepare the cash budget, sale budget, and purchase budget for the company

Assessment instrument with weights:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

Course Contents

Week	Lecture	Schedule Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
1	1	Introduction of Business (Link with previous subject ITB) Forms of business organizations & their characteristics <ul style="list-style-type: none"> • sole proprietorship • partnership • Joint Stock Companies, Limited liability concept, Legal status and process of their formation till IPO Difference between Private (Pvt) limited and Public Limited company Advantages and limitations of each business Goal of the firm, difference between profit maximization and shareholders wealth maximization, agency problems	Lecture		PLO 1	CLO 1	Knowledge
	2	Goals of a Financial Manager, Finance and accounting. What is financial management? Difference between investing, financing and asset management decisions. Formation of companies/financial statements of companies Solution to end Questions (Van Horne Page 14)	Lecture		PLO 2&3	CLO 1	Knowledge & Application
2	3	Financial Markets, Money market vs capital markets; primary markets vs secondary Market			PLO 1&2	CLO 1	Knowledge
	4	Flow of Funds between different markets and role of Financial Intermediations	Lecture		PLO 1&2	CLO 1	Knowledge
3	5	Concept of Time Value of Money , Simple Interest and Compound Interest, Single Amounts-Present Value of a single amount and Future Value of a single amount	Lecture		PLO 1&2	CLO 2	Understanding, Application & analysis
	6	Concept of Annuity, Different types of Annuities, Distinguish between an “ordinary annuity” and an “annuity due Mixed Streams-Future value of a mixed stream and Present value of a mixed stream	Lecture		PLO 1&2	CLO 2	Understanding, Application & analysis
4	7	Compounding interest more frequently than annually, Amortizing a Loan	Lecture		PLO 1&2	CLO 2	Understanding, Application analysis & evaluation

5	8	Effective interest versus compound interest. Questions and problems	Lecture	Assignment 1	PLO 1&2	CLO 2	Understanding, Application & analysis
	9	Valuation of Long Term Securities , Basic Concepts of Valuations, Different Types of Bonds on the Basis of Valuations	Lecture		PLO 1, 2 & 5	CLO 3	Knowledge
	10	Valuation of Bonds (Solution of Relevant Questions Van Horne Chapter 4)	Lecture	Quiz 1	PLO 1, 2 & 5	CLO 3	Application, analysis
6	11	Concept of Yield to maturity, Yield to Call	Lecture		PLO 1, 2 & 5	CLO 3	Application & analysis
	12	Valuation of Stock, Different Types of Stocks on the Basis of Valuations	Lecture		PLO 1, 2 & 5	CLO 3	Knowledge
7	13	Discussion on Constant Growth model and Phase Growth model	Lecture		PLO 1, 2 & 5	CLO 3	Application & analysis
	14	How to calculate the required rate of return, Dividend Yield and Capital Gain Yield? Preferred stock valuation	Lecture	Assignment 2	PLO 1, 2 & 5	CLO 3	Application & analysis
MID-TERM EXAMS							
8	15	Midterm Paper display	Lecture				
	16	Flow of Funds, Sources and Uses of Funds , Discussion of Fund Flow Statement and its uses in business environment	Lecture		PLO 1 & 5	CLO 1&5	Knowledge, application
9	17	Adjustments in Fund Flow Statement (Solution to relevant Questions from Van Horne Chapter 7)	Lecture		PLO 1 & 5	CLO 1&5	Analysis
	18	Discussion on Cash Budget and its importance	Lecture		PLO 4	CLO 1&5	Knowledge

10	19	Preparation of Sale and Purchase Budget	Lecture		PLO 1, 2 & 4	CLO 1&5	Application & analysis
	20	Preparation of Forecasted Balance sheet and Income Statement with the Adjustment of Cash	Lecture	Assignment 3	PLO 1, 2 & 4	CLO 1&5	Analysis & evaluation
11	21	Capital budgeting , Different capital budgeting techniques. Mutually exclusive and independent projects	Lecture		PLO 4&5	CLO 4	Knowledge
	22	Discounted versus non-discounted techniques. Payback period method	Lecture	Quiz 2	PLO 4&5	CLO 4	Application & analysis Evaluation
12	23	Internal Rate of Return Method, Problem of Multiple IRR	Lecture		PLO 4&5	CLO 4	Application & analysis Evaluation
	24	Net present value method, Profitability index Solution of relevant questions from Van Horne Chapter 13)	Lecture		PLO 4&5	CLO 4	Application & analysis Evaluation
13	25	Cost of Capital , basic definition, Cost of Debt, Cost of Preferred Stock,	Lecture		PLO 4&5	CLO 4	Application & analysis Evaluation
	26	Cost of equity (dividend discount model approach, Capital-Asset Pricing model approach), WACC, Cost of retained earnings	Lecture	Quiz 3	PLO 4&5	CLO 4	Application & analysis Evaluation
14	27	Final Project	Presentations		PLO 4&6	CLO 1-5	Creation
	28	Final Project	Presentations		PLO 4&6	CLO 1-5	Creation

END-TERM EXAMS

Semester- V

Course Code	Courses	Cr.Hrs
MSSC-361	Fundamentals of Supply Chain	3(3+0)
MSMK-341	Marketing Management	3(3+0)
MSMG-361	Entrepreneurship	3(3+0)
MSFN-341	Financial Management	3(3+0)
MSMK-362	E-Business	3(3+0)
MSLW-321	Business and Labour Law	3(3+0)

Course Title: FUNDAMENTALS OF SUPPLY CHAIN (BBA)

Course Code: **MSSC-361**

Credit Hours: 3+0

Course Instructor: Shizra Khan

Mode of Contact"

You can contact your course instructor in the following ways:

Meeting: shizra.khan@numl.edu.pk

PREREQUISITES:

- Students should be specialized in Strategy Planning & Operations aspects.

Textbook:

- SUPPLY CHAIN MANAGEMENT STRATEGY, PLANNING, AND OPERATION
Sixth edition Sunil Chopra • Peter Meindl Pearson Education

Reference Material:

- Supply Chain Management by Janat Shah

Course Description:

- To cover high level supply chain strategy & concepts
- Strategic role of the supply chain.
- Key strategic drivers of supply chain performance.
- Analytic methodologies for supply chain analysis.

Course Objectives: The course objectives are:

- To adopt the framework for consideration, presentation and application of supply chain matrix

Course Learning Outcomes: Upon completion of this course, students will be able to:

1. Understand the concept and terms of supply chain management.
2. Describe the alternative ways to organize for supply chain management.
3. Compare mode of transportation, distribution and related policies.
4. Understanding the role and techniques for forecasting and supply chain.
5. Identify the principle of customer and SRM.
6. Describe the sourcing decision in supply chain management.

Program Learning Outcomes:

1. Apply fundamental theories, concepts, and technological tools of business management.
2. Utilize their exposure to numerous business context for the application in the business markets.
3. Build capacity to address industry driven issues and challenges and reflect critical thinking and decision making in offering efficient market solutions.
4. Practice socially and ethically responsible behavior for contributing to the well-being society.
5. Exhibit global practices and value culture diversity.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	30
2	End Term Exam	50
3	Internal Evaluation Breakdown	
	Quiz(s)	
	Assignements(s)	
	Class Participation	
	Présentations	
	Case Discussion	
	Lab Work/Practical Project	
	Any Other	
	Total	20
	GRAND TOTAL	100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{vi}	CLO	Thinking Level
01	Understanding the basic concepts of supply chain <ul style="list-style-type: none"> What is supply chain Objective of supply chain 	Lecture		PLO 1	CLO 1	Comprehension
02	Understanding the basic concepts of supply chain <ul style="list-style-type: none"> Importance of supply chain Decision phases in supply chain 	Lecture		PLO 1	CLO 1	Comprehension
03	Understanding the basic concepts of supply chain <ul style="list-style-type: none"> Process view of supply chain Supply chain macro processes in a firm 	Lecture		PLO 2	CLO 2	Comprehension
04	Achieving strategic fit <ul style="list-style-type: none"> Competitive & Supply chain strategic Achieving strategic fit Case Study: Zara & Intel 	Lecture/case study		PLO 2	CLO 2	Comprehension
05	Achieving strategic fit <ul style="list-style-type: none"> How strategic fit achieved 	Lecture		PLO 2	CLO 2	Knowledge

06	Achieving strategic fit <ul style="list-style-type: none"> How strategic fit achieved Obstacles to achieving strategic fit Case Study: Amazon 	Lecture/Case study		PLO 2	CLO 2	Knowledge
07	<ul style="list-style-type: none"> Quiz & Presentation 	Lecture	Assignment 1 & Quiz 1	PLO 1	CLO 2	Comprehension
08	Role of drivers <ul style="list-style-type: none"> Drivers of supply chain performance. Facilities, Inventory, transportation, 	Lecture		PLO 1	CLO 2	Comprehension
09	Role of drivers <ul style="list-style-type: none"> Information, sourcing and Pricing 	Lecture		PLO 1	CLO 3	Comprehension
10	Role of distribution <ul style="list-style-type: none"> Role of distribution in Supply chain Factors influencing distribution network 	Lecture		PLO 2	CLO 3	Comprehension
11	Role of distribution <ul style="list-style-type: none"> Design option for a distribution network 	Lecture		PLO 4	CLO 3	Comprehension
12	Role of distribution <ul style="list-style-type: none"> E-business and the distribution network Impact of e-business on cost 	Lecture		PLO 4	CLO 1	Comprehension
13	Review	Lecture	Assignment 2	PLO 4	CLO 2	Comprehension
14	<ul style="list-style-type: none"> Quiz and presentation 	Lecture	Quiz 2	PLO 3	CLO 3	Knowledge
15	Role of transportation <ul style="list-style-type: none"> The role of transportation in supply chain Modes of transportation 	Lecture		PLO 3	CLO 3	Knowledge

16	Role of transportation • Modes of transportation	Lecture		PLO 2	CLO 3	Comprehension
17	Role of transportation • Design option for a transportation network • Trade-off in transportation design	Lecture		PLO 1	CLO 3	Comprehension
18	Role of transportation • Tailored transportation • Role of IT in transportation	Lecture		PLO 2	CLO 4	Comprehension
19	Role of forecasting • The role of forecasting in a supply chain • Characteristic of forecast • Project Overview.	Lecture		PLO 3	CLO 4	Comprehension
20	Role of forecasting • Components of a forecast • Forecasting methods	Lecture		PLO 3	CLO 4	Comprehension
21	Role of forecasting • Basic approach to demand forecasting	Lecture		PLO 3	CLO 3	Comprehension
22	Role of forecasting • Basic approach to demand forecasting	Lecture	Quiz 3	PLO 1	CLO 3	Comprehension
23	Managing supply and demand • Planning Supply & Demand in Supply chain • Responding to predictable variability in the supply chain	Lecture		PLO 2	CLO 3	Comprehension
24	Managing supply and demand • Managing supply and demand • Case study: Supply chain management in fishing industry by Sanjida Binteislam, Dr. Md. Mamun Habib	Lecture/case study		PLO 2	CLO 3	Comprehension
25	Role of sourcing • Sourcing Decisions in a Supply Chain: The Role of Sourcing in a Supply Chain	Lecture	Assignment 3	PLO 1	CLO 5	Knowledge
26	Role of sourcing • In-House or Outsource?	Lecture		PLO 1	CLO 6	Knowledge

27	Role of sourcing		PLO	CLO	
	• Examples of Successful Third Party Suppliers	Presentations	2	6	Creation
28	Project Presentations (Suggested: Basic Inventory Management system on Excel)	Presentations	PLO	CLO	
			2	6	Creation

Course Title: Marketing Management (BBA)

Course Code:

Credit Hours: 3+0

Course Instructor

Mode of Contact: Face to face **You can contact your course instructor in the following ways:**

Email:

Meeting: By appointment via e-mail

PREREQUISITES: As a marketing course, you must understand Principle of marketing course.

Textbook:

Marketing Management, by Philip Kotler and Kevin Keller,

16th Edition

Reference Material:

- **Marketing Management, by Marshall & Johnston, McGraw Hill**
- **Strategic Marketing Management, by Chernev & Kotler, 5th ed., Brightstar Media**

Course Description: The course investigates marketing from a managerial perspective, including the critical analysis of functions of marketing opportunity assessment, marketing planning, marketing implementation, evaluation, and control of the marketing effort. The course provides the student with a necessary mix of critical analysis, application of concepts and techniques, and communication. The course focuses on basic marketing concepts, the role of marketing in the organization, and the role of marketing in society. The course explains the nature and purpose of marketing, followed by the fundamentals of each of the most important marketing tasks. It analyses the business need for customer orientation, the evaluation of markets, and the targeting of market opportunities. There is then an assessment of buyer behaviour and the role of market information. In addition, the course explains how to integrate product and service decisions with those on pricing, distribution, and promotion - and why this is necessary.

Course Objectives: The course objectives are

- ☐ **To enhance your knowledge about marketing theories, principles, strategies, and concepts and how they are applied.**
- ☐ **To provide you with opportunities to analyse marketing activities within the firm.**
- ☐ **To allow you to apply marketing concepts and theories to realistic marketing situations & analyse the role of marketing within the firm and society.**

- To expose you to the two parts of a marketing strategy: the target market and the marketing mix.
- To study the four basic variables in the marketing mix: product, promotion, price, and distribution.

Course Learning Outcomes: **Upon completion of this course, students will be able to:**

- Develop an appreciation of marketing management and its contribution to the successful management of all contemporary organizations.
- Create and present informed, actionable marketing tactics as part of the marketing plan
- Develop skills to analyse and synthesize information and derive practical insights related to marketing management and marketing decision-making.
- Identify consumer trends to plan the marketing mix (4Ps) in marketing management.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Presentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
➤	Class & Course Introduction Defining Marketing for the New Realities <ul style="list-style-type: none">• The Scope of Marketing• The New Marketing Realities• The Role of Marketing in the Organization The Role of Digital Marketing and Information Technology in Shaping Organizational Success	Lecture		PLO 1	CLO 1	Knowledge
02	Defining Marketing for the New Realities <ul style="list-style-type: none">■ Organizing and managing the Marketing Department■ Building a Customer-Oriented Organization	Lecture		PLO 1	CLO 1	Knowledge
	<ul style="list-style-type: none">• Corporate and Business Unit Planning and Management■ Developing Market Offerings	Lecture		PLO 2	CLO 2	Knowledge
04	Marketing Planning and Management <ul style="list-style-type: none">■ Planning and Managing Market Offerings□ Developing a Marketing Plan□ Modifying the Marketing Plan□ Leveraging Digital Innovation for Marketing Plan Optimization: Integrating IT Solutions	Lecture		PLO 2	CLO 2	Comprehension
05	Analysing Consumer Markets <ul style="list-style-type: none">• The Model of Consumer Behaviour• Consumer Characteristics	Quiz -1 Lecture		PLO 3	CLO 2	Comprehension

06	Analysing Consumer Markets					
	<ul style="list-style-type: none"> Consumer Psychology The Buying Decision Process 	Lecture		PLO 3	CLO 2	Comprehension
07	Case 1: WhatsApp: Creating and Communicating Value for WhatsApp Payments	Class Discussion	Assignment 1	PLO 4	CLO 3&4	Application
08	Identifying Market Segments and Target Customers					
	<ul style="list-style-type: none"> Identifying Target Customers Strategic Targeting 	Lecture		PLO 3	CLO 2	Comprehension
09	Identifying Market Segments and Target Customers					
	<ul style="list-style-type: none"> Tactical Targeting 	Lecture		PLO 5	CLO 2	Comprehension

<ul style="list-style-type: none"> ▪ Single-Segment and Multi-Segment Targeting 					
■	Identifying Market Segments and Target Customers Leveraging Digital Analytics and AI for Market Segmentation and Target Customer Identification				
	<ul style="list-style-type: none"> • Segmenting Consumer Markets • Segmenting Business Markets 	Lecture	PLO 3	CLO 2	Comprehension
■		Quiz 2			
	Crafting a Customer Value Proposition and Positioning	Lecture	PLO 3	CLO 3	Comprehension
	<ul style="list-style-type: none"> • Developing a Value Proposition and Positioning • Choosing a Frame of Reference 				
12	Crafting a Customer Value Proposition and Positioning	Lecture	PLO 3	CLO 3	Comprehension
	<ul style="list-style-type: none"> • Identifying Potential Points of Difference and Points of Parity 				
13	Crafting a Customer Value Proposition and Positioning	Lecture	PLO 3	CLO 3	Comprehension

	<ul style="list-style-type: none"> ■ Creating a Sustainable Competitive Advantage using Digital Technology and AI ■ Communicating the Offering's Positioning 					
14	Case 2: Booster Juice: Bringing Canadian Smoothies to the Indian Market	Case Discussion	Assignment 2	PLO 4	CLO 3&4	Application
15	MID TERM EXAMS					Evaluation
16	MID TERM BREAK					
17	Designing and Managing Products <ul style="list-style-type: none"> • Product Differentiation • Product Design ■ Product Portfolios and Product Lines 	Lecture		PLO 3	CLO 2	Comprehension
18	Designing and Managing Products <ul style="list-style-type: none"> ■ Managing Packaging and Labeling • Managing Guarantees and Warranties 	Lecture		PLO 3	CLO 2	Comprehension
19	Building Strong Brands <ul style="list-style-type: none"> • How Does Branding Work? • Designing the Brand • Brand Hierarchy 	Lecture		PLO 3	CLO 4	Knowledge
20	Building Strong Brands <ul style="list-style-type: none"> • Brand Dynamics ■ Luxury Branding 	Lecture		PLO 3	CLO 4	Comprehension
20	Case 3: L'Oreal India: Where Beauty Meets Tradition	Case Discussion	Assignment 3 Quiz 3	PLO 4	CLO 3&4	Application
21	Managing Pricing and Sales Promotions	Lecture		PLO 4	CLO 3	Knowledge

	<ul style="list-style-type: none"> • Consumer Psychology and Pricing • Setting the Price 					
22	Managing Pricing and Sales Promotions <ul style="list-style-type: none"> • Initiating and Responding to Price Changes • Managing Incentives 	Lecture		PLO 4	CLO 3	Comprehension
■	Quiz 3 Designing an Integrated Marketing Campaign in the Digital Age <ul style="list-style-type: none"> • Managing Integrated Marketing Communications • Advertising • Online Communication 	Lecture		PLO 3	CLO3	Comprehension
■	Designing an Integrated Marketing Campaign in the Digital Age <ul style="list-style-type: none"> ○ Social Media • Mobile Communication • Events and Experiences • Word of Mouth • Publicity and Public Relations • Packaging 	Lecture		PLO 3	CLO 3	Comprehension
25	CASE 4: Kia Motors: Positioning and Growth Strategies in India	Case Discussion	Assignment 4	PLO 4	CLO 3& 4	Application
26	Driving Growth in Competitive Markets <ul style="list-style-type: none"> • Assessing Growth Opportunities • Gaining Market Position 	Lecture		PLO 3	CLO 4	Comprehension
27	Driving Growth in Competitive	Lecture		PLO 3	CLO 4	Knowledge

Markets

- Defending Market Position
- Product Life Cycle Marketing Strategies

28	Final Project and Class Presentations	Presentations	Project	PLO 4	CLO 4	Synthesis
29	Final Exam	Exam				Evaluation
30	Final Exam	Exam				Evaluation

Topic related exercises and assignments – **Throughout the term; we cover different topics and exercises related to Marketing Management.**

These exercises might include written assignments, quizzes, online discussions, outside activities, and case studies.

Final Project - Students are required to work on a Marketing Management practical project during the term. The course instructor will assign the topics and students are required to work in groups on the assigned project. The project can be any facet of Marketing Management.

Course Outline: Entrepreneurship

Course Title: Entrepreneurship,

Credit Hours: 3

Semester Weeks: 14 +2

Instructor: Dr. Syed Zaheer Abbas Kazmi

zabbas@numl.edu.pk, +923335719872, Room 29, 2nd Floor, Ibn e Khuldoon Block

Course Description

This course introduces students to the fundamental concepts of entrepreneurship and its importance in fostering innovation, creating value, and driving economic growth. The curriculum emphasizes practical aspects of starting and managing a business, exploring business opportunities, and navigating challenges in the entrepreneurial journey. Students will develop analytical and decision-making skills to thrive in uncertain business environments.

Course Objectives

- 1. To understand the principles and process of entrepreneurship and its role in the economy.**
 - 2. To explore creative business ideas and evaluate their feasibility.**
 - 3. To acquire skills in designing business models, crafting business plans, and managing financial and operational aspects of a startup.**
 - 4. To prepare students for real-world entrepreneurial challenges and opportunities.**
-

Course Learning Objectives:

- 1. Understand the nature and significance of entrepreneurship.**
 - 2. Analyze the entrepreneurial process and develop feasible business ideas.**
 - 3. Design and evaluate comprehensive business plans.**
 - 4. Gain practical insights into launching and managing entrepreneurial ventures**
-

Program Learning Outcomes (PLOs)

- PLO 1: Demonstrate the ability to identify and evaluate relevant information for decision-making and make use of diagnostic thinking skills and analytical techniques to assess the information and solve problems in an environment like ours characterized by uncertainty.**
- PLO 2: Acquire awareness of global diverse perspectives and understand the theory, operations, and challenges of global business.**

- **PLO 3: Identify core organizational values and understand the issues of ethical and social diversity based on ethics, gender, religion, and culture and demonstrate the ability to propose feasible solutions to these issues.**

Grading Scheme

1. **Internal Evaluation (Assignments, Quizzes, Presentations): 20 Marks**
2. **Mid-Term Examination: 30 Marks**
3. **Final Examination: 50 Marks**

Text Books:

1. Scarborough, N. M. (2025). *Essentials of entrepreneurship and small business management* (10th ed.). Pearson.
2. Barringer, B. R., & Ireland, R. D. (2019). *Entrepreneurship: Successfully launching new ventures* (6th ed.). Pearson.

Week-by-Week Schedule

Week	Topics	CLOs	PLOs	Bloom's Taxonomy
1	Introduction to Entrepreneurship: Nature, Importance, and Myths; Process Overview	CLO1.	PLO1	Knowledge
2	Religious Perspectives in Entrepreneurship: Holy Prophet (PBUH) as a Model Entrepreneur; Tafseer of Surah Quraish	CLO1	PLO3	Comprehension
3	Recognizing Opportunities and Generating Ideas: Creativity and Innovation	CLO2	PLO1	Comprehension
4	Conducting a Feasibility Analysis: First-Screen Analysis, Practical Applications	CLO2	PLO1	Application
5	Crafting a Business Model: Key Elements of an Effective Business Model	CLO3	PLO1	Application
6	Writing a Business Plan: Importance, Components, and Guidelines	CLO3	PLO1	Synthesis
7	Case Study Discussion	CLO4	PLO1	Knowledge
8	Intellectual Property Registration	CLO3	PLO1	Analysis
9	Franchising: Benefits, Drawbacks, and Types of Franchising	CLO3	PLO1	Knowledge
10	E-Commerce and the Entrepreneur: Digital Business Models, Online Marketing Strategies	CLO4	PLO2	Application
11	Pricing and Financial Planning: Pricing Strategies, Financial Statements, and Budgeting	CLO4	PLO1	Synthesis

Week	Topics	CLOs	PLOs	Bloom's Taxonomy
12	Managing Cash Flow: Cash Flow Management Techniques, Break-Even Analysis	CLO4	PLO1	Analysis
13	Funding the Venture: Equity, Debt, Venture Capital, and Crowdfunding	CLO4.	PLO1	Evaluation
14	Final Presentations: Business Plan Presentations and Peer Review	CLO4	PLO1, PLO2	Synthesis

Course Title: Financial Management**Course Code:****Credit Hours: 3+0****Course Instructor:****Prerequisites:****Introduction to Business Finance****COURSE DESCRIPTION/OBJECTIVES:**

Every decision that a business makes has financial implications, and any decision which affects the finance of a business is a financial management decision. The objective of the course is to enable students to understand the basic as well as advanced concepts of finance. Moreover, the student will also learn the application of financial concepts and theories.

COURSE LEARNING OUTCOMES:

After completing this course the students will be able to:

- To understand the Working capital Management and its components
- To understand the basic financial techniques used for the evaluation of a project to develop the decision-making skills of the students
- To understand and illustrate the composition of the businesses established both on debt and equity, the key concept of capital structure
- To understand the role of financial theory for an investor

RECOMMENDED TEXT BOOK:

- Fundamentals of Financial Management 13th Edition by Van C. Horne

REFERENCE BOOKS / MATERIAL

- Financial Management by Brigham and Houston 13th Edition
- Principles of Managerial Finance 13th Edition by Gitman and Zutter

ASSESSMENT INSTRUMENT WITH WEIGHTS:

S.NO	Items		Marks
1.	Mid Term Exam		30
2.	End Term Exam		50
3.	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Presentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	Grand Total		100

COURSE CONTENTS

Week No	Lecture No	TOPICS TO BE COVERED	Learning Activity	Assessment	PLO	CLO	Thinking Level
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1.	1.	What is Financial Management? <ul style="list-style-type: none"> • Investment Decision • Financing Decision • Asset Management Decision Alignment of Financial Management and ITBF.	Lecture		1,5	CLO 1	Knowledge
	2.	<ul style="list-style-type: none"> • Discussion on Time Value of Money, Valuation and Risk & Return. 	Lecture		1	CLO 1	Knowledge
2.	3.	Working Capital Management <ul style="list-style-type: none"> • Types of Working Capital • Working Capital Issues 	Lecture/ Class Discussion	Quiz 1	4,5	CLO 1	Comprehension
	4.	<ul style="list-style-type: none"> • Financing Current Assets • Short-Term and Long-Term Mix • Combining Liability Structure and Current Asset Decisions 	Lecture	Assignment 1	1,5	CLO 1	Knowledge
3.	5.	Cash and Marketable Securities Management <ul style="list-style-type: none"> • Motives for Holding Cash • Speeding Up Cash Receipts 	Lecture		1,5	CLO 1,2	Knowledge
	6.	<ul style="list-style-type: none"> • Slowing Down Cash Payouts • Electronic Commerce 	Lecture		1,4	CLO 1,2	Knowledge
4.	7.	<ul style="list-style-type: none"> • Discussion on Cash Budget and its importance 	Lecture		1	CLO 1,2	Comprehension
	8.	<ul style="list-style-type: none"> • Preparation of Sale and Purchase Budget <u>IT Integration: Excel Exercise: Use Excel to create a sales and purchase budget. Input historical data, apply forecasting techniques, and adjust for potential variances.</u>	Class activity/Lab Activity	Quiz 2	1,5	CLO 1,2	Application

5.	9.	<ul style="list-style-type: none"> Preparation of Forecasted Balance sheet and Income Statement <p><u>IT Integration: Case Study: Analyze a company's historical financial statements and create a forecasted version using Excel.</u></p>	Class activity/Lab Activity/Case Discussion		3,4,5	CLO 1,2	Application
	10.	<ul style="list-style-type: none"> Outsourcing Cash Balances to Maintain Investment in Marketable Securities 	Discussion	Assignment 2	4,5	CLO 1,2	Knowledge
6.	11.	Accounts Receivable and Inventory Management <ul style="list-style-type: none"> Credit and Collection Policies 	Lecture		1,3	CLO 1,2	Knowledge
	12.	<ul style="list-style-type: none"> Analyzing the Credit Applicant Inventory Management and Control 	Lecture		1,5	CLO 1,2	Knowledge
7.	13.	<ul style="list-style-type: none"> Short-Term Financing Spontaneous Financing Negotiated Financing 	Lecture		1,5	CLO 1,2	Knowledge
	14.	<ul style="list-style-type: none"> Factoring Accounts Receivable Composition of Short-Term Financing 	Lecture		4,5	CLO 1,2	Knowledge
Midterm Exam							
8.	15	<ul style="list-style-type: none"> Capital Budgeting: Types of Projects-Independent versus Mutually Exclusive 	Lecture		1,4,5	CLO 2	Knowledge
	16	<ul style="list-style-type: none"> Capital Budgeting Techniques: Payback & Discounted Payback Period, 	Lecture		1,5	CLO 2	Knowledge
9.	17	<ul style="list-style-type: none"> Net Present Value (NPV) and NPV Profile, Internal Rate of Return (IRR) 	Class activity/Lab Activity		1	CLO 2	Application

		<u>IT Integration: Excel Exercise: Using Excel's IRR function, students will calculate the IRR for various investment projects with different cash flows.</u>					
	18	<ul style="list-style-type: none"> Modified Internal Rate of Return (MIRR), Profitability Index 	Lecture		1,5	CLO 2	Knowledge
10.	19	<ul style="list-style-type: none"> Mutually Exclusive Projects: Difference of Scale, Difference of Pattern, Difference of Life 	Lecture /Discussion		4,5	CLO 2	Application
	20	<ul style="list-style-type: none"> Risk in Capital Budgeting and Capital Rationing 		Assignment 3	4,5	CLO 2	Application
11.	21	<ul style="list-style-type: none"> The Cost of Capital: Calculating the Required Rate of return of common stock 	Lecture		4	CLO 3	Knowledge
	22	<ul style="list-style-type: none"> Cost of debt & preference share capital 	Lecture/ Class Discussion		4,5	CLO 3	Knowledge
12.	23	<ul style="list-style-type: none"> Calculating the Weighted Average Cost of Capital <u>IT Integration: Build an Excel model to calculate WACC, incorporating different sources of capital, their market values, and respective costs.</u>	Class activity/Lab Activity		2,3	CLO 3	Knowledge
	24	<ul style="list-style-type: none"> Numerical Questions /practice problems 	Lecture	Quiz 3	1,5		Comprehension
13.	25	<ul style="list-style-type: none"> Theories of Capital Structure and Dividend policy- Modigliani and Miller Theory 	Lecture		1,5	CLO 3,4	Knowledge
	26	<ul style="list-style-type: none"> Theories of Capital Structure and Dividend policy- Modigliani and Miller Theory 	Lecture		1,5	CLO 3,4	Knowledge
14.	27	<ul style="list-style-type: none"> Pecking Order Theory, Tax Shield Theory, Market Timing Theory 	Lecture		4,5	CLO 3,4	Knowledge

		<ul style="list-style-type: none"> Theories of Dividend Policy- Bird-in-hand Theory, Clientele Theory and Signaling Theory 					
	28	<ul style="list-style-type: none"> Presentation/ Revision 	Lecture		1,5		Knowledge

Course Title: E-Business**Course Code: MSMK-362****Credit Hours: 3+0****Course Instructor:****Mode of Contact:**

You can contact your course instructor in the following ways:

Email:**Meeting:** By appointment via e-mail**PREREQUISITES:** E-Business is a core subject and assumes that the student must have a basic understanding of IT and business principles and strategies.**Textbook:** E-Business & E-Commerce Management: Strategy, Implementation & Practice, 6th or International Edition, 2, Dave Chaffey, Prentice-Hall**Reference Material:**

1. Additional slides/handouts/information will also be shared in-class, as appropriate.
2. Reading materials will be shared with the class.
3. Articles from Harvard Business Review and Case studies
4. Aurora Magazine

Course Description: This course will cover the issues that the modern business manager must deal with in making strategic decisions concerning the choice, implementation, and execution of electronic business solutions especially in the context of digital Pakistan. Topics will include analysis of the marketplace, environment, and internal aspects; strategy and business planning; marketing and performance measurement; and user experience concerns.

Course Objectives: The course objectives are

1. To enrich students' understanding and interpretation of the concepts and management issues surrounding the electronic business. Through a series of lectures, case analyses, and presentations, students will be exposed to the various opportunities and challenges in the dynamic e-business environment.
2. To develop expected attitude and skills by understanding E-business efforts better in the context of a developed economy as well as that of Pakistan.

Course Learning Outcomes: Upon completion of this course, students will be able to:

By the end of the course, you should be able to:

- 1. Have a fundamental understanding of the environment and strategy of the networked economy and e-business in both the B2C and B2B sectors.
- 2. Understand the guiding principles behind the design and strategy of successful customer web interfaces
- 3. Understand how to implement e-business strategies effectively and prepare a business plan;
- 4. Assess and critique an online start-up or electronic business expansion initiative; and
- 5. Discuss and apply solutions to typical management issues in electronic business.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total		20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
	Basic concepts of E-business What Is E-Business	Lecture		PLO 1	CLO 1	Knowledge
	• Aspects/sides of business					
01	Introduction to digital business and e-commerce	Lecture		PLO 1	CLO 1	Comprehension

<ul style="list-style-type: none"> • The impact of electronic communications on traditional businesses • What is the difference between digital business and e-commerce? 		Chapter-1 (Text)			
02	Introduction to digital business and e-commerce				
	<ul style="list-style-type: none"> • Digital business opportunities • Barriers to consumer Internet adoption 	Lecture		PLO 2	CLO 2 Comprehension
		Chapter-1 (Text)			
03	Marketplace analysis for e-commerce				
	<ul style="list-style-type: none"> • Business and revenue models for e-commerce Designing the Business Portfolio • Online marketplace analysis • Location of trading in the marketplace 	Lecture		PLO 2	CLO 2 Comprehension
		Chapter-2 (Text)			
04	Marketplace analysis for e-commerce				
	<ul style="list-style-type: none"> • Business models for e-commerce • Focus on Online start-up companies • Valuing Internet start-ups 	Lecture		PLO 2	CLO 2 Comprehension
		Chapter-2 (Text)			
05	Managing digital business infrastructure				
	<ul style="list-style-type: none"> • Supporting the growing range of digital business technology platforms • Digital business infrastructure components • Management issues in creating a newcustomer-facing digital service 	Lecture		PLO 2	CLO 2 Comprehension
		Chapter-3 (Text)			
06	Managing digital business infrastructure				
	<ul style="list-style-type: none"> • Focus on Web services, SaaS, cloud computingand service-oriented architecture (SOA) • Managing internal digital communications throughintranets and extranets 	Lecture	Assignment 1 Quiz 1	PLO 2	CLO 2 Comprehension
		Chapter-3 (Text)			
07	E-environment				
	<ul style="list-style-type: none"> • Social and legal factors • Privacy and trust in e-commerce • Other e-commerce legislation 	Lecture		PLO 1	CLO 2 Comprehension

Chapter-4 (Text)							
08	E-environment	<ul style="list-style-type: none">Economic and competitive factorsPolitical factorsE-government	Lecture	PLO 1	CLO 2	Comprehension	
Chapter-4 (Text)							
09	Digital business strategy	<ul style="list-style-type: none">What is digital business strategy?Strategic analysisStrategic objectives	Lecture	PLO 3	CLO 3	Comprehension	
Chapter-5 (Text)							
10	Digital business strategy	<ul style="list-style-type: none">Strategy definitionStrategy implementation	Lecture	Assignment 2 Quiz 2	PLO 3	CLO 3	Comprehension
Chapter-5 (Text)							
11	Supply chain management	<ul style="list-style-type: none">What is supply chain management?Using digital business to restructure the supply chainCase Study 6.2 Argos uses e-supply chain management to improve customer convenience Psychological Factors	Lecture, Case Discussion	PLO 1	CLO 2	Comprehension	
Chapter-6 (Text)							
12	Supply chain management	<ul style="list-style-type: none">Supply chain management implementationGoal-setting and performance managementfor e-SCM	Lecture	PLO 1	CLO 2	Comprehension	
Chapter-6 (Text)							
13	Working on Fiverr and Upwork	<ul style="list-style-type: none">What is freelancing?Creating accountsProblems on freelancing<ul style="list-style-type: none"><i>Instructor is required to give practical demonstration to the students</i>	Lecture/ Demonstration	PLO 2	CLO 3	Comprehension	
14	Working on Fiverr and Upwork	<ul style="list-style-type: none">What is freelancing?Creating accountsProblems on freelancing	Lecture/ Demonstration	PLO 1	CLO 3	Comprehension	

<i>Instructor is required to give practical demonstration to the students</i>						
15	Using Wix.com to create website	<ul style="list-style-type: none"><i>Instructor is required to give practical demonstration to the students that how to create online web store on wix.com</i>	Demonstration	PLO 1	CLO 3	Comprehension
16	Using Wix.com to create website	<ul style="list-style-type: none"><i>Instructor is required to give practical demonstration to the students that how to create online web store on wix.com</i>	Demonstration	PLO 2	CLO 3	Comprehension
17	Digital marketing	<ul style="list-style-type: none">What is digital marketing?Digital marketing planningSituation analysisFocus on Characteristics of digital media communicationsOverall Marketing Strategy	Lecture	PLO 1	CLO 2	Comprehension
Chapter-8 (Text)						
18	Digital marketing	<ul style="list-style-type: none">TacticsFocus on Online branding		PLO 2	CLO 2	Comprehension
Chapter-8 (Text)						
19	Customer relationship management	<ul style="list-style-type: none">Marketing applications of CRMWhat is e-CRM?Conversion marketingCustomer acquisition management	Lecture	PLO 1	CLO 2	Comprehension
Chapter-9 (Text)						
20	Customer relationship management	<ul style="list-style-type: none">The characteristics of interactive marketingcommunicationsFocus on Social media and social CRM strategyCustomer retention managementTechnology solutions for CRM	Lecture	PLO 1	CLO 2	Comprehension
Chapter-9 (Text)						
21	Change management	<ul style="list-style-type: none">The challenges of digital business transformationDifferent types of change in businessPlanning change	Lecture	PLO 2	CLO 3	Comprehension
Chapter-10 (Text)						

22	Change management <ul style="list-style-type: none"> Human resource requirements Revising organisational structures Approaches to managing change 	Lecture	Assignment 3 Quiz 3	PLO 1	CLO 3	Comprehension
Chapter-10 (Text)						
23	Analysis and design <ul style="list-style-type: none"> Analysis for digital technology projects Data modeling Design for digital technology projects 	Case Discussion		PLO 2	CLO 3	Comprehension
Chapter-11 (Text)						
24	Analysis and design <ul style="list-style-type: none"> Focus on User-centred site design and customer experience management Focus on Security design for digital business Email management 	Lecture		PLO 2	CLO 3	Comprehension
Chapter-11 (Text)						
25	Digital business service implementation and optimization <ul style="list-style-type: none"> Optimisation of digital business services Managing web content Testing 	Lecture		PLO 4	CLO 5	Comprehension
Chapter-12 (Text)						
26	Digital business service implementation and optimization <ul style="list-style-type: none"> Content management and maintenance Focus on Web analytics: measuring and improving performance of digital business services Focus on Measuring social media marketing 	Lecture		PLO 4	CLO 5	Comprehension
Chapter-12 (Text)						
27	Working on Amazon <i>Instructor is required to give practical demonstration to the students that how to work on Amazon platform create. Recommended to arranged workshops.</i>	Demonstration		PLO 2	CLO 3	Comprehension
28	Working on Amazon <i>Instructor is required to give practical demonstration to the students that how to work on Amazon platform create. Recommended to arranged workshops.</i>	Demonstration		PLO 2	CLO 1	Knowledge

29	Working on Amazon <u>Instructor is required to give practical demonstration to the students that how to work on Amazon platform create. Recommended to arranged workshops.</u>	Demonstration	PLO 2	CLO 3	Comprehension
30	Working on Amazon <u>Instructor is required to give practical demonstration to the students that how to work on Amazon platform create. Recommended to arranged workshops.</u>	Demonstration	PLO 2	CLO 3	Comprehension
31	Final Project	Presentations	PLO 3	CLO 5	Creation
32	Final Project	Presentations	PLO 3	CLO 5	Creation

Course Title: Business And Labour Law

Course Code: MSLW-321

Credit Hours: 3+0

Course Instructor

Mode of Contact: You can contact your course instructor in the following ways:

Email:

Meeting:

PREREQUISITES

None

Textbook and reference Material:

- Mercantile Law by M.C. Shukla
- Law of Contracts by Nyazee
- Contract Act 1872 by D.F. Mulla
- Partnership Act 1932 by D.F. Mulla
- Business law by Khalid Mehmood Cheema
- Negotiable Instruments Act 1881 by Khargamwala
- Sales Act 1930 by D.F. Mulla
- Company Law 1984 by Muzammil
- Labour laws

Course Description: The course is designed for studying business from a legal point of view and managing business related issues in legal way. This course is a detailed study to business related contracts, analysis of labor issues, with particular legal approach to decision-making in business.

Course Objectives:

The course objectives are

- To study business from a legal point of view.
- To manage labors under the umbrella of law.
- To be managed Business and labor laws by employer and employee as the standards and limits of business.

Course Learning Outcomes:

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

1. Be acquainted with the various legal terminologies used in the legal discourses which are important for the entrepreneurs to be aware of.
2. Carry on their business and address the job related issues keeping in view the laws of the land.
3. Have a fair knowledge of the implementation of laws in the courts by going through some of the legal decisions/judgments of the courts.
4. Address the labor issues as a manager or owner of the business by having the insight of labor laws

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	MidTerm Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	AnyOther		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
01	<ul style="list-style-type: none">• CONTRACT ACT 1872• Introduction to the legal system of Pakistan• Sources of law• Sources of Business law in Pakistan	Lecture		PLO 3	CLO 1,2	Comprehension
02	<ul style="list-style-type: none">• Contract andAgreement.• Offer, Acceptance,Consideration.• Kinds ofContract.	Lecture		PLO 3	CLO 1,2	Comprehension

03	<ul style="list-style-type: none"> Contract of Indemnity & Contract of guarantee. Contingent Contract with Wagering Contract. 	Lecture		PLO 3	CLO 2	Comprehension
04	<ul style="list-style-type: none"> Discharges of Contract 	Lecture		PLO 3	CLO 2	Comprehension
05	<ul style="list-style-type: none"> Remedies for breach of contract. 	Lecture		PLO 3	CLO 2	Comprehension
06	PARTNERSHIP ACT 1932					
	<ul style="list-style-type: none"> Nature of partnership. Partnership by status. Mode of determining existence of partnership. General duties of partner. 	Lecture	Quiz 1	PLO 1	CLO 2	Comprehension
07	<ul style="list-style-type: none"> Determination of rights and duties of partners. Types of partnership Types of partners 	Lecture		PLO 3	CLO 2	Comprehension
08	NEGOTIABLE INSTRUMENT ACT 1881					
	<ul style="list-style-type: none"> Negotiable instrument Act 1881. Promissory Note. Bill of exchange, cheque. 	Lecture		PLO 3	CLO 2	Comprehension
09	<ul style="list-style-type: none"> Foreign Instrument Instrument payable to order or bearer and payable on demand. Parties to negotiable instruments Negotiation 	Lecture		PLO 3	CLO 2	Comprehension
10	SALE OF GOODS ACT 1930					
	<ul style="list-style-type: none"> Contract of sale. Transfer of property as between seller and buyer. 	Lecture	Assignment 1	PLO 1	CLO 1,2	Comprehension
11	<ul style="list-style-type: none"> Performance of the contract Unpaid seller Seller lien Termination of lien. 	Lecture		PLO 3	CLO 2	Comprehension
12	COMPANIES ACT 2017					
	<ul style="list-style-type: none"> Preliminary / Definitions Types of companies 	Lecture		PLO 3	CLO 1,2	Comprehension

13	<ul style="list-style-type: none"> • Incorporation of Companies • Memorandum of Association • Articles of Association 	Lecture		PLO 3	CLO 2	Knowledge
14	<ul style="list-style-type: none"> • Windingup of a company 	Lecture		PLO 3	CLO 2	Knowledge
15	FACTORIES ACT 1934 <ul style="list-style-type: none"> • Preliminary /Definition • InspectingStaff 	Lecture		PLO 3	CLO 1,4	Knowledge
16	<ul style="list-style-type: none"> • Health &Safety • Restrictions on working hours ofadults • Special restrictions in respect of women workers 	Lecture		PLO 3	CLO 4	Comprehension
17	<ul style="list-style-type: none"> • Holidays with pay • Special provision adolescent andchildren 	Lecture		PLO 3	CLO 4	Comprehension
18	<ul style="list-style-type: none"> • Penalties andprocedure 	Lecture		PLO 3	CLO 4	Comprehension
19	SOCIAL SECURITY ORDINANCE 1965 <ul style="list-style-type: none"> • Definitions • Organization 	Lecture		PLO 3	CLO 1,4	Comprehension
20	<ul style="list-style-type: none"> • Contribution. 	Lecture		PLO 3	CLO 4	Comprehension
21	<ul style="list-style-type: none"> • Benefits • Sickness benefit • Maternity benefit • Death Grant • Injury benefit 	Lecture	Quiz 2	PLO 1	CLO 4	Comprehension
22	<ul style="list-style-type: none"> • Disablement gratuity and pension • Survivors' pension • Medical care and its contents 	Lecture		PLO 3	CLO 4	Comprehension
23	INDUSTRIAL RELATIONS ACT 2012 <ul style="list-style-type: none"> • Definitions • Trade Unions and their registration • Collective Bargaining Agent and its functions 	Lecture		PLO 3	CLO 1,4	Comprehension
24	<ul style="list-style-type: none"> • Shop Steward • Works Council 	Lecture	Assignment 2	PLO 1	CLO 4	Comprehension

	<ul style="list-style-type: none"> Unfair Labour Practices on the part of employers and workmen 				
25	<ul style="list-style-type: none"> LaborCourt Procedure and powers of labor court. Appeal to HighCourt. 	Lecture	PLO 3	CLO 4	Knowledge
26	<ul style="list-style-type: none"> National Industrial Relations Commission(NIRC). 	Lecture	PLO 3	CLO 4	Knowledge
27	Presentations	Presentations	PLO 1	CLO 1-4	Creation
28	Presentations	Presentations	PLO 1	CLO 1-4	Creation

Semester- VI

Course Code	Courses	Cr.Hrs
MGT-342	Business Policy & Strategy	3(3+0)
MGT-343	Entrepreneurship	3(3+0)
MKT-343	Consumer Behavior	3(3+0)
SSC-311	Introduction to Social Sciences	3(3+0)
MGT-344	Production Operations Management	3(3+0)
MGT-345	Leadership & Organizational Behavior	3(3+0)

Course Title: Business Policy & Strategy

Course Code:

Credit Hours: 3+0

Course Instructor

Mode of Contact: You can contact your course instructor in the following ways:

Email:

Meeting:

PREREQUISITES: Introduction to Business

Textbook & Reference Material:

- 1) Corporate Strategy, 4th Edition by Richard Lynch
- 2) Exploring Corporate Strategy 9th Edition by Johnson & Scholes
- 3) Strategic Management and Business Policy, 9th Edition by Thomas L. Wheelen and J. David Hunger.

Course Description: The Corporate Strategy Course deals with the organizational challenges/choices facing multi-business firms. The course provides students with a unique perspective on how corporations formulate a vision and develop strategies to allocate resources and create synergies across their portfolio of businesses.

COURSE LEARNING OUTCOMES:

At the end of the module, for a range of business and management organizations, the student will be able to:

1. Understand the concepts of business policy and strategy
2. Apply these concepts in practical situation
3. Evaluate and choose between different approaches to strategy;
4. Understand and apply recent developments in strategic theory in a business context;
5. Develop an approach to strategy which emphasizes the importance of organizational learning as a tool for understanding the business and its relationship to the complex environment in which it operates;
6. Identify and evaluate potential sources of competitive advantage;
7. Understanding of the nature of strategic management and the challenges facing business in the 21st century, including the impact of legal, ethical, political, social, economic, international and technological issues;
8. Ability to critically evaluate alternative approaches to strategic management;

9. Ability to apply the techniques of strategic management to the analysis of businesses and the development and implementation of viable strategies.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	30
2	End Term Exam	50
3	Internal Evaluation Breakdown	
	Quiz(s)	
	Assignments(s)	
	Class Participation	
	Presentations	
	Case Discussion	
	Lab Work/Practical Project	
	Any Other	
	Total	20
	GRAND TOTAL	100

COURSE CONTENTS:

Week	Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
1	1	Introduction to course. What is strategy? What is business policy (definition & evolution)	Lecture & Discussion		1	1	Knowledge
	2	Corporate strategy. Characteristics of Policy Core areas of corporate strategy. Types of Policy, Process, Content and Context	Lecture & Discussion		1	1	Application
2	3	How have current ideas on corporate strategy evolved. Nature, objectives & purpose of business policy.	Lecture & Discussion	Assignment	1	4	Knowledge
	4	What are the main prescriptive and emergent theories of strategy? Organizational Policies	Lecture & Discussion		1	4	Application

3	5	Analyzing the environment? Analyzing the customer and market segmentation.	Lecture & Discussion	Quiz	4	7	Knowledge
	6	Sustainable competitive advantage. Dynamics of competitive advantage.	Lecture & Discussion	Project	2	6	Application
4	7	Analyzing resources- basics Key factors of success in the industry	Lecture & Discussion	Quiz	2	6	Knowledge
	8	Adding competitive value: the value chain and the value system. Resource analysis and competitive advantage.	Lecture & Discussion	Assignment	2	6	Application
5	9	Purpose of the organization, shaping the purpose of the organization. –vision-mission-objectives	Lecture & Discussion	Quiz	1	9	Knowledge
	10	Purpose and role of leadership	Lecture & Discussion		2	6	Application
6	11	Knowledge management. How to innovate the ‘ideas’ process.	Lecture & Discussion	Quiz	1	6	Knowledge
	12	Developing the mission and developing the objectives.	Lecture & Discussion		1	2	Application
7	13	Developing the strategy Purpose and SWOT analysis	Lecture & Discussion		1	2	Knowledge
	14	Environment based strategic options	Lecture & Discussion		1	2	Application
MIDTERM EXAMS							
8	15	Strategy Evaluation	Lecture & Discussion		2	8	Knowledge
	16	Resource Based Options Strategy implementation The implementation process.	Lecture & Discussion		2	6	Knowledge
9	17	Relationship between implementation and the strategy development process	Lecture & Discussion		1	9	Application
	18	Objective, task setting and communicating the strategy.	Lecture & Discussion	Assignment	1	9	Knowledge
	19	Resource allocation	Lecture & Discussion		1	9	Knowledge

10	20	Strategic planning	Lecture & Discussion		1	4	Application
11	21	Information monitoring and control	Lecture & Discussion	Quiz	1	4	Knowledge
	22	The dynamics of strategy development and entrepreneurial growth.	Lecture & Discussion		1	4	Knowledge
12	23	The dynamics of fast moving markets.	Lecture & Discussion		4	7	Application
	24	Managing strategic change. Basic concept of strategic change	Lecture & Discussion		4	7	Knowledge
13	25	Analyzing the cause of strategic change	Lecture & Discussion		4	7	Knowledge
	26	Prescriptive and Emergent Approaches to managing change. Building a cohesive corporate strategy.	Lecture & Discussion		2	8	Application
14	27	Strategy Evaluation	Lecture & Discussion	Presentation	2	8	Comprehension Creativity
	28	Resource Based Options Strategy implementation The implementation process. Combining the elements of corporate strategy: the Seven S Framework.	Lecture & Discussion	Presentation	1	9	Comprehension Creativity

ENDTERM EXAMS

Course Outline: Entrepreneurship

Course Title: Entrepreneurship, HUM 421

Credit Hours: 3

Semester Weeks: 14 +2

Instructor: Dr. Syed Zaheer Abbas Kazmi

zabbas@numl.edu.pk, +923335719872, Room 29, 2nd Floor, Ibn e Khuldoon Block

Course Description

This course introduces students to the fundamental concepts of entrepreneurship and its importance in fostering innovation, creating value, and driving economic growth. The curriculum emphasizes practical aspects of starting and managing a business, exploring business opportunities, and navigating challenges in the entrepreneurial journey. Students will develop analytical and decision-making skills to thrive in uncertain business environments.

Course Objectives

- 5. To understand the principles and process of entrepreneurship and its role in the economy.**
- 6. To explore creative business ideas and evaluate their feasibility.**
- 7. To acquire skills in designing business models, crafting business plans, and managing financial and operational aspects of a startup.**
- 8. To prepare students for real-world entrepreneurial challenges and opportunities.**

Course Learning Objectives:

- 5. Understand the nature and significance of entrepreneurship.**
- 6. Analyze the entrepreneurial process and develop feasible business ideas.**
- 7. Design and evaluate comprehensive business plans.**
- 8. Gain practical insights into launching and managing entrepreneurial ventures**

Program Learning Outcomes (PLOs)

- PLO 1: Demonstrate the ability to identify and evaluate relevant information for decision-making and make use of diagnostic thinking skills and analytical techniques to assess the information and solve problems in an environment like ours characterized by uncertainty.**
- PLO 2: Acquire awareness of global diverse perspectives and understand the theory, operations, and challenges of global business.**

- **PLO 3: Identify core organizational values and understand the issues of ethical and social diversity based on ethics, gender, religion, and culture and demonstrate the ability to propose feasible solutions to these issues.**

Grading Scheme

- 4. Internal Evaluation (Assignments, Quizzes, Presentations): 20 Marks**
- 5. Mid-Term Examination: 30 Marks**
- 6. Final Examination: 50 Marks**

Text Books:

- 3. Scarborough, N. M. (2025). *Essentials of entrepreneurship and small business management* (10th ed.). Pearson.**
- 4. Barringer, B. R., & Ireland, R. D. (2019). *Entrepreneurship: Successfully launching new ventures* (6th ed.). Pearson.**

Week-by-Week Schedule

Week	Topics	CLOs	PLOs	Bloom's Taxonomy
1	Introduction to Entrepreneurship: Nature, Importance, and Myths; Process Overview	CLO1.	PLO1	Knowledge
2	Religious Perspectives in Entrepreneurship: Holy Prophet (PBUH) as a Model Entrepreneur; Tafseer of Surah Quraish	CLO1	PLO3	Comprehension
3	Recognizing Opportunities and Generating Ideas: Creativity and Innovation	CLO2	PLO1	Comprehension
4	Conducting a Feasibility Analysis: First-Screen Analysis, Practical Applications	CLO2	PLO1	Application
5	Crafting a Business Model: Key Elements of an Effective Business Model	CLO3	PLO1	Application
6	Writing a Business Plan: Importance, Components, and Guidelines	CLO3	PLO1	Synthesis
7	Case Study Discussion	CLO4	PLO1	Knowledge
8	Intellectual Property Registration	CLO3	PLO1	Analysis
9	Franchising: Benefits, Drawbacks, and Types of Franchising	CLO3	PLO1	Knowledge
10	E-Commerce and the Entrepreneur: Digital Business Models, Online Marketing Strategies	CLO4	PIO2	Application

Week	Topics	CLOs	PLOs	Bloom's Taxonomy
11	Pricing and Financial Planning: Pricing Strategies, Financial Statements, and Budgeting	CLO4	PLO1	Synthesis
12	Managing Cash Flow: Cash Flow Management Techniques, Break-Even Analysis	CLO4	PLO1	Analysis
13	Funding the Venture: Equity, Debt, Venture Capital, and Crowdfunding	CLO4.	PLO1	Evaluation
14	Final Presentations: Business Plan Presentations and Peer Review	CLO4	PLO1, PLO2	Synthesis

Course Title: Consumer Behavior (BBA)

Course Code:

Credit Hours: 3+0

Course Instructor:

Mode of Contact''

You can contact your course instructor in the following ways:

Email:

Meeting: By appointment via e-mail

PREREQUISITES: As a marketing elective, you must have an understanding of brand and the marketing mix to apply marketing principles to this course.

Textbook:

- **Consumer Behavior, by Leon G Schiffman 12th Edition, Pearson Inc.**

Reference Material:

- **Solomon, M., White, K. & Dahl, D. (2023). Consumer Behavior: Buying, Having, and Being (14th Global. Ed.)**
- **Robert East & Jaywant Singh (2017). Consumer Behavior: Applications in Marketing (3rd Edition)**
- **Living Brands: How Biology & Neuroscience Shape Consumer's Behavior & Brand Desirability Constant by Dr. Pantidos (2018).**

Course Description: This course focuses on understanding and predicting consumer behavior by integrating theories from psychology, sociology, anthropology and economics. Emphasis will be on how behavior is shaped by internal and external influences.

Course Objectives: The course objectives are

- **Investigation of the consumer on an individual level, considering the internal influences on behaviors**
- **Examination of the perceptions, theories of learning and motivation, self-concept and values, as well as personality and lifestyles relating to consumer behavior & consideration of the key roles played by attitudes on consumer behavior - how attitudes are formed, and how attitudes can be changed.**

- Exploration of individual decision-making, including the decision-making process, and how the consumer may be influenced by other individuals, groups, families, as well as situational factors & Incorporation of the theories and concepts from the domains of sociology and anthropology, in the latter part of the course we shift our focus to understanding consumer behavior at the group level.
- Consideration of the socio-demographic predictors of behavior, various subcultures of consumers residing within and outside of Pakistan, and the critical roles played by culture and ethnic identity on consumer behavior & Questioning how social forces and marketing communications are combining to affect the psychology of consumers worldwide, for example, in terms of promoting dispositions such as materialism as well as encouraging the consumption of objects associated with consumer desire (e.g., luxuries, other status goods). This is particularly relevant in this era of rapid globalization
- Reviewing the research methods used to study consumer behavior, as well as identify various ethical issues when targeting and serving individual consumers and groups.

Course Learning Outcomes: Upon completion of this course, students will be able to:

- Identify the key terms, concepts, and theories of consumer behavior & understand the underlying physiological, psychological, and sociological factors affecting consumer behavior, and how these are useful for market segmentation, targeting, and predicting consumer responses.
- Apply consumer behavior concepts to real world marketing problems and develop better marketing programs and strategies to influence those behaviors.
- Recognize the complexity of consumer decision-making, and how decision-making is affected by context and environmental factors, various contemporary trends and ethical issues affecting society, companies, and consumers.
- Critically evaluate the effectiveness of various advertising and promotional campaigns, specifically in terms of attitude formation and change.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Presentations		
	Case Discussion		
	Final Project		
	Any Other		

	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{vii}	CLO	Thinking Level
01	Technology-Driven Consumer Behavior <ul style="list-style-type: none"> Introduction, Course Overview and Discussion The Marketing Concept Technology Benefits Consumers and Marketers 	Lecture		PLO 1	CLO 1	Knowledge
02	Technology-Driven Consumer Behavior <ul style="list-style-type: none"> Customer Value, Satisfaction, and Retention Social Responsibility and Ethics 	Lecture		PLO 1	CLO 1	Knowledge
03	Technology-Driven Consumer Behavior <ul style="list-style-type: none"> Consumer Decision-Making Employability 	Lecture		PLO 1	CLO 1	Knowledge
04	Consumer Motivation and Personality <ul style="list-style-type: none"> The Dynamics of Motivation 	Lecture		PLO 2	CLO	Comprehension

					2	
05	Consumer Motivation and Personality <ul style="list-style-type: none"> ▪ Systems of Needs ▪ Hidden Motives ▪ Motives and Technology 	Lecture		PLO 2	CLO 2	Comprehension
06	Consumer Motivation and Personality <ul style="list-style-type: none"> ▪ Personality Development ▪ Personality Traits ▪ Anthropomorphism ▪ Self-Perception 	Lecture		PLO 2	CLO 2	Comprehension
07	Consumer Perception and Positioning <ul style="list-style-type: none"> ▪ Sensory Information ▪ The Absolute and Differential Thresholds 	Lecture	Quiz -1	PLO 2	CLO 2	Comprehension
08	Consumer Perception and Positioning <ul style="list-style-type: none"> • Perceptual Selection • Perceptual Organization • Interpretation: Cues 	Lecture		PLO 2	CLO 2	Comprehension
09	Consumer Perception and Positioning <ul style="list-style-type: none"> ▪ Interpretation: Consumer Imagery ▪ Risk Perception ▪ Positioning and Repositioning 	Lecture		PLO 2	CLO 2	Comprehension
10	CASE 1: XYLYS: Exploring Consumer Perception about Premium Watches in the Indian Context	Case Discussion	Assignment 1	PLO 3	CLO 2	Application
11	Consumer Learning <ul style="list-style-type: none"> ▪ The Elements of Consumer Learning ▪ Classical Conditioning 	Lecture		PLO 2	CLO 2	Comprehension
12	Consumer Learning <ul style="list-style-type: none"> ▪ Instrumental Conditioning ▪ Observational Learning ▪ Information Processing 	Lecture	Quiz-2	PLO 2	CLO 2	Comprehension
13	Consumer Learning <ul style="list-style-type: none"> ▪ Cognitive Learning 	Lecture		PLO 2	CLO 2	Comprehension

	<ul style="list-style-type: none"> ▪ Consumer Involvement and Hemispheric Lateralization ▪ Outcomes and Measures of Consumer Learning 					
14	Case 2: Sustaining an Ethnic Soft Drink - Paper Boat: Brand Positioning and Consumer Behavior	Class Discussion	Assignment 2	PLO 3	CLO 2	Application
15	MID TERM EXAMS					Evaluation
16	MID TERM BREAK					Evaluation
17	Consumer Attitude Formation and Change <ul style="list-style-type: none"> ▪ Attitude Formation ▪ The Tri-Component Attitude Model 	Lecture		PLO 2	CLO 3	Comprehension
18	Consumer Attitude Formation and Change <ul style="list-style-type: none"> ▪ Multi-Attribute Models ▪ Attitudes' Motivational Functions 	Lecture		PLO 2	CLO 3	Comprehension
19	Consumer Attitude Formation and Change <ul style="list-style-type: none"> ▪ The Elaboration Likelihood Model ▪ Cognitive Dissonance and Conflict Resolution ▪ Causality and Attribution 	Lecture		PLO 2	CLO 3	Comprehension
20	Persuading Consumers <ul style="list-style-type: none"> ▪ The Elements of Communication ▪ Broadcasted versus Addressable Messages ▪ Message Structure 	Lecture		PLO 2	CLO 4	Comprehension
20	Persuading Consumers <ul style="list-style-type: none"> ▪ Persuasive Advertising Appeals ▪ Feedback and Effectiveness 	Lecture		PLO 3	CLO 4	Comprehension
21	From Print and Broadcast to Social Media and Mobile Advertising <ul style="list-style-type: none"> ▪ Social Media and Consumer Behavior ▪ Advertising on Social Media 			PLO 3	CLO 4	Comprehension
22	From Print and Broadcast to Social Media and Mobile Advertising <ul style="list-style-type: none"> ▪ Mobile Advertising ▪ Advertising's Reach and Efficacy 	Lecture		PLO 3	CLO 4	Comprehension

	▪ Traditional Media's Evolution					
23	Case 3: Positioning and Behavioral Dimensions: Implications for Big Bazaar	Class Discussion	Assignment 3	PLO 3	CLO4	Application
24	Cultural Values and Consumer Behavior <ul style="list-style-type: none"> ▪ Culture's Role and Dynamics ▪ Learning Cultural Values 	Lecture	Quiz -3	PLO 3	CLO 3	Comprehension
25	Cultural Values and Consumer Behavior <ul style="list-style-type: none"> ▪ Measuring Cultural Values ▪ Core Cultural Values 	Lecture		PLO 3	CLO 3	Comprehension
26	Marketers' Ethics and Social Responsibility <ul style="list-style-type: none"> ▪ Socially Responsible Marketing ▪ Disregard for Consumers' Privacy ▪ Exploiting Children and Others ▪ Misleading Labels 	Lecture		PLO 3	CLO 3	Comprehension
27	Marketers' Ethics and Social Responsibility <ul style="list-style-type: none"> ▪ Camouflaged Advertising ▪ False and Misleading Advertising ▪ Offensive Communications ▪ Promoting Social Causes ▪ Consumer Ethics 	Lecture		PLO 3	CLO 3	Comprehension
28	Final Project and Class Presentations	Presentations	Project	PLO 4	CLO 4	Synthesis
29	Final Exam	Exam				Evaluation
30	Final Exam	Exam				Evaluation

Topic related exercises and assignments – Throughout the term as we cover different topics and exercises related to Consumer Behavior. These exercises might include written assignments, quiz, online discussions, or outside activities and case studies

Final Project

Students are required to work on a Consumer Behavior project during the term. The topics will be assigned by the course instructor and students are required to work individually on the assigned project. The project can be any facet of a Consumer Behavior.

Course Title: Introduction to Social Sciences

Course Code:

Credit Hours: 3+0

Course Instructor

Mode of Contact'' You can contact your course instructor in the following ways:

Email: shperveen@numl.edu.pk

Meeting: By appointment via e-mail

Prerequisites:

Principles of Management, Business Ethics

Main Textbook:

- Hunt, E. F., & Colander, D. C. (2017). 16th Edition. Social science: An introduction to the study of society. Routledge.

Reference Material:

- John Relethford, 8th Edition (2009) The Human Species: An Introduction to Biological Anthropology
- Brigid C.Harrison, 12th Edition (2010) Power and Society: an Introduction to the Social Sciences
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2005). Cultures and organizations: Software of themind (Vol. 2). New York: Mcgraw-hill.

Course Description:

This course acts as a gateway to studying social science subjects taught at undergraduate level. It provides an overview of social sciences techniques, with an emphasis on developing academic skills, like interpreting social science questions, reading academic texts, using scientific data, and composing essays. Students will develop a strong skills-base from which to explore social sciences further. The course is divided into 5 key 'knowledge' sections, with a shorter introductory section. The introductory section examines the history, development, methods and approaches of social sciences in general, developing students' awareness of a 'social perspective' on the world around them. Each subsequent 'main' section focuses on two or three different social science disciplines. The first section is entitled 'Introduction' (Social Science methods, Society), the second 'Culture and the Individual' (Society, Culture, technology), the third 'Institutions and Society' (Family, Religion,), The fourth 'Politics and Society' (Forms of Government, World Governments), The fifth 'Global Issues' (Political and Economic relations). In between tutor-led 'knowledge' based classes there are 'skills' sessions, where the focus is on student participation with exercises involving collaborative working, or developing essay planning.

Course Objectives:

The course objectives are:

- To provide the understanding of the different disciplines within the social sciences, what they are, and how they operate.
- To develop understanding of the important elements of society for better adjustment.
- To provide understanding about social problems and its possible solution for developing better society.
- To develop the ability of student to create ideas and solve problems together to develop an active learning community.
- To understand the importance of government and international relations

Course Learning Outcomes:

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

- CLO 1. Understand the basic principles and tools of social sciences.
- CLO 2. Know the concepts of culture and individual strategies of social sciences.
- CLO 3. Recognize the nature and process of institutions and society
- CLO 4. Define the Concepts of politics and power of government
- CLO 5. Develop a capacity to write in global issues such as political and economic relations

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Assignments		
	Class Participation		
	Project and Presentation		
	Quiz		
	Total	20	20
	GRANDTOTAL		100

COURSE CONTENTS:

Week	Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
1	Social Science and Its Methods		Lecture		PLO 1	CLO 1	Knowledge

1		<ul style="list-style-type: none"> • Social Science • The Methods of Social science 					
	2	<ul style="list-style-type: none"> • The Methods of Social Science (Contd.) • Social Science and Society 	Lecture	Project	PLO 1	CLO 1	Knowledge
2	3	Human Origins <ul style="list-style-type: none"> • The Origin of the Human Species 	Lecture	Quiz 1	PLO 1	CLO 1	Comprehension
	4	<ul style="list-style-type: none"> • The Evolution of Human Beings 	Lecture		PLO 1	CLO 1	Comprehension
3	5	Origins of Western Society <ul style="list-style-type: none"> • From the Stone Age to the Agricultural Age • Early Civilizations 	Lecture		PLO 2	CLO 2	Comprehension
	6	<ul style="list-style-type: none"> • The Middle Ages (A.D. 476-1455) • The Renaissance • The Development of Modern Economic and Political Institutions 	Lecture		PLO 2	CLO 2	Comprehension
4	7	Society, Culture and Cultural Change <ul style="list-style-type: none"> • Culture and Multiculturalism • Culture and Nature of Society • Culture Integration 	Lecture	Quiz 2	PLO 3	CLO 3	Comprehension
	8	<ul style="list-style-type: none"> • Culture, Society, and Social Change • Social Change and Social Problems • Contrasts among Cultures 	Lecture	Assignment	PLO 3	CLO 3	Comprehension
5	9	Geography, Demography, Ecology, and Society <ul style="list-style-type: none"> • Geography • Demography 	Lecture		PLO 3	CLO 3	Comprehension
	10	<ul style="list-style-type: none"> • Ecology: The Interaction of Geography, Demography and Environment 	Lecture		PLO 3	CLO 3	Comprehension
6	11	Technology and Society <ul style="list-style-type: none"> • The Industrial Revolution • The Information Revolution • Technology and Globalization 	Lecture	Quiz 3	PLO 3	CLO 3	Comprehension

	12	<ul style="list-style-type: none">• Technology and Social Change• Natural Resources, Economics and Technology• Technology of the Future	Lecture	PLO 3	CLO 3	Comprehension
7	13	Psychology, Society, and Culture <ul style="list-style-type: none">• Socialization of the Individual• Personality and Its Development• Dispositional causes of burnout, satisfaction, and performance through the fear of COVID-19 during times of pandemic	Lecture	PLO 4	CLO 3	Comprehension
			Research Article			
	14	<ul style="list-style-type: none">• Personality and Its Development (Contd.)• Intelligence, Personal Adjustment and Normality	Lecture	PLO 3	CLO 3	Comprehension
MIDTERM EXAMS						
8	15	The Family <ul style="list-style-type: none">• Variations in the Family Pattern• Functions of the Family in Society• Matching Family Patterns with Family Functions.	Lecture	PLO 4	CLO 2	Comprehension
	16	<ul style="list-style-type: none">• The Family in the United States Today	Lecture	PLO 3	CLO 2	Comprehension
9	17	Religion <ul style="list-style-type: none">• The Nature of Religion• The Great Religions of today	Lecture	PLO 3	CLO 3	Comprehension
	18	<ul style="list-style-type: none">• The Role of Religion in Society	Lecture	Assignment	PLO 3	CLO 3
10	19	The Functions and Forms of Government <ul style="list-style-type: none">• The Primary Functions of Government• Debates about the Nature of Government	Lecture	PLO 4	CLO 4	Comprehension
	20	<ul style="list-style-type: none">• Forms of Government	Lecture	PLO 4	CLO 4	Comprehension
11	21	The Organization of Economic Activities <ul style="list-style-type: none">• The Nature of an Economy• The Evolution of Economic System	Lecture	PLO 3	CLO 4	Comprehension
	22	<ul style="list-style-type: none">• Planned and Unplanned Economies• Modern Economies are Pragmatic Market	<ul style="list-style-type: none">•	PLO 3	CLO 4	Comprehension

Economies							
12	23	The Political Economies of Developing Countries <ul style="list-style-type: none">Problems of Developing Countries	Lecture		PLO 4	CLO 5	Comprehension
	24	<ul style="list-style-type: none">Options of developing CountriesCase Studies (China, Venezuela, Uganda)	Lecture/Case study discussion		PLO 4	CLO 5	Comprehension
13	25	International Institutions and Search for Peace <ul style="list-style-type: none">The Problem of WarThe United Nations	Lecture	Quiz	PLO 4	CLO 5	Comprehension
	26	<ul style="list-style-type: none">The Outlook for Peace	Lecture		PLO 4	CLO 5	Comprehension
14	27	Project Presentations					Creativity
	28	Project Presentations					Creativity
ENDTERM EXAMS							

Course Title: Production Operations Management

Course Code:

Credit Hours: 3

Course instructor: Shazia Perveen

Course outline Revised by: Shazia Perveen

Course Revision Date: January 2025

Mode of Contact" You can contact your course instructor in the following ways:

Email: Shperveen@numl.edu.pk

PREREQUISITES: Before reading this course, students should have taken the courses of Principles of Management and Business Mathematics and Statistics (BMS), and Management Information Systems (MIS).

Textbook: Operations Management by Jay Heizer, Barry Render, Chuck Munson, 13th edition.

Reference Material: Operations and supply chain management. By Roberta S. Russell and Bernard W. Taylor III, 7th Edition.

Course Description: This course introduces you to the functional area of production and operations management as practiced in manufacturing industries and the services sector. It includes ions and Operations and Productivity, Operations Strategy in a Global Environment, Project Management, Forecasting, Design of Goods and Services, Managing Quality, Process Strategy, Location Strategies, Layout Strategies, Material Requirement Planning and ERP and Business Analytics Modules

Course Objectives:

1. Students will Understand Operations Management Concepts
2. Students will gain knowledge about Operation Process and Product Design
3. They will explore various strategies for forecasting, logistics, and supplier relationships.
4. Study different quality management techniques and frameworks, such as Six Sigma and Total Quality Management (TQM),
6. Students will develop skills in project management and business Analytical Tools.
7. Students will examine the role of technology in operations management, including the use of Business analytics tools

Course Learning Outcomes: Upon completion of this course, students will be able to:

1. Understand the importance of operations, and supply management to the sustainability of an enterprise.
2. Understand the concepts and techniques of operations management.
3. Understand the concept and importance of forecasting.
4. Understand layout, process strategy, and location decisions in operations management.
5. Understand the importance of statistical process charts and designing goods and services.
6. Understand the Project management and business Analytics tools in operation management.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
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1	Mid-Term Exam	30
2	End Term Exam	50
3	Internal Evaluation Breakdown	
	Quiz(s)	4
	Assignments(s)	4
	Class Participation	
	Présentations	
	Case Discussion	
	Lab Work/Practical Project	
	Any Other	
	Total	20
	GRAND TOTAL	100

Course Content

Lecture #	Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
1	Chapter 1. Production and Productivity <ul style="list-style-type: none"> • What Is Operations Management? • Organizing to Produce Goods and Services • The Supply Chain • Why Study OM? • What Operations Managers Do • The Heritage of Operations Management 	Lecture		PLO 1	CLO 1	Comprehension
2	<ul style="list-style-type: none"> • Operations for Goods and Services • The Productivity Challenge • Current Challenges in Operations Management • Ethics, Social Responsibility, and Sustainability 	Lecture		PLO 1	CLO 1	Comprehension
3	Chapter 2. Operations Strategy in a Global Environment <ul style="list-style-type: none"> • A Global View of Operations and Supply Chains, Determining Missions and Strategies. • Achieving Competitive Advantage Through 	Lecture		PLO 1	CLO 1	Comprehension

	Operations. • Issues in Operations Strategy					
4	• Strategy Development and Implementation • Strategic Planning, Core Competencies, and Outsourcing	Lecture	Assignment 1	PLO 1	CLO 1	Comprehension
5	Chapter 3. Project Management: • The Importance of Project Management • Project Planning • The Project Manager • Work Breakdown Structure • Project Scheduling • Project Controlling	Lecture		PLO 6	CLO 6	Comprehension
6	• Project Management Techniques: PERT and CPM, • The Framework of PERT and CPM, Network Diagrams and Approaches. • Identifying the Critical Path(s), • Determining Project Schedule • Variability in Activity Times, • Three Time Estimates in PERT.		Class Activity	PLO 6	CLO 6	Comprehension
7	Chapter 4 Forecasting • What Is Forecasting • The Strategic Importance of Forecasting • Seven Steps in the Forecasting System • Forecasting Approaches	Lecture		PLO 3	CLO 3	Comprehension
8	• Time-Series Forecasting • (Naive Approach • Moving Averages • Exponential Smoothing • Measuring Forecast Error • Exponential Smoothing with Trend Adjustment • Trend Projections • Seasonal Variations in Data • Cyclical Variations in Data)	Lecture	Quiz 1	PLO 3	CLO 3	Comprehension

9	Chapter 5. Design of Goods and Services: <ul style="list-style-type: none"> • Goods and Services Selection • Generating New Products • Product Development • Issues for Product Design, 	Lecture		PLO 2	CLO 2	Comprehension
10	<ul style="list-style-type: none"> • Product Development Continuum • Defining Product • Documents for Production • Service Design 	Lecture	Assignment 2	PLO 2	CLO 2	Comprehension
11	Chapter 6. Managing Quality <ul style="list-style-type: none"> • Quality and Strategy • Defining Quality • Total Quality Management 	Lecture		PLO 4	CLO 4	Comprehension
12	<ul style="list-style-type: none"> • Tools of TQM • The Role of Inspection 	Lecture	Quiz 2	PLO 4	CLO 4	Comprehension
13	Supplement 6 Statistical Process Control <ul style="list-style-type: none"> • Statistical Process Control (SPC) • Control Charts for Variables • The Central Limit Theorem • Setting Mean Chart Limits (\bar{x} -Charts) 	Lecture	Class Activity	PLO 5	CLO 5,6	Comprehension
14	<ul style="list-style-type: none"> • Setting Range Chart Limits (R-Charts) • Using Mean and Range Charts • Control Charts for Attributes • Managerial Issues and Control Charts 	Lecture		PLO 5	CLO 5,6	Comprehension
MID TERM EXAM						
15	Chapter 7 Process Strategies	Lecture		PLO 4	CLO 4	Comprehension

	<ul style="list-style-type: none"> • Four Process Strategies • Selection of Equipment • Process Analysis and Design 					
16	<ul style="list-style-type: none"> • Special Considerations for Service Process Strategies • Production Technology • Technology in service 	Lecture		PLO 4	CLO 4	Comprehension
17	Chapter 8 Location Strategies <ul style="list-style-type: none"> • The Strategic Importance of Location • Factors That Affect Location Decisions 	Lecture		PLO 4	CLO 4	Comprehension
18	<ul style="list-style-type: none"> • Methods of Evaluating Location Alternatives • Service Location Strategy 	Lecture	Assignment 3	PLO 4	CLO 4	Comprehension
19	Chapter 9 Layout Strategy <ul style="list-style-type: none"> • The Strategic Importance of Layout Decisions • Warehouse and Storage Layouts 	Lecture		PLO 4	CLO 4	Comprehension
20	<ul style="list-style-type: none"> • Fixed-Position Layout • Process-Oriented Layout • Focused Facilities (Work Cells) • Repetitive and Product-Oriented Layout 	Lecture		PLO 4	CLO 4	Comprehension
21	Chapter 14 Material Requirements Planning (MRP) and ERP <ul style="list-style-type: none"> • Dependent Demand • Dependent Inventory Model Requirements • MRP Structure • MRP Management 	Lecture	Quiz 3	PLO 4	CLO 4	Comprehension
22	<ul style="list-style-type: none"> • Lot-Sizing Techniques • Extensions of MRP • MRP in Services • Distribution Resource Planning (DRP) • Enterprise Resource Planning (ERP) 	Lecture		PLO 4	CLO 4	Comprehension

23	Business Analytics Modules Module A Decision-Making Tools <ul style="list-style-type: none"> • The Decision Process in Operations • Fundamentals of Decision Making • Decision Tables • Types of Decision-Making Environments 	Lecture	Assignment 4	PLO 6	CLO 6	Comprehension
24	<ul style="list-style-type: none"> • Decision Trees • Using Software for Decision Models 	Lecture	Class Activity	PLO 6	CLO 6	Comprehension
25	Module B Linear Programming <ul style="list-style-type: none"> • Why Use Linear Programming? • Requirements of a Linear Programming Problem • Formulating Linear Programming Problems • Glickman Electronics Example • Graphical Solution to a Linear Programming 	Lecture	Class Activity	PLO 6	CLO 6	Comprehension
26	<ul style="list-style-type: none"> • Sensitivity Analysis • Solving Minimization Problems • Linear Programming Applications • The Simplex Method of LP 	Lecture	Quiz 4	PLO 6	CLO 6	Comprehension
27	Final Project/Revision					
28	Final Project/Revision					

Course Title: Leadership and Organizational Behavior

Credit Hours: 03

Course Instructor: Dr. Hafsah Zahur

Email ID: hzahoor@numl.edu.pk

Prerequisites:

Students should be specialized in Principles of Management and Human Resources Management

Textbooks (or Course Materials) with Edition Organizational Development & Change

- **Organizational Behavior by Stephen P. Robins**
- **Organizational Behavior by Fred Luthans**
- **Organizationl Behavior By Sarah Sabir Ahmad, Azfahanee Zakaria, Rosliza Md Zani**
- **Leadership by Andrew J. Debrin**

Reference / Additional Material

- **Dare to Lead by Brene Brown**
- **How to be an Effective Team Player by Patick Lencioni**

Course Description

Organizational Behavior is an important field of study for anyone who plans to work in an organization at some point in his /her life. Organizational behavior is the study of how individuals relate in the workplace and how groups and organizational structures affect individual behavior. Organizational behavior has three levels of focus: individuals, groups (or teams) and organizations. The understanding of some key principles regarding how people behave can help in becoming more effective co-worker, team member, organization citizen and most importantly an effective leader.

Without effective leadership at all levels in organizations, it is difficult to sustain profitability, productivity and good consumer service. Today organizations recognize that leadership transcends senior executives. As a result, organizations require people with appropriate leadership skills to inspire and influence others in teams, units and entire organization. Course is specifically designed to understand meaning, importance and nature of leadership including role, traits and attributes of leadership as well as the behaviors and practices associated with effective leadership.

Course Objectives:

The course first part is understanding about organizational behavior has three primary objectives

- 1. To examine central theories and concepts in organizational behavior which provide students with in-depth understanding of human behavior issues in organizations
- 2. To develop students analytical and problem solving skills as they relate to organizational behavior issues
- 3. To develop students understanding about effectiveness of organizations in relevance to organizational behavior

The second part comprises of effective leadership based on the following objectives

- 4. To study leadership from individual, interpersonal and organizational perspective
- 5. To understand traditional versus modern theories and models of leadership
- 6. To examine traits, attributes as well as behaviors and skills of effective leadership

Course Learning Outcomes:

At the end of course students will be able to:

- 1. Understand and apply the human dynamics management and organization practices
- 2. Understand and apply micro as well as macro perspective about organizational behavior
- 3. Reflect theoretical knowledge about how people behave within organizational settings and develop practical skills for leading them effectively
- 4. Demonstrating problem solving and analytical skills in dealing with real life and practical scenarios.
- 5. Understand and apply leadership theories, skills and styles in various contextual, group dynamics and organizational settings.
- 6. Ability to develop empathy, understanding and learning diversity tolerance

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	30

2	End Term Exam	50
3	Internal Evaluation Breakdown	
	Quiz(s)	
	Assignements(s)	
	Class Participation	
	Présentations	
	Case Discussion	
	Lab Work/Practical Project	
	Any Other	
	Total	20
	GRAND TOTAL	100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
1.	Introduction to Organizational behavior <ul style="list-style-type: none"> ■ Orientation, ■ Outline discussion ■ Importance of Organizational Behavior – an overview 	Lecture		PLO1	CLO1	Knowledge
2.	Definition of OB, <ul style="list-style-type: none"> ■ Role of OB for managers and Leaders 	Lecture				
	<ul style="list-style-type: none"> ■ OB and Manager functions, roles, and skills 			PLO1	CLO1	Comprehension

3.	Historical background of OB ■ Behavioral Management Theory ■ Hawthorne Studies	Lecture		PLO1	CLO2	Comprehension
4.	Challenges and opportunities for OB ■ Goals of OB ■ Contributing Disciplines ■ Theoretical Paradigm of OB	Lecture & Case Discussion	Quiz1	PLO1	CLO2	Comprehension
5.	Perception ■ Importance and definition of perception, Perceptual ■ Process ■ Factors Influencing Perception	Lecture		PLO1	CLO2	Knowledge
6.	■ Attribution theory ■ Attribution Errors ■ Improving Perceptual ■ accuracy Johari Window	Lecture		PLO1	CLO2	Comprehension
7.	Personality ■ Determinants of Personality ■ Trait Activation Theory ■ MBTI Personality Traits Big Five Personality Trait	Lecture		PLO1	CLO2	Comprehension

8.	<ul style="list-style-type: none"> ■ Other and Dark Personality Traits ■ Cultivating Self-Esteem ■ Holland Typology 	Lecture and Case Discussion	Assignment 1	PLO5	CLO4	Comprehension
9.	Values <ul style="list-style-type: none"> ■ Terminal vs. Instrumental ■ Values ■ Value Integration 	Lecture		PLO7	CLO6	Comprehension
10.	Emotions <ul style="list-style-type: none"> ■ Emotions at workplace ■ Emotional Labor and challenges ■ Emotional intelligence Model ■ Affective Event Theory 	Lecture and Case Discussion		PLO5	CLO4	Comprehension
11.	Attitudes <ul style="list-style-type: none"> ■ Components of Attitudes ■ Traditional Models of Attitudes ■ Role of Emotions in Attitudes 	Lecture and Case Discussion	Assignment2	PLO1	CLO2	Comprehension

12.	Attitudes	<ul style="list-style-type: none"> ■ Cognitive Dissonance Theory ■ Positive Vs. Negative Attitude ■ Power of Positive Attitude ■ Positive Job Attitudes 	Lecture and Case Discussion	Quiz 2	PLO2	CLO4	Comprehension
13.	Motivation	<ul style="list-style-type: none"> ■ Elements of Motivation ■ Approaches of Motivation ■ Need-Based Approaches 	Lecture		PLO1	CLO2	Knowledge
14		<ul style="list-style-type: none"> ■ Cognitive Approaches ■ Non-Cognitive Approaches of Motivation ■ Contemporary Approaches of Motivation 	Lecture		PLO1	CLO2	Knowledge
MID TERM BREAK							
15	Group and teams	<ul style="list-style-type: none"> ■ Why groups needed ■ Group formation Theories ■ Types of Group ■ Characteristics of Groups ■ Performance Norms and Cohesiveness 	Lecture		PLO3	CLO3	Comprehension

16.	<ul style="list-style-type: none"> ■ Five- stage model of group Development ■ Group Decision Making and techniques ■ Weakness in group thinking ■ Groups Vs. Teams ■ Types of Teams ■ Team Failures ■ Ideal Team Players ■ Creating Effective teams 	Lecture and Case Discussion	Assignment 3	PLO3	CLO5	Comprehension
17.	Conflict <ul style="list-style-type: none"> ■ Conflict ■ Views on Conflict ■ Functional vs. Dysfunctional ■ Types of Conflict ■ Levels of Conflict ■ Sources of Conflict ■ Conflict Process 	Lecture		PLO3	CLO3	Comprehension
18.	Negotiations <ul style="list-style-type: none"> ■ Negotiation ■ Bargaining strategies / Negotiation strategies ■ Negotiation Process ■ Issues in Negotiation ■ Third party Negotiations 	Lecture and Case Discussion	Quiz 3	PLO3	CLO4	Comprehension

19.	Frustrations and Stress <ul style="list-style-type: none"> ■ Causes of Frustration ■ Frustration Behaviors ■ Managing Frustration ■ Stress Definition ■ Stress Response Models ■ Signs & sources of stress (Individual and Occupational) ■ Consequences of Stress (Individual occupational) ■ Individual stress coping ■ Organizational stress coping 	Lecture		PLO1	CLO2	Comprehension
20.	Power and Politics <ul style="list-style-type: none"> ■ Power Definition ■ Leadership Vs. Power ■ Bases /Types of Powers ■ Consequences of Power ■ Power and dependence 	Lecture		PLO2	CLO3	Knowledge
21.	<ul style="list-style-type: none"> ■ Power Tactics and influence ■ Organizational politics ■ Conditions and factors influencing political behavior ■ Is political behavior ethical? 	Lecture and Case Discussion	Quiz 4	PLO2	CLO3	Comprehension
22.	Leadership <ul style="list-style-type: none"> ■ Traditional theories of leadership ■ Trait, Behavioral and Situational leadership 	Lecture		PLO2	CLO5	Knowledge

23.	<ul style="list-style-type: none"> ■ Contemporary theories of Leadership ■ Transformational Leadership ■ Paradoxical Leadership, ■ Authentic, Ethical, Servant, 	Lecture	leadership	PLO2	CLO5	Knowledge
	<ul style="list-style-type: none"> ■ Implicit Leadership, Daring Leadership 					
24.	<ul style="list-style-type: none"> ■ leadership & Follower Model ■ Challenges and Opportunities, ■ Building Effective Leader-Follower Relationship 	Lecture and Case Discussion	Assignment 4	PLO2	CLO5	Comprehension
25.	Class Discussions	Case Discussion				
26.	Project Submission and Presentations			PLO2	CLO5	Creativity & Reflection
27.	Project Submission and Presentations			PLO2	CLO5	Creativity & Reflection
28.	Project Submission and Presentations			PLO2	CLO5	Creativity & Reflection
END TERM EXAMS						

Semester- VII

Course Code	Courses	Cr.Hrs
MGT-446	International Business	3(3+0)
SSC-412	Foreign Language I (Chinese I)	3(3+0)
LAW-421	Business Law	3(3+0)

Course Title: International Business

Course Code:

Credit Hours: 3+0

Course Instructor:

Mode of Contact:

You can contact your course instructor in the following ways:

Email: quratulain@numl.edu.pk

Meeting: By appointment via e-mail

Prerequisites: Introduction to Business

Textbook:

Charles, E. Hill (2015): International Business: Competing in the Global Marketplace, 12th ed., McGrawHill/Irwin

Reference Material:

Cavusgil, International Business: The New Realities, Pearson Prentice Hall, 2008, Fifth edition

George Stonehouse, David Campbell, Jim Hamill, Tony Purdie, Global Transnational Business: Strategy and Management, Wiley, 2004

Course Description:

An understanding of international business is essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate. It will examine the strategies and structures of international business and assess the special roles of an international business's various functions. It will also prepare students to formulate and execute strategies, plans, and tactics to succeed in international business ventures. International Business is concerned with firms that do not limit their operations to a single nation. It asks why these firms exist, how they succeed in the complex and changeable international environment, and what their activities mean for the countries in which they do business. In order to be prepared for a career in any facet of the business world (accounting, finance, marketing, information technology, law, healthcare, etc.), knowledge and understanding of global issues is critical. Thus, you should study international business to be prepared for diverse business opportunities, knowing in advance that respect for and knowledge of your counterparts can give you a competitive advantage.

Objectives:

- Improve business systems and processes as an effective manager.
- Work in teams, especially in innovative and knowledge-intensive environments.
- Promote and encourage ethical and human values in work practices.
- Exploit global and cultural diversity in work settings.

Course Learning Outcomes: Upon completion of this course, students will be able to:

- Use vocabulary of international business correctly
- Apply business and management concepts and practices in professional fields.
- Plan and execute business strategies by considering the market and environmental forces.
- Design and offer innovative business solutions based on critical and analytical abilities.
- Recognize globalization and value cultural diversity.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Assignments(s)		
	Class Participation		
	Project and Presentation		
	Quizzes		
	Total		20
	GRAND TOTAL		100

COURSE CONTENT:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLOxiii	CLO	Thinking Level
01	Introduction: What Is International Business? Modes of international business	Lecture		PLO 1	CLO 1	Knowledge

02	How Does International Business Differ from Domestic Business?	Lecture		PLO 1	CLO 1	Comprehension
03	Globalization of Markets and the Drivers of Globalization	Lecture		PLO 1,4	CLO 1,2	Comprehension
04	Declining Trade and Investment Barriers and Role of Technological Change					
05	Internationalization of the Firm and Internationalization of the Firm's Value Chain	Lecture	Assignment 1	PLO 4	CLO1, 2	Comprehension
06	The Cultural Environment of International Business	Lecture		PLO 4	CLO 5	Comprehension
07	Hofstede's Research on National Culture	Lecture		PLO 4	CLO 5	Comprehension
08	Ethical Behavior and Its Importance in International Business	Lecture		PLO 3	CLO 2	Comprehension
09	Ethical Dilemmas and Roots of unethical behavior	Lecture	Quiz 1	PLO 3	CLO 2	Comprehension
10	International Business and Corporate Social Responsibility	Lecture		PLO 2	CLO 2,4	Application
11	CSR and Sustainability at Coca-Cola (Case study)	Lecture		PLO 1	CLO 2	Comprehension
12	Political Economy and Economic Progress	Lecture		PLO 1	CLO 1,2	Comprehension
13	Theories of International Trade and Investment	Lecture	Quiz 2	PLO 1	CLO 1,2	Comprehension
14	International Trade Theory, Theory of Absolute Advantage, Theory of Comparative Advantage			PLO 2	CLO 1,2	Comprehension
MID TERM EXAMS						
15	Regional Economic Integration and its Levels	Lecture		PLO 1	CLO 3	Knowledge
16	The case for regional integration (economic and political)	Lecture		PLO 1	CLO 3	Comprehension
17	Advantages and Implications of Regional Integration	Lecture		PLO 3	CLO 2	Comprehension

18	Government Intervention and its reasons	Case Discussion		PLO 3	CLO 1,3	Application
19	Human Resource Management in the Global Firm	Lecture		PLO 1	CLO 2	Comprehension
20	Parents subsidiary relationships	Lecture	Assignment 2	PLO 1	CLO 4	Comprehension

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21	Cooperate Strategy and national competitiveness – Porter’s diamond and its critique	Lecture		PLO 1	CLO 4	Comprehension
22	The Integration-Responsiveness Framework	Lecture		PLO 1	CLO 2	Comprehension
23	International Market Assessment	Case Discussion		PLO 3	CLO 3,4	Application
24	Typical goals of MNEs	Lecture	Quiz 3	PLO 4	CLO 3, 5	Comprehension
25	Strategy Implementation, Control and Evaluation	Lecture		PLO 4	CLO 5	Knowledge
26	Foreign Direct Investment in the world economy	Lecture		PLO2	CLO 2	Knowledge
27	Project Presentation					Comprehension Application
28	Project Presentation					Comprehension Application
	END TERM EXAMS					

Course Title:Foreign Language I (Chinese I)

Course Code:

Credit Hours: 3+0

Course Instructor

Mode of Contact''

You can contact your course instructor in the following ways:

Email:

Meeting: By appointment via e-mail

PREREQUISITES: Nil.

Textbook:

New Practical Chinese Reader Volume I, Beijing Language and Culture Press, by LiuXun

Reference Material:

- Elementary Chinese Textbook by Dr. AftabAzeem
- Roadto Success Threshold (成功之路入门篇) byZhanghui

Course Description: This course is an Introduction to Chinese Language and aims at acquisition of the usual basic language skills of reading, writing, speaking of Chinese language at beginner level. Not only it will nourish student's ability to understand basic grammar but will also let students learn Chinese characters in order to be able to communicate effectively in real Chinese situations. Students will be quite familiar with the importance of Chinese Language under the prevailing economic and strategic situation of the region, core concepts of Pinyin拼音 reading and its writing style.

Course Learning Objectives: The course objectives are:

- **Comprehend and communicate for at least at basic language proficiency level application in order to function in a variety of situations and for multiple purposes.**
- **Interact with cultural competence and understanding.**
- **Connect with other disciplines and acquire information and diverse perspectives in order to use the language to function in academic and career-related situations.**
- **Develop insight into the nature of language and culture in order to interact with cultural competence.**
- **Communicate and interact with cultural competence in order to participate in multilingual communities at home and around the world.**
- **Communicate effectively in the foreign language via proficient, articulate, and well-organized writing. Demonstrate comprehension of the spoken Chinese language in a variety of listening situations. Demonstrate comprehension of a wide range of Chinese language written (Pinyin) materials.**

Program Learning Outcomes: Upon completion of this course, students will be able to:

- **Acquire basic knowledge of Chinese Language Phonetics**
- **Read Chinese Pinyin and write very basic Chinese Characters**
- **Understand Strokes of Chinese Characters and write Chinese Characters**
- **Develop some basic level Chinese Language Expressions and Communication Skills. Understand Chinese Culture**

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Viva		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{viii}	CLO	Thinking Level
	An Introduction to Chinese Language					
	<ul style="list-style-type: none">Course Outline& AssessmentCriteriaIntroduction to Chinese Language. Briefing about Chinese culture and general Introduction about China.	Lecture		PLO 1,4	CLO 2,3	Knowledge

01	An Overview of China and Chinese Characters					
	<ul style="list-style-type: none"> Briefing about Chinese culture and general introduction about China. Briefing about Chinese characters 	Lecture		PLO 1,4	CLO 3,5	Comprehension
02	Introduction to Chinese Pinyin System					
	<ul style="list-style-type: none"> Phonetics & Syllables Practice of Pinyin Chart 	Lecture		PLO 3	CLO 3	Comprehension
03	Chapter 1: Nǐ hǎo 你好。 Hello!					
	<ul style="list-style-type: none"> Text, New Words Grammar: Word order in Chinese Language 	Lecture		PLO 1	CLO 3	Comprehension
04	Chapter 1: Nǐ hǎo 你好。 Hello!					
	<ul style="list-style-type: none"> Notes on Chinese Phonetics Tone marklabelling Exercise of 1stChapter Practice of stroke orders 	Lecture		PLO 1	CLO 4	Comprehension
05	Chapter 2: Nǐ máng m? 你忙吗 ? Are you busy?					
	<ul style="list-style-type: none"> Text New Words Notes on important sentences 	Lecture		PLO 1	CLO 3	Comprehension
06	Chapter 2: Nǐ máng m? 你忙吗 ? Are you busy?					
	<ul style="list-style-type: none"> Phonetics Grammar : Sentence with an adjectival Phrase 	Lecture	Assignment 1 Quiz 1	PLO 1	CLO 3	Comprehension

	<ul style="list-style-type: none"> • “Yes-No” questions with “吗”。 • Exercise of Chapter 2. • Practice of stroke orders 					
07	<ul style="list-style-type: none"> • Revision of first 2 Chapters 复习第一和第二章 	Lecture		PLO 1	CLO 3	Comprehension
08	Review of the learned lessons <ul style="list-style-type: none"> • Syllables, Initials, Finals, Tones • Basic sentence structure 	Lecture	Assignment 2 Quiz 2	PLO 1	CLO 3	Comprehension
09	Chapter 3: Tā shì nǎ guó rén? 她是哪国人? What is her nationality? <ul style="list-style-type: none"> • Text , New Words • Notes • Practice of Third tone Sandhi 	Lecture		PLO 1	CLO 3	Comprehension
10	Chapter 3: Tā shì nǎ guó rén? 她是哪国人? What is her nationality? <ul style="list-style-type: none"> • Grammar • Tone Sandhi of “不”。 • Exercise of Chapter 3 • Practice of stroke orders 	Lecture		PLO 1	CLO 3	Comprehension
11	Chapter4: Rènshí nǐ hěn gāoxìng 认识你很高兴。 I am Glad to meet you. <ul style="list-style-type: none"> • Text, New Words. • Notes 	Lecture		PLO 1	CLO 3	Comprehension
12	Chapter4: Rènshí nǐ hěn gāoxìng 认识你很高兴。 I am Glad to meet you.	Lecture		PLO 1	CLO 3	Comprehension

	<ul style="list-style-type: none">• Conversation practice• Grammar• Sentences with “是 ”• Translation practice from exercise.• Practice of stroke orders					
13	Assignments 1 and 2 correction and discussion	Lecture		PLO 1	CLO 3	Knowledge
14	Revision of first 4 Chapters 复习第一到第四课	Lecture		PLO 1	CLO 3	Knowledge
15	Chapter 5: Cāntīng nǎr? 餐厅哪儿? Where is Dining Hall? <ul style="list-style-type: none">• Text• New Words.• Notes	Lecture		PLO 1	CLO 3	Knowledge
16	Chapter 5: Cāntīng nǎr? 餐厅哪儿? Where is Dining Hall? <ul style="list-style-type: none">• Comprehensive practice.• Questions with an interrogative pronoun• Practice of stroke orders	Lecture		PLO 1	CLO 3	Comprehension
17	Chapter No.6: Wǒmen qù yóuyǒng, hǎo ma? 我们去游泳, 好吗? Shall we go swimming? <ul style="list-style-type: none">• New Words• Text• Notes	Lecture	Quiz 3	PLO 1	CLO 3	Comprehension

18	Chapter No.6: Wǒmen qù yóuyǒng, hǎo ma? 我们去游泳, 好吗? Shall we go swimming?	<ul style="list-style-type: none"> Sandhi of First Tone Grammar Sentences with verbal predicate. Comprehensive Practice Practice of stroke orders 	Lecture	PLO 1	CLO 3	Comprehension
19	<ul style="list-style-type: none"> Revision of Chapters 5 & 6 复习第五和第六课 		Lecture	PLO 1	CLO 3	Comprehension
20	<ul style="list-style-type: none"> Quiz and Assignments Discussion 		Lecture	PLO 1	CLO 3	Comprehension
21	Chapter7: Nǐ rèn shì bù rèn shí tā? Do you know him? <ul style="list-style-type: none"> New words Texts Notes 		Lecture	PLO 1	CLO 3	Comprehension
22	Chapter7: Nǐ rèn shì bù rèn shí tā? Do you know him? <ul style="list-style-type: none"> Drills and practice Grammar V/A -not- V/A questions Abbreviated sentences with “呢” The position of “也 ” and “都 ” in sentence Practice of stroke orders 		Lecture	PLO 1	CLO 3	Comprehension
23	Chapter7: Nǐ rèn shì bù rèn shí tā? Do you know him? <ul style="list-style-type: none"> Grammar Abbreviated sentences with “呢” The position of “也 ” and “都 ” in sentence. Practice of stroke orders 	Assignment 3		PLO 1	CLO 5	Comprehension

24	Cultural Video/Movie and Video	Lecture	PLO 1	CLO 3	Comprehension
25	Revision of Chapters 6 & 7 复习第六和七第课	Lecture	PLO 1	CLO 3	Knowledge
26	ComprehensiveQuiz				
27	FinalQuiz				
28	Viva				
29	<ul style="list-style-type: none">• Discussion of paper pattern• Course review				

Course Title:Business Law

Course Code:

Credit Hours: 3+0

CourseInstructor

Mode of Contact: You can contact your course instructor in the following ways:

Email:

Meeting:

PREREQUISITES

None

Textbook and reference Material:

- Mercantile Law byM.C.Shukla
- Law of Contracts byNyazee
- Contract Act 1872 byD.F.Mulla
- Partnership Act 1932 byD.F.Mulla
- Business law by Khalid Mehmood Cheema
- Negotiable Instruments Act 1881 byKhargamwala
- Sales Act 1930 byD.F.Mulla
- Company Law 1984 byMuzammil
- Labourlaws

Course Description: The course is designed for studying business from a legal point of view and managing business related issues in legal way. This course is a detailed study to business related contracts, analysis of labor issues, with particular legal approach to decision-making in business.

Course Objectives:

The course objectives are

- To study business from a legal point of view.
- To manage labors under the umbrella of law.

- To be managed Business and labor laws by employer and employee as the standards and limits of business.

Course Learning Outcomes:

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

5. Be acquainted with the various legal terminologies used in the legal discourses which are important for the entrepreneurs to be aware of.
6. Carry on their business and address the job related issues keeping in view the laws of the land.
7. Have a fair knowledge of the implementation of laws in the courts by going through some of the legal decisions/judgments of the courts.
8. Address the labor issues as a manager or owner of the business by having the insight of labor laws

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	MidTerm Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	AnyOther		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
01	<ul style="list-style-type: none"> • CONTRACT ACT 1872 • Introduction to the legal system of Pakistan • Sources of law 	Lecture		PLO 3	CLO 1,2	Comprehension

	<ul style="list-style-type: none"> Sources of Business law in Pakistan 					
02	<ul style="list-style-type: none"> Contract and Agreement. Offer, Acceptance, Consideration. Kinds of Contract. 	Lecture		PLO 3	CLO 1,2	Comprehension
03	<ul style="list-style-type: none"> Contract of Indemnity & Contract of guarantee. Contingent Contract with Wagering Contract. 	Lecture		PLO 3	CLO 2	Comprehension
04	<ul style="list-style-type: none"> Discharges of Contract 	Lecture		PLO 3	CLO 2	Comprehension
05	<ul style="list-style-type: none"> Remedies for breach of contract. 	Lecture		PLO 3	CLO 2	Comprehension
06	PARTNERSHIP ACT 1932					
	<ul style="list-style-type: none"> Nature of partnership. Partnership by status. Mode of determining existence of partnership. General duties of partner. 	Lecture	Quiz 1	PLO 1	CLO 2	Comprehension
07	<ul style="list-style-type: none"> Determination of rights and duties of partners. Types of partnership Types of partners 	Lecture		PLO 3	CLO 2	Comprehension
08	NEGOTIABLE INSTRUMENT ACT 1881					
	<ul style="list-style-type: none"> Negotiable instrument Act 1881. Promissory Note. Bill of exchange, cheque. 	Lecture		PLO 3	CLO 2	Comprehension
09	<ul style="list-style-type: none"> Foreign Instrument Instrument payable to order or bearer and payable on demand. Parties to negotiable instruments Negotiation 	Lecture		PLO 3	CLO 2	Comprehension
10	SALE OF GOODS ACT 1930					
	<ul style="list-style-type: none"> Contract of sale. 	Lecture	Assignment 1	PLO 1	CLO 1,2	Comprehension

	<ul style="list-style-type: none">• Transfer of property as between seller and buyer.					
11	<ul style="list-style-type: none">• Performance of the contract• Unpaid seller• Seller lien• Termination oflien.	Lecture	PLO 3	CLO 2	Comprehension	
12	COMPANIES ACT 2017 <ul style="list-style-type: none">• Preliminary / Definitions• Types of companies	Lecture	PLO 3	CLO 1,2	Comprehension	
13	<ul style="list-style-type: none">• Incorporation of Companies• Memorandum ofAssociation• Articles of Association	Lecture	PLO 3	CLO 2	Knowledge	
14	<ul style="list-style-type: none">• Windingup of a company	Lecture	PLO 3	CLO 2	Knowledge	
15	FACTORIES ACT 1934 <ul style="list-style-type: none">• Preliminary /Definition• InspectingStaff	Lecture	PLO 3	CLO 1,4	Knowledge	
16	<ul style="list-style-type: none">• Health &Safety• Restrictions on working hours ofadults• Special restrictions in respect of women workers	Lecture	PLO 3	CLO 4	Comprehension	
17	<ul style="list-style-type: none">• Holidays with pay• Special provision adolescent andchildren	Lecture	PLO 3	CLO 4	Comprehension	
18	<ul style="list-style-type: none">• Penalties andprocedure	Lecture	PLO 3	CLO 4	Comprehension	
19	SOCIAL SECURITY ORDINANCE 1965 <ul style="list-style-type: none">• Definitions• Organization	Lecture	PLO 3	CLO 1,4	Comprehension	
20	<ul style="list-style-type: none">• Contribution.	Lecture	PLO 3	CLO 4	Comprehension	
21	<ul style="list-style-type: none">• Benefits	Lecture	Quiz 2	PLO 1	CLO 4	Comprehension

	<ul style="list-style-type: none"> • Sickness benefit • Maternity benefit • Death Grant • Injury benefit 					
22	<ul style="list-style-type: none"> • Disablement gratuity and pension • Survivors' pension • Medical care and its contents 	Lecture		PLO 3	CLO 4	Comprehension
23	INDUSTRIAL RELATIONS ACT 2012					
	<ul style="list-style-type: none"> • Definitions • Trade Unions and their registration • Collective Bargaining Agent and its functions 	Lecture		PLO 3	CLO 1,4	Comprehension
24	<ul style="list-style-type: none"> • Shop Steward • Works Council • Unfair Labour Practices on the part of employers and workmen 	Lecture	Assignment 2	PLO 1	CLO 4	Comprehension
25	<ul style="list-style-type: none"> • LaborCourt • Procedure and powers of labor court. • Appeal to HighCourt. 	Lecture		PLO 3	CLO 4	Knowledge
26	<ul style="list-style-type: none"> • National Industrial Relations Commission(NIRC). 	Lecture		PLO 3	CLO 4	Knowledge
27	Presentations	Presentations		PLO 1	CLO 1-4	Creation
28	Presentations	Presentations		PLO 1	CLO 1-4	Creation

Semester- VIII

Course Code	Courses	Cr.Hrs
SSC-414	International Relation & Current Affairs	3(3+0)
SSC-413	Foreign Language II (Chinese II)	3(3+0)
SSC-415	Business Psychology	3(3+0)

Course Title: International Relation & Current Affairs**Course Code:****Credit Hours: 3+0****Course Instructor****Course Description:**

The current debate is centered on International Relations and current affairs, its role in shaping the policies of a nation and at a larger level in affecting the trajectory of international politics. These days with the opinion split along the notions of traditional and nontraditional International Relations and current affairs as to which is more relevant to contemporary circumstances and which is more critical to design national policy and international environment.

- Evaluate the concept of International Relations and its role in the world politics.
- Analyze the international Relations beyond traditional politics.
- Evaluate the contemporary International Relations issues and their impact on global politics

Course Objectives:

- ✓ To inculcate reasoning among students to explore the realism of modern day IR in a global perspective
- ✓ To make the students compatible with the realm of survival in a globalized international structure
- ✓ Better conceptual and theoretical understanding of contemporary International Relations
- ✓ Familiarization with the Patterns of states interaction and interdependence in modern IR
- ✓ Clarity of mind and ideas to further explore the logics of the issues happening around the world

Course Learning Outcomes:

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

- Better conceptual and theoretical understanding of contemporary International Relations
- Familiarization with the Patterns of states interaction and interdependence in modern IR
- Clarity of mind and ideas to further explore the logics of the issues happening around the world

Textbooks (or Course Materials) :

- Jackson, Robert & Sorenson Georg, *Introduction to International Relations (6th Edition)*, UK: Oxford University Press. 2016.
- Goldstein, Joshua S., Jon C. Pevehouse, *International Relation (8th Edition)*. India: Pearson. 2011.

Reference Material:

- j. Baylis, John & Steve Smith (eds.), *The Globalization of World Politics*, (Oxford University Press, 2001).
- k. Schottle, Jan Aart, *Globalization: A critical Introduction*, Palgrave, MacMillan: 2000
- l. Hobert , Hindi., Josph Rotblat. *War No More: Eliminating Conflict in the Nuclear Age*, (London: Pluto Press, 2003)
- m. Brown, Chris. *Understanding International Relations (2nd edition)*. New York: Palgrave. 2001.
- n. Fukuyama, Francis. *The End of History and the Last Man*, London: Penguin, 1992.
- o. Huntington, S. P. *The Clash of Civilizations: Remaking of the World Order*. New York: 1993.
- p. Ali, Tariq. *The Clash of Fundamentalism: Crusades, Jihads and Modernity*. New York: Verso. 2002.
- q. Lloyd Armstrong & Redmond, “The New Regionalism”, *International Organizations in World Politics*, 3r ed. (ch. 12)
- r. Oatley, T. *International Political Economy: Interests and Institutions in the Global Economy*. North Carolina: Pearson Education, USA. 2009.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	MidTerm Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	AnyOther		
	Total		20
	GRAND TOTAL		100

COURSE CONTENTS:

Week	Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
1	1	Introduction to International Relations	Lecture		1	1, 2	Knowledge
	2	Contemporary Global Politics	Case		2,3,6	3,4	Application
2	3	Theoretical discourse of IR	Lecture	Quiz	1	1, 2	Knowledge
	4	Theoretical discourse of IR	Case		2,3,6	3,4	Application
3	5	Positivist Approaches	Lecture	Quiz	1	1, 2	Knowledge
	6	Realism Liberalism	Case		2,3,6	3,4	Application
4	7	Marxism	Lecture	Quiz	1	1, 2	Knowledge
	8	Feminism	Case	Assignment	2,3,6	3,4	Application
5	9	Post-Truth Era	Lecture				
	10	Contemporary Theoretical Debates and their Implications on World Politics	Lecture	Quiz	1	1, 2	Knowledge
6	11	Cold War New World Order End of History The Clash of Civilization	Lecture		2,3,6	3,4	Application
	12	The Complex Interdependence	Lecture	Quiz	1	1, 2	Knowledge
7	13	The Coming Anarchy Challenges of Populism	Case		2,3,6	3,4	Application
	14	Dynamics of International Security	Lecture		1	1, 2	Knowledge
8	15	Power Transition Theory	Case		2,3,6	3,4	Application
	16	Globalization and International Relations	Lecture	Quiz	1	1, 2	Knowledge

The Super Power's Rivalry: Rise of China Threat or Opportunity?						
MIDTERM EXAMS						
8	15	Presentations	Presentations	1	1, 2	Knowledge
	16	Presentations	Presentations	2,3,6	3,4	Application
9	17	Presentations	Presentations	1	1, 2	Knowledge
	18	Presentations	Presentations	2,3,6	3,4	Application
10	19	The Globalization debate (Political, Cultural, Ideological & Social aspects of Globalization)	Lecture	1	1, 2	Knowledge
	20	The Globalization debate (Political, Cultural, Ideological & Social aspects of Globalization)	Case	2,3,6	3,4	Application
11	21	The issue of Nuclear Non-Proliferation: Iran's Nuclear Program	Lecture	1	1, 2	Knowledge
	22	The issue of Nuclear Non-Proliferation: Iran's Nuclear Program	Case	2,3,6	3,4	Application
12	23	Non Traditional security: Water Crisis, Energy Crisis and Environmental Issues	Lecture	1	1, 2	Knowledge
	24	Non Traditional security: Water Crisis, Energy Crisis and Environmental Issues	Case	2,3,6	3,4	Application
13	25	Non Traditional security: Water Crisis, Energy Crisis and Environmental Issues	Case	2,3,5,6	4, 5	Comprehension Creativity
	26	The Clash of Civilizations: The West Vs Islam, the issue of Fundamentalism	quiz	2,3,5,6	4, 5	Comprehension Creativity

	27	The politics of North-South: Capitalism & Democracy in the Developing World	Knowledge
		Post 9/11 Era: the Bush Doctrine & the issue of Terrorism: Its implications on the world politics	
14	28	US Drawdown from Afghanistan and Its Implications, The role of International Actors	Knowledge
		The Crisis of US Hegemony and Post-American World	
ENDTERM EXAMS			

Course Title: Chinese-II (BBA)

Course Code:

Credit Hours: 3+0

Course Instructor: Miss Sidra Tanvir

Mode of Contact"

You can contact your course instructor in the following ways:

Email:

Meeting: By appointment via e-mail

PREREQUISITES: Nil.

Textbook:

New Practical Chinese Reader Volume I, Beijing Language and Culture Press, by Liu Xun

Reference Material:

- Elementary Chinese Textbook by Dr. Aftab Azeem
- Road to Success Threshold (成功之路入门篇) by Zhanghui

Course Description: This course is an Introduction to Chinese Language and aims at acquisition of the usual basic language skills of reading, writing, speaking of Chinese language at beginner level. Not only it will nourish student's ability to understand basic grammar but will also let students learn Chinese characters in order to be able to communicate effectively in real Chinese situations. Students will be quite familiar with the importance of Chinese Language under the prevailing economic and strategic situation of the region, core concepts of Pinyin拼音 reading and its writing style.

Course Learning Objectives: The course objectives are:

- Comprehend and communicate for at least at basic language proficiency level application in order to function in a variety of situations and for multiple purposes.
- Interact with cultural competence and understanding.
- Connect with other disciplines and acquire information and diverse perspectives in order to use the language to function in academic and career-related situations.
- Develop insight into the nature of language and culture in order to interact with cultural competence.
- Communicate and interact with cultural competence in order to participate in multilingual communities at home and around the world.
- Communicate effectively in the foreign language via proficient, articulate, and well-organized writing. Demonstrate comprehension of the spoken Chinese language in a variety of listening situations. Demonstrate comprehension of a wide range of Chinese language written (Pinyin) materials.

Program Learning Outcomes: Upon completion of this course, students will be able to:

- Acquire basic knowledge of Chinese Language Phonetics
- Read Chinese Pinyin and understand few basic Chinese Characters
- Understand Strokes of Chinese Characters and writing of Chinese Characters
- Acknowledge some Basic level Chinese Language Expressions and Communication Skills.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)	5	
	Assignments(s)	5	
	Class Participation	5	
	Viva	5	
	Total	20	20

	GRAND TOTAL	100
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COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{ix}	CLO	Thinking Level
	Recalling of Chinese-I course	Lecture		PLO 1,2,3,4	CLO 2,3	Knowledge
01	Recalling of Chinese-I course	Lecture		PLO 1,2,3,4	CLO 3,5	Comprehension
02	<ul style="list-style-type: none">Course II outline & assessment Criteria.Phenotics & syllable Revision	Lecture		PLO 1,4	CLO 3	Comprehension
03	Chapter 8: Nǐmen jiā yǒu jǐ kǒu rén? 你们家有几口人? ? How many members are there in your family?	Lecture		PLO 12,4	CLO 3	Comprehension

	<ul style="list-style-type: none"> • New words • Dialogue reading • Translation 					
04	Grammar Points: <ul style="list-style-type: none"> • Numbers from 11 to 100 in Chinese pinyin and characters, • Usage of Numeral – measure words as attributive • Sentences with “有”, interrogative sentences using “几” and “多少”. 	Lecture		PLO 1,2,3,4	CLO 4	Comprehension
05	<ul style="list-style-type: none"> • Practice for sentence making by using new words given in the Text • Stroke order Practice of Character given in the exercise 	Lecture		PLO 1,4,3	CLO 3	Comprehension
06	<ul style="list-style-type: none"> • Dialogue reading • Translation • Exercises 	Lecture	Assignment 1 Quiz 1	PLO 1,2,4	CLO 3	Comprehension
07	Quiz of previous Lesson	Lecture		PLO 1,2,3,4	CLO 3	Comprehension
08	Chapter 9: Tā jīn nián shí jiǔ suì 他今年十九岁。He is 19 years old. <ul style="list-style-type: none"> • New words 1 • Dialogue (1) reading • Translation • Sentence making using new words. 	Lecture	Assignment 2 Quiz 2	PLO 1,2,4	CLO 3	Comprehension
09	<ul style="list-style-type: none"> • New words 2 	Lecture		PLO 1,2,4	CLO	Comprehension

	<ul style="list-style-type: none"> • Dialogue (2) reading and translation • Sentence making using new words. • Grammar points: <ul style="list-style-type: none"> ○ Expressing the dates and days of the week ○ Usage of words expressing time as adverbials. • Exercise 			3	
10	Stroke order Practice of Character given in the exercise	Lecture	PLO 3	CLO 3	Comprehension
11	Quiz of previous Lesson	Lecture	PLO 1,2,3,4	CLO 3	Comprehension
12	Chapter 10: Wǒ zài zhè'ér mǎi guāngpán.我在这儿买光盘。 I Buy CD from here. <ul style="list-style-type: none"> •New words 1 •Dialogue (1) reading and translation •Introduction to Chinese sentences structures (SVO) •Grammar points: Prepositional Phrase, sentence with double objects, use of 很 in adjectival predicate. •Chinese character 	Lecture	PLO 1,2,3,4	CLO 3	Comprehension
13	<ul style="list-style-type: none"> • New words 2 • Dialogue (2) reading and translation 	Lecture	PLO 1,2,3,4	CLO 3	Knowledge

	<ul style="list-style-type: none"> • Dictations • Stroke order Practice of Character given in the exercise • Exercises of Chapter 					
14	Revision from Chapter 8-10	Lecture		PLO 12,3,4	CLO 3	Knowledge
15	Cultural Video/Movie and Video	Lecture		PLO 1,4	CLO 3	Knowledge
16	Chapter 11: Wǒ huì shuō yī diǎn'ér hànyǔ.我会说一点儿汉语。 I can speak a little bit of Chinese. <ul style="list-style-type: none"> • New words 1 • Dialogue (1) reading and translation • Grammar points: Telling time, sentences with the optative verbs “会” “能” “可以” “应该”。 Sentences with verb Phrase and double objects. • Chinese characters 	Lecture		PLO 1,3,4	CLO 3	Comprehension
17	<ul style="list-style-type: none"> • New words 2 • Dialogue (2) reading • Translation • Sentence making of new words. 	Lecture	Quiz 3	PLO 1,4	CLO 3	Comprehension
18	Quiz of previous Lesson	Lecture		PLO 1,2,3,4	CLO 3	Comprehension
19	Chapter No.12: Wǒ quánshēn dōu bù shūfú.我全身都不舒。 I feel sick all over. <ul style="list-style-type: none"> • New words 1 • Dialogue (1) reading and translation 	Lecture		PLO 1,2,4	CLO 3	Comprehension

	<ul style="list-style-type: none"> • Tone Sandhi of “—” • Grammar point; sentences with a verbal predicate , sentence analysis 					
20	<ul style="list-style-type: none"> • New words 2 • Dialogue (2) reading and translation • Stroke orders of the new words • Dictations • Exercises 	Lecture		PLO 1,2,3,4	CLO 3	Comprehension
21	Quiz of the previous lesson	Lecture		PLO 1,2,3,4	CLO 3	Comprehension
22	Chapter 13: Wǒ rèn shí le yī gè piàoliang de gū niáng我认识了一个漂亮的姑娘. I know one beautiful girl.					
	<ul style="list-style-type: none"> • New words 1 • Dialogue (1) reading and translation 	Lecture		PLO 1,2,3,4	CLO 3	Comprehension
23	<ul style="list-style-type: none"> • New words 2 • Dialogue (2) reading and translation • Stroke orders of the new words 					
	<ul style="list-style-type: none"> • Exercises 		Assignment 3	PLO 1,2	CLO 5	Comprehension
	<ul style="list-style-type: none"> • Grammar points: <ul style="list-style-type: none"> ○ The particle “了” Pivotal sentences ○ Sentences with an Optative verb ○ “可能”, “会” Sentence Analysis 					
24	Chapter 14: Zhù nǐ shèngdàn kuàilè祝你圣诞快乐 .Merry Christmas.	Lecture		PLO 1,2,4	CLO 3	Comprehension

	<ul style="list-style-type: none"> • New words • Dialogue reading • Translation 					
25	<ul style="list-style-type: none"> • New words 2 • Dialogue (2) reading and translation • Sentence making of new words. • Exercises 	Lecture	PLO 1,4,2	CLO 3	Knowledge	
26	Stroke order Practice of Character given in the exercise					
27	Final Quiz					
28	Viva					
29	<ul style="list-style-type: none"> • Discussion of paper pattern • Course review 					

Course Title:Business Psychology

Course Code:

Credit Hours: 3+0

CourseInstructor

Mode of Contact:

PREREQUISITES: Introduction to Business

Reference Material:

- Work and Organizational Psychology by Nik Chmiel
- Influence: The Psychology of Persuasion, by Robert B. Cialdini and George Newbern
- Mindset: The new Psychology of Success, by Carol Dweck and Marguerite Gavin

Course Description: A basic business psychology education program whereby the students are expected to learn about the concepts such as human behavior, motivations, attitudes at work, leadership, coaching, marketing, personnel selection, training and assessment, communication, conflict resolution, negotiation, research design and methods.

COURSE LEARNING OUTCOMES:

After completing this course the students will be able to:

- Use language of business psychology correctly
- Understand own position on psychological issues of business
- Recognize psychological aspects of business problems
- Effectively communicate psychological aspects of a business situation
- Solve real world business problems by applying knowledge of business psychology

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	30

2	End Term Exam	50
3	Internal Evaluation Breakdown	
	Quiz(s)	
	Assignments(s)	
	Class Participation	
	Presentations	
	Case Discussion	
	Lab Work/Practical Project	
	Any Other	
	Total	20
	GRAND TOTAL	100

COURSE CONTENTS:

Week	Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
1	1	Foundation of Applied Psychology	Lecture		1,3	1, 2	Knowledge Application
	2	Psychological skills in work place	Lecture		3,4	3,4	Knowledge Application
2	3	Work Motivation	Lecture	Quiz	2,3	1, 2	Knowledge Application
	4	Work Attitudes and Job Satisfaction	Lecture		3,4	3,4	Knowledge Application
3	5	Emotion at Work	Lecture				Knowledge Application
		Does attachment anxiety accentuate the effect of perceived contract breach on counterproductive work behaviors?	Lecture Research Article	Quiz	2,3	1, 2	
4	6	Personality and Value	Lecture	Project	2,3,4	3,4	Knowledge Application
	7	Psychology of Coaching	Lecture	Quiz	1,4	1, 2	Knowledge Application
	8	Psychology of Leadership	Lecture	Assignment	1,3,4	3,4	Knowledge Application
5	9	Introduction to Human Factors	Lecture	Quiz	1	1, 2	Knowledge Application
	10	Human Behavior	Lecture		2,3	3,4	Knowledge Application
6	11	. Organizational Diversity	Lecture	Quiz	1,2,3	1, 2	Knowledge Application
	12	. Change Management	Lecture		2,3	3,4	Knowledge Application
	13	. Work Stress Management	Lecture		1,2,3	1, 2	Knowledge Application

7	14	Case study on Stress Management	Lecture		2,3,4	3,4	Knowledge Application
MIDTERM EXAMS							
8	15	Communication Skill	Lecture		1	1, 2	Knowledge Application
	16	. Improving Communication	Lecture		1,3	1, 2	Knowledge Application
9	17	. Gender & Social Psychology	Lecture		2,3	3,4	Knowledge Application
	18	. Sensation & Perception	Lecture		1,2,3	1, 2	Knowledge Application
10	19	. Effects of Social Environment	Lecture	Quiz	1,3	1, 2	Knowledge Application
	20	. Psychology for Marketing	Lecture		2,3,4	3,4	Knowledge Application
11	21	Effects of Social environments	Lecture		1,3	1, 2	Knowledge Application
	22	Measures to improve Social environments	Lecture		1	1, 2	Knowledge Application
12	23	Attitude makes personality	Lecture		2,3	3,4	Knowledge Application
	24	Ways of Improving Personal Attitude	Lecture		1	1, 2	Knowledge Application
13	25	Negotiation Skills	Lecture		1,2	1, 2, 5	Knowledge Application
	26	Interviewing and Assessment	Lecture		1,2,3,	3,4,5	Knowledge Application
14	27	Project Presentations	Presentation	Presentation	2,3,4	4 , 5	Comprehension Creativity
	28	Project Presentations	Presentation	Presentation	2,3,4	4 , 5	Comprehension Creativity
ENDTERM EXAMS							

Specialization Courses

(Finance)

Course Title: Islamic Banking and Finance

Course Code:

Credit Hours: 3+0

Course Instructor:

Mode of Contact: Physical

Instructor Email:

Meeting: By appointment via e-mail

Prerequisites: None

Textbook:

- **An Introduction to Islamic Finance by Muhammad Taqi Usmani, Latest Edition, Quranic Studies Publishers.**
- **Islamic Finance: Theory and Practice by Muhammad Hanif, 3rd edition**

Reference Books:

- **Meezan Bank's Guide to Islamic banking by Muhammad Imran Ashraf Usmani, Darul Ishaat**
- **Understanding Islamic Finance by Muhammad Ayub, Latest Edition**
- **Accounting, Auditing and Governance Standards: For Islamic Financial Institutions (1422H - 2001) - by Abdul Malik Yousef Al Hamar Publisher AAOIFI.**

Course Description

Islamic banking and finance is one of the emerging fields of Business Administration. The concept of Islamic finance is as old as the trade itself but has deepened its roots in the modern world today because of some of the striking features such as Riba-free transactions, asset-backed financing, equity-based transactions, prohibition of Gharar (uncertainty), prohibition of speculation and investment in halal businesses. It is pertinent to orient the students with various modes of business transactions that are dominant in the capital markets today and for that the Islamic business transactions cannot be ignored.

Course Learning Objectives

- **Understand the key concepts of Islamic Banking and Finance**
- **Explain the practices of Islamic Financial Institutions.**
- **Describe the regulatory and Shariah governance framework, financial accounting and reporting in Islamic financial institutions**
- **Analyze the structures of Islamic products/instruments operated in capital markets.**

Course Learning Outcomes:
Upon completion of this course, students will be able to:

- 1. Understand the core principles of Islamic Banking and Finance, including Riba-free transactions, asset-backed financing, and ethical investment.**
- 2. Explain the practices and operations of Islamic banks and financial institutions.**
- 3. Analyze the structures, mechanisms, and applications of Islamic financial products and instruments.**
- 4. Interpret and apply financial accounting principles and regulatory frameworks in Islamic financial institutions.**

ASSESSMENT INSTRUMENT WITH WEIGHTS

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)	5	
	Assignments(s)	5	
	Class Participation	5	
	Presentations	5	
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
01	ISLAMIC ECONOMIC SYSTEM <ul style="list-style-type: none"> ▪ Belief in divine guidance ▪ Prophet Muhammad (ﷺ) as trader ▪ Key features of the Islamic economic system 	Lecture		PLO1	CLO 1	Comprehension
02	ISLAMIC ECONOMIC SYSTEM <ul style="list-style-type: none"> ▪ Difference between capitalist and Islamic economic systems ▪ Objectives of wealth distribution in Islam ▪ Evolution of Modern Islamic banking system 	Research Article/Cas e Discussion		PLO1	CLO 1	Application/Analysis
<u>Research Article: An overview of Islamic finance.</u>						
03	ISLAMIC BANKING FRAMEWORK Concepts Of Shariah <ul style="list-style-type: none"> ▪ What is Shariah ▪ Importance of Shariah ▪ Sources of Shariah ▪ Objectives of Shariah 	Lecture	Assignment 1	PLO1	CLO 1	Comprehension
04	ISLAMIC BANKING FRAMEWORK Components of Shariah <ul style="list-style-type: none"> ▪ Aqidah ▪ Fiqh (Ibadaat & Muamalat) ▪ Akhlaq 	Lecture	Quiz 1	PLO1	CLO 1	Comprehension
05	ISLAMIC BANKING FRAMEWORK Islamic Banking Principles <ul style="list-style-type: none"> ▪ Prohibition of Riba (Riba al-Fadl, Riba Al-Nasiah) ▪ Prohibition of Gharar ▪ Prohibition of Maysir ▪ Prohibition of Fraud and Deception ▪ Investment and financing of shariah approved activities. ▪ Rish sharing ▪ Asset-backed financing 	Lecture		PLO 1	CLO 1	Comprehension

Major Differences in Islamic Vs Traditional Banking							
06	SOURCES OF FUNDS IN ISLAMIC BANKS (LIABILITIES-SIDE OF ISLAMIC BANKS BALANCE SHEET)		Lecture		PLO 1	CLO 2	Comprehension
	<ul style="list-style-type: none"> Deposits Maintained by Islamic Banks Shareholders' Funds 						
07	SOURCES OF FUNDS IN ISLAMIC BANKS (LIABILITIES-SIDE OF ISLAMIC BANKS BALANCE SHEET)						
	Profit and Loss Sharing Modes Used for Savings Mobilization	Error!	Lecture	Assignment 2	PLO 1	CLO 2	Comprehension
	Bookmark not defined.						
	<ul style="list-style-type: none"> Mudarabah Musharakah 						
08	SOURCES OF FUNDS IN ISLAMIC BANKS (LIABILITIES-SIDE OF ISLAMIC BANKS BALANCE SHEET)						
	Mudarabah & Deposit Management						
	<ul style="list-style-type: none"> Types of Investment Pools Distribution of Profit and Losses in Deposits of Islamic Banks 		Class Activity/ Lab Activity		PLO 4	CLO 2	Application/Analysis
	<u>IT Integration: Excel Exercise: Distribution of profit and loss between bank and depositors</u>						
09	ISLAMIC MODES OF FINANCING/USES OF FUNDS IN ISLAMIC BANKS (ASSETS-SIDE OF ISLAMIC BANKS BALANCE SHEET)						
	Financing Instruments in Islamic Banks		Lecture		PLO 4	CLO 3	
	<ul style="list-style-type: none"> Trade/Sale Based Modes Lease-Based Modes Profit and Loss-Sharing Modes 						Comprehension
10	Trade/Sale Based Financing Modes		Lecture		PLO1	CLO 3	Comprehension
	<ul style="list-style-type: none"> Murabahah 						
11	Trade/Sale Based Financing Modes		Lecture		PLO1	CLO 3	Comprehension
	<ul style="list-style-type: none"> Salam 						
12	Trade/Sale Based Financing Modes		Lecture		PLO1	CLO 3	Comprehension
	<ul style="list-style-type: none"> Istisna 						
13	Lease-Based Financing Modes		Lecture		PLO 1	CLO 3	Comprehension
	<ul style="list-style-type: none"> Ijara 						

14 Profit and Loss-Sharing Financing Modes				Comprehension
<ul style="list-style-type: none">▪ Mudarabah▪ Musharakah▪ Diminishing Musharaka	Lecture	PLO1	CLO 3	
Mid Term Examination				
15 RISK MANAGEMENT FOR ISLAMIC BANKS				Comprehension
<ul style="list-style-type: none">▪ What is risk?▪ What is risk management?▪ Nature of risk in Islamic banking▪ Principles of risk management in Islamic banking	Lecture	PLO1	CLO 2	
16 RISK MANAGEMENT FOR ISLAMIC BANKS				Comprehension
Type Of Risks in Islamic Banking				
<ul style="list-style-type: none">▪ Credit Risk▪ Equity Investment Risk▪ Market Risk▪ Liquidity Risk▪ Rate of Return Risk▪ Displaced Commercial Risk▪ Operation Risk▪ Transactional risk▪ Withdrawal risk▪ Shariah Non-Compliance Risk▪ Legal Risk▪ Fiduciary risk▪ Transparency Risk	Lecture	PLO 1	CLO 2	
17 THE ISLAMIC FINANCIAL MARKET				Comprehension
<ul style="list-style-type: none">▪ Flow of Funds in the Financial System▪ What are Financial Markets▪ Types of Financial Markets▪ Link between Islamic Financial Institutions and Islamic Financial Markets	Lecture	PLO 2,3	CLO 2	
18 THE ISLAMIC FINANCIAL MARKET	Research Article/Cas	PLO 1	CLO 2	Application

	Islamic Money Market <ul style="list-style-type: none"> ▪ Characteristics ▪ Functions ▪ Participants ▪ Instruments 	e				
	Research Article: Islamic Money Market: An Instrument for Managing Liquidity Risk in Islamic Banks.					
19	THE ISLAMIC FINANCIAL MARKET Islamic Capital Market <ul style="list-style-type: none"> ▪ Characteristics ▪ Functions ▪ Participants ▪ Instruemnts 	Class Activity/ Lab Activity		PLO 2,3	CLO 2	Knowledge
20	THE ISLAMIC FINANCIAL MARKET Difference between Islamic and Conventional Financial Markets	Lecture		PLO1	CLO 2	Knowledge
21	THE REGULATORY FRAMEWORK FOR ISLAMIC BANKS <ul style="list-style-type: none"> ▪ What is Regulatory Framework? ▪ Need for a Regulatory Framework for Islamic Banks ▪ Objectives of Establishment of Regulatory Framework for Islamic Banks 	Lecture	Assignment 3	PLO1	CLO 4	Knowledge
22	THE REGULATORY FRAMEWORK FOR ISLAMIC BANKS <ul style="list-style-type: none"> ▪ Historical Context of Islamic Banking Regulation ▪ Regulatory Bodies and Authorities ▪ Regulatory Framework for Islamic Banks in Pakistan 	Lecture		PLO1,3	CLO 4	Knowledge
23	THE SHARI'A GOVERNANCE FRAMEWORK FOR ISLAMIC BANKS <ul style="list-style-type: none"> ▪ Objective of Shariah Governance Framework ▪ Key Components of Shariah Governance 	Lecture		PLO1	CLO 4	Knowledge
24	THE SHARI'A GOVERNANCE FRAMEWORK FOR ISLAMIC BANKS Shari'ah Governance Framework of Islamic Banking in Pakistan <ul style="list-style-type: none"> ▪ SBP Shari'ah Advisory Committee (SAC) ▪ Shari'ah Governance Framework at Islamic Financial Institutions Level 	Case Discussion/ Research Paper Discussion		PLO3	CLO 4	Application, Analysis

Research Article: Shariah governance framework for Islamic banking in Pakistan: a critical review and comparison with AAOIFI.

25 PRESENT STATUS OF ISLAMIC BANKING IN PAKISTAN

Historical Context of Islamic Banking in Pakistan

Overview of Islamic Banking Institutions in Pakistan

- Full-Fledged Islamic Banks
- Islamic Banking Branches of Conventional Banks in Pakistan
- Islamic Windows of Conventional Banks in Pakistan

Performance of Islamic Banks in Pakistan.

Performance of Islamic Banks across the World

Lecture

Quiz 3

PLO 2, 3

CLO 2

Knowledge

26 FINANCIAL ACCOUNTING AND REPORTING FOR ISLAMIC BANKS

- An Islamic Perspective of Accounting Concepts
- The Significance of Accountability in Islam
- Objectives of Islamic Accounting
- Users of Accounting Information in Islamic Banks

Lecture

PLO 4

CLO 4

Knowledge

27 FINANCIAL ACCOUNTING AND REPORTING FOR ISLAMIC BANKS

- What is Financial Reporting?
- International Financial Reporting Standards (IFRS)
- Financial Reporting for Islamic Financial Institutions

Lecture

PLO 3, 4

CLO 4

Knowledge

28 FINANCIAL ACCOUNTING AND REPORTING FOR ISLAMIC BANKS

- Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI)
- Objectives of AAOIFI Accounting Standards
- AAOIFI Proposed Set of Financial Statements for Islamic Banks

Lecture

PLO 3, 4

CLO 4

Knowledge

Final Term Examination

Hussain, M., Shahmoradi, A., & Turk, R. (2016). An overview of Islamic finance. Journal of International Commerce, Economics and Policy, 7(01).

Muttalib, S. A. (2014). Islamic Money Market: An Instrument for Managing Liquidity Risk in Islamic Banks. *Islam and Civilizational Renewal*, 274(1711), 1-21.

Wasim, M. H., & Zafar, M. B. (2023). Shariah governance framework for Islamic banking in Pakistan: a critical review and comparison with AAOIFI. *Journal of Islamic Accounting and Business Research*

Course Title: Corporate Finance

Course Code:

Credit Hours: 3+0

Course Instructor

Mode of Contact: Physical Classes

You can contact your course instructor in the following ways:

Email: amustafa@numl.edu.pk

Meeting: By appointment via e-mail

PREREQUISITES: Financial Management

Textbook:

- **Fundamentals of Corporate Finance By Ross Westter field and Jordon (Latest Edition)**

Reference Material:

- **Theory and problems of Financial Management By M Y Khan & P K Jain (5th Edition)**

Course Description:

Every decision that a business makes has financial implications, and any decision which affects the finances of a business is a corporate finance decision. The course shall cover aspects of basic concepts of corporate finance with an in-depth knowledge of business finance concepts, principles and methods. It enables the students to develop finance concepts to be applied in different organizations. The course includes understanding of the financial problems faced by the business today, as well as the best way to solve these problems

Course Objectives:

The objective of the course is:

- **To provide the students basic concepts of corporate finance**
- **To provide students with an in-depth knowledge of business finance concepts, principles and methods and**
- **To develop the ability and skills to develop finance concepts to be applied in different organizations.**
- **To help the students to understand the financial problems faced by the business today, as well as the best way to solve these problems**

Course Learning Outcomes:

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

- **Understand the importance of a firm's cost of capital, and be able to estimate it from a given capital structure and analyze capital structure decisions.**
- **Use basic capital budgeting tools like Net Present Value (NPV) and Internal Rate of Return (IRR) to evaluate long-term and short-term capital investment opportunities.**
- **Analyze the difference between investment decisions and financial decisions, and apply them in business contexts, including break-even analysis.**
- **Understand and apply dividend policies in business decisions, considering their impact on financial outcomes.**

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^x	CLO	Thinking Level
1.	<u>Introduction to Corporate Finance:</u> Objective, corporate finance & the financial manager, financial statements and financial corporate decisions Scope/difference between accounting, finance, financial management and corporate finance	Lecture		PLO 1	CLO 1	Knowledge
2.	Hierarchy of a corporation, stakeholders, agency problem and control of the corporation, ways to resolve agency with the concept of Corporate governance and CSR Difference between acquisition, financing and dividend policy decisions. Difference between valuation decisions and capital budgeting decisions	Lecture		PLO 1	CLO 1	Knowledge
3.	The Cost of Capital verses required rate of return Cost of debt & preference share capital with practice problems	Lecture		PLO 2	CLO 2	Knowledge
4.	Cost of Common stock by using discount model/Gordon Model & CAPM Weighted average cost of capital & Required rate of return	Lecture		PLO 2	CLO 2	Comprehension
5.	<u>FINANCING DECISION:</u> <u>Theory of Capital Structure:</u> Introduction to the theory, Assumptions, definitions and symbols. <u>IT Integration: Case study using Excel to model capital structure decisions for a hypothetical company.</u>	Class activity/Lab-activity		PLO 2	CLO 2	Application
6.	Theory of capital structure. Contd.. Net Income approach to capital structure, Net Operating Income approach. Assumptions and requirements of both approaches. Comparison of both methods.	Lecture	Assignment 1 Quiz 1	PLO 2	CLO 3	Comprehension
7.	Theory of capital structure. Contd.. Modigliani Miller approach to capital structure. Assumptions and theories. Arbitrage principles Questions and numerical	Lecture		PLO 1	CLO 3	Comprehension
8.	Theory of capital structure. Contd.. Arbitrage vs Reverse Arbitrage principles. Practical questions and numericals.	Lecture		PLO 1	CLO 2	Comprehension

9.	Theory of capital structure. Contd.. Traditional Approach to capital structure theory.	Lecture	Assignment 2	PLO 2	CLO 2	Comprehension
10	Questions and numerical given at the end of the book. Practice questions	Lecture		PLO 3	CLO 3	Comprehension
11.	<u>Designing capital structure:</u> EBIT-EPS chart. How to incorporate different alternatives in decision making. EBIT-EPS indifference point. Calculations	Lecture	Quiz 2	PLO 1	CLO 3	Comprehension
12	Designing capital structure: contd.... Graphical analysis of EBIT-EPS point. How to calculate indifference point. Decision making and role of managers in decision making.	Lecture		PLO 1	CLO 2	Comprehension
13.	Designing capital structure: contd: EBIT-EPS indifference point and decision making. Numericals Relating To Indifference Point (EBIT-EPS)	Lecture		PLO 2	CLO 4	Knowledge
14.	<u>Research Article Financial Leverage and Market Response at Industrial Level: Evidence from Emerging Stock Market of Pakistan.</u>	Case Discussion/ Research Article Discussion		PLO 1	CLO 4	Application
INVESTING DECISIONS						
15.	<u>Lease financing:</u> Features of lease, finance lease and operating lease, sale and lease back , single investor vs leveraged lease, accounting and tax treatment of lease.	Lecture		PLO 2	CLO 3	Comprehension
16.	Lease financing : contd... Comparison of Leasing vs debt financing . Lease payments made at the end of time period. Payments made in arrear.	Lecture		PLO 1	CLO 2	Comprehension
17.	Lease financing: contd.. Lease buy or borrower decisions. Questions and problems relating to lease, End of Chapter questions and numericals.	Case Discussion		PLO 2	CLO 2	Comprehension
18.	<u>Mergers. Amalgamations and acquisitions/takeovers: contd...</u> Definition, classification of acquisitions. Reasons for mergers and acquisitions	Lecture		PLO 1	CLO 3	Comprehension

	Financial Framework: Evaluating a potential merger, Determining Firm's Value (Book Value, Appraisal Value, and Market Value).					
19.	Mergers. Amalgamations and acquisitions/takeovers:contd.. Earnings impact and market value impact. Bootstrapping EPS, Mergers as Capital Budgeting, Net Present Value Approach, Acquisitions and Valuation matters (Accounting for mergers) <u>IT Integration: Use Excel to perform an NPV analysis for potential merger, considering synergies, financing costs, and valuation approaches.</u>	Class activity/ Lab activity	Assignment 3	PLO 1	CLO 4	Application
20.	Mergers. Amalgamations and acquisitions/takeovers: contd.. Purchase Vs Pooling of Interest method. tax Aspects Of mergers, Divestitures, spin offs, sell offs, LBO's	Lecture		PLO 1	CLO 4	Comprehension
21.	Mergers. Amalgamations and acquisitions/takeovers: contd.. Mergers as a capital budgeting decisions, what are the steps for preparing a combined balance sheet,	Lecture		PLO 1	CLO 3	Comprehension
22.	Questions and problems <u>To Buy or Not to Buy? A Case of Rom Limited Manufacturing Company</u>	Case Discussion		PLO 2	CLO 3	Comprehension
23.	DIVIDEND POLICY DECISIONS Concept of dividend, stock dividend, dividend splits.etc..	Lecture		PLO 2	CLO 5	Comprehension
24.	<u>Dividends and valuations:</u> Introduction, passive Vs active dividend policy, dividend policy theories,	Lecture		PLO 1	CLO 5	Knowledge
25.	Dividend and valuations: contd... Factors influencing dividend policy, stock dividends and stock splits, stock repurchase end of chapter.	Lecture	Quiz 3	PLO 1	CLO 5	Knowledge
26.	<u>Determinants of dividend policy:</u> Dividends payout ratio, stability of dividend, owner's contribution, bonus shares and stock splits.	Case Discussion		PLO 2	CLO 5	Comprehension
27.	Refunding operations Calling debt before maturity, Cost benefit analysis of refunding operations.	Lecture		PLO 2	CLO 4	Knowledge

28.	Refunding operations Numerical	Lecture	PLO 2	CLO 4	Knowledge
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Course Title: Financial Reporting & Analysis

Course Code:

Credit Hours: 3+0

Course Instructor

Mode of Contact: Physical Classes

Email:

Meeting: By appointment via e-mail

PREREQUISITES: Fundamentals of Accounting, Financial Accounting, Cost Accounting, Introduction to Finance, Financial Management

Textbook:

- **The Analysis and use of Financial Statements (3rd Edition) By: Gerald I. White, Ashwinpaul C. Sondhi, and Dov Fried.**

Reference Material:

- **Financial Statement Analysis Using Financial Accounting Information (7th Edition) By: Charles H. Gibson**

Course Description:

This course is an introduction to financial statement analysis, aiming to provide you the basic skills and techniques to analyse financial statements for the purpose of valuation. You will learn how to evaluate financial statements and perform prospective, credit, and equity analyses. Students will also learn how to recast and adjust financial statements to obtain a better estimate of earning power.

Course Objectives:

Financial reports are the primary means by which managers communicate company results to investors, creditors and analysts. These parties use the reports to judge company performance, to assess creditworthiness, to predict future financial performance, and to analyse possible acquisitions and take-overs. Users of financial statements must be able to meaningfully interpret financial reports, construct measures of financial performance and analyse the reporting choices made by companies. Also, since company managers choose accounting techniques when making their reports, users must learn to undo the effects of these accounting choices. The purpose of this course is to give the foundation for such analysis.

Course Learning Outcomes:

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

- **Calculate, interpret, and analyze a range of accounting ratios from the financial statements of large companies, with an understanding of their strategic and sustainability context.**
- **Appreciate the complexities and challenges involved in real-life financial statement ratio calculations and their implications for decision-making.**
- **Interpret financial statements effectively, considering the forward-looking information needs of various stakeholders.**
- **Understand the factors that influence the quality and reliability of financial statement information, and apply this understanding in assessing financial performance.**

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	25	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{xi}	CLO	Thinking Level
01	Introduction to Analysis of Financial Statements, Utilization and Practicality of the Course	Lecture		PLO 1	CLO 1	Knowledge
02	Framework for Financial Statements Analysis Need for financial statement analysis, Users of financial statements Principal financial statements Qualitative characteristics of accounting data Chapter # 1 (Sondhi) Chapter # 1 (Gibson)	Lecture		PLO 1	CLO 1	Knowledge
03	Framework for Financial Statements Analysis.... GAAP Chapter # 1 (Sondhi) Chapter # 1 (Gibson)	Lecture		PLO 1	CLO 1	Knowledge
04	Accounting Policies and their Impact on Financial Analysis.... Overview of Accounting Cycle Auditor’s Report and its types	Lecture		PLO 1	CLO 2	Knowledge

Chapter # 2 (Sondhi) Chapter # 2 (Gibson)						
05	Accounting Policies and their Impact on Financial Analysis.... The accrual concept of income Revenue recognition methods Percentage-of-Completion Method Completed contract method Chapter # 2 (Sondhi) Chapter # 2 (Gibson)	Lecture		PLO 2	CLO 3	Comprehension
06	Accounting Policies and their impact on Financial Analysis..... Nonrecurring items Adjustments for Nonrecurring items Management Discretion and Earnings Manipulation Chapter # 2 (Sondhi)	Lecture	Assignment 1	PLO 2	CLO 3	Comprehension
07	Cash Flow Statement Analysis Need for a Cash Flow Statement Importance of Cash Flow Statement Chapter # 3 (Sondhi) Chapter # 11 (Gibson)	Lecture		PLO 5	CLO 4	Knowledge
08	Cash Flow Statement Analysis.... Basic Elements of Cash Flow statement Cash Flow Classification Issues Chapter # 3 (Sondhi) Chapter # 11 (Gibson)	Lecture		PLO 5	CLO 3	Comprehension
09	Cash Flow Statement Analysis.... Direct and Indirect cash flow method Preparation of Cash Flow Statement Chapter # 3 (Sondhi) Chapter # 11 (Gibson) <u>IT integration: Use excel to prepare cash flow statement using direct and indirect methods</u>	Class activity/Lab activity		PLO 5	CLO 3	Comprehension/Application
10	Cash Flow Statement Analysis.... Analysis of cash flow information Free Cash Flows and Valuation Chapter # 3 (Sondhi) Chapter # 11 (Gibson)	Lecture	Quiz 1	PLO 5	CLO 3	Comprehension
11	Foundations of Ratio and Financial Analysis Purpose and use of ratio analysis Cautionary Note Chapter # 4 (Sondhi) Chapter # 5 (Gibson)	Lecture		PLO 6	CLO 1	Knowledge
12	Foundations of Ratio and Financial Analysis..... Common size statements Vertical and Horizontal Analysis	Case Discussion	Assignment 2	PLO 5	CLO 1	Application

<u>Case Study: Cooper Tire & Rubber Company.</u> Chapter # 4 (Sondhi) Chapter # 5 (Gibson)						
13	Foundations of Ratio and Financial cont... Categories of ratios: Liquidity analysis Chapter # 4 (Sondhi) Chapter # 5 & 7 (Gibson)	Lecture		PLO 5	CLO 5	Comprehension
14	Foundations of Ratio and Financial cont... Activity analysis Profitability analysis Chapter # 4 (Sondhi) Chapter # 5 & 7 (Gibson)	Lecture		PLO 5	CLO 5	Comprehension
15	Foundations of Ratio and Financial cont... Long-term debt and solvency analysis Ratios: An integrated analysis Chapter # 4 (Sondhi) Chapter # 8 & 9 (Gibson)	Lecture		PLO 7	CLO 5	Comprehension
16	Foundations of Ratio and Financial cont... Earnings per share and other ratios used in valuation Trend Analysis Chapter # 4 (Sondhi) Chapter # 10 (Gibson)	Lecture		PLO 7	CLO 5	Comprehension
17	Foundations of Ratio and Financial cont... Operating and financial leverage Leverage and its effect on earnings Chapter # 4 (Sondhi) Chapter # 6 & 10 (Gibson)	Lecture		PLO 7	CLO 5	Comprehension
18	Foundations of Ratio and Financial cont... Operating and financial leverage Leverage and its effect on earnings <u>Case Study: “The Case of the Beleaguered, Burgled Balance Sheet”</u> Chapter # 4 (Sondhi) Chapter # 6 & 10 (Gibson)	Case Discussion		PLO 3	CLO 5	Application
19	Statement Analysis for Special Industries: Banks, Utilities, Oil and Gas, Transportation, Insurance, Real Estate Companies Chapter # 15 (Gibson)	Lecture	Assignment 3	PLO 4	CLO 3	Comprehension
20	Statement Analysis for Special Industries: Banks, Utilities, Oil and Gas, Transportation, Insurance, Real Estate Companies Chapter # 15 (Gibson)	Lecture		PLO 4	CLO 3	Comprehension

21	Statement Analysis for Special Industries: Banks, Utilities, Oil and Gas, Transportation, Insurance, Real Estate Companies Chapter # 15 (Gibson)	Lecture		PLO 4	CLO 3	Comprehension
22	Statement Analysis for Special Industries: Banks, Utilities, Oil and Gas, Transportation, Insurance, Real Estate Companies Chapter # 15 (Gibson)	Lecture	Quiz 2	PLO 4	CLO 3	Comprehension
23	Analysis of Inventories Inventory and cost of goods sold: Basic relationships LIFO Versus FIFO: Income, Cash flow, and working capital effect Chapter # 6 (Sondhi) Chapter # 7 (Gibson, p. 265)	Lecture		PLO 2	CLO 2	Knowledge
24	Analysis of Inventories Inventory and cost of goods sold: Basic relationships LIFO Versus FIFO: Income, Cash flow, and working capital effect Chapter # 6 (Sondhi) Chapter # 7 (Gibson, p. 265)	Lecture		PLO 2	CLO 2	Comprehension
25	Analysis of Inventories cont... Adjustments from LIFO to FIFO Financial ratio: LIFO Versus FIFO Chapter # 6 (Sondhi) Chapter # 7 (Gibson, p. 265)	Lecture		PLO 2	CLO 2	Comprehension
26	Analysis of Inventories cont... Adjustments from LIFO to FIFO Financial ratio: LIFO Versus FIFO Chapter # 6 (Sondhi) Chapter # 7 (Gibson, p. 265)	Lecture	Assignment 4	PLO 2	CLO 2	Knowledge
27	Financial Planning and Forecasting Introduction to basic financial planning models A simple financial planning model The Percentage of sales approach Chapter # 4 (Ross/Westerfield/Jordan) Chapter # 18 (Brealey/Myers/Marcus)	Lecture		PLO 1	CLO 4	Knowledge
28	Financial Planning and Forecasting..... Additional/External fund needed Additional/External financing and growth Chapter # 4 (Ross/Westerfield/Jordan) Chapter # 18 (Brealey/Myers/Marcus) <u>A Case Study on the Financial Position of the Company (Dressage Fashions)</u>	Case Discussion		PLO 1	CLO 4	Application

Course Title: Financial Risk Management

Course Code:

Credit Hours: 3+0

Course Instructor

Mode of Contact: Physical Classes

You can contact your course instructor in the following ways:

Email: sabtainfida@numl.edu.pk

Meeting: By appointment via e-mail

Prerequisites:

Financial Management

Textbook:

- **Financial Markets & Institutions: An introduction to Risk Management Approach by Anthony Saunders and Marcia Millon Cornett**

Reference Material:

- **Analysis of Derivatives by Don M. Chance**

Course Description

The course explains the risk management types and techniques and its application in the financial and nonfinancial institutions. The course discusses objectives of risk management, process and matrix of risk management. Key financial risks along with their relevant formulation and quantification helps students to grasp in depth risk calculations. Alongside the financial risks, operational risk comprehensions are also included. Moreover, derivatives and their valuations cover sophisticated and advanced risk management tools.

Course Objectives

This course will focus on variety of risks faced by financial managers and the tools available for managing these risks. Particularly, we shall focus on credit risk, interest rate and liquidity risks, market risk, foreign exchange risk, and country risk. We shall learn about the tools and techniques available for managing these risks such as future contracts, option contracts, swaps, value-at-risk (VaR) and other standard risk-hedging techniques, and methods of measuring volatility. Students attending this course are expected to have studied basic courses of investment and portfolio management and have good understanding of asset pricing models.

Course Learning Outcomes

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

- **Comprehend basic concepts, categories of risks, and the objectives of the risk management process.**

- **Analyze various types of risks using risk assessment models.**
- **Apply risk models to quantify uncertainty and potential losses.**
- **Evaluate the risk level based on critical and analytical results of risk models and devise the hedging strategies**

Assessment Instrument with weights:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	25	20
	GRAND TOTAL		100

Module Contents

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
01	Overview of course <ul style="list-style-type: none">■ Overview of financial markets■ Overview of financial institutions	Lecture		PLO 1	CLO 1	Comprehension
02	Globalization <ul style="list-style-type: none">■ Globalization of financial markets and institutions■ Financial crises and financial institutions	Lecture		PLO 1	CLO 1	Comprehension
03	Emerging trends in global financial market <ul style="list-style-type: none">■ Financial technology■ Artificial intelligence■ Blockchain■ Digital banks■ Other trends in financial markets <u>Research Article: The Role of Artificial Intelligence (AI) in Financial Risk Management</u>	Case Discussion/ Research Article Discussion		PLO 1	CLO 1	Comprehension
04	Risk <ul style="list-style-type: none">■ Definition of Risk■ Types of risks and categories of risk <u>IT Integration: Using Open-Source Risk Engine</u>	Class Activity/Lab Activity		PLO 2	CLO 1	Application
05	Objectives <ul style="list-style-type: none">■ Pre-loss objectives of risk management■ Post loss objectives of risk management	Lecture	Assignment 1	PLO 2	CLO 1	Comprehension
06	Risk Management <ul style="list-style-type: none">■ Process of Risk Management■ Matrix of Risk Management	Lecture		PLO 2	CLO 1	Comprehension
07	Risk Management <ul style="list-style-type: none">■ Financial Risk Management■ Types of risks incurred by Financial Institutions	Lecture		PLO 2	CLO 1	Comprehension
08	Risk Estimation <ul style="list-style-type: none">■ Estimation techniques of risk management	Lecture		PLO 2	CLO 3	Comprehension
09	Risk <ul style="list-style-type: none">■ Interest rate risk	Lecture	Quiz 1	PLO 2	CLO 3	Comprehension
10	Interest rate risk model	Lecture		PLO 3,4	CLO 3,4	Evaluation

	<ul style="list-style-type: none"> ■ Repricing Model ■ Weaknesses of repricing model ■ Estimation of repricing GAP model 					
11	Interest rate risk model <ul style="list-style-type: none"> ■ Duration model ■ Estimation of duration model 	Lecture	Assignment 2	PLO 3,4	CLO 3,4	Evaluation
12	Credit Risk <ul style="list-style-type: none"> ■ Credit Risk ■ 5 Cs of credit risk ■ Non-performing loans and provisions 	Lecture		PLO 3,4	CLO 3,4	Analyzing
13	Return and Risk <ul style="list-style-type: none"> ■ ROA ■ RAROC ■ Altman Z Score 	Lecture		PLO 3,4	CLO 3,4	Evaluation
14	Credit Risk <ul style="list-style-type: none"> ■ Ratios ■ Internal Credit Risk Rating System <p><u>Class Activity: Use of Excel or Python to calculate credit risk scores based on key financial ratios and credit scoring models.</u></p>	Class Activity/ Lab Activity		PLO 3,4	CLO 3,4	Application
15	Liquidity Risk <ul style="list-style-type: none"> ■ Causes of liquidity risk ■ Liquidity plan 	Lecture		PLO 4	CLO 3	Knowledge
16	Liquidity Risk <ul style="list-style-type: none"> ■ Liquidity Index ■ Financing GAP and Requirement 	Lecture		PLO 4	CLO 3,4	Anlayzing
17	Liquidity Risk and Market Risk <ul style="list-style-type: none"> ■ Estimation of liquidity risk ■ Managing Market Risk 	Lecture	Quiz 2	PLO 4	CLO 3,4	Evaluation
18	Market risk <ul style="list-style-type: none"> ■ Sources of market risk ■ Value at Risk <p><u>Class Activity: Compute Value at Risk (VaR) for different asset portfolios using Excel's built-in functions or MATLAB.</u></p>	Class Activity/Lab Activity		PLO 4	CLO 3,4	Application
19	Operational risk <ul style="list-style-type: none"> ■ Operational risk ■ Types of Operational Risk 	Lecture		PLO 4	CLO 3	Comprehension

	■ Practical aspects of operational risk				
20	Derivatives		Assignment 3		
	■ Introduction and history of derivatives				
	■ Pakistan's perspective of derivatives	Lecture		PLO 4	CLO 3,4
	■ How derivatives are traded				Comprehension
	■ How derivatives are used				
22	Futures				
	■ Types and advantages of futures	Lecture		PLO 4	CLO 3,4
	■ Disadvantages of futures				Application
	■ Generic pricing of futures				
24	Futures and Forward				
	■ Generic valuation of futures	Lecture		PLO 4,5	CLO 3,4
	■ Types and advantages of forward				Analysing
	■ Disadvantages of forward				
24	Futures and Forward				
	■ Comparison of future and forward	Lecture		PLO 4,5	CLO 4
	■ Generic pricing of forward				Evaluation
25	Forward				
	■ Valuation of forward	Lecture		PLO 4,5	CLO 4
	■ Generic pricing of forward				Evaluation
26	Options		Quiz 3		
	■ Meaning and characteristics of options	Lecture		PLO 4,5	CLO 3
	■ Types of options				Comprehension
27	Options				
	■ Hedging using options	Lecture		PLO 4,5	CLO 4
					Application
28	SWAPS				
	■ Introduction to SWAPS				
	■ Caps	Lecture		PLO 4,5	CLO 3
	■ Floors				Comprehension
	■ Collars				

Course Title: Investment & Portfolio Management

Course Code:

Credit Hours: 3+0

Course Instructor:

Mode of Contact: Physical

Instructor Email:

Meeting: By appointment via e-mail

Prerequisites: Financial Management

Textbook:

- **Investment Analysis and Portfolio Management” by Frank K. Reilly and Keith C. Brown (Latest Edition Available).**

Reference Material:

Business Pages of Dawn News, Business Recorder, Karachi Stock exchange Website

Course Description:

This course is intended to introduce the concepts and tools of security analysis and portfolio management. The course content covers market structure and trade execution, client characteristics and their effect on portfolio construction, the asset allocation decisions, the security allocation decisions by considering the risk and return, market efficiency and trading strategies. In addition, selected topics related to portfolio risk management and portfolio performance evaluation will be discussed.

Course Learning Objectives

The objective of the course is:

- 1. To study theory and empirical evidence relevant for portfolio management.**
- 2. To understand how an investment professional would allocate funds in a hypothetical portfolio.**
- 3. To estimate capital market parameters, trade-off between risk and return, optimal portfolio selection, equilibrium asset pricing models, and delegated portfolio management.**
- 4. To put emphasis on development of techniques that should be part of the tool kit of those interested in becoming professional investors.**

Course Learning Outcomes:

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

- Understand the nature of investments, the characteristics of financial assets, and the overall investment environment.
- Describe the investment management process, including portfolio objectives, strategy, and performance evaluation techniques.
- Apply modern portfolio theory and asset pricing models to assess risk and return in financial markets.
- Analyze the impact of macroeconomic and microeconomic factors on securities markets and the pricing of financial assets.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{xii}	CLO	Thinking Level
01	The Investment Setting					
	▶ The Investment Setting	Lecture		PLO 1	CLO 1	Knowledge
	▶ Revisions of Finance basics					

	‣ What is an investment?					
02	The Investment Setting					
	‣ Investments: background and issues	Lecture		PLO 1	CLO 1	Knowledge
	‣ Measuring risk and return					
	‣ Measures of historical/expected rates of return					
03	Risk measures for historical/expected returns					
	‣ Standard Deviation	Lecture		PLO 2	CLO 1	Knowledge
	‣ Variance Coefficient of Variation					
04	Determinants of required rates of return					
	‣ Nominal and real risk-free rate	Lecture		PLO 2	CLO 2	Comprehension
	‣ Risk premium					
	‣ Risk Premium and portfolio theory					
05	Relationship between Risk and Return					
	‣ SML line	Lecture		PLO 2	CLO 2	Comprehension
	‣ Changes in the SML line					
06	The Asset Allocation Decisions					
	‣ Individual Investor Lifecycle	Lecture	Assignment 1	PLO 2	CLO 2	Comprehension
	‣ The Portfolio Management Process		Quiz 1			
	‣ The need for Policy Statement					
	‣ Input to the Policy Statement					
07	The Asset Allocation Decisions					
	‣ The importance of asset allocation	Lecture		PLO 1	CLO 2	Comprehension
	‣ Objectives and Constraints of Institutional Investors					
08	Setting investment in a Global Market					
	‣ The case for global investments	Lecture		PLO 1	CLO 2	Comprehension
	‣ Global Investment Choices					
	‣ Fixed-Income Investments					
	‣ Equity Investments					
09	Special Equity Instruments					
	‣ Options	Lecture		PLO 2	CLO 2	Comprehension
	‣ Futures Contracts					
	‣ Historical Risk and Return on Alternative Investments					
10	Organization and Functioning of Securities Markets					
	‣ What is Market?	Lecture		PLO 3	CLO 3	Comprehension
11	Types of Markets					
	‣ Money Vs Capital Markets	Lecture		PLO 1	CLO 3	Comprehension
	‣ Primary Vs Capital Markets					

	<ul style="list-style-type: none"> ▶ Debt Vs Equity Markets ▶ Regional exchanges and the over-the-counter market 					
12	Types of Markets <ul style="list-style-type: none"> ▶ Detailed Analysis of Exchange Markets ▶ How Securities are traded ▶ Types of Orders ▶ Changes in the Securities Markets 	Lecture	Assignment 2	PLO 1	CLO 2	Comprehension
13	Security Market Indicator Series <ul style="list-style-type: none"> ▶ Uses of Security Market Indexes ▶ Differentiating Factors in Constructing Market Indexes <p><u>Class Activity: Jamapunji Stock trading Simulator, free practice trading</u></p>	Class Activity/Lab Activity		PLO 2	CLO 3	Comprehension/Application
14	Stock Market Indicator Series <ul style="list-style-type: none"> ▶ Value-Weighted Series ▶ Price-Weighted Series ▶ Un-weighted or Equal-Weighted Series <p><u>Online Trading: Portfolio - PSX Data Portal - Pakistan Stock Exchange</u></p>	Class Activity/Lab Activity		PLO 1	CLO 3	Comprehension/Application
15	Bonds Market Indicator Series <ul style="list-style-type: none"> ▶ Investment Grade Bonds ▶ Junk Bonds ▶ Annual security risk-returns and correlations ▶ Comparison of Indexes Over Time 	Lecture		PLO 1	CLO 3	Knowledge
16	Efficient Capital Markets <ul style="list-style-type: none"> ▶ Why should capital markets be efficient? ▶ Alternative efficient market hypotheses ▶ Implications of efficient capital markets 	Lecture		PLO 2	CLO 3	Comprehension
17	Tests and results of efficient market hypotheses <ul style="list-style-type: none"> ▶ Weak form hypothesis: Tests and results ▶ Semi-strong form hypothesis: Tests and results ▶ Strong form hypothesis: Tests and results 	Lecture		PLO 1	CLO 2	Comprehension
18	An Introduction to Portfolio Management <ul style="list-style-type: none"> ▶ Background assumptions ▶ Markowitz portfolio theory 	Case Discussion		PLO 2	CLO 2	Comprehension

19	Introduction to Portfolio Management <ul style="list-style-type: none"> Measuring risk and return Expected return for individual investment 	Lecture		PLO 1	CLO 3	Comprehension
20	Introduction to Portfolio Management <ul style="list-style-type: none"> Expected return for a portfolio Variance and standard deviation of return for an individual investment <u>Research Article: Enhancing portfolio management using artificial intelligence</u>	Case Discussion/ Research paper Discussion	Assignment 3	PLO 1	CLO 4	Comprehension
21	Investor Utility <ul style="list-style-type: none"> More than two assets portfolio and estimation issues The efficient frontier The efficient frontier and investor utility 	Lecture		PLO 1	CLO 4	Comprehension
22	An Introduction to Asset Pricing Model <ul style="list-style-type: none"> Capital market theory: An overview Risk-free asset 	Lecture	Quiz 2	PLO 1	CLO 3	Comprehension
23	An Introduction to Asset Pricing Model <ul style="list-style-type: none"> Market portfolio The Capital Asset Pricing Model: Expected return and risk 	Case Discussion		PLO 2	CLO 3	Comprehension
24	Relaxing the assumptions of CAPM <ul style="list-style-type: none"> Differentiating borrowing and lending rates Transaction costs Heterogeneous expectations and planning periods Taxes 	Lecture		PLO 2	CLO 4	Comprehension
25	Multifactor models of risk & Return <ul style="list-style-type: none"> The market portfolio: theory versus practice 	Lecture		PLO 1	CLO 4	Knowledge
26	Multifactor models of risk & Return <ul style="list-style-type: none"> APT and its Uses Other Multi factor Models 	Lecture	Assignment 4	PLO 1	CLO 4	Knowledge
27	Evaluation of Portfolio Performance <ul style="list-style-type: none"> Significance of Evaluation of Portfolios <u>Research Article: Impact of oil prices on the Islamic and conventional stock indexes' performance in Malaysia during the COVID-19pandemic: Fresh evidence from the wavelet-</u>	Case Discussion/ Research Article Discussion		PLO 2	CLO 4	Comprehension

<u>based approach</u>					
28	Evaluation of Portfolio Performance				
	▶ Sharpe’s Measure	Lecture	PLO 2	CLO 1	Knowledge
	▶ Treynor’s Measure				
	▶ Jensen Alpha				

Sutiene, K., Schwendner, P., Sipos, C., Lorenzo, L., Mirchev, M., Lameski, P., ... & Cerneviciene, J. (2024). Enhancing portfolio management using artificial intelligence: literature review. Frontiers in Artificial Intelligence, 7, 1371502.

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Specialization Courses

(HR)

Course Title: Recruitment and Selection

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

Human Resource Management

COURSE DESCRIPTION/OBJECTIVES:

- **Recruitment and selection activities ensure the availability of right people in the right place, at the right time in organizations.**
- **The process involves most fundamental human resource management functions like assessing organizational and individual's needs as well as abilities and producing an effective match.**
- **The course is designed to provide the learners with an understanding of the activities involved in advanced recruitment and selection from the viewpoint of a human resource practitioner and/or business manager.**
- **This course is designed to enable students to understand current theory and practice in the field. In particular, students undertaking this course will come to a detailed appreciation of best practice in recruitment and selection. Specific objectives of the course are:**

COURSE LEARNING OUTCOMES:

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

- **Describe the basic principles of recruitment and selection, including Reliability, validity and utility, Job analysis, Job marketing, Applicant assessment, Selection decision-making etc.**
 - **Explain the relationship of recruitment and selection practices to relevant theory.**
 - **Connect recruitment and selection practices with their organizational, social and legal contexts.**
 - **Students will learn about Job Analysis and Design, Recruitment Sources, Pre-employment Assessment techniques, Interviewing techniques and Retention Management**
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RECOMMENDED TEXT BOOK:

- **Hiring and Keeping the Best People. (1992). Harvard Business School Press – Boston**
- **101 Strategies for Recruiting Success: Where, when, and how to find the right people every time. By: Christopher W. Pritchard, SPHR**
- **Strategic Staffing : A Practical Toolkit for Workforce Planning by: Thomas P. Bechet**
- **Recruiting, Interviewing, Selecting and Orienting New Employees by Diane Arthur.**

REFERENCE MATERIAL:

Harvard case studies and research papers will be discussed

ASSESSMENT INSTRUMENT WITH WEIGHTS

S.NO	Items		Marks
1.	MidTerm Exam		30
2.	End Term Exam		50
3.	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Presentations		
	Case Discussion		
	LabWork/Practical Project		
	AnyOther		
	Total	20	20
	Grand Total		100

COURSE CONTENT

Week No	Lecture No	TOPICS TO BE COVERED
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1.	1.	History: Transition from Agricultural Economy to Industry Economy to Knowledge Economy, What is Human Capital and importance,
	2.	Significance of recruitment and selection for organization, challenges of recruitment, Overview of recruitment & selection Benefits and challenges of AI in recruitment and selection
2.	3.	Strategic Staffing: Developing and Implementing and Supporting Strategic Staffing Process- Placing Strategic Staffing Within the Business Context ,
	4.	Assessing Current Strategic Staffing Process, Involving Managers in the Strategic Staffing Process
3.	5.	Human Resource Planning, Labor Demand and supply, transitional Matrix, Predictive analytics in talent acquisition, Talent pipeline management with AI.
	6.	Job Analysis and Design: Requirement gathering, Organizational Structures and Jobs Alignment Job Design, Types of Job Design - Mechanistic Job Design- Biological Job Design – Motivational Job Design.- Perceptual Job Design
4.	7.	Conducting Human Resource Audit – Importance of Human Resource Audit – Periodic and Exit Interviews - Systematic Recruitment and Selection Process – Conducting Job Analysis
	8.	Approaches and sources of recruitment: Advertising, realistic job preview. Labor market analysis & setting rates of pay, Electronic recruiting and sources. Recruitment process and techniques,
5.	9.	Recruitment sources - Traditional Recruitment Sources and Innovative Recruitment Sources Recruiting from within the organization, Outsourcing-When to Use a Professional Recruiter , Colleges, Universities, Professional organizations, Seminars/workshops, Job fairs.
	10.	Selection Process: AI driven resume screening and Ranking.Pre-employment test, Selection/Recruitment Interview, Types and components of employment interviews, Cognitive Ability in Personnel Selection Decisions, Personality in Personnel Selection. Emotional Factors as Selection Criteria,
6.	11.	AI-driven psychometric and cognitive assessments Situational Judgment Tests, Psychological and Physical examination, Computer-

		Based Testing and the Internet. Evaluating selection techniques: Reliability, validity & cost-benefit (utility) analysis. Video interview analysis using AI (facial expressions, tone, and speech analysis) Ability testing: General mental ability; specific -abilities; work samples.
	12	Documenting the interview, Second Rounds and Offers, Structuring Compensation Offers, The Prediction of Typical and Maximum Performance in Employee Selection, Different types of questions for a test or interview, Job Performance:.
7.	13.	Assessment Issues in Personnel Selection, The Prediction of Contextual Performance. Decision Making in Selection, Ethnic Bias and Fairness in Personnel Selection and Consequences. Background and reference check
	14.	Personality Assessment: Big 5 Personality Model, Assessment Centers and 360 degree Evaluation
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Selecting for fit and employment laws: Individual fit with jobs, teams, organizations & cultures. The legal & social context for R&S: Employment legislation, equal opportunity (adverse impact etc).
	16.	Employee Orientation: Significance and methods of Orientation Program, AI-Driven Employee Orientation, Outsourced Recruitment, and Expatriate Selection: Innovations and Best Practices (AI in Employ Orientation, AI in Outsourced Recruitment & Selection, AI for Expatriate Selection, AI for Team-Based and Multilevel Selection)
9.	17.	Beyond the fundamentals of employee orientation
	18.	Recruitment from Employer perspective: Training for recruitment & selection; Outsourcing recruitment & selection.
10.	19.	The organizational context for recruitment & selection
	20.	Diversity recruitment and hiring success
11.	21.	Retention (Keeping the best): Essential retention strategies (AI-driven salary benchmarking and personalized compensation packages, AI-powered learning and development platforms, Personalized career pathing using predictive analytics, AI-powered recognition programs (automated milestone celebrations, peer recognition).....

	22.	Market wise retention,
	23.	Retention Success
12.	24.	Workplace factors that affect Hiring and Retention: Staff turnover and negative and positive impact on the organization
	25.	Keeping employees even after they leave (AI for Corporate Alumni Networks, Knowledge Management & Mentorship, Boomerang (Rehiring Former Employees),Freelance & Consultant Opportunities)
13.	26.	Measuring Staffing Effectiveness and Efficiency, Calculating Staffing Costs and Evaluating Staffing Options, Maintaining GEMS (Global Employees Mobile and Skilled).
	27.	Recruiting Evaluation and Metrics
14.	28.	Revision
	END TERM EXAMS	

Course Title: Training and Development

Course Code:

Credit Hours: 3+0

Course Instructor

Mode of Contact"

You can contact your course instructor in the following ways:

Email: @numl.edu.pk

Meeting: By appointment via e-mail

PREREQUISITES: Students must have an understanding of HRM.

Textbook:

Employee Training and Development by Raymond A. Neo, 7th edition.

Reference Material:

- **Approaches to Training and Development by Dugan Laird, ElwoodF. Holton III**

Course Description: In this competitive environment organizations need to dedicate the resource to continuous learn. This course aims to educate the students about the role of training and development. This course also provides the insight about the contemporary and traditional approaches of training and development for individual and organizational perspective. Training and development process elaboration prepare the students for incorporating this process in an organization in effective way.

Course Objectives: The course objectives are

- CO1 Personnel Training & Development is aimed at giving an overview of the training process.**
 - CO2 This course gives the overview of different international well reputed organization T&D activities.**
 - CO3 This course is aimed at in sighting the students with the fundamentals of a training program, training delivery, and training management and how to conduct training need analysis.**
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Course Learning Outcomes: Upon completion of this course, students will be able to:

CLO1 Students shall be better comprehend the training process, improved skills for managing training programs CLO2 understand how to conduct need assessment, design training processes

- CLO3 Students are able to demonstrate the role of career management of their prospective organization.
- CLO4 know which method of training and development is used to enhance the effectiveness at individual, teams and organizational level.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{xviii}	CLO	Thinking Level
	INTRODUCTION TO T&D	Lecture		PLO 1	CLO 1	Understand
01	<ul style="list-style-type: none"> The Organization and role of HRM Organizational structure Organizational goals and strategies 	Lecture		PLO 1	CLO 1	Understand
02	<ul style="list-style-type: none"> Human resource strategies Business role of T&D 	Lecture		PLO 1	CLO 1	Analyze

	<ul style="list-style-type: none"> Formal and Informal learning Relationship of training and development with other HR functions Roles, competencies and position of training Professionals 					
03	<ul style="list-style-type: none"> Designing Effective Training Overcoming the flaws of ISD Model T&D link with business strategy 	Lecture/ Discuss		PLO 1	CLO 1	Knowledge
04	<ul style="list-style-type: none"> Learning organizations Features of learning organizations Training as a system approach 	Lecture/ Discussion	Quiz 1	PLO 1	CLO 1	Apply
05	<ul style="list-style-type: none"> The Strategic Training and Development Process Formulating the Business Strategy Strategic training and development initiatives 	Lecture	Assignment 1	PLO 1	CLO 1	Understand
06	<ul style="list-style-type: none"> Training Need Assessment The Needs Assessment Process (Org, personal, task) 	Lecture		PLO 5	CLO 2	Understand
07	<ul style="list-style-type: none"> Scope of Training Need Assessment Selecting suitable method of Assessment Organizational, teams and individual need analysis. Advantages and disadvantages of Needs Assessment Techniques 	Lecture	Quiz 2	PLO 1	CLO 2	Apply
08	<ul style="list-style-type: none"> Training Benefits Benefits of training to individuals. Benefits of training to teams. Benefits of training to organization 					Understand
09	<ul style="list-style-type: none"> The trainer and training methodologies Selection of trainer. Competencies of trainer. 	Lecture		PLO 1	CLO 4	Apply
10	<ul style="list-style-type: none"> In-house and on the job training (OJT) Job Instruction training (JIT) 	Lecture	Assignment 2	PLO 1	CLO 4	Understand

11	<ul style="list-style-type: none"> Developing a training plan training objectives Meaningful Training Content 	Lecture		PLO 1	CLO 4	Understand
12	<ul style="list-style-type: none"> Business impact objectives Determining training sequence 	Lecture		PLO 1	CLO 4	Understand
13	<ul style="list-style-type: none"> Traditional training method 	Lecture	Assignment 3 Quiz 3	PLO 1	CLO 4	Understand
14	<ul style="list-style-type: none"> Traditional training method 	Lecture		PLO 1	CLO 1	Understand
MID TERM BREAK						
15	<ul style="list-style-type: none"> Technology based training methods Effectiveness of Online Learning methods 	Lecture		PLO 1	CLO 1	Understand
16	<ul style="list-style-type: none"> Technology based training methods Exploring the Effects of Training and Development Practices on Organization Performance: A Case Study of Pakistan Telecommunication Authority 	Lecture	Assignment 4 Quiz 4	PLO 1	CLO 1	Understand
17	<ul style="list-style-type: none"> Program design Trainers can make training design conducive to learners 	Lecture		PLO 1	CLO 1	Understand
18	<ul style="list-style-type: none"> Developing training lesson plans 	Lecture	Assignment 5 Quiz 4	PLO 1	CLO 1	Understand
19	<ul style="list-style-type: none"> Methods of Development 	Lecture		PLO 1	CLO 1	Understand
20	<ul style="list-style-type: none"> Transfer of training Cross training 	Case Discussion	Assignment 6 Quiz 7	PLO 1	CLO 1	Understand
21	<ul style="list-style-type: none"> Training evaluation system Formative evaluation 	Lecture		PLO 1	CLO 2	Understand

	<ul style="list-style-type: none">Summative evaluation					
22	<ul style="list-style-type: none">ROTI: Return on training investmentMeasurement of training impactPre- training evaluation	Lecture		PLO 1	CLO 1	Understand
23	<ul style="list-style-type: none">During training evaluation.Post training evolution	Lecture	Assignment 7	PLO 1	CLO 2	Understand
24	<ul style="list-style-type: none">Coaching skills for trainer.Counseling skills for trainer	Lecture		PLO 1	CLO 2	Understand
25	<ul style="list-style-type: none">Mentoring skills for trainer	Case Discussion		PLO 1	CLO 2	Understand
26	<ul style="list-style-type: none">The Future of Training and Development.	Lecture		PLO 1	CLO 2	Understand
27	Final Project	Presentations		PLO 1	CLO 2	Understand
28	Final Project	Presentations		PLO 1	CLO 3	Understand

Course Title: Occupational Health & Safety Management

Course Code:

Credit Hours: 3+0

Course Instructor: Muhammad Usman Anwar Baig

Mode of Contact: You can contact your course instructor in the following ways:

Email: usmanbaig@numl.edu.pk

Meeting: By appointment via e-mail

PREREQUISITES: Human Resource Management

Textbook: Occupational Safety and Health, For Technologists, Engineers, and Managers by David L. Goetsch, Eighth Edition, Pearson.

Reference Material: Fundamentals of Occupational Safety and Health by Mark A. Friend and James P. Kohn, Fifth Edition

Course Description: This course introduces the student to the study of workplace occupational health and safety. The student will learn safe work practices in offices, industry and construction as well as how to identify and prevent or correct problems associated with occupational safety and health in these locations as well as in the home. The course is designed to assist the student with the implementation of safe healthy practices at work and at home.

Course Learning Outcomes: Upon completion of this course, students will be able to:

- Use vocabulary of occupational health and safety management correctly (PLO 1).
 - A comprehensive understanding of the advanced principles and tools of occupational health and safety management (PLO 1).
 - Apply occupational health and safety management more effectively in professional lives (PLO 2, 4).
 - Communicate clearly, in an organized fashion, the concepts of occupational health and safety management (PLO 2).
 - Develop ability to recognize and resolve ethical dilemmas related to safety (PLO 5).
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ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Presentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Week	Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
1	1	Safety and Health Movement, Then and Now	Lecture		1, 2	1, 2	Knowledge
	2	Safety and Health Movement, Then and Now	Lecture		1, 2	1, 2	Application
2	3	Fire Hazards and Life Safety	Lecture	Quiz	1, 2	1, 2	Knowledge
	4	Fire Hazards and Life Safety	Lecture		2, 4	1, 2, 3	Application
	5	Electrical Hazards	Lecture		1, 2	1, 2	Knowledge

3	6	Electrical Hazards	Lecture	Project	2, 4	1, 2, 3	Application
	7	Mechanical Hazards and Machine Safeguarding	Lecture	Quiz	1, 2	1, 2	Knowledge
4	8	Mechanical Hazards and Machine Safeguarding	Lecture	Assignment	2, 4	1, 2, 3	Application
	9	Pressure Hazards	Lecture		1, 2	1, 2	Knowledge
5	10	Pressure Hazards	Lecture		2, 4	1, 2, 3	Application
	11	Computers, Automation, and Robots	Lecture	Quiz	1, 2	1, 2	Knowledge
6	12	Computers, Automation, and Robots	Lecture		2, 4	1, 2, 3	Application
	13	Bloodborne Pathogens and Bacterial Hazards	Lecture		1, 2	1, 2	Knowledge
7	14	Bloodborne Pathogens and Bacterial Hazards	Lecture		2, 4	1, 2, 3	Application
MIDTERM EXAMS							
MIDTERM BREAK							
	15	Radiation Hazards	Lecture	Quiz	1, 2	1, 2	Knowledge
8	16	Radiation Hazards	Lecture		2, 4	1, 2, 3	Application
	17	Noise and Vibration Hazards	Lecture		1, 2	1, 2	Knowledge
9	18	Noise and Vibration Hazards	Lecture		2, 4	1, 2, 3	Application
	19	Ergonomic Hazards	Lecture	Quiz	1, 2	1, 2	Knowledge
10	20	Ergonomic Hazards	Lecture		2, 4	1, 2, 3	Application
	21	Stress and Safety	Lecture		1, 2	1, 2	Knowledge
11	22	Stress and Safety Does attachment anxiety accentuate the effect of perceived contract breach on counterproductive work behaviors?	Lecture Research Article		2, 4	1, 2, 3	Application
	23	Theories of Accident Causation	Lecture		1, 2	1, 2	Knowledge
12	24	Theories of Accident Causation	Lecture		2, 4	1, 2, 3	Application
	25	Hazard Analysis, Prevention, and Safety Management	Lecture	Assignment	2, 4	2, 3	Knowledge
13	26	Hazard Analysis, Prevention, and Safety Management	Lecture		2, 4	2, 3	Application
	27	Ethics and Safety	Lecture		2, 4, 5	2, 3, 5	Knowledge
14	28	Ethics and Safety	Lecture	Project	2, 4, 5	2, 3, 5	Application
	29	Establishing a Safety First Culture	Lecture		2, 4	2, 3	Knowledge

Course Title: Human Resource Information System (HRIS)

Course Code:

Credit Hours: 3+0

Course Instructor: Shazia Perveen

Mode of Contact"

You can contact your course instructor in the following ways:

Email: shperveen@numl.edu.pk

Meeting: By appointment via e-mail

PREREQUISITES: As a human resource information system course, you must have an understanding of human resource management.

Textbooks (or Course Materials):

- ▶ Kavanagh, M. J., Thite, M. & Johnson (2015). Human Resources Information Systems: Basics, Applications, & Future Directions (4th Edition)
- ▶ David A. Decenzo and Stephen P. Robins (HUMAN RESOURCE MANAGEMENT).

Online Resource(s):

<http://www.sap.com> (SAP official website)

<http://www.ihrim.com> (IHRIM – The International Association of Human Resource Information Management)

<http://www.hrmscanada.com> (Human Resource System Group)

Software:

Microsoft Access 2016 or 2019 both editions can be used. This software is already installed in our computers. It comes with MS Office package, or it can be downloaded from Internet. Latest edition is 2019 which is available on purchase. But 2016 edition can be used for students practice.

MS Access Download link: www.microsoft.com

Course Description:

Since the early 20th century, Human Resource Management has evolved from purely administrative and transactional to one of significant strategic importance to organizations, providing transformational value in support of primary business objectives. Human Resource Information Systems is the discipline of combining human

resources practices with information technology to support organizations in pursuit of their business objectives effectively. Human Resource Information Systems are used for automating repetitive, administrative tasks; creating, delivering and tracking activities associated with effective HR practices (recruiting, training and development, compensation and benefits, HR planning, organizational effectiveness, etc.); and are essential tools for supporting business decision making in regards to the management of an organization's talent.

Course Objectives:

- The student will synthesize HRIS applications and organizational strategy.
- The student will outline the basic steps an organization must go through to plan for, acquire, and implement an HRIS.
- The student will explain the primary uses of job analysis information, how the data should be archived, and what job and workflow variables should be tracked.
- The student will explain how recruiting is facilitated by the HRIS.
- The student will outline the relationship between screening and selection and explain their importance to strategy implementation.
- The student will explain the strategic importance of training programs in maintaining and improving employee knowledge, skills, and competencies.
- It will explain how and what to track in evaluating the outcomes of training programs; the student will based on learning theory, explain how HRIS training metric tracking facilitates training transfer.
- The student will integrate eLearning and SDL technology with HRIS tracking capabilities.
- This course will explain and illustrate the various performance appraisal data that can be tracked by HRIS and tell how tracking individual performance helps to improve overall organizational effectiveness.
- This course will explain the fundamental issues which must be addressed in implementing an HRIS system.

Course Learning Outcomes (CLOs)

At the end of the module, the students will be able to:

- CLO 1. Understand the problems while using HRIS concepts and effectively cope with them.
- CLO 2. Identify the appropriate tools and techniques regarding HRIS.
- CLO 3. Students will be able to apply software like MS Access and ERP (SAP) skills and apply this software professionally in an organization.
- CLO 4. Students will understand the Issues and HRIS practices used in Social Media
- CLO 5. A comprehensive understanding of the basic principles and tools of HRIS
- CLO 6. Demonstrate how HRIS fits with the other business disciplines within an organization.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Assignments		
	Class Participation		
	Project and Presentation		
	Quizzes		
	Total	20	20
	GRAND TOTAL		100

Course contents:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level
01	A Brief History and Overview of Technology in HR Technology and Human Resource (HRIS, eHRM and HRIS, The Value and Risk of HRIS, Types of HRIS)	Lecture		PLO 1	CLO 1	Knowledge
02	Evolution of HRM and HRIS (Pre-World War II till The cloud and Mobile Technology)	Lecture	Assessment	PLO1	CLO1	Knowledge
03	Database Concepts and Applications in HRIS Database Concepts and application in HRIS, Database Management System, Key Relational Database Terminology, MS ACCESS Database,	Lecture/MS Access database practice	Quiz	PLO 2	CLO 3	Knowledge
04	Designing MS Access Database	Lecture/MS Access database practice		PLO 2	CLO 3	Knowledge
05	Systems Considerations in the Design of an HRIS: Planning for Implementations	Lecture		PLO2	CLO 3	Comprehension

	Big Data and NOSQL Concepts, Data Integration, Data Warehousing, Business Intelligence and Mining					
06	MANAGING HRIS IMPLEMENTATIONS Systems Considerations in the Design of an HRIS; HRIS Customers/Users, HRIS Architecture, Best of Breed, Planning for system Implementation	Lecture		PLO5	CLO 2	Comprehension
07	System Design and Acquisition The System Development Life Cycle and HRIS Needs Analysis; System Design and Acquisition; Design Consideration during the systems Life Cycle, Working with Vendors, Assessing System Feasibility	Lecture	Quiz	PLO 5	CLO 3	Comprehension
08	Change Management and Implementation <ul style="list-style-type: none"> Change Management and Implementation; Models of the Change Process, Why do System Failure Occur, HRIS Implementation, Critical Success Factor 	Lecture		PLO 4	CLO 2	Comprehension
09	Models of the Change Process Cost Justifying HRIS Investments; (Strategies, Evolution Approaches), HRIS Cost Benefit Analysis, Implementation Cost, Estimating	Lecture	Assessment	PLO 4	CLO 2	Comprehension
10	Electronic Human Resource Management (EHRM) HR Administration and HRIS, Technical Support, Approaches, Self Service Portals and HRIS, Shared Service Centers, Outsourcing and Offshoring, Legal Compliance, Equal Employment opportunity	Lecture		PLO 3	CLO 2	Comprehension
11	Enterprise Resource Planning Introduction to the Enterprise Resource Planning (ERP) Systems SAP HR	Lecture	Quiz	PLO 3	CLO 3	Knowledge
12	Application: The Company Structure and jobs and positions in the company	Lecture		PLO 3	CLO 3	Knowledge

13	Talent Management <ul style="list-style-type: none"> Talent Management; Introduction, Job Analysis and Human Resource Planning, Talent management Strategy and Culture, Talent Management and Information Systems, Trends in Talent Management Software 	Lecture		PLO 4	CLO 4	Comprehension
14	Recruitment and Selection in an Internet Context Recruitment and Selection in Internet Context; Recruitment and Technology, Online Recruitment Guidelines, Selection and Technology.	Lecture		PLO 4	CLO 4	Comprehension
MID TERM EXAMS						
15	Training and Development: Issues and HRIS Applications Training and Development: Issues and HRIS Applications; Strategic Implications and Learning Organizations,	Lecture		PLO 2	CLO34	Comprehension
16	Training Metrics and Cost-Benefit Analysis <ul style="list-style-type: none"> Training Metrics and Cost Benefit Analysis, Case Study: Training and Development at Meddevco 	Lecture/Case Study	Assessment	PLO 2	CLO 3	Comprehension
17	Performance Management, Compensation, Benefits, Payroll, and HRIS Performance management, Purpose of performance management, Compensation, Benefits, Payroll and HRIS	Lecture		PLO 2	CLO 6	Comprehension
18	HRIS and International HRM <ul style="list-style-type: none"> HRIS and International HRM, Introduction, HR Programs in Global Organizations, HRIS Applications in IHRM Case Study. Global Issues in Multinational Company 	Lecture , Case Discussion	Quiz	PLO 2	CLO 6	Comprehension
19	HR Metrics and Workforce Analytics HR Metrics and Workforce Analytics, A brief History of HR Analytics, Limitations of Historical Metrics	Lecture		PLO 4	CLO 3	Comprehension

20	HR Metrics, Workforce Analytics, and Organizational Effectiveness Contemporary HR Metrics and Workforce Analytics, Organizational Effectiveness	Lecture		PLO 4	CLO 3	Comprehension
21	HRIS Privacy and Security HRIS Privacy and Security; Employee Privacy, Components of Information Security	Lecture		PLO 4	CLO 5	Comprehension
22	Information Policy and Management Case Study: Practical Applications of An Information Privacy Plan	Case Discussion		PLO 3	CLO 5	Comprehension
23	HRIS and Social Media HRIS and Social Media; Global Usage of Social Media, Social Media and HRIS Practices	Lecture		PLO 3	CLO 4	Comprehension
24	Concerns Over Social Media Concerns over Social Media, Corporate Social Media Policies, Research Based Tips for the use of Social Media in HR	Lecture	Quiz	PLO 3	CLO 4	Comprehension
25	The Future of HRIS: Emerging Trends in HRM and IT The Future of HRIS, Emerging Trends in HRM and IT; Future trends in HRM	Lecture		PLO 3	CLO 5	Comprehension
26	Future Trends in Workforce Technologies Future Trends in HRIS, Future Trends in Workforce Technologies	Lecture		PLO 3	CLO 5	Comprehension
27	Presentations of assigned project.					Knowledge Testing
28	Presentations of assigned project.					Knowledge Testing

END TERM EXAMS

Course Title: Compensation Structure Development

Course Code:

Credit Hours: 3+0

Course Instructor:

Prerequisites:

- **Human Resources Management.**

COURSE DESCRIPTION/OBJECTIVES:

- **This course focuses on the development of compensation structure development in the organizations.**
- **The course emphasis is on the understanding of the concepts like: Job analysis, job design, job description, job evaluation, Pay structures, strategic perspective of the compensation, internal alignment and external competitiveness, individual pay, relational rewards and benefits (long-term and short-term).**
- **The course will enable the students to know the techniques of compensation structure development of different management levels and blue collar employees.**
- **The CSD course will enable the students to align the compensation and pay structures of the employees with overall strategic objectives of the organizations.**

COURSE LEARNING OUTCOMES:

Students will be able to have the knowledge of

- **Different compensation strategies of the organizations**
- **how business strategies are aligned with the compensation strategies**
- **Design the tangible and intangible rewards of the employees (White collar and blue collar workers).**

RECOMMENDED BOOK:

- **Compensation by George T. Milkovich, Jerry M. Newman and Barry Gerhart, 11th edition**

REFERENCE MATERIAL:

Case studies, Research articles

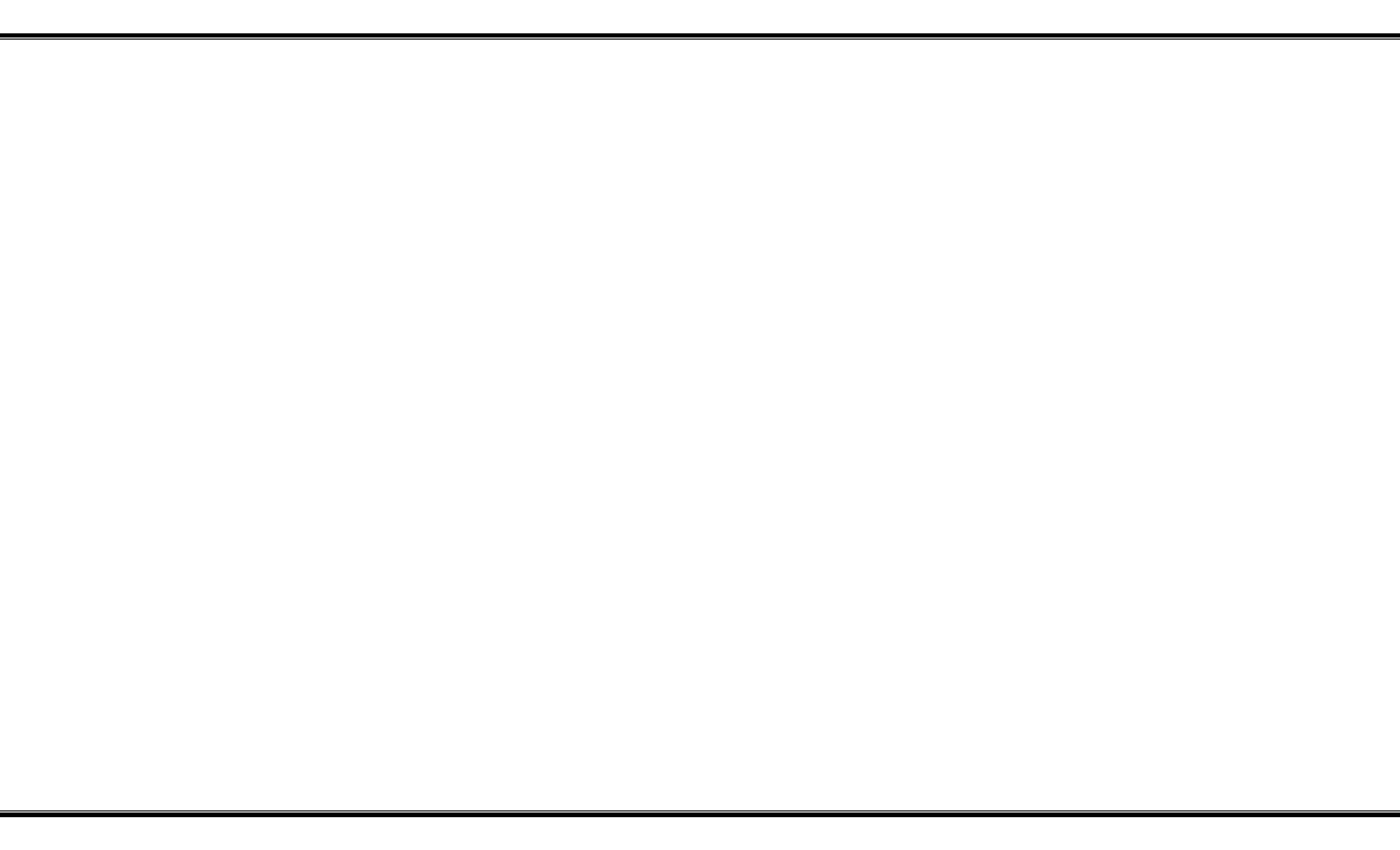
ASSESSMENT INSTRUMENT WITH WEIGHTS

S.NO	Items	Marks
1.	MidTerm Exam	30
2.	End Term Exam	50
3.	Internal Evaluation Breakdown	
	Quiz(s)	
	Assignments(s)	
	Class Participation	
	Presentations	
	Case Discussion	
	Lab Work/Practical Project	
	Any Other	
	Total	20
	Grand Total	100

COURSE CONTENT

Week No	Lecture No	TOPICS TO BE COVERED
1.	1.	Compensation- Definition; Factors affecting compensation; Pay structure, Internal & external Alignment; Benefits
	2.	Strategic perspective, How to achieve Competitive advantage; Total compensation development
2.	3.	Alignment (internal equity);approaches to job value; characteristics of a good pay structure
	4.	Job based structure; Job-evaluations; Methods of job evaluations
3.	5.	Person based structures; skill based; competency based; comparison between the two
	6.	External Competitiveness(external equity); what shapes external competitiveness; how labor markets work
4.	7.	Compensation differentials; efficiency wage and signaling theories; labor supply;
	8.	Compensation- Definition; Factors affecting compensation; Pay structure, Internal & external Alignment; Benefits

5.	9.	Strategic perspective, How to achieve Competitive advantage; Total compensation development
	10.	Alignment (internal equity);approaches to job value; characteristics of a good pay structure
6.	11.	Job based structure; Job-evaluations; Methods of job evaluations
	12.	Person based structures; skill based; competency based; comparison between the two
7.	13.	External Competitiveness(external equity); what shapes external competitiveness; how labor markets work
	14.	Compensation differentials; efficiency wage and signaling theories; labor supply;
		MID TERM EXAMS
		MID TERM BREAK
8.	15.	Wage and salary survey: standard steps
	16.	Building salary structure; mid point; scale; progression; smoothing; overlaps; exercise
9.	17.	Individual pay fixation; seniority based; performance based
	18.	Performance appraisal; training raters
10.	19.	Contributions (individual equity); Managing fairness, Expectations and results, Integrative model of individual equity;
	20.	Benefits and other administration issues, components of successful incentive plans & Project presentation
11.	21.	Organizational culture, openness, communication, International compensation policies
	22.	Building salary structure; mid point; scale; progression; smoothing; overlaps; exercise
12.	23.	Individual pay fixation; seniority based; performance based
	24.	Performance appraisal; training raters
13.	25.	Contributions (individual equity); Managing fairness, Expectations and results, Integrative model of individual equity;
	26.	Benefits and other administration issues, components of successful incentive plans & Project presentation
14.	27.	Revision
	28.	Revision
		END TERM EXAMS



Course Title: Strategic Human Resource Management (SHRM)**Course Code:****Credit Hours: 3+0****Course Instructor:****Mode of Contact''**

You can contact your course instructor in the following ways:

Email:

Meeting: By appointment via email

PREREQUISITES: It is compulsory that students should have a clear understanding of the concepts and practice of Human Resource Management and Business Policy & Strategy courses.

Textbook:

Strategic Human Resource Management: An action guide By Micheal Armstrong, 3rd Edition.

Reference Material:

- Strategic Human Resource Management by Charles R. Greer, 2nd Edition.
- Human Resource Management: Gaining a Competitive Advantage, 11th Edition, Authors: Noe, Hollenbeck, Gerhart, & Wright

Course Description:

"People are our most important asset." This phrase can be found, in one form or another, in most annual reports and CEO speeches. Nearly all managers agree that managing people effectively is important to organizational Effectiveness. The most important success factor in achieving a long-term, sustainable competitive advantage—acknowledged by the world's most admired companies—is the effective acquisition and management of human assets. In this course, you will understand how human resource decisions contribute to organizational Effectiveness and a firm's competitive advantage. This knowledge can be applied to small, medium, and large firms and non-profits. As there are a variety of ways to examine human resource management, the approach in this course is clarified as follows:

This course approaches the management of human assets from a strategic perspective. While this course covers HRM topics such as HR Strategy, Planning and Recruitment, Staffing, Training and Development, Retention, Performance Management, Compensation and Benefits, and other aspects of HRM, this course considers the relationship between these HRM practices and organizational Effectiveness.

In turn, this course adopts an integrative approach. Thus, the application of your (1) knowledge from previous coursework in strategy, management, accounting, finance, operations, and so forth, (2) work experience, and (3) judgment, critical thinking, and creativity will be important to your learning experience in this course.2. This course will take a general management perspective. HRM policy decisions can no longer be designated as a staff function for a firm to achieve a competitive advantage.

The employment of HRM policies and practices is a general management responsibility. In turn, this course focuses on the role of managers and how they can develop and implement effective, efficient, and ethical human resource practices that support firms' strategic objectives. Thus, this course supports a wide range of careers across disciplines.

Course Objectives:

The primary objective of this course is to help you develop an understanding and appreciation of the role strategic human resource management has in a firm's success, along with knowledge of the basic functions of human resource management, current practices, and issues. After taking this class, students should be prepared to:

- Recall and apply major theories and topics in strategic human resource management, such as
- Alignment and core competencies.
- Demonstrate an understanding of strategic human resource practices and how to design and implement them strategically in organizations to influence organizational Effectiveness.
- Develop regard for ethics, as they play a role in strategic human resource decisions and an ability to make judgments based upon ethical and environmental considerations.
- Identify and analyze human resource management problems in organizations and develop strategic
- Solutions to these problems.
- Use quantitative tools and information where appropriate to make and explain decisions.
- Partner with HRM professionals or Company leaders to implement strategic human resource management practices.

Course Learning Outcomes: Upon completion of this course, students will be able to:

- CLO1 Understand and apply of the strategic importance of human resource management.
- CLO2 Ability to integrate the level of different strategic human resource management concepts and their applicability through learning.
- CLO3 Critically assess the role and impact of strategic HRM in the performance of organizations.
- CLO4 Develop and execute strategic human resource management strategies
- CLO5 Assess the strategic contribution of employee participation and involvement to strategic HRM and organizational performance.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNO	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Research Paper		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{xiii}	CLO	Thinking Level
01	CH#1: Strategic Human Resource Management: An Introduction	Lecture		PLO 1	CLO 1	Knowledge
02	Strategic HRM Concept and Process, Aims of SHRM, Approaches to SHRM, Limitations to SHRM	Lecture		PLO 1	CLO 1	Knowledge
03	CH# 2: HR Environment: Technology and Organizational Structure, Workers Value and Attitudinal Trends and Management Trends	Lecture		PLO 4	CLO 2	Knowledge
04	Demographics Trends, Trends in the utilization of HRM, International Development	Lecture		PLO 3	CLO 2	Comprehension
05	CH#3 HR Strategies: Defining HR Strategies, Different types of HR Strategies	Lecture		PLO 1	CLO 2	Knowledge

06	Different Criteria for effective HR Strategies	Lecture		PLO 2	CLO 3	Knowledge
07	CH#4 Formulating & Implementing HR Strategy: Fundamental Process Considerations	Lecture	Assignment 1	PLO 4	CLO 4	Analyze
08	Characteristics of Fundamental Process, Developing HR Strategies.	Lecture	Quiz 1	PLO 4	CLO 4	Analyze
09	CH#4 Formulating & Implementing HR Strategy: - Setting out the Strategies,	Lecture		PLO 4	CLO 4	Apply
10	Conducting a Strategic Review, Implementing HR Strategy	Lecture	Assignment 2	PLO 4	CLO 4	Apply
11	CH#5 Improving Business Performance through SHRM: - How HR Impacts on Organizational Performance,	Lecture	Quiz 2	PLO 2	CLO 5	Apply
12	How HR Strategy makes an Overall Impact, How SHRM concepts impact on Practices	Lecture		PLO 2	CLO 5	Comprehension
13	Presentations	Lecture		PLO 3	CLO 4	Apply
14	Presentations	Lecture	Assignment 3	PLO 3	CLO 4	Knowledge
MID TERM EXAMINATION						
15	Paper Shown up and Discussion	Lecture	Quiz 3	PLO 1	CLO 1	Knowledge
16	CH#5 Improving Business Performance through SHRM:	Lecture		PLO 2	CLO 5	Apply
17	CH # 6 Roles in Strategic HRM: - Strategic Role of Top Management, The Strategic Role of Frontline Management	Lecture		PLO 1	CLO 5	Knowledge
18	The Strategic Role of HR Directors, The Strategic Role of Hr Specialist	Lecture		PLO 1	CLO 5	Knowledge
19	CH#7 Strategies For improving organizational Effectiveness: - Strategies for Organizational Development, Strategies for Organizational Transformation	Lecture		PLO 4	CLO 5	Knowledge
20	Strategies for Culture and Knowledge Management, Commitment Strategy, Quality Management Strategy & Continuous Improvement, and Customer Service Strategy	Lecture	Assignment 4	PLO 4	CLO 4	Comprehension
21	CH #8 Resourcing Strategies:=- Objective of Resourcing Strategy, SHRM approaches to Strategy, Integrating business, and resourcing strategy	Lecture	Quiz 4	PLO 3	CLO 5	Analyze

22	Bundling resourcing strategy and business activities, components of employee resourcing strategy,	Lecture		PLO 3	CLO 4	Analyze
23	Human Resource Planning, Resourcing Plans, Retention Strategy, Flexibility Strategy, Talent Management Strategy	Lecture		PLO 4	CLO 5	Analyze
24	CH#9 Employee Relational Strategy: Concerns of Employee Relation Strategy, Strategic Directions	Lecture		PLO 4	CLO 5	Analyze
25	The Background to employee relational strategies, The HR approach to employee relations, policy options	Lecture	Research paper submission	PLO 2	CLO 5	Analyze
26	Formulating the employee relation strategy and employee voice strategy.	Lecture		PLO 4	CLO 5	Create
27	Revision			PLO 3	CLO 5	Create

Specialization Courses

(Marketing)

Course Title: Digital Marketing Strategy (BBA)

Course Code:

Credit Hours: 3+0

Course Instructor:

Mode of Contact: Face to face. You can contact your course instructor in the following ways:

Email:

Meeting: By appointment via e-mail

PREREQUISITES: As a marketing course, you must have an understanding of Principle of marketing course.

Textbook:

Digital Marketing Strategy - An integrated approach to online marketing by Simon Kingsnorth, 2019

Reference Material:

The Digital Marketing Handbook: Deliver Powerful Digital Campaigns by Simon Kingsnorth.

Course Description: The course is aimed to provide a dynamic exploration of the field digital marketing. This program covers foundational principles, strategic planning, customer journey mapping, content marketing, social media, paid advertising, analytics, and emerging trends. By course end, students will possess the skills to navigate the digital landscape strategically, enhance brand visibility, and contribute to business success in the online realm.

Course Objectives: The course objectives are

- Understand Fundamental Principles of digital marketing
- Develop Strategic Planning Skills
- Proficiently Execute Key Digital Marketing Strategies
- Make Informed Data-Driven Decisions

Course Learning Outcomes: Upon completion of this course, students will be able to:

- Develop an appreciation of strategic use of digital and its contribution to the successful management of all contemporary organizations.
- Create and present informed, actionable digital marketing tactics as part of the marketing plan
- Develop skills to analyze information and derive practical insights related marketing decision-making.
- Identify consumer trends to plan the marketing strategy

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{xiv}	CLO	Thinking Level
01	What is digital marketing? <ul style="list-style-type: none"> ■ A history of digital marketing ■ The 4 Ps of marketing ■ Porter’s five forces ■ Brand or perceptual positioning map ■ Customer lifetime value ■ Segmentation ■ Boston Consulting Group matrix 	Lecture		PLO 1	CLO 1	Knowledge
02	<ul style="list-style-type: none"> ■ Brand or perceptual positioning map ■ Customer lifetime value ■ Segmentation 	Lecture		PLO 1	CLO 1	Knowledge

	<ul style="list-style-type: none"> ■ Boston Consulting Group matrix 					
03	Aligning with your business strategy <ul style="list-style-type: none"> ■ Customer centricity ■ Business model ■ Global strategy ■ Brand ■ Vision ■ Culture ■ Research and insight ■ KPIs 	Lecture	Assignment 1	PLO 4	CLO 1	Knowledge
04	Barriers and considerations <ul style="list-style-type: none"> ■ Technology ■ Skills ■ Budget and resources ■ Business priorities ■ Regulation 	Lecture		PLO 4	CLO1	Knowledge
05	Marketing Management Trends in Pakistan (discussion)	Lecture		PLO 3	CLO 3	Knowledge
06	Planning <ul style="list-style-type: none"> ■ The planning process ■ The phased approach ■ Goals ■ Objectives and strategies ■ Action plans ■ Controls ■ People ■ Budgeting and forecasting 	Case Discussion		PLO 1	CLO 1,3	Comprehension
07	Search engine optimization <ul style="list-style-type: none"> ■ A history of SEO 	Lecture	Quiz 1	PLO 1,3	CLO 1	Knowledge

	<ul style="list-style-type: none"> ■ Researching your SEO strategy ■ Technical SEO ■ Site structure 					
08	<ul style="list-style-type: none"> ■ Content SEO ■ Mobile ■ Location ■ Penalties ■ Organizational structure and SEO 	Lecture		PLO 1	CLO 1	Knowledge
09	Guest Speaker (Topic: Impact of Digital Marketing on Organizational Strategy)	Lecture		PLO 1	CLO 1	Knowledge
10	Assorted Readings --- Discussion	Lecture	Assignment 2	PLO 1	CLO 1	Comprehension
11	Paid search <ul style="list-style-type: none"> ■ An introduction to paid search ■ Setting up a campaign ■ Measurement and optimization ■ Advanced paid search ■ Managing paid search campaigns – humans versus robots 	Lecture	Quiz 2	PLO 1	CLO 1	Knowledge
12	Display <ul style="list-style-type: none"> ■ A brief history ■ Programmatic advertising 	Lecture		PLO 1	CLO 1	Knowledge

	<ul style="list-style-type: none"> ■ Types and formats of display advertising ■ Ad servers and technological delivery ■ 				
13	<ul style="list-style-type: none"> ■ Types of display campaign ■ Planning and targeting display campaigns ■ Display campaign measurement and attribution modelling 	Lecture	PLO 1	CLO 1	Knowledge
14	Social media <ul style="list-style-type: none"> ■ History of social media ■ Customer service and reputation management ■ Importance of SEO 	Lecture	PLO 1	CLO 1	Knowledge
15	<ul style="list-style-type: none"> ■ Where to start Social Media Marketing? ■ Types of social media ■ Content ■ Social advertising 	Lecture	PLO 1	CLO 1	Knowledge
16	User experience and transformation 165 <ul style="list-style-type: none"> ■ User experience (UX) ■ Digital transformation 	Lecture	PLO 1	CLO 1	Knowledge
17	CRM and retention <ul style="list-style-type: none"> ■ Defining CRM and retention ■ Contact strategy 	Lecture	PLO 1	CLO 4	Knowledge

	<ul style="list-style-type: none"> ■ Cross-selling and up-selling 					
18	<ul style="list-style-type: none"> ■ Predictive analytics ■ CRM systems ■ Social CRM (SCRM) ■ Loyalty 	Lecture		PLO 1	CLO 4	Knowledge
19	Digital Transformation	Case Discussion		PLO 2	CLO 1,3	Comprehension
20	Personalization <ul style="list-style-type: none"> ■ What is personalization? ■ Defining true personalization ■ User-defined personalization 	Lecture		PLO 1	CLO4	Knowledge
21	<ul style="list-style-type: none"> ■ Behavioural personalization ■ Tactical personalization ■ Single customer view 	Lecture		PLO 1	CLO 4	Knowledge
22	The Horizontal Revolution of Social Media	Class Discussion	Assignment 3	PLO 2	CLO 1,3	Comprehension
23	Content strategy <ul style="list-style-type: none"> ■ What is content marketing? ■ What is content? ■ What content types should you use? ■ Why content marketing? 	Lecture	Quiz 3	PLO 1	CLO1,4	Knowledge
24	<ul style="list-style-type: none"> ■ People and process for creating content ■ Distribution 	Lecture		PLO 1	CLO 1,4	Knowledge

	<ul style="list-style-type: none"> ■ Measuring the value of content ■ International content ■ Audit checklist 				
25	Analytics and reporting <ul style="list-style-type: none"> ■ The data landscape ■ The reliability of data-based decisions ■ What are analytics? 	Lecture	PLO 1	CLO 1,4	Knowledge
26	<ul style="list-style-type: none"> ■ Tools and technology ■ Attribution modelling ■ Reporting 	Lecture	PLO 1	CLO 1,4	Knowledge
27	Final Project	Presentations	PLO 4	CLO 1,2,3&4	Application
28	Final Project	Presentations	PLO 4	CLO 1,2,3&4	Application

Topic related exercises and assignments – Throughout the term; we cover different topics and exercises related to Digital Marketing Strategy. These exercises might include written assignments, quizzes, discussions, outside activities, and case studies.

Final Project - Students are required to work on a practical project during the term. The course instructor will assign the topics and students are required to work in groups on the assigned project. The project can be any facet of Digital Marketing Strategy.

Course Title: Social Media Marketing

Course Code:

Credit Hours: 3+0

Course Instructor: Dr. Farhina Hameed (farhina.hameed@numl.edu.pk)

PRE-REQUISITE

Social media marketing is specialization subject therefore, students must have basic knowledge of Principles of Marketing and Marketing Management.

TEXTBOOK

Social Media Marketing by *Tracy Tuten, Michael R. Solomon* (4rd Edition) 2021, Sage Publications Limited

REFERENCE BOOK

Social media marketing: a strategic approach 3rd edition (2022) by Barker, Bormann, Roberst and Zahay, Cengage learning

Social media marketing workbook (2022) by Jason McDonald

Social media marketing, Theories and applications by Stephan Dahl, 2nd edition (2018), Sage Publications Limited

COURSE DESCRIPTION

The course is designed to provide a broad understanding of social media marketing. The course exposes students to the implications of social media as well as opportunities and challenges for marketers, businesses and organizations. Special emphasis will be given to a large array of social media applications and tools used in the marketing of product, services, and corporate image. Topics include (but not limited to) social communities (e.g. social networking websites, message boards, forums, wikis), social publishing (e.g. blogs, media sharing websites: video, photo, audio, etc. and bookmark sharing), entertainment (e.g. social media game-based marketing, virtual reality, and entertainment communities), social commerce (e.g. reviews and ratings, social shopping websites) and social media metrics (i.e. measurements of success and effectiveness).

REFERENCE MATERIAL

Case Studies will be provided along with the course pack in advance.

Additional slides/handouts/information will also be shared in-class, as appropriate.

COURSE OBJECTIVES

The course objectives are:-

Describe the scope of social media marketing and identify current and emerging trends.

Explain how consumers interact socially based on social media techniques.

Examine the segmentation, targeting and positioning from the perspective of social media marketing.

How social media tools are utilized for planning and implementation.

Design social media strategies.

Examine the interrelatedness of ethical and legal social media campaigns.

How companies show their presence irrespective of cultural diversity.

COURSE LEARNING OUTCOMES (CLOs)

Identify key issues, challenges and opportunities for evolving social media tools and implementation in real world scenarios.

Use social media techniques to meet marketing and communications objectives.

Social media marketing plan can be used for better segmentation, targeting and positioning.

To tackle challenges, social media tools are used for planning and implementation.

Participate effectively in collaborative learning on social media projects.

Practice social media platforms successfully while keeping legal and ethical consequences in consideration.

Work on real-world projects and build online presence by considering various cultures.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

Course contents:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{xv}	CLO	Thinking Level
01	Class Introduction and Course Overview What is happening in social media and why it is becoming so important for the companies as well as for the individuals?	Lecture and Discussion	General discussion and views of class regarding emergence of social media and its impact on consumer lives	PLO1	CLO1	Knowledge
02	Foundation of social media marketing Digital Native The infrastructure of social media The zones of social media Monetization and social media Social media marketing Career in social media marketing	Lecture		PLO1	CLO1	Comprehension
03	Social Consumers Segmenting and targeting for social media marketing Social Identity Motives and attitude influencing social media marketing Social media segments	Lecture and Discussion	Case study 1: Social advocacy around the world	PLO1	CLO1	Comprehension and Analyzing
04	Network structure and group influence in social media Community structure The characteristics of online communities The rise of influencer Flow: How ideas travel online	Lecture	Assignment 1	PLO3	CLO4	Comprehension and Analyzing

05	Social media marketing strategy Strategic planning Social media campaigns Managing social media marketing	Lecture		PLO2	CLO4	Comprehension
06	Tactical planning and execution Tactical planning for social media marketing Value-driven social media marketing Understanding the target audience Channel plan Designing the experience Content posting	Lecture and Discussion	Case study 2: Strategic social media plan: First & main an outdoor shopping mall			
07	Social Community The social community zone Marketing application in the social community zone Brand fans Brand social communities Paid media in social network sites	Lecture	Assignment 2	PLO4	CLO5	Application
08	Case study discussion	Discussion and Presentation	Case study 3: The Hunger Games: Catching Fire: Using Digital and Social Media for Brand Storytelling			Analyzing
Midterm exams						
09	Paper showing, discussion of latest trends of social media	Discussion		PLO1	CLO2	Analyzing

10	Social Publishing The social publishing zone Publishing zone Developing effective branded content Distributing and promoting content	Lecture		PLO4	CLO3	Comprehension
11	Social Entertainment The social entertainment zone Social games Alternate reality games Original digital videos and branded videos Social TV Social Music	Lecture	Quiz 2 Case study 4: Native advertising: Novel or Deceptive	PLO4	CLO5	Comprehension
12	Social Commerce The zone of social commerce The social shopping experience Social commerce strategies Psychology of influence Benefit of social commerce	Lecture	Assignment 3	PLO4	CLO5	Comprehension
13	Social media data management and measurement Social media analytics Role of social media in research Social intelligence	Lecture	Quiz 3	PLO4	CLO6	Comprehension

14	Social media metrics Engagement chain Campaign timeline and matrices	Lecture	Case study 5: Ombre, Tie-Dye, Splat Hair: Trends or Fads? "Pull" and "Push" Social Media Strategies at L'Oréal Paris	PLO4	CLO6	Comprehension
15	Case study discussion	Discussion	Case study 5: Ombre, Tie-Dye, Splat Hair: Trends or Fads? "Pull" and "Push" Social Media Strategies at L'Oréal Paris	PLO4	CLO6	Analyzing
16	Final Project and Presentations	Project and Presentations	Project and Presentations			Creation
Final exams						

Topic related exercises and assignments – Throughout the term as we cover different topics and exercises related to Social media marketing. These exercises might include written assignments, quiz, online discussions, or outside activities and case studies

Final Project

Students are required to work on a Social media marketing project during the term. The topics will be assigned by the course instructor and students are required to work individually on the assigned project. The project can be any facet of a Social media marketing.

30	Final Exam	Exam	Evaluation
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Topic related exercises and assignments: Throughout the term as we cover different topics and exercises related to Digital Retail marketing. These exercises might include written assignments, online discussions, or outside activities and case studies

Final Project: Students are required to work on a Digital Retail marketing project during the term. The topics will be assigned by the course instructor and students are required to work individually on the assigned project. The project can be any facet of a Digital Retail marketing.

Course Title: SEO (BBA)

Course Code:

Credit Hours: 2+1=3

Course Instructor:

Mode of Contact: Face to face

Software/ platforms required: Moz, Google keyword planner, Bing Keyword planner, Yahoo Keyword planner

You can contact your course instructor in the following ways:

Email:

Meeting: By appointment via e-mail

PREREQUISITES: As a marketing course, you must have an understanding of content marketing

TEXTBOOK:

Product – Led SEO by Eli Schwartz, 2021

REFERENCE MATERIAL:

The organic advantage by Martin Hayman, 2017

COURSE DESCRIPTION:

People browse the internet and search for things every day. About 53% of B2B and B2C website traffic comes from organic search. It means more than half of the website traffic comes from organic search. Therefore, businesses need to optimize their websites for search engines to get website traffic. This course will help the students in learning the basis of organic searches, its philosophy and ways to improve search engines results for business.

COURSE OBJECTIVES: The course objectives are

- To enhance knowledge about Organic Search Engine Optimization
- To learn about the importance of Organic Search Engine Optimization
- To provide opportunity to understand and make strategies for Organic Search Engine Optimization

COURSE LEARNING OUTCOMES: Upon completion of this course, students will be able to:

1. Understand Organic Search Engine Optimization (SEO)
2. How to develop SEO strategy?
3. How to develop Organic SEO plan?
4. Measure SEO strategies
5. SEO and Business

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

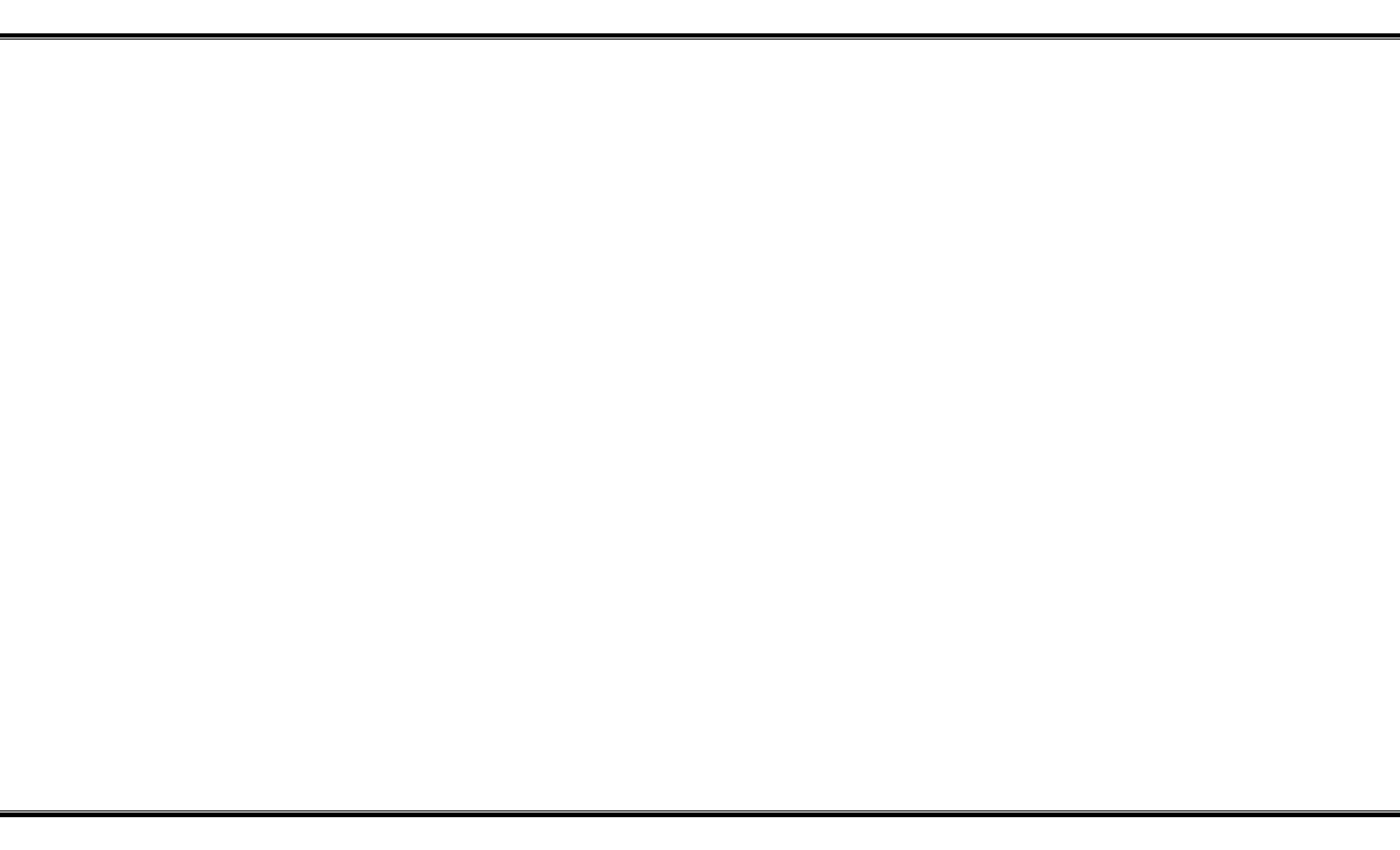
Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{xvi}	CLO	Thinking Level
01	The Basics of Seo and How Search Works					
	<ul style="list-style-type: none"> What is google and SEO? SEO of today The value of SEO SEO in the future 	Lecture		PLO 1	CLO1	Knowledge
02	The Basics of Seo and How Search Works					
	<ul style="list-style-type: none"> Keywords and SEO How google works The three most important google algorithms On-page Optimization vs Off-page Optimization 	Lecture		PLO 1	CLO1	Knowledge
03	The Basics of Seo and How Search Works					
	<ul style="list-style-type: none"> Google algorithm updates Learning SEO 	Lecture		PLO 1	CLO1	Knowledge
04	The Basics of Seo and How Search Works					
	<ul style="list-style-type: none"> White Hat vs Grey Hat vs Black Hat SEO Organic SEO vs SEM What is a content? 	Lecture		PLO 1	CLO1	Knowledge
05	What Is Product-Led Seo?					
	<ul style="list-style-type: none"> Product-led SEO The telehealth (case study) 	Lecture		PLO 1	CLO1	Knowledge
06	What Is Product-Led Seo?					
	<ul style="list-style-type: none"> Product-led SEO successes Building on success Content for SEO 	Lecture		PLO 4	CLO1	Knowledge
07	Inbound Marketing and Out bound Marketing					
	<ul style="list-style-type: none"> Difference between Inbound marketing and Outbound Marketing How does search plat a role in successful Inbo Marketing? 	Lecture		PLO 4	CLO2	Knowledge
08	SEO: Keyword Research	Lecture	Quiz1	PLO 3	CLO2	Knowledge

	<ul style="list-style-type: none"> ▪ Introduction to keywords ▪ Types of Keywords ▪ What is keyword research? ▪ Google Ads account for keyword planner tool 					
09	SEO: Keyword Research					
	<ul style="list-style-type: none"> ▪ How to research keywords with free Google ads keyword planner? ▪ Link your keywords research with your business goals. ▪ Shortlist the right keywords into groups? 	Application	Assignment 1	PLO 4	CLO3	Knowledge
10	Paid And Organic Channels Work Together					
	<ul style="list-style-type: none"> ▪ Seo in the conversion funnel ▪ Seo lives high in the buyer funnel ▪ Seo and the long tail ▪ Organic is an assist 	Lecture		PLO 3	CLO2	Knowledge
11	Basics of Creating Content for a Website:					
	<ul style="list-style-type: none"> ▪ Difference between Domain and Hosting ▪ Basics of creating content for a website ▪ Home page ▪ Products and services page ▪ Contact ad team pages 	Lecture		PLO 4	CLO3	Knowledge
12	Creating a website:					
	<ul style="list-style-type: none"> ▪ Creating website on WordPress 	Application		PLO 4	CLO3	Knowledge
13	Getting started with On-page Optimization in SEO:					
	<ul style="list-style-type: none"> ▪ How important is On-page Optimization? ▪ What is included in On-page Optimization? ▪ Creating a website content with shortlisted keywords 	Application	Assignment 2	PLO 4	CLO3	Knowledge

14 Getting started with On-page Optimization in						
SEO:						
<ul style="list-style-type: none"> ▪ Optimizing content with keywords and synonyms ▪ Length of the content ▪ Content headings ▪ Importance of images ▪ Images types and sizes ▪ Images titles, captions and text 		Lecture		PLO 4	CLO3	Knowledge
15 SEO: On-page Optimization						
<ul style="list-style-type: none"> ▪ Sitemap creation and integration ▪ SITE-Level factors: Internal Linking ▪ Website security ▪ Too many links to other websites ▪ Backlinks and Internal linking ▪ Broken URLs and how to fix them 		Lecture		PLO 4	CLO3	Knowledge
16 SEO: On page Optimization- Advances Factors						
<ul style="list-style-type: none"> ▪ Social SEO-Facebook Meta Tags ▪ Social SEO- Twitter Meta Tags ▪ Secure your site with HTTPS 		Lecture	Quiz 2	PLO 4	CLO3	Knowledge
17 SEO: On page Optimization- Advances Factors						
<ul style="list-style-type: none"> ▪ Implementation of Yoast SEO Plugin 		Application		PLO 4	CLO3	Knowledge
18 SEO: On page Optimization- Advances Factors						
<ul style="list-style-type: none"> ▪ Implementation of Yoast SEO Plugin 		Application		PLO 4	CLO3	Knowledge
19 SEO: Off Page Optimization or link Building						
<ul style="list-style-type: none"> ▪ What is off-page optimization or link building ▪ Different types of backlinks ▪ Elements of backlinks ▪ Characteristics of backlinks 		Lecture		PLO 4	CLO3	Knowledge

	<ul style="list-style-type: none"> ▪ Link building techniques ▪ How to get links Naturally? ▪ Link building with Guests blogging 					
20	BROAD SEO CATEGORIES <ul style="list-style-type: none"> ▪ B2B versus B2C SEO ▪ Mobile SEO ▪ Voice search 	Lecture		PLO 3	CLO3	Knowledge
21	SEO: Website Audit and Analysis <ul style="list-style-type: none"> ▪ How to audit a website for SEO? ▪ Creating a basic audit report for initial review ▪ Google search console (google webmaster tools) 	Application	Assignment 3	PLO 4	CLO4	Knowledge
22	Advance SEO: Hands-on with essential tools: <ul style="list-style-type: none"> ▪ Google page speed insight tool ▪ Google mobile friendly testing tool 	Application	Quiz 3	PLO 4	CLO4	Knowledge
23	Advance SEO: <ul style="list-style-type: none"> ▪ Deep dive researching keywords with google trends ▪ Google suggested keywords ▪ Keywords from competitors' websites 	Lecture		PLO 4	CLO4	Knowledge
24	Advance SEO: Local SEO <ul style="list-style-type: none"> ▪ What are Google Maps? ▪ What is local SEO? ▪ Signup for google My Business 	Application		PLO 4	CLO3	Knowledge
25	Advance SEO: Video SEO <ul style="list-style-type: none"> ▪ What is video SEO? ▪ How video SEO is different from traditional SEO? ▪ What make YouTube the 2nd biggest Search Engine ▪ Different methods to create video content 	Lecture		PLO 4	CLO3	Knowledge
26	Future Predictions:	Lecture		PLO 4	CLO5	Knowledge

	<ul style="list-style-type: none">▪ Voice based SEO▪ Machine Learning and AI▪ Price your SEO services		
27	Final Project	Presentations	Knowledge Creation
28	Final Project	Presentations	Knowledge Creation



Course Title: Content Marketing

Course Code: MKT-

Credit Hours: 3+0

Course Instructor:

Mode of Contact: Face to face

You can contact your course instructor in the following ways:

Email:

Meeting: By appointment via e-mail

PREREQUISITES: Principles of Marketing

TEXTBOOK:

Powering content, building a nonstop content marketing machine by Laura Busche,2017

REFERENCE MATERIAL:

Effective SEO and content Marketing by Nicholas Papagiannis published by Wiley

COURSE DESCRIPTION:

Content marketing is a process focused on creating and distributing content that attracts the audience. The purpose of this is to ultimately drive profitable customer action. In this subject, students will learn content creation for effective content marketing strategies. Additionally, they will learn how to create content that both humans and search engines will love.

COURSE OBJECTIVES: The course objectives are

CO1: To enhance your knowledge about digital marketing

CO2: To learn about the importance of content marketing

CO3: To provide you with opportunities to create and analyze different types of online content

PROGRAM LEARNING OUTCOMES - BBA

- PLO 1. Demonstrate the ability to identify and evaluate relevant information for decision-making and make use of diagnostic thinking skills and analytical techniques to assess the information and solve problems in an environment like ours characterized by uncertainty.
- PLO 2. Acquire awareness of global diverse perspectives and understand the theory, operations, and challenges of global business.
- PLO 3. Identify core organizational values and understand the issues of ethical and social diversity based on ethics, gender, religion, and culture and demonstrate the ability to propose feasible solutions to these issues.
- PLO 4. Understand the importance of teamwork and group dynamics in achieving organizational goals and demonstrate ability to work effectively in teams.

COURSE LEARNING OUTCOMES: Upon completion of this course, students will be able to:

- CLO1: Create a content marketing strategy
- CLO2: Create a content plan
- CLO3: Find a target audience and create relevant content plan
- CLO4: Create popular content that sells.
- CLO5: Optimize content for good search engine visibility

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

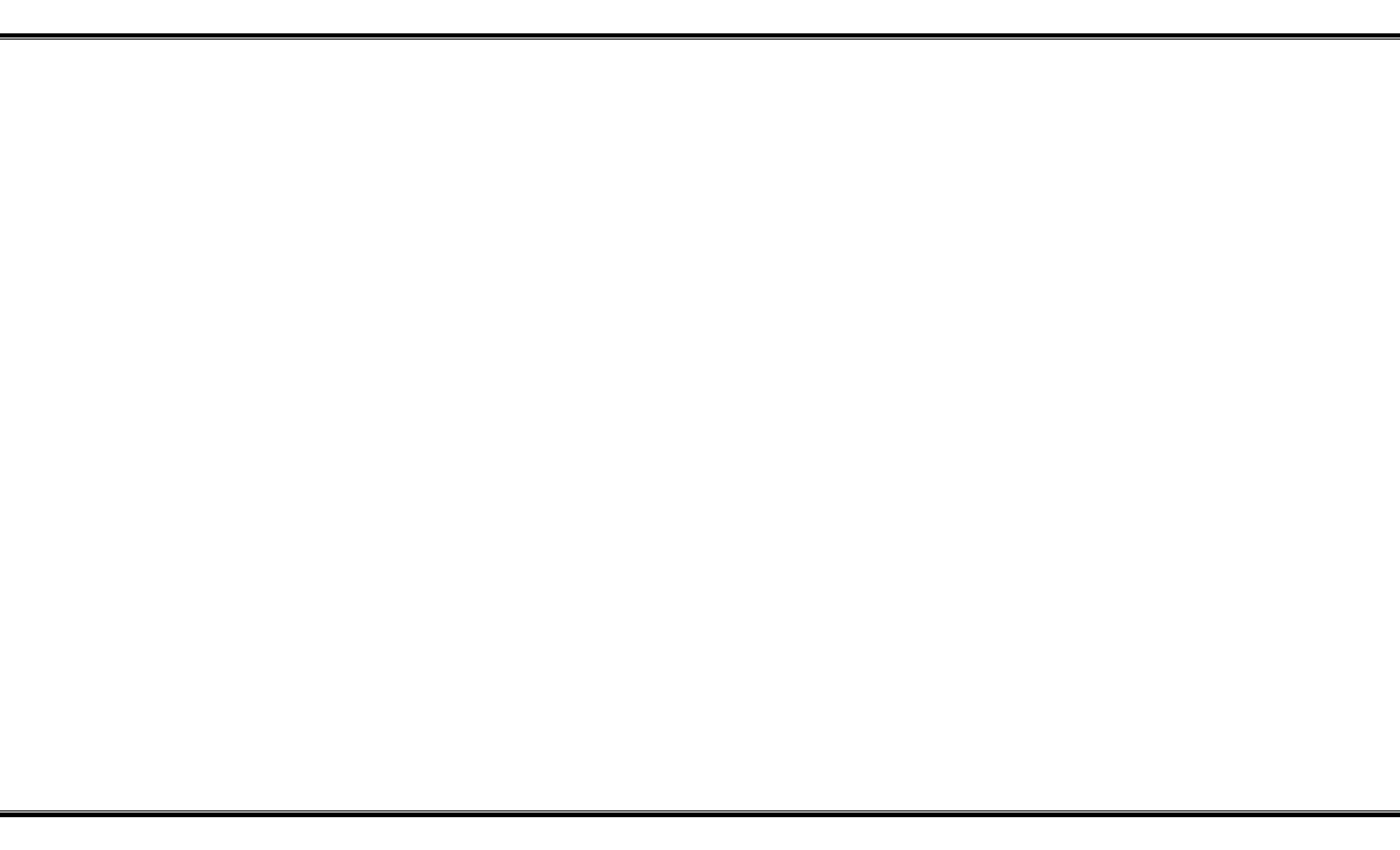
COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{xvii}	CLO	Thinking Level
01	Chapter 1: Introduction <ul style="list-style-type: none">▪ Welcome to the world of content marketing.▪ 10 Essential Steps to Content Success	Lecture		PLO 1	CLO 1	Knowledge
02	Chapter 2: Setting Content Goals <ul style="list-style-type: none">▪ Metrics versus goals▪ Common Types of Content Goals▪ Goals Related to SEO	Lecture		PLO 1	CLO 1	Knowledge
03	Chapter 2: Setting Content Goals <ul style="list-style-type: none">▪ Goals Related to Increasing Signups▪ Goals Related to Engaging Existing and New Leads▪ Goals Related to Revenue	Lecture		PLO 1	CLO 1	Knowledge
04	Chapter 2: Setting Content Goals <ul style="list-style-type: none">▪ Goal related to Traffic▪ Optimizing for conversion▪ Making your content remarkably persuasive	Lecture		PLO 1	CLO 1	Knowledge
05	Chapter 2: Setting Content Goals <ul style="list-style-type: none">▪ Tactics to optimize content for conversion▪ Content as product	Lecture		PLO 1	CLO 1	Knowledge

06	Chapter 3: Designing content personas <ul style="list-style-type: none"> Defining Your Content Personas How to Get Started with Content Persona Research B2B Versus B2C Content 	Lecture		PLO 1	CLO 2	Knowledge
07	Chapter 3: Designing content personas <ul style="list-style-type: none"> Four Steps to Discover and Design Personas Get Creative: Name and Design Reader personas 	Lecture	Assignment 1	PLO 4	CLO 2	Knowledge
08	Chapter 4. Defining Your Channels <ul style="list-style-type: none"> How to Keep Up with New Channels How to Prioritize Your Channels Five Reasons to Choose a Blog as Your Main Content Hub 	Lecture		PLO 4	CLO 3	Knowledge
09	Chapter 4. Defining Your Channels <ul style="list-style-type: none"> Choosing Your Social Channels Setting Up Your Social Channels 	Lecture	Assignment 2	PLO 4	CLO 3	Knowledge
10	Exercise: Mapping Your Channels Practical Activity: Making Channels	Lecture		PLO 2	CLO 3	Knowledge
11	Chapter 5. Themes, Voice, and Tone <ul style="list-style-type: none"> The Four-Question Technique to Find Your Own Themes Brand Voice 	Lecture		PLO 2	CLO 3	Knowledge
12	Chapter 5. Themes, Voice, and Tone <ul style="list-style-type: none"> Exercise: Finding Your Brand's Unique Voice Voice Versus Tone Sample Experimental Tones 	Lecture		PLO 2	CLO 3	Knowledge
13	Chapter 5. Themes, Voice, and Tone <ul style="list-style-type: none"> Documenting Your Voice and Tone Guidelines 	Lecture		PLO 2	CLO 3	Knowledge
14	Chapter 6. Finding Your Brand's Aesthetic How Color Affects Brand Perception	Lecture		PLO 4	CLO 3	Knowledge

	Exercise: Unveiling Your Brand's Visual Style				
15	Chapter 6. Finding Your Brand's Aesthetic Analyzing Results Visual Styles in Action	Lecture	PLO 4	CLO 3	Knowledge
16	Chapter 7. Understanding Content Formats <ul style="list-style-type: none"> Articles Presentations Infographics 	Lecture	PLO 4	CLO 3	Knowledge
17	Chapter 7. Understanding Content Formats <ul style="list-style-type: none"> Videos Images Webinars E-books and Other Long-Form Pieces 	Lecture	PLO 4	CLO 3	Knowledge
18	Chapter 7. Understanding Content Formats <ul style="list-style-type: none"> Email Newsletters User-Generated Content Other Emerging Formats 	Lecture	PLO 4	CLO 3	Knowledge
19	Chapter 9. Optimizing the Content Experience with Design <ul style="list-style-type: none"> Creating Compelling Graphics How Typography Affects the Content Experience The CLEAR Design Framework 	Lecture	PLO 4	CLO 3	Comprehension
20	Practice Class before Mid term	Lecture	PLO 4	CLO 1	Comprehension
21	Chapter 11. Scaling Content Like a Production Manager <ul style="list-style-type: none"> Creating an Editorial Calendar Exercise: How to Develop Hundreds of Content Ideas Fast 	Lecture	PLO 4	CLO 4	Knowledge
22	Chapter 11. Scaling Content Like a Production Manager <ul style="list-style-type: none"> Establishing Systems and Routines for Content Production Assuring Content Quality 	Lecture	PLO 4	CLO 4	Knowledge

▪ Creating Your Own Content QA Checklist					
23	Chapter 12. Managing a Content Team <ul style="list-style-type: none">▪ The Common Habits of Successful Project Managers▪ A Content Manager’s Duties▪ Finding Tools to Optimize Processes▪ Effective Contracts	Lecture		PLO 4	CLO 4 Knowledge
24	Chapter 13. Content Search Engine Optimization <ul style="list-style-type: none">▪ How Do You Get Bots to “Like” Your Content?▪ Common Content SEO Mistakes▪ What Does a Perfectly Optimized Content Piece Look Like?▪ Optimizing for Reputation	Lecture	Assignment 3	PLO 5	CLO 5 Knowledge
25	Chapter 13. Content Search Engine Optimization <ul style="list-style-type: none">▪ Optimizing for Relevance▪ Exercise: Your First Keyword Analysis▪ Heading Usage▪ Title and Meta Description Optimization▪ URL Structure▪ Optimizing for Readability	Lecture		PLO 5	CLO 5 Knowledge
26	Hands-on Practice Session	Lecture		PLO 5	CLO 5 Knowledge
27	Final Project	Presentations		PLO	CLO Knowledge Creation
28	Final Project	Presentations		PLO	CLO Knowledge Creation



Course Title: Omnichannel Retail Marketing(BBA)

Course Code:

Credit Hours: 3+0

Course Instructor:

Mode of Contact''

You can contact your course instructor in the following ways:

Email:

Meeting: By appointment via e-mail

PREREQUISITES: As a marketing elective, you must have an understanding of Marketing & the marketing mix to apply marketing principles to this course.

Textbook:

Retailing Management, 11th Edition (2022) by Levy and Grewal, McGraw H

Reference Material:

Retail Management: Barry Berman, Joel Evans, 13th Edition, Pearson

Retailing: Dunne, P., Lusch, R. & Carver, J. 2013. (8th Edition), South Western Cengage

Retail Marketing Management: The 5 Es of Retailing: Grewal, D. 2019, Sage

Principles of Retailing: Fernie, J., Fernie, S. & Moore, C.M. 2015, (2nd Edition), Routledge, UK

Strategic Retail Management: Zentes, J., Morschett, D. & Schramm-Klein, H. 2017. (3rd Edition), Springer Gabler

***Reengineering Retail: The future of selling in a post digital world* by Doug Stephens**

Harvard Business Review Case studies

Research Articles

Articles about latest scenario prevailing in the Retail & Digital Retail Industry of Pakistan.

Course Description: This course provides the student with a comprehensive view of omnichannel retail Marketing, an analysis of the retail environment and exposure to issues and developments in the industry. Retailing is changing today, and the successful business will know how to identify, adapt, and plan with these changes. The content of the course is useful for students interested in working for companies that interface with omnichannel retailers such as manufacturers of consumer products or for students with a general management or entrepreneurial interest. It's basically talks about reengineering retail and future of selling in Omnichannel Retail Marketing world. Omnichannel Retail Marketing is an exciting and dynamic business. The Omnichannel Retail sector is a major employer & part of the everyday life of consumers. Its Impact on economy is significant. In this course we examine omnichannel retail marketing challenges and opportunities faced by today's retailers. The course is built on a foundation of retail marketing theory and covers retail marketing from both a marketplace [traditional] and a marketpace [online] perspective. The course, through a case study approach, explores the key success factors of a diverse range of omnichannel retailers at a local and an international level. The course covers market selection, the service nature of retailing, channels of distribution, pricing, place considerations, merchandising, loyalty, and branding.

Course Objectives: The main objectives of this course are

To equip students with the necessary skills to manage the challenges of modern omnichannel retailers.

To understand the impact of omnichannel retailing on the economy, the society and to see how omnichannel retailing fits within the broader disciplines of business and marketing.

To recognize the operations-oriented policies, methods, and procedures used by successful traditional and omnichannel retailers in today’s global economy.

To know the responsibilities of retail personnel in the numerous career positions available in the modern omnichannel retail field.

Course Learning Outcomes: Upon completion of this course, students will be able to:

Demonstrate an understanding of omnichannel retail marketing terminology, including types of retailers, merchandise management, store management and retail strategy.

Demonstrate an understanding of traditional, Digital & omnichannel retail marketing

Apply comprehensive and in-depth knowledge of tactics (pricing, merchandise assortment, store management, visual merchandising, customer service) for extracting profit from an omnichannel retail offering

Apply relevant theories and frameworks to strategic omnichannel retail marketing problems; and develop a omnichannel retail marketing plan addressing the challenges facing the modern omnichannel retailers.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS	MARKS
1	Mid Term Exam	30
2	End Term Exam	50
3	Internal Evaluation Breakdown	

	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Presentations		
	Case Discussion		
	Final Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO^{xviii}	CLO	Thinking Level
01	Introduction to the World of Retailing What Is Retailing? Economic and Social Significance of Retailing	Lecture		PLO 1	CLO 1	Knowledge
02	Introduction to the World of Retailing The Growing Importance of Retailing and Retailers	Lecture		PLO 1	CLO 1	Knowledge
03	Introduction to the World of Retailing Management and Entrepreneurial Opportunities The Retail Management Decision Process	Lecture		PLO 1	CLO 1	Knowledge
04	Types of Retailers Retailer Characteristics Food Retailers	Lecture		PLO 1	CLO 1	Knowledge
05	Types of Retailers General Merchandise Retailers	Lecture		PLO 1	CLO 1	Knowledge
06	Types of Retailers Service Providers That Use Retailing Principles	Lecture		PLO 1	CLO 1	Knowledge

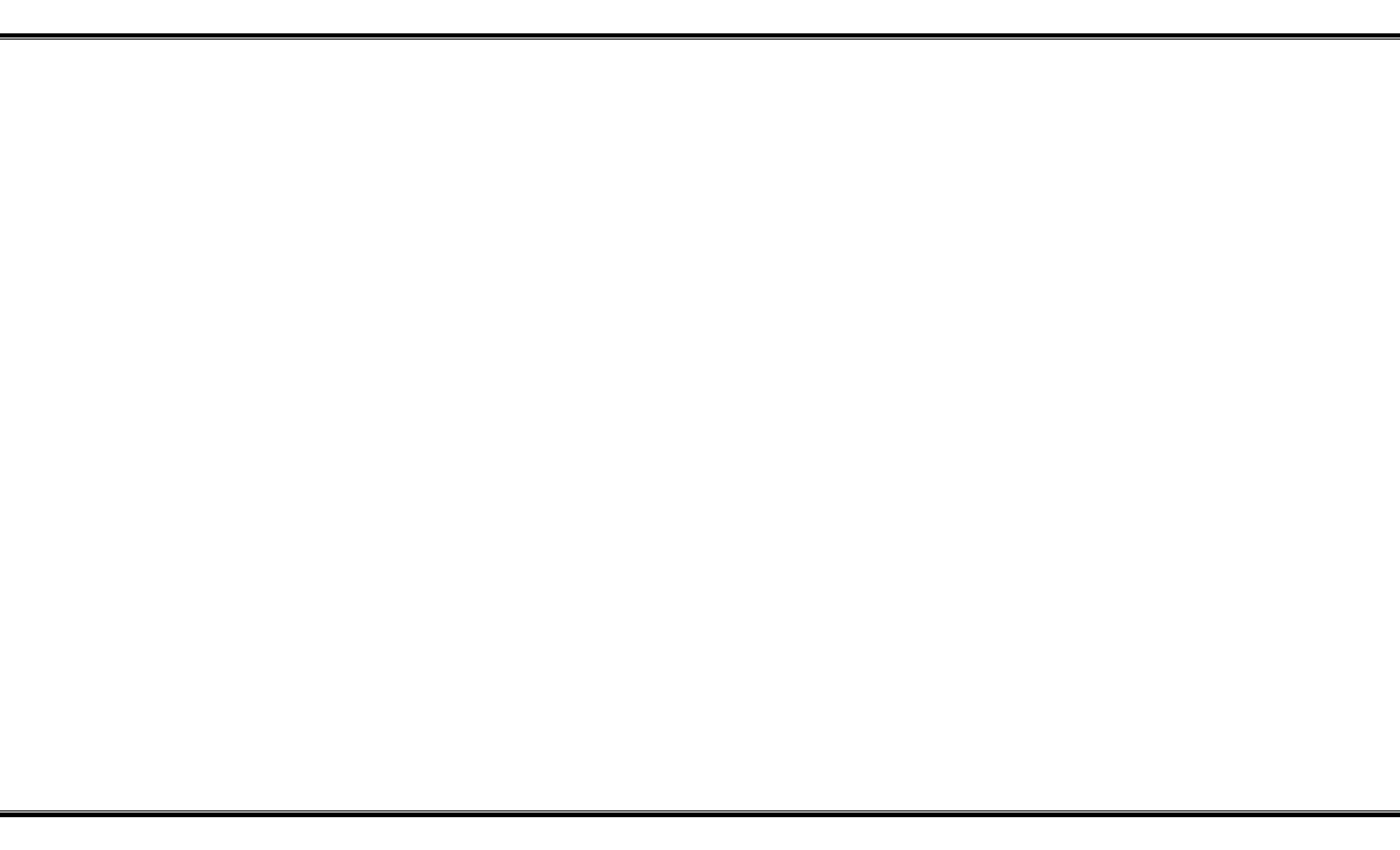
	Types of Ownership					
07	Digital Retailing The 7C Framework of Digital Retailing Mobile and Social Retailing	Lecture		PLO 2	CLO 2	Comprehension
08	Digital Retailing TYPES OF MEDIA Influencer Marketing How Retailers Engage Their Customers	Lecture		PLO 2	CLO 2	Comprehension
09	Case1: Amazon Vs Walmart: Clash of Business Models	Case Discussion	Assignment 1	PLO 2&3	CLO 3& 4	Application
	Quiz -1					Evaluation
10	Multichannel and Omnichannel Retailing Relative Strengths of Retail Channels	Lecture		PLO 2	CLO 2	Comprehension
11	Multichannel and Omnichannel Retailing Opportunities Facing Multichannel and Omnichannel Retailers Challenges Facing Multichannel and Omnichannel Retailers	Lecture		PLO 2	CLO 2	Comprehension
12	Case 2: Clearly Organizing For Omnichannel Retailing	Case Discussion		PLO 2&3	CLO 3&4	Application
	Quiz -2					Evaluation
13	Retail Market Strategy What Is A Retail Strategy? Central Concepts in a Retail Market Strategy			PLO 3	CLO 3	Comprehension
14	Retail Market Strategy Growth Strategies Global Growth Opportunities The Strategic Retail Planning Process			PLO 3	CLO 3	Comprehension

15	MID TERM EXAMS					Evaluation
16	MID TERM BREAK					Evaluation
17	Information Systems and Supply Chain Management Creating Strategic Advantage through Supply Chain Management and Information Systems The Flow of Information through a Supply Chain	Lecture		PLO 3	CLO 3	Comprehension
18	Information Systems and Supply Chain Management The Flow of Merchandise through a Supply Chain System Design Issues and Trends	Lecture		PLO 3	CLO 3	Comprehension
19	Customer Relationship Management The CRM Process Collecting Customer Shopping Data	Lecture		PLO 3	CLO 3	Comprehension
20	Customer Relationship Management Analyzing Customer Data and Identifying Target Customers Developing CRM through Frequent-Shopper Programs	Lecture		PLO 3	CLO 3	Comprehension
20	Retail Pricing Pricing Strategies Setting Retail Prices	Lecture		PLO 3	CLO 3	Comprehension
21	Retail Pricing Markdowns Pricing Techniques for Increasing Sales and Profits Legal and Ethical Pricing Issues	Lecture		PLO 3	CLO 3	Comprehension

22	CASE 3: Starbucks Loyalty Reigns	Class Discussion	Assignment 3	PLO 2&3	CLO 3	Application
	Quiz -3					Evaluation
23	Retail Communication Mix New Media Elements Traditional Media Elements	Lecture		PLO 3	CLO3	Comprehension
24	Retail Communication Mix Planning the Retail Communication Program	Lecture		PLO 3	CLO 3	Comprehension
25	Case 4: Hindustan Unilever Mulls Over E-Grocery Market Option	Case Discussion	Assignment 4	PLO 2&3	CLO 3	Comprehension
26	CUSTOMER SERVICE Balancing Customer Service: Personalization versus Standardization Customer Evaluations of Service Quality The Gaps Model for Improving Retail Customer Service Quality Use Technology Service Recovery	Lecture		PLO 3	CLO 3	Comprehension
27	Final Project and Class Presentations	Presentations	Project	PLO 4	CLO 4	Synthesis
28	Final Project and Class Presentations	Presentations	Project	PLO 4	CLO 4	Synthesis
29	Final Exam	Exam				Evaluation
30	Final Exam	Exam				Evaluation

Topic related exercises and assignments: Throughout the term as we cover different topics and exercises related to Omnichannel Retailing. These exercises might include written assignments, online discussions, or outside activities and case studies

Final Project: Students are required to work on a Omnichannel Retailing project during the term. The topics will be assigned by the course instructor and students are required to work individually on the assigned project. The project can be any facet of a Omnichannel Retailing.



Course Title: Brand Management (BBA)

Course Code:

Credit Hours: 3+0

Course Instructor:

Mode of Contact''

You can contact your course instructor in the following ways:

Email:

Meeting: By appointment via e-mail

PREREQUISITES: As a marketing elective, you must have an understanding of brand and the marketing mix to apply marketing principles to this course.

Textbook:

- ***Strategic Brand Management*** (Building, Measuring and Managing Brand Equity), By Kevin Lane Keller & Vanitha Swaminathan , 5th Edition, Pearson Education, Inc.

Reference Material:

. J N KEPFERER 5th edition

- **Strategic Brand Management, by Richard Rosenbaum-Elliott, Larry Percy, & Simon Pervan,4th edition, Oxford**
- **The New Strategic Brand Management: Advanced Insights and Strategic Thinking, by. Jean-Noel Kapferer, 5th edition, Kogan Page**
- **Brand Management: Co-creating Meaningful Brands. Michael Beverland 2nd Edition**
- **Super brands in Pakistan**
- **Brand Failures. Matt Haig**
- **Harvard Business Review Cases studies**

Course Description: Brand Management Course highlights the benefits of recognizing the importance and relevance of marketing strategy and brand management. Brand management is the application of marketing techniques to a specific product/services, product line, or brand. It seeks to increase a product's perceived value to the customer and

thereby increase demand for a particular brand and its brand equity. Since brands are intangible assets, creating and nurturing a strong brand is a challenge; thus, building a brand is both an art and a science, calling for more than building brand image through traditional marketing communication activities.

Course Objectives: The course objectives are

- To provide an appreciation of the role of brands in customer decision making and in creating shareholder value.
- To analyze creatively and critically about the strategies and tactics involved in building, leveraging, defending and sustaining inspired brands.
- To comprehend brand equity and different brand equity measurement methods
- To understand the advances in information technology that is shaping new marketing opportunities and strategies.
- **To understand the growth process for brands so it can handle increasingly intense competition that is affecting the markets.**

Course Learning Outcomes: Upon completion of this course, students will be able to:

- Understand and conduct the measurement of brand equity and brand performance
- Develop a consumer-centric approach to building, measuring and evaluating strategies that build brand equity for new and existing brands.
- Know branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance.
- Understand important issues related to planning and implementing brand strategies for a diverse group of marketing offerings (e.g., products, services, industrial goods, non-profits, etc.).

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Presentations		

	Case Discussion		
	Final Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{xix}	CLO	Thinking Level
01	Brands and Brand Management <ul style="list-style-type: none"> What Is a Brand? Why Do Brands Matter? Can Anything Be Branded? 	Lecture		PLO 1	CLO 1	Knowledge
02	Brands and Brand Management <ul style="list-style-type: none"> Can Anything Be Branded? 	Lecture		PLO 1	CLO 1	Knowledge
03	Brands and Brand Management <ul style="list-style-type: none"> What Are the Strongest Brands? The Brand Equity Concept Strategic Brand Management Process 	Lecture		PLO 1	CLO 1	Knowledge
04	Customer-Based Brand Equity and Brand Positioning <ul style="list-style-type: none"> Customer-Based Brand Equity 	Lecture		PLO 1	CLO 2	Comprehension

	▪ Making A Brand Strong: Brand Knowledge					
05	Customer-Based Brand Equity and Brand Positioning ▪ Sources of Brand Equity	Lecture		PLO 1	CLO 2	Comprehension
06	Customer-Based Brand Equity and Brand Positioning ▪ Identifying and Establishing Brand Positioning ▪ Positioning Guidelines	Lecture		PLO 1	CLO 2	Comprehension
07	Customer-Based Brand Equity and Brand Positioning ▪ Brand Mantra	Lecture		PLO 1	CLO 2	Comprehension
08	Brand Resonance and the Brand Value Chain • Building a Strong Brand: The Four Steps of Brand Building	Lecture	Quiz -1	PLO 3	CLO 2	Comprehension
09	Brand Resonance and the Brand Value Chain ▪ The Brand Value Chain	Lecture		PLO 3	CLO 2	Comprehension
10	CASE 1: Coca-Cola India: More than Just Sugar and Fizz	Case Discussion	Assignment 1	PLO 3	CLO 2	Application
11	Choosing Brand Elements to Build Brand Equity ▪ Criteria for Choosing Brand Elements	Lecture		PLO 2	CLO 2	Comprehension
12	Choosing Brand Elements to Build Brand Equity ▪ Options and Tactics for Brand Elements ▪ Putting It All Together	Lecture	Quiz-2	PLO 2	CLO 2	Comprehension
13	Case 2: Nexa: Maruti Suzuki's Premium Dealership Network	Case Discussion	Assignment 2	PLO 3	CLO 2	Application
14	Discussion on Branding issues in Pakistan	Class Discussion	Class Participation	PLO 3	CLO 2	Application
15	MID TERM EXAMS					Evaluation
16	MID TERM BREAK					Evaluation

17	Branding in the Digital Era <ul style="list-style-type: none"> ▪ Key Issues for Branding in the Digital Era ▪ Brand Engagement ▪ Digital Communications 	Lecture		PLO 2	CLO 3	Comprehension
18	Branding in the Digital Era <ul style="list-style-type: none"> ▪ Overview of Social Media Paid Channels ▪ Influencer Marketing and Social Media Celebrities ▪ Brand Management Structure 	Lecture		PLO 2	CLO 3	Comprehension
19	Leveraging Secondary Brand Associations to Build Brand Equity <ul style="list-style-type: none"> ▪ Conceptualizing the Leveraging Process ▪ Company ▪ Country of Origin and Other Geographic Areas ▪ Channels of Distribution 	Lecture		PLO 2	CLO 3	Comprehension
20	Leveraging Secondary Brand Associations to Build Brand Equity <ul style="list-style-type: none"> ▪ Co-Branding ▪ Licensing ▪ Celebrity Endorsement ▪ Sporting, Cultural, or Other Events ▪ Third-Party Sources 	Lecture		PLO 2	CLO 3	Comprehension
20	Measuring Outcomes of Brand Equity: Capturing Market Performance <ul style="list-style-type: none"> ▪ Brand Valuation: A Review Of Major Approaches 	Lecture		PLO 3	CLO 3	Comprehension
21	Designing and Implementing Brand Architecture Strategies <ul style="list-style-type: none"> ▪ Developing a Brand Architecture Strategy ▪ Brand Portfolios 			PLO 3	CLO 4	Comprehension
22	Designing and Implementing Brand Architecture Strategies	Lecture	Quiz -3	PLO 3	CLO 4	Comprehension

	<ul style="list-style-type: none"> ▪ Brand Hierarchies ▪ Corporate Branding ▪ Brand Architecture Guidelines 					
23	Case 3:Pepsi Cola Pakistan- Franchising & Product Line Management	Class Discussion	Assignment 3	PLO 3	CLO4	Application
24	Introducing and Naming New Products and Brand Extensions <ul style="list-style-type: none"> ▪ New Products and Brand Extensions ▪ Advantages of Extensions ▪ Disadvantages of Brand Extensions 	Lecture		PLO 3	CLO 4	Comprehension
25	Introducing and Naming New Products and Brand Extensions <ul style="list-style-type: none"> ▪ Understanding How Consumers Evaluate Brand Extensions ▪ Evaluating Brand Extension Opportunities 	Lecture		PLO 3	CLO 4	Comprehension
26	Managing Brands Over Geographic Boundaries and Market Segments <ul style="list-style-type: none"> • Regional Market Segments • Other Demographic and Cultural Segments • Rationale for Going International • Advantages of Global Marketing Programs • Disadvantages of Global Marketing Programs 	Lecture		PLO 3	CLO 4	Comprehension
27	Managing Brands Over Geographic Boundaries and Market Segments <ul style="list-style-type: none"> • Global Brand Strategy • Standardization versus Customization • Developing versus Developed Markets 	Lecture		PLO 3	CLO 4	Comprehension
28	Final Project and Class Presentations	Presentations	Project	PLO 4	CLO 4	Synthesis

29	Final Exam	Exam	Evaluation
30	Final Exam	Exam	Evaluation

Topic related exercises and assignments – Throughout the term as we cover different topics and exercises related to brand Management. These exercises might include written assignments, quiz, online discussions, or outside activities and case studies

Final Project

Students are required to work on a brand Management project during the term. The topics will be assigned by the course instructor and students are required to work individually on the assigned project. The project can be any facet of a brand Management.

Course Title: Global Marketing

Course Code:

Credit Hours: 3+0

Course Instructor:

Mode of Contact'' You can contact your course instructor in the following ways:

Email:

Meeting: By appointment via e-mail

PREREQUISITES: As a marketing elective, this course focuses in more detail on one key aspect of marketing. However, you must have an understanding of marketing strategy and the marketing mix to apply marketing principles to this course. (Principles of Marketing /Marketing Management course)

Textbook:

- Keegan, WJ & Green, MC, 2020, *Global Marketing*, 10th edition (Global), Pearson Education

Reference Material:

- Global Marketing by Svend Hollensen, Pearson Education (2019), 8th Edition
- Global Marketing by Gautam Dutta, Pearson Education (2016)
- Global Marketing: Foreign Entry, Local Marketing and Global Management by Jhonny K. Johansson (2008)
- International Marketing by Cateora, Philip Gilly, Mary and Graham, 2019 John, 18th edition

Course Description: This course reflects current issues and events while offering conceptual and analytical tools that will help students apply traditional marketing planning, implementation and evaluation techniques, including the 4Ps, segmenting, targeting and positioning, and market entry strategies, to global marketing. It will also examine the social and cultural environments and the role of social media in the expanding global market place. The growing importance of global marketing is one aspect of a sweeping transformation that has profoundly affected the people and industries of many nations during the past 40 years. An advanced study of the process and problems associated with establishing and maintaining global marketing operations. Cross-cultural, legal, political, ethical and environmental factors are introduced to enhance global marketing decision-making.

Course Objectives: The course objectives are

- Introduce students to the key concepts and ideas in global marketing and providing them with a sound understanding of the basics.
- Provide students with an opportunity to analyze a number of real world global marketing situations.
- Provide an understanding of the scope and function of global marketing theory and practice.
- Increase knowledge and skills to help in developing global market entry strategies.
- Develop skills related to the analysis of global marketing data, in particular the use of secondary data in assessing the global marketing opportunities.

Course Learning Outcomes: Upon completion of this course, students will be able to:

- Describe how marketing on a global scale is affected by cultural differences & identify how cultural differences can aid in proper marketing campaigns. Identify how cultural differences affect the marketing of products and services
 - Understand social, political, economical, and technological trends shaping global marketing. Explain the criteria that global marketers use to segment markets and choose specific markets to target.
 - Identify and explain the major changes in the world economy that have occurred during the past few decades. Identify and analyze opportunities within global marketing environments.
 - Understand global Product, Pricing, Place & advertising, promotions, and public relations techniques used in the global marketing mix.
-

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Presentations		
	Case Discussion		
	Final Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{xx}	CLO	Thinking Level
01	Introduction to Global Marketing <ul style="list-style-type: none">Introduction and OverviewPrinciples of Marketing: A Review	Lecture		BPLO 1	CLO 1	Knowledge
02	Introduction to Global Marketing <ul style="list-style-type: none">Global Marketing: What it is and What it isn'tThe Importance of Global Marketing	Lecture		BPLO 1	CLO 1	Knowledge
03	Introduction to Global Marketing <ul style="list-style-type: none">Management OrientationsForces Affecting Global Integration and Global Marketing	Lecture		BPLO 1	CLO 1	Knowledge
04	The Global Economic Environment	Lecture		BPLO 4	CLO 2	Comprehension

	<ul style="list-style-type: none"> ▪ The World Economy—Overview of Major Changes 					
05	The Global Economic Environment <ul style="list-style-type: none"> ▪ Economic Systems ▪ Stages of Market Development 	Lecture		BPLO 4	CLO 2	Comprehension
06	The Global Economic Environment <ul style="list-style-type: none"> ▪ Balance of Payments ▪ Trade in Merchandise and Services 	Lecture		BPLO 4	CLO 2	Comprehension
07	Case 1: LIDL- A German Grocer in the United States	Class Discussion	Assignment 1	BPLO 3	CLO 2	Knowledge
08	Social and Cultural Environments <ul style="list-style-type: none"> ▪ Society, Culture, and Global Consumer Culture ▪ High- and Low-Context Cultures 	Lecture		BPLO 7	CLO 1	Comprehension
09	Social and Cultural Environments <ul style="list-style-type: none"> ▪ Hofstede’s Cultural Typology ▪ The Self-Reference Criterion and Perception 	Lecture	quiz	BPLO 7	CLO 1	Comprehension
10	Social and Cultural Environments <ul style="list-style-type: none"> ▪ Diffusion Theory ▪ Marketing Implications of Social and Cultural Environments 	Lecture		BPLO 7	CLO 1	Comprehension
11	Case 2: Student Biryani: Glory to Glitches in Global Journey	Case Discussion	Assignment 2	BPLO 2	CLO 1	Knowledge
12	Segmentation, Targeting, and Positioning <ul style="list-style-type: none"> ▪ Global Market Segmentation ▪ Assessing Market Potential and Choosing Target Markets or Segments 	Lecture		BPLO 2	CLO 2	Comprehension
13	Segmentation, Targeting, and Positioning <ul style="list-style-type: none"> ▪ Product–Market Decisions ▪ Targeting and Target Market Strategy Options 	Lecture		BPLO 2	CLO 2	Comprehension

	▪ Positioning					
14	Discussion on Global Branding issues related to Pakistan	Class Discussion	Class Participation	BPLO 3	CLO 2	Knowledge
15	MID TERM EXAMS					
16						
17	Global Market-Entry Strategies: Licensing, Investment, and Strategic Alliances ▪ Licensing ▪ Investment	Lecture		BPLO 4	CLO 3	Comprehension
18	Global Market-Entry Strategies: Licensing, Investment, and Strategic Alliances ▪ Global Strategic Partnerships ▪ International Partnerships in Developing Countries ▪ Cooperative Strategies in Asia ▪ Twenty-First-Century Cooperative Strategies ▪ Market Expansion Strategies	Lecture		BPLO 4	CLO 3	Comprehension
19	Case 3: Brewing the Perfect Blend- Starbucks Enters India	Case Discussion	Assignment 3	BPLO 3	CLO 3	Knowledge
20	Brand and Product Decisions in Global Market ▪ Basic Product Concepts ▪ Basic Branding Concepts ▪ A Needs-Based Approach to Product Planning	Lecture		BPLO 2	CLO 4	Comprehension
20	Brand and Product Decisions in Global Market ▪ Country of Origin” as a Brand Element ▪ Extend, Adapt, Create: Strategic Alternatives in Global Marketing ▪ New Products in Global Marketing	Lecture	quiz	BPLO 4	CLO 4	Comprehension

21	Case 4: Apple iPad in India- Was There a Way Out?	Class Discussion	Assignment 4	BPLO 3	CLO 4	Knowledge
22	Global Pricing: Three Policy Alternatives <ul style="list-style-type: none"> ▪ Gray Market Goods ▪ Dumping ▪ Price Fixing ▪ Transfer Pricing ▪ Countertrade 	Lecture		BPLO 4	CLO 4	Comprehension
23	Global Marketing Channels and Physical Distribution <ul style="list-style-type: none"> ▪ Distribution Channels: Objectives, Terminology, and Structure ▪ Establishing Channels and Working With Channel Intermediaries 	Lecture		BPLO 4	CLO4	Comprehension
24	Global Marketing Channels and Physical Distribution <ul style="list-style-type: none"> ▪ Global Retailing ▪ Physical Distribution, Supply Chains, and Logistics Management 	Lecture	quiz	BPLO 4	CLO 4	Comprehension
25	Global Marketing Communications Decisions I <ul style="list-style-type: none"> ▪ Global Advertising ▪ Advertising Agencies: Organizations and Brands 	Lecture		BPLO 4	CLO 4	Comprehension
26	Global Marketing Communications Decisions I <ul style="list-style-type: none"> ▪ Creating Global Advertising ▪ Global Media Decisions ▪ Public Relations and Publicity 	Lecture		BPLO 4	CLO 4	Comprehension
27	Final Project and Class Presentations	Presentations	Project	BPLO 5	CLO 4	Knowledge
28	Final Project and Class Presentations	Presentations	Project	BPLO 5	CLO 4	Knowledge

29	Final Exam	Exam
30	Final Exam	Exam

Topic related exercises and assignments – Throughout the term as we cover different topics and exercises related to Global Marketing. These exercises might include written assignments, quiz, online discussions, or outside activities and case studies

Final Project

Students are required to work on a Global Marketing project during the term. The topics will be assigned by the course instructor and students are required to work individually on the assigned project. The project can be any facet of a Global Marketing.

Course Title: Social Media Marketing**Course Code:****Credit Hours: 3+0****Course Instructor:****TEXTBOOK***Tracy Tuten, Michael R. Solomon Social Media Marketing (4rd Edition)***COURSE DESCRIPTION**

The course is designed to provide a broad understanding of social media marketing. The course exposes students to the implications of social media as well as opportunities and challenges for marketers, businesses and organizations. Special emphasis will be given to a large array of social media applications and tools used in the marketing of product, services, and corporate image. Topics include (but not limited to) social communities (e.g. social networking websites, message boards, forums, wikis), social publishing (e.g. blogs, media sharing websites: video, photo, audio, etc. and bookmark sharing), entertainment (e.g. social media game-based marketing, virtual reality, and entertainment communities), social commerce (e.g. reviews and ratings, social shopping websites) and social media metrics (i.e. measurements of success and effectiveness).

REFERENCE MATERIAL

- Case Studies will be provided along with the course pack in advance.
- Additional slides/handouts/information will also be shared in-class, as appropriate.

COURSE OBJECTIVES

The course objectives are:-

1. Describe the scope of social media marketing and identify current and emerging trends.
 2. Explain how consumers interact socially based on social media techniques.
 3. Examine the segmentation, targeting and positioning from the perspective of social media marketing.
 4. How social media tools are utilized for planning and implementation.
 5. Design social media strategies.
 6. Examine the interrelatedness of ethical and legal social media campaigns.
 7. How companies show their presence irrespective of cultural diversity.
-

COURSE LEARNING OUTCOMES (CLOs)

- 1. Identify key issues, challenges and opportunities for evolving social media tools and implementation in real world scenarios.
- 2. Use social media techniques to meet marketing and communications objectives.
- 3. Social media marketing plan can be used for better segmentation, targeting and positioning.
- 4. To tackle challenges, social media tools are used for planning and implementation.
- 5. Participate effectively in collaborative learning on social media projects.
- 6. Practice social media platforms successfully while keeping legal and ethical consequences in consideration.
- 7. Work on real-world projects and build online presence by considering various cultures.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

Course contents:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{xxi}	CLO	Thinking Level
01	Class Introduction and Course Overview What is happening in social media and why it is becoming so important for the companies as well as for the individuals?	Lecture and Discussion	General discussion and views of class regarding emergence of social media and its impact on consumer lives	PLO1	CLO1	Knowledge
02	Chapter 1: Foundation of social media marketing <ul style="list-style-type: none">Digital NativeThe infrastructure of social mediaThe zones of social mediaMonetization and social mediaSocial media marketingCareer in social media marketing	Lecture	Case study 1: Tech Talk: Creating a Social Media Strategy	PLO1	CLO1	Comprehension and Analyzing
03	Chapter 2: Strategic Planning with social media <ul style="list-style-type: none">Marketing planSocial media marketing planPhases of social media marketing maturityStrategic planning process	Lecture	Assignment 1	PLO2	CLO4	Comprehension
04	Chapter 03 : Social Consumer <ul style="list-style-type: none">Segmenting and targeting on social mediaSocial IdentityMotives and attitude influencing social media marketingSocial media segments	Lecture	Quiz 1	PLO4	CLO2	Comprehension

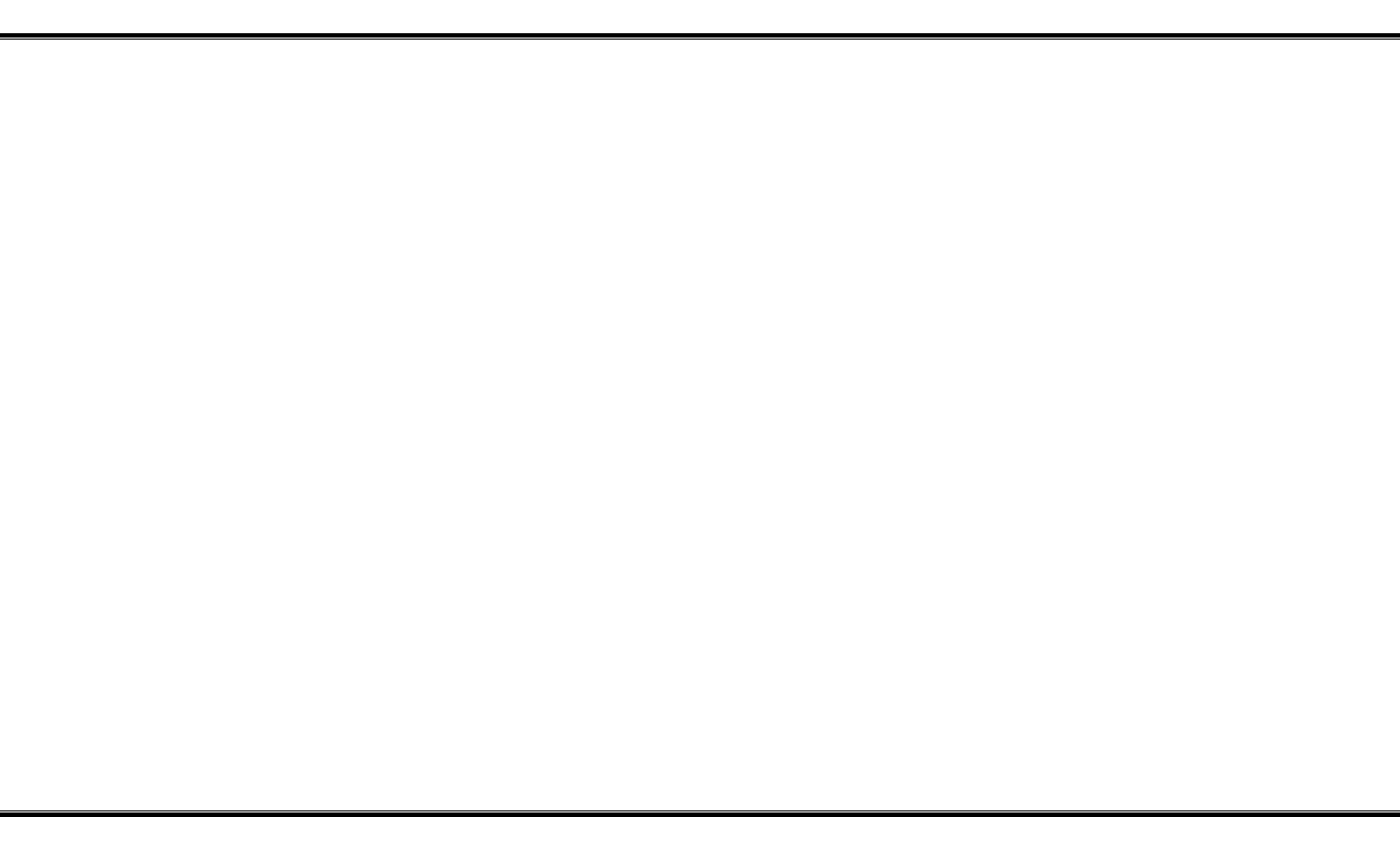
05 and 06	Chapter 04: Digital Communities <ul style="list-style-type: none"> • Online communities • Community structure • The characteristics of online communities • The rise of influencer • Flow: How ideas travel online 	Lecture	Case study 2: A Study Shows the Best Times of Day to Post to Social Media	PLO3	CLO4	Comprehension and Analyzing
07	Chapter 05: Social Community <ul style="list-style-type: none"> • The social community zone • Marketing application in the social community zone • Brand fans • Brand social communities • Paid media in social network sites 	Lecture	Assignment 2	PLO4	CLO5	Application
08	Case study discussion	Discussion and Presentation	Case study 3: The Hunger Games: Catching Fire: Using Digital and Social Media for Brand Storytelling			Analyzing
Midterm exams						
09	Paper showing, discussion of latest trends of social media	Discussion				Analyzing
10	Chapter 06: Social Publishing <ul style="list-style-type: none"> • The social publishing zone • Publishing zone • Developing effective branded content • Distributing and promoting content 	Lecture		PLO4	CLO3	Comprehension

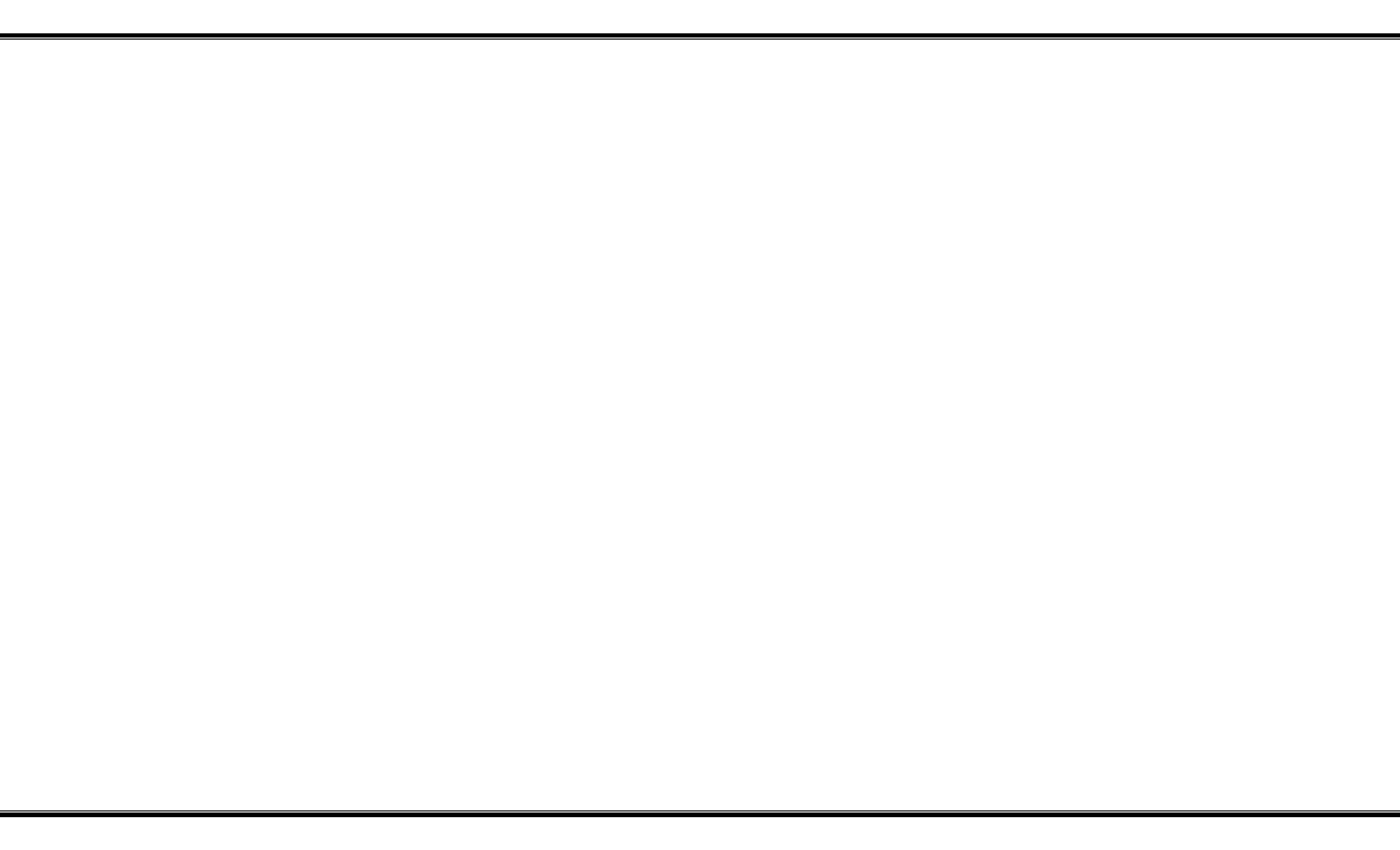
11	Chapter 7: Social Entertainment <ul style="list-style-type: none"> • The social entertainment zone • Social games • Original digital videos and branded videos • Social TV • Social Media 	Lecture	Quiz 2	PLO4	CLO5	Comprehension
12	Chapter 8: Social Commerce <ul style="list-style-type: none"> • The zone of social commerce • The social shopping experience • Social commerce strategies • Psychology of influence • Benefit of social commerce 	Lecture	Assignment 3	PLO4	CLO5	Comprehension
13	Chapter 09: Social media for consumer insights <ul style="list-style-type: none"> • The role of social media in research • Social media listening: the research process • Research error and biases • Social intelligence • Primary social media research 	Lecture	Quiz 3	PLO4	CLO6	Comprehension
14 and 15	Chapter 10: Social media metrics <ul style="list-style-type: none"> • Engagement chain • Campaign timeline and matrices 	Lecture	Case study 4: Ombre, Tie-Dye, Splat Hair: Trends or Fads? "Pull" and "Push" Social Media Strategies at L'Oréal Paris	PLO4	CLO6	Comprehension
16	Final Project and Presentations	Project and Presentations	Project and Presentations			Creation
		Final exams				

Topic related exercises and assignments – Throughout the term as we cover different topics and exercises related to Social media marketing. These exercises might include written assignments, quiz, online discussions, or outside activities and case studies

Final Project

Students are required to work on a Social media marketing project during the term. The topics will be assigned by the course instructor and students are required to work individually on the assigned project. The project can be any facet of a Social media marketing.





Course Title: Integrated Marketing Communications (BBA)

Course Code: MKT-

Credit Hours: 3+0

Course Instructor:

Mode of Contact''

You can contact your course instructor in the following ways:

Email:

Meeting: By appointment via e-mail

PREREQUISITES: Integrated Marketing Communications is an elective and assumes that the student has taken the Core Marketing classes. You must have an understanding of marketing principles and strategies.

Textbook:

- Integrated Advertising, Promotion, and Marketing Communications, K. Clow and D. Baack, Prentice Hall/ Pearson Education (9th edition, 2021).
- Advertising Excellence, Bovee, Thill, Dovel and Wood, McGraw-Hill (International Edition).

Reference Material:

- Advertising and Promotion: George E. Belch and Michael Belch Global 12th Edition

Course Description: This course focuses on the concepts, processes, and methods in Integrated marketing communications. This course will open the window for the students to relate the practical world campaigns based on the marketing objectives. Students will be able to develop Advertising and media campaigns and handle media promotions more properly. This course is divided into main subject areas that include foundation, market orientation, planning, creative, copywriting, design, production, media buying, sales promotion and IMC evaluation. In each of the areas the course stress upon building the IMC knowledge of students in advertising and application through cases.

Course Objectives: The course objectives are

- To develop a thorough understanding of the Advertising and Promotional aspect of marketing.
 - To understand the different roles involved in the promotional aspect of marketing, e.g. agency, marketing/product manager, media planner, etc. and how to manage them.
-

- To understand how to use different media to accomplish different goals and to reach different customer segments, e.g. consumer and business & assemble promotional and communications mixes for specific target markets.
- To develop Advertising and Promotional Campaign for real world.

Course Learning Outcomes: Upon completion of this course, students will be able to:

- Understand the fundamental role of marketing as foundations of successful advertising & overall role advertising plays in the business world.
- Ability to understand complex advertising issues in the real-time scenarios, comprehensive and in-depth knowledge of advertising appeals, the resultant themes for ad campaigns & the creative process in advertising and its utilization in this field.
- Identify and understand the various advertising mediums and strategies & able to select the most appropriate media for advertising campaigns.
- Establish an understanding of advertising strategies. The students will be able to develop and test the effectiveness of various types of advertising and promotional strategies and campaigns. They would be able to develop an integrated marketing communications plan for a real company incorporating sound analysis.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Presentations		
	Case Discussion		
	Final Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{xxii}	CLO	Thinking Level
01	Class & Course Introduction Integrated Marketing Communications <ul style="list-style-type: none">• The Nature of Communication• Integrated Marketing Communications• Emerging Trends in Marketing Communications	Lecture		PLO 1	CLO 1	Knowledge
02	Integrated Marketing Communications <ul style="list-style-type: none">• IMC Components and the Design of this Text• International Implications	Lecture		PLO 1	CLO 1	Knowledge
03	The IMC Planning Process <ul style="list-style-type: none">• Communications Research• Market Segmentation by Consumer Groups• Business-to-Business Market Segmentation	Lecture		PLO 1	CLO 1	Knowledge
04	The IMC Planning Process <ul style="list-style-type: none">• Product Positioning• Marketing Communications Objectives• Types of Budgets• International Implications	Lecture		PLO 1	CLO 1	Knowledge
05	Advertising Campaign Management <ul style="list-style-type: none">• Advertising Theory	Lecture		PLO 1	CLO 2	Comprehension

	<ul style="list-style-type: none"> • The Impact of Advertising Expenditures • In-House Versus External Advertising Agencies 					
06	Advertising Campaign Management <ul style="list-style-type: none"> • Choosing an Agency • Roles of Advertising Personnel • Advertising Campaign Parameters • The Creative Brief • International Implications 	Lecture		PLO 1	CLO 2	Comprehension
07	Case 1: Coke and Pepsi: from Global to Indian Advertising	Class Discussion	Assignment 1	PLO 4	CLO 3&4	Application
08	Advertising Design <ul style="list-style-type: none"> • Message Strategies • Types of Advertising Appeals 	Lecture		PLO 1	CLO 2	Comprehension
09	Advertising Design <ul style="list-style-type: none"> • Executional Frameworks • Sources and Spokespersons • International Implications 	Lecture		PLO 1	CLO 2	Comprehension
10	Traditional Media Channels <ul style="list-style-type: none"> • The Media Strategy • Media Planning • Advertising Terminology 	Lecture	Quiz -1	PLO 2	CLO 3	Comprehension
11	Traditional Media Channels <ul style="list-style-type: none"> • Achieving Advertising Objectives • Media Selection • Media Mix 	Lecture		PLO 2	CLO 3	Comprehension
12	Traditional Media Channels	Lecture		PLO 2	CLO 3	Comprehension

	<ul style="list-style-type: none">• Media Selection in Business-to-Business Markets• Integrated Campaigns in Action• International Implications					
13	Social Media <ul style="list-style-type: none">• Social Networks• Social Media Marketing• Social Media Marketing Strategies• International Implications	Lecture		PLO 2	CLO 3	Comprehension
14	Case 2: Kobe Influencer Marketing: Building Brand Awareness via Social Media	Case Discussion	Assignment 2	PLO 4	CLO 3&4	Application
15	MID TERM EXAMS					Evaluation
16	MID TERM BREAK					
17	Creative Strategy & Copywriting <ul style="list-style-type: none">• The meaning of creativity and its contribution to advertising• The creative process and the steps for generating creative ideas• The three elements of a creative strategy	Lecture		PLO 2	CLO 2	Comprehension
18	Creative Strategy & Copywriting <ul style="list-style-type: none">• The purpose and content of a copy platform• The hard-sell and soft-sell styles of advertising• Print Copy and broadcast Copy	Lecture		PLO 2	CLO 2	Comprehension

19	Art Direction <ul style="list-style-type: none"> Explain the meaning of art direction and its role in advertising Describe the elements of design List the principles of good design 	Lecture	Quiz -2	PLO 2	CLO 2	Knowledge
20	Art Direction <ul style="list-style-type: none"> Explain the steps involved in designing print ads Describe the steps involved in designing ads for television List the most common formats used for television commercials Discuss the audio and visual elements that make up television commercials 	Lecture		PLO 2	CLO 2	Comprehension
20	CASE 3: HBL: Sponsoring Pakistan Super League	Case Discussion	Assignment 3	PLO 4	CLO 3&4	Application
21	Sales Promotions <ul style="list-style-type: none"> Consumer Promotions vs. Trade Promotions Consumer Promotions Planning for Consumer Promotions 	Lecture		PLO 2	CLO 3	Knowledge
22	Sales Promotions <ul style="list-style-type: none"> Trade Promotions Concerns with Trade Promotions International Implications 	Lecture		PLO 2	CLO 3	Comprehension
23	Regulations And Ethical Concerns	Lecture	Quiz -3	PLO 3	CLO3	Comprehension

	<ul style="list-style-type: none">• Marketing Communications Regulations• Deception versus Puffery• Industry Oversight of Marketing Practices					
24	Regulations And Ethical Concerns <ul style="list-style-type: none">• IMC and Ethics• Marketing and Ethics• Responding to Ethical Challenges• International Implications	Lecture		PLO 3	CLO 3	Comprehension
25	Evaluating an Integrated Marketing Program <ul style="list-style-type: none">• Evaluation Metrics• Matching Methods with IMC Objectives Message Evaluations	Lecture		PLO 3	CLO 4	Comprehension
26	Evaluating an Integrated Marketing Program <ul style="list-style-type: none">• Evaluation Criteria• Online Evaluation Metrics• Behavioral Evaluations• International Implications	Lecture		PLO 3	CLO 4	Comprehension
27	Final Project and Class Presentations	Presentations	Project	PLO 4	CLO 4	Synthesis
28	Final Project and Class Presentations	Presentations	Project	PLO 4	CLO 4	Synthesis
29	Final Exam	Exam				Evaluation
30	Final Exam	Exam				Evaluation

Topic related exercises and assignments– Throughout the term as we cover different topics and exercises related to IMC. These exercises might include written assignments, online discussions, or outside activities and case studies. Presentations and regular assignments ensure that the student gets value from this course.

Final Project

Students are required to work on a project during the term. The topics will be assigned by the course instructor and students are required to work individually on the assigned project. The project can be based on any facet of IMC.

Course Title: Personal Selling & Sales Management (BBA)

Course Code:

Credit Hours: 3+0

Course Instructor:

Mode of Contact:

You can contact your course instructor in the following ways:

Email:

Meeting: By appointment via e-mail

PREREQUISITES: Personal Selling & Sales Management is an elective course in marketing and assumes that the student has taken the Core Marketing courses. The student must understand marketing principles and strategies.

Textbook: Selling Today- Partnering to Create Value, 13th Edition by Gerald L. Manning • Michael Ahearne • Barry L. Reece

Reference Material:

Selling and Sales Management by David Jobber, Geoff Lancaster, and Kenneth Le Meunier-FitzHugh. 11th Edition.

Course Description: This course will provide knowledge necessary for students to understand the selling process and be able to apply fundamental principles of successful sales management. It provides an introduction to personal selling and a detailed analysis of the selling process, environmental influences, estimating demand, account management and sales force management including the recruitment, selection, training, motivation and performance of salespeople and control of the selling effort.

Course Objectives: The course objectives are

CLO1. Understand the concepts, principles and issues involved in the personal selling process.

CLO2. Identify and describe the steps in a typical sales process to create Value. Learn to prepare and make a sales presentation professionally.

CLO3. Demonstrate a basic understanding of the importance of a mutually beneficial relationship with a customer.

CLO4. Acquire knowledge of the importance of managing self and others and understand the fundamentals of sales force management.

Learning Outcomes:

Upon completion of the course, students will be able to and/or have the skills necessary to:

Comprehend the nature of the selling task and integration of its components to achieve effective performance.

Acquire the basic skills necessary to perform the selling process.

Develop a simple selling plan for staffing the company's sales force and train it.

Explains how to identify customer needs with a consultative questioning strategy

Design a fundamental motivation, compensation system, and supervisory structure for the sales force.

Develop a sales plan with sales territories, sales quotas, and budgets.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Presentations		
	Case Discussion		
	Final Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Session	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{xxiii}	3	CLO	Thinking Level
01	Class & Course Introduction						
	Relationship Selling Opportunities in the Information Personal Selling Today Emergence of Relationship Selling in the Information Economy	Lecture		PLO 1		CLO 1	Knowledge
02	Relationship Selling Opportunities in the Information Considerations for a Future in Personal Selling	Lecture	Questioning	PLO 1		CLO 1	Knowledge

	Employment Settings in Selling Today					
03	Relationship Selling Opportunities in the Information					
	Selling Skills—One of the “Master Skills for Success” in the Information Age	Lecture	Class Discussion	PLO 1	CLO 1	Knowledge
	Learning to Sell					
04	Creating Value with a Relationship Strategy					
	Relationships Add Value					
	Thought Processes That Enhance Your Selling Relationship Strategy	Lecture	Class Discussion	PLO 2	CLO 1	Comprehension
	Verbal and Nonverbal Strategies That Add Value to Your Selling Relationships					
05	Creating Value with a Relationship Strategy					
	Conversational Strategies That Enhance Relationships	Lecture	Quiz 1	PLO 2	CLO 2	Comprehension
	Self-Improvement Strategies That Add Value					
06	Creating Product Solutions					
	Developing Product Solutions That Add Value					
	Becoming a Product Expert	Lecture	Questioning	PLO 2	CLO 2	Comprehension
	Become a Company Expert					
07	Creating Product Solutions					
	Become the Industry Expert—Know Your Competition	Lecture	Assignment 1	PLO 2	CLO 2	Comprehension

	Sources of Product, Company and Industry Information Creating Value with a Feature–Benefit Strategy					
08	Case1: Entrepreneurial Sales Strategies: Namaste Laboratories Pursues New Markets for Hair Care Products	Class Discussion		PLO 4	CLO 3&4	Application
09	The Buying Process and Buyer Behavior Developing a Customer Strategy Consumer Versus Business Buyers Achieving Alignment with the Customer’s Buying Process	Lecture		PLO 1	CLO 2	Comprehension
10	The Buying Process and Buyer Behavior Understanding the Buying Process of the Transactional, Consultative, and Strategic Alliance Buyer Understanding Buyer Behavior	Lecture		PLO 3	CLO 2	Comprehension
11	Case 2: Ask Electronics Ltd: Integrating online and offline sales	Case Discussion	Assignment 2	PLO 4	CLO 3&4	Application
12	Developing and Qualifying Prospects and Accounts Prospecting and Account Development—an Introduction Prospecting and Account Development Requires Planning	Lecture		PLO 3	CLO 2	Comprehension

13	Developing and Qualifying Prospects and Accounts Sources of Prospects and Accounts Qualifying Prospects and Accounts	Lecture		PLO 3	CLO 2	Comprehension
14	Developing and Qualifying Prospects and Accounts Collecting and Organizing Account and Prospect Information Managing the Account and Prospect Base	Lecture		PLO 3	CLO 2	Comprehension
15	MID TERM EXAMS					Evaluation
16	MID TERM BREAK					
17	Approaching the Customer with Adaptive Selling Developing the Presentation Strategy Planning the Preapproach Team Selling Presentation Strategies Adaptive Selling: Builds on Four Strategic Areas of Personal Selling	Lecture		PLO 3	CLO 3	Comprehension
18	Approaching the Customer with Adaptive Selling Approaching the Customer with Adaptive Selling Developing the Six-Step Presentation Plan The Approach Converting the Prospect's Attention and Arousing Interest	Lecture		PLO 3	CLO 3	Comprehension
19	Determining Customer Needs with a Consultative Questioning Strategy	Lecture	Role play	PLO 3	CLO 3	Knowledge

	The Consultative Sales Process Adds Value					
	The Four-Part Need-Satisfaction Mode					
	Creating Value with Need Discovery					
20	Determining Customer Needs with a Consultative Questioning Strategy	Lecture	Assignment 3	PLO 3	CLO 4	Comprehension
	Need Discovery—Listening and Acknowledging the Customer’s Response					
	Selecting Solutions That Create Value					
	Planning and Execution—Final Thoughts					
20	Case 3: Tourism Concern™: The relevance of selling and sales management to non-profit organisations	Case Discussion	Quiz 2	PLO 4	CLO 3&4	Application
21	Negotiating Buyer Concerns	Lecture	Role Play	PLO 3	CLO 3	Knowledge
	Formal Integrative Negotiation—Part of the Win-Win Relationship Strategy					
	Common Types of Buyer Concerns					
22	Negotiating Buyer Concerns	Lecture	Role Play	PLO 4	CLO 3	Comprehension
	Specific Methods of Negotiating Buyer Concerns					
	Creating Value During Formal Negotiations					
	Working with Buyers Trained in Formal Negotiation					
23	Adapting the Close and Confirming the Partnership	Lecture		PLO 4	CLO4	Comprehension

	Adapting the Close—An Attitude That Adds Value					
	Guidelines for Closing the Sale					
	Recognize Closing Clues					
24	Adapting the Close and Confirming the Partnership	Lecture	Quiz 3	PLO 4	CLO 4	Comprehension
	Specific Methods for Closing the Sale					
	Confirming the Partnership When the Buyer Says Yes					
25	Case 4: The course Instructor will decide	Case Discussion		PLO 4	CLO 3& 4	Application
26	Opportunity Management: The Key to Greater Sales Productivity					
	Opportunity Management—A Four-Dimensional Process	Lecture		PLO 4	CLO 4	Comprehension
	Time Management					
	Territory Management					
	Records Management					
27	Management of the Sales Force					
	Recruitment and Selection of Salespeople	Lecture		PLO 4	CLO 4	Knowledge
	Orientation and Training					
	Sales Force Motivation					
	Compensation Plans					
	Assessing Sales Force Productivity					
28	Final Project and Class Presentations	Presentations	Project	PLO 4	CLO1 - CLO4	Synthesis
29	Final Exam	Exam				Evaluation
30	Final Exam	Exam				Evaluation

Topic related exercises and assignments– Throughout the term as we cover different topics and exercises related to Personal Selling & Sales Management. These exercises might include written assignments, online discussions, outside activities and case studies. Presentations and regular assignments ensure that the student get value from this course.

Final Project

Students are required to work on a project during the term. The course instructor will assign the topics, and students are required to work individually on the assigned project. The project can be based on any facet of Personal Selling & Sales Management.

Course Title: Tourism & Hospitality Marketing

Course Code:

Credit Hours: 3+0

Course Instructor:

Mode of Contact You can contact your course instructor in the following ways:

Email:

Meeting: By appointment via e-mail

PREREQUISITES: Principles of Marketing

- **Textbook:** Kotler, P., Bowen, J. T., Makens, J. C., & Baloglu, S. (2021). *Marketing for hospitality and tourism* (8th ed). Boston, MA: Prentice Hall.

Reference Books:

- **Morrison, Alastair M. (2019): *Marketing and Managing Tourism Destinations*. Routledge**
- Nilanjan Ray, Dillip Kumar Das, Raj Kumar. (2018) *Tourism Marketing: A Strategic Approach*

Course Description: This course provides understanding of marketing theory and practice within the context of the tourist industry. It starts with the basic concepts of tourism marketing along with the notions of strategic marketing planning. Considerable attention is given to understanding the techniques associated with market segmentation and the marketing mix. Emphasis is also focused on the tourists buying behavior and motivation. All of these ideas will be explored in the practical context of a series of case studies. This course examines specific approaches to planning, controlling and organizing marketing for the tourism industry.

Course Objectives:

- Understand the tourism and marketing process.
- Develop tourism and hospitality marketing opportunities and strategies.
- Develop tourism mix and manage tourism marketing.
- Understand how social media impacts marketing in the tourism business.

Course Learning Outcomes: Upon completion of this course, students will be able to:

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

- Understand tourism marketing concepts and the characteristics of the industry.
- Explain the concept of tourism marketing and its role within the experience economy & current marketing trends and issues in travel and tourism.
- Recognize the main elements in the strategic marketing planning process in both business environment of tourism organizations and destinations & Plan and execute a relevant tourism marketing strategy.
- Evaluates the aspect of marketing mix elements in tourism products marketing.

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignments(s)		
	Class Participation		
	Presentations		
	Case Discussion		
	Final Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO	CLO	Thinking Level

01	Creating Customer Value and Engagement Through Marketing for Hospitality and Tourism <ul style="list-style-type: none"> ▪ What Is Hospitality And Tourism Marketing? ▪ Marketing In The Hospitality And Travel Industries 	Lecture	PLO 1	CLO 1	Knowledge
02	Creating Customer Value and Engagement Through Marketing for Hospitality and Tourism <ul style="list-style-type: none"> ▪ Understanding The Marketplace And Customer Needs ▪ Designing Customer Value-Driven Marketing Strategy ▪ Preparing An Integrated Marketing Plan And Program 	Lecture	PLO 1	CLO 1	Knowledge
03	Creating Customer Value and Engagement Through Marketing for Hospitality and Tourism <ul style="list-style-type: none"> ▪ Managing Customer Relationships And Capturing Value ▪ Capturing Value From Customers ▪ The Changing Marketing Landscape 	Lecture	PLO 1	CLO 1	Knowledge
04	Case: Subway: Problems with Place, Product, and Price	Case Discussion	PLO 2	CLO 4	Knowledge
05	Marketing Strategy: Partnering to Build Customer Engagement, Value, and Relationships <ul style="list-style-type: none"> ▪ Nature Of High-Performance Business ▪ Corporate Strategic Planning: Defining Marketing's Role 	Lecture	PLO 2	CLO 2	Comprehension

	<ul style="list-style-type: none"> ▪ Planning Marketing: Partnering To Build Customer Relationships 					
06	Marketing Strategy: Partnering to Build Customer Engagement, Value, and Relationships <ul style="list-style-type: none"> ▪ Marketing Strategy And The Marketing Mix ▪ Managing The Marketing Effort ▪ Measuring And Managing Return On Marketing Investment 	Lecture		PLO 3	CLO 2	Comprehension
7	Analyzing the Marketing Environment <ul style="list-style-type: none"> • The Company's Environment 	Class Discussion	Assignment 1	PLO 3	CLO 2	Knowledge
08	<ul style="list-style-type: none"> ▪ The Microenvironment 	Lecture		PLO 1	CLO 1	Comprehension
09	Analyzing the Marketing Environment <ul style="list-style-type: none"> • The Company's Microenvironment 	Lecture	Quiz1	PLO 1	CLO 1	Comprehension
10	<ul style="list-style-type: none"> • Responding To The Marketing Environment 	Lecture		PLO 1	CLO 1	Comprehension
11	Consumer Markets and Consumer Buying Behavior <ul style="list-style-type: none"> • A Model Of Consumer Behavior • Personal Characteristics Affecting Consumer Behavior 	Class Discussion	Assignment 2	PLO 2	CLO 1	Knowledge
12&13	Consumer Markets and Consumer Buying Behavior <ul style="list-style-type: none"> ▪ The Buyer Decision Process 	Lecture		PLO 2	CLO 2	Comprehension
14	Customer-Driven Marketing Strategy: Creating Value for Target Customers <ul style="list-style-type: none"> • Markets 	Class Discussion	Class Participation	PLO 3	CLO 2	Knowledge

	<ul style="list-style-type: none">• Market Segmentation					
15	MID TERM EXAMS					
16	MID TERM BREAK					
17	Designing and Managing Products and Brands: Building Customer Value					
	<ul style="list-style-type: none">▪ What Is A Product?	Lecture		PLO 4	CLO 3	Comprehension
	<ul style="list-style-type: none">▪ Product Levels					
	<ul style="list-style-type: none">▪ Branding Strategy					
18	Designing and Managing Products and Brands: Building Customer Value					
	<ul style="list-style-type: none">▪ The New-Product Development					
	<ul style="list-style-type: none">▪ Idea Screening	Lecture		PLO 4	CLO 3	Comprehension
	<ul style="list-style-type: none">▪ Product Life-Cycle Strategies					
	<ul style="list-style-type: none">▪ International Product And Service Marketing					
19	Pricing: Understanding and Capturing Customer Value					
	Pricing: Understanding and Capturing Customer Value	Lecture	Assignment 3	PLO 3	CLO 3	Knowledge
	<ul style="list-style-type: none">• Factors To Consider When Setting Prices					
	<ul style="list-style-type: none">• General Pricing Approaches					

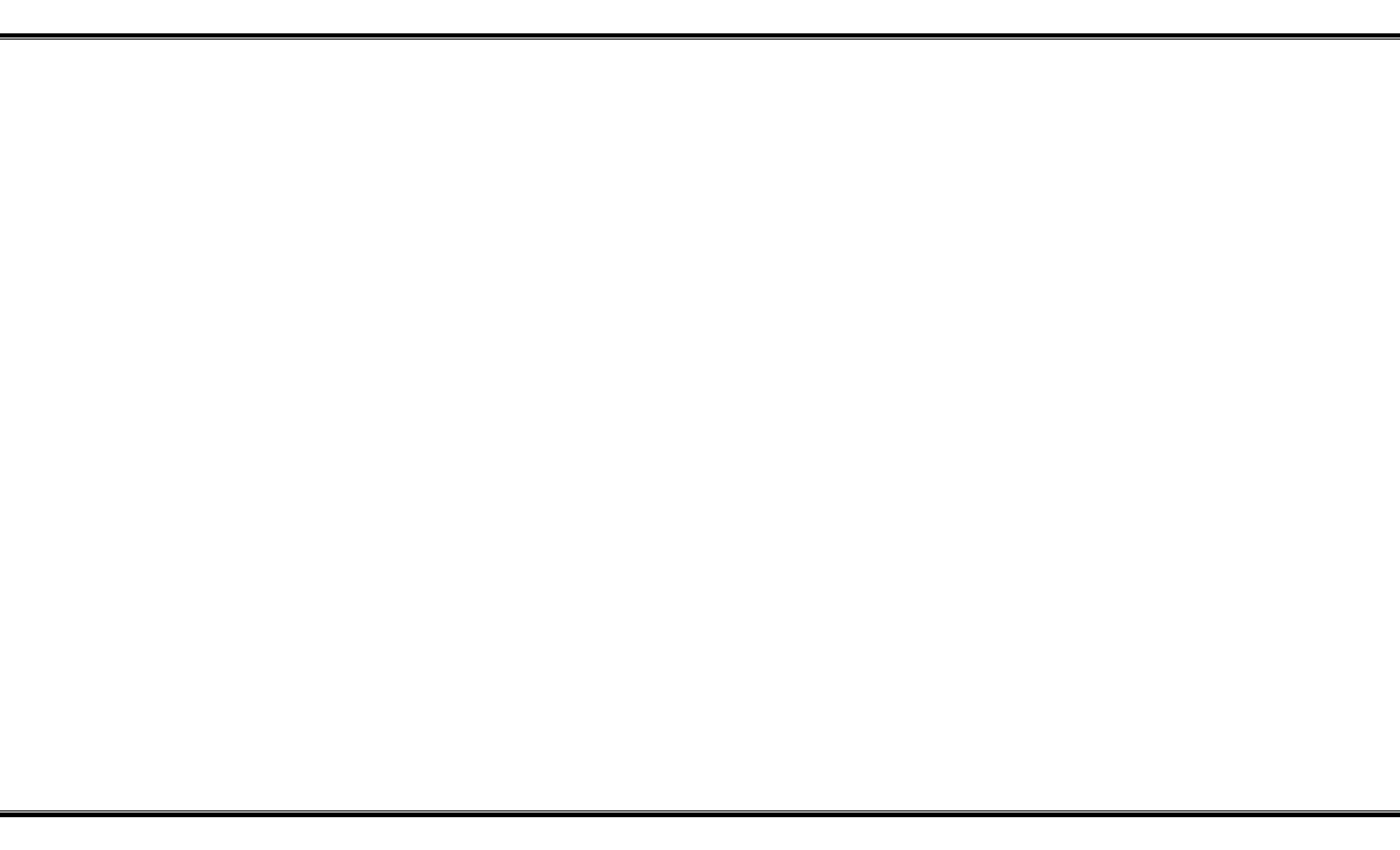
	<ul style="list-style-type: none"> • Pricing Strategies • Revenue Management • Psychological Pricing • Price Changes 					
20	<ul style="list-style-type: none"> ▪ CASE 3: Avari Lahore Ramada Renaissance Hotel 	Case Discussion		PLO 2	CLO 4	Knowledge
21	Distribution Channels Delivering Customer Value <ul style="list-style-type: none"> ▪ Partnering To Add Value ▪ Hospitality Distribution Channels ▪ Channel Behavior And The Organization ▪ Channel Management 	Lecture	Quiz2	PLO 4	CLO 4	Comprehension
21	Case 4: Apple iPad in India- Was There a Way Out?	Case Discussion		PLO 3	CLO 4	Knowledge
22	Direct, Online, Social Media, and Mobile Marketing <ul style="list-style-type: none"> • Direct And Digital Marketing • Digital And Social Media Marketing 	Lecture		PLO 4	CLO 4	Comprehension
23	<ul style="list-style-type: none"> ▪ Customer Databases And Traditional Direct Marketing 	Lecture		PLO 4	CLO4	Comprehension
24	Direct, Online, Social Media, and Mobile Marketing	Lecture	Quiz3	PLO 4	CLO 4	Comprehension

	<ul style="list-style-type: none"> ▪ Relationship Marketing And Loyalty Programs ▪ Traditional Forms Of Direct Marketing ▪ Online Privacy And Security 					
25	CASE 4: Accor: Strengthening the Brand with Digital Marketing	Case Discussion		PLO 4	CLO 4	Knowledge
26	Destination Marketing					
	<ul style="list-style-type: none"> ▪ Marketing Tourism Destinations ▪ Tourism Development And Investments ▪ Segmenting And Monitoring The Tourist Market 	Lecture		PLO 4	CLO 4	Comprehension
27	Destination Marketing					
	<ul style="list-style-type: none"> • Communicating With The Tourist Market • Organizing And Managing Tourism Marketing 	Lecture		PLO 4	CLO 4	Knowledge
28	Final Project and Class Presentations	Presentations	Project	PLO 4	CLO 4	Knowledge
29	Final Exam	Exam				
30	Final Exam	Exam				

Topic related exercises and assignments – Throughout the term as we cover different topics and exercises related to Tourism & Hospitality Marketing. These exercises might include written assignments, quiz, online discussions, or outside activities and case studies

Final Project

Students are required to work on a Tourism & Hospitality Marketing project during the term. The topics will be assigned by the course instructor and students are required to work individually on the assigned project. The project can be any facet of a Tourism & Hospitality Marketing.



Specialization Courses

(SCM)

Course Title: Inventory Management (MBA/ BBA)

Course Code:

Credit Hours: 3+0

Course Instructor:

PREREQUISITES: Students accepted for the BBA, MBA in SCM Program are eligible for the course

Textbook:

1. Text Book: Inventory Control and Management. Authors: Donald Waters, Latest Edition

Reference Material:

- Case studies
- Inventory Management road map
-

Course Description: Inventory management is all about managing stock & inventory tracking system to record deliveries, shipments and stock levels. Evaluating deliveries, shipments and product levels to improve inventory control procedures. Analyzes daily product and supply levels to anticipate inventory problems and shortages

Course Objectives:

On successful completion of the course the students will be able to carrying out the routine but vital responsibilities of Inventory Management.

General classifications of inventory, analysis of inventory items, can explain the inventory management models that help plan the timing and volume of inventory orders; they can easily apply the EOQ Model to calculate inventory order volume. Moreover, they would be able handle the major challenges facing to Supply Chain Management.

Course Learning Outcomes: Upon completion of this course, students will be able to:

- To explain the impact that the type of demand for goods and services (dependent and independent) has on the inventory management system
 - To Perform general analysis of inventory item
 - To understand the importance & can explain inventory management model
-

- To calculate order volume by applying EOQ techniques to prevent stock-out from occurring

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{xxiv}	CLO	Thinking Level
01	Introduction to Stock & Inventory <ul style="list-style-type: none">Stocks of materialReason for holding stock	Lecture		PLO 2	CLO 1	Comprehension
02	Stocks in Supply chain, worked example	Lecture		PLO 1	CLO 1	Comprehension
03	Trends effecting stock	Lecture	Assignment 1	PLO 2	CLO 2	Comprehension
04	Stock within an organization <ul style="list-style-type: none">Inventory management & Logistics	Lecture		PLO 2	CLO 1	Comprehension
05	Setting aims of inventory management	Lecture		PLO 1	CLO 3	Comprehension
06	Strategic role of stock <ul style="list-style-type: none">Cost of holding stock	Lecture	Quiz 1	PLO 1	CLO 2	Comprehension
07	Economic Order Quantity <ul style="list-style-type: none">Defining economic order quantityWorked examples	Lecture		PLO 4	CLO 2	Comprehension
08	Adjusting the EOQ <ul style="list-style-type: none">Worked examples and problems	Lecture		PLO 4	CLO 3	Comprehension
09	Model of known demand <ul style="list-style-type: none">Price discounts from suppliers	Lecture	Assignment 2	PLO 2	CLO 3	Comprehension
10	Worked examples & problems	Lecture		PLO 3	CLO 2	Comprehension
11	Finite Replenishment rate	Lecture		PLO 4	CLO	Comprehension

					3	
12	Worked examples & problems	Lecture		PLO 3	CLO 2	Comprehension
13	Case study: Volvo Construction Equipment's	Case study	Quiz 2	PLO 2	CLO 3	Comprehensions
14	Revision	Lecture		PLO 4	CLO 3	Knowledge
15	Models for uncertain Demand Uncertainty in stock Worked examples and problems	Lecture		PLO 3	CLO 3	Comprehensions
16	Models for discrete demand • News boy problem • Worked example	Lecture		PLO 2	CLO 3	Comprehension
17	Source of information • Inventory management & information sys	Lecture		PLO 1	CLO 4	Comprehension
18	Worked example & problem	Lecture		PLO 2	CLO 4	Comprehension
19	Forecasting Demand • Methods of forecast • Judgmental forecast	Lecture		PLO 1	CLO 3	Comprehension
20	Casual forecasting • Projective forecasting	Lecture	Assignment 3	PLO 3	CLO 4	Comprehension
21	Planning & Stocks • Level of planning • Aggregate planning	Lecture		PLO 4	CLO 3	Comprehension
22	Operational schedule • Simulation of stocks	Lecture		PLO 4	CLO 4	Comprehension
23	Just in time • Principles of just in time	Lecture		PLO 2	CLO 3	Comprehension
24	Main features for stocks	Lecture	Quiz 3	PLO 2	CLO	Comprehension

				3	
25	Achieving just in time operations <ul style="list-style-type: none"> Kanban 	Lecture	PLO 3	CLO 3	Comprehension
26	Jidoka <ul style="list-style-type: none"> Quality at source 	Lecture	PLO 1	CLO 4	Comprehension
27	Case study International Lifestyle Product Retailer in Bolivia	Case study	PLO 4	CLO 4	Comprehension
28	Final Project	Presentation	PLO 4	CLO 4	Knowledge

Course Title: LOGISTICS MANAGEMENT (BBA)

Course Code:

Credit Hours: 3+0

Course Instructor:

Mode of Contact"

You can contact your course instructor in the following ways:

Meeting: By appointment via e-mail

PREREQUISITES:

- Students should be specialized in Logistics Management & Strategy that support the need to disseminate knowledge and understanding of logistics in an easy-to-read way.

Textbook:

- Logistics Management, Donald Waters & Logistics Management.
- Strategy, 3rd edition, Alan Harrison and Remko Van Hoek.

Reference Material:

- *Lean Supply Chain & Logistics Management by Paul Myerson*

Course Description:

- It describes the way that materials move into organization from suppliers, through the operation within organization and then out to the customers.
 - Brought view of logistics looking at every kind of organization & moving every kind of material.
-

Course Objectives: The course objectives are

- Understanding about increasing strategic importance of logistics.
- Provide students with the principle and practices, knowledge and attributes of a logistics professional required in the increasingly complex global business environment
- To understand the impact of logistics functions and their integration with other business function

Course Learning Outcomes: Upon completion of this course, students will be able to:

1. Understand the structure of supply chains and the different ways through which supply chains can become competitive in the market.
2. Explain how to use the levers of the logistics strategy to redefine the points necessary to make this harmonization.
3. Analyze the importance of the term “value creation” and to propose actions in the field of management of logistics costs towards the creation of value.
4. Distinguish the forces shaping international logistics in a global market.
5. Assess accurately the risks occurred due to loss of focus on the satisfaction of end-customer demand.
6. Produce and combine effectively the options available for managing inventory and orders per case.

Program Learning Outcomes:

6. Apply fundamental theories, concepts, and technological tools of business management.
 7. Utilize their exposure to numerous business context for the application in the business markets.
 8. Exhibit global practices and value culture diversity.
 9. Build capacity to address industry driven issues and challenges and reflect critical thinking and decision making in offering efficient market solutions.
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ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{xxv}	CLO	Thinking Level
01	The Context of Logistics		Lecture	PLO 1	CLO 1	Knowledge
	• Introduction of logistics					
	• The supply chain					
	• Activities of Logistics					
02	The Context of Logistics		Lecture/Case study	PLO 1	CLO 1	Knowledge
	• Aims of Logistics					
	• Importance of Logistics					
	• Case study: Ace Dairies					

03 Integrating the Logistics	<ul style="list-style-type: none"> Progress in logistics Current trends in logistics Integrating logistics within organization 	Lecture	Assignment 1	PLO 2	CLO 2	Comprehension
04 Integrating the Logistics	<ul style="list-style-type: none"> Competing Through Logistic 	Lecture		PLO 2	CLO 2	Comprehension
05 Integrating the Logistics	<ul style="list-style-type: none"> Integration along the supply chain Research paper: A Meta-Analysis of supply chain integration and firm performance 	Lecture/Research paper		PLO 2	CLO 3	Comprehension
06 Integrating the Logistics	<ul style="list-style-type: none"> Achieving integration 	Lecture	Quiz 1	PLO 2	CLO 3	Comprehension
07 Logistics Strategy	<ul style="list-style-type: none"> logistic strategy Strategic decision 	Lecture		PLO 1	CLO 2	Comprehension
08 Logistics Strategy	<ul style="list-style-type: none"> Designing a logistic strategy 	Lecture		PLO 1	CLO 2	Comprehension
09 Logistics Strategy	<ul style="list-style-type: none"> Implementing the strategy 	Lecture	Assignment 2	PLO 2	CLO 2	Comprehension
10 Controlling Material Flow	<ul style="list-style-type: none"> Material requirement planning 	Lecture		PLO 3	CLO 2	Comprehension
11 Controlling Material Flow	<ul style="list-style-type: none"> Extending the role of MRP 	Lecture		PLO 4	CLO 2	Comprehension
12 Controlling Material Flow	<ul style="list-style-type: none"> Principle of JIT 	Lecture	Quiz 2	PLO 4	CLO 2	Comprehension
13 Controlling Material Flow	<ul style="list-style-type: none"> Extending IT along the supply chain 	Lecture		PLO 4	CLO 3	Knowledge

14	Review	Lecture		PLO 1	CLO 3	Knowledge
15	Measuring And Improving Performance					
	<ul style="list-style-type: none"> Measuring performance Comparing performance Analyzing the supply chain 	Lecture		PLO 4	CLO 3	Knowledge
16	Measuring And Improving Performance	Lecture		PLO 4	CLO 3	Comprehension
	<ul style="list-style-type: none"> Improving performance 					
17	Warehouse and Material Handling	Lecture		PLO 1	CLO 2	Comprehension
	<ul style="list-style-type: none"> Purpose of warehouses 					
18	Warehouse and Material Handling	Lecture	Assignment 3	PLO 2	CLO 2	Comprehension
	<ul style="list-style-type: none"> Activities within a warehouse 					
19	Warehouse and Material Handling	Lecture		PLO 3	CLO 3	Comprehension
	<ul style="list-style-type: none"> Ownership 					
20	Warehouse and Material Handling	Lecture		PLO 3	CLO 3	Comprehension
	<ul style="list-style-type: none"> Layout Material Handling 					
21	Transportation	Lecture		PLO 3	CLO 3	Knowledge
	<ul style="list-style-type: none"> Mode of transport 					
22	Transportation	Lecture	Quiz 3	PLO 1	CLO 3	Knowledge
	<ul style="list-style-type: none"> Intermodal transport 					
23	Transportation	Lecture		PLO 2	CLO 3	Knowledge
	<ul style="list-style-type: none"> Ownership of transport Routing vehicles 					
24	Global Logistics	Lecture		PLO 3	CLO 4	Comprehension
	<ul style="list-style-type: none"> International trade 					
25	Global Logistics	Lecture		PLO 3	CLO 4	Knowledge
	<ul style="list-style-type: none"> Problems with international logistics 					
26	Global Logistics	Lecture		PLO 1	CLO	Comprehension

• Organizing international operations			1	
27	Project Presentations	Presentations	PLO 2	CLO 2 Creation
28	Project Presentations	Presentations	PLO 2	CLO 2 Creation

Course Title: SOURCING & PROCUREMENT (/BBA)

Course Code:

Credit Hours: 3+0

Course Instructor:

Mode of Contact''

You can contact your course instructor in the following ways:

Meeting: By appointment via e-mail

PREREQUISITES: Students should be specialized in Purchasing objectives & development key procurement issues & applications.

Textbook:

- **“The Procurement and Supply Manager’s Desk Reference”
Second Edition**
By Fred B. Sollish, C.P.M, John Semanik, C.P.M.

Reference Material:

- “Handbook of Procurement”
By Nicola Dimitri, Gustavo Piga & Giancarlo Spagnolo

Course Description:

- Demonstrate proficiencies in interpersonal communication, negotiation skills, and teamwork roles.
- Practice socially and ethically responsible behaviors for contributing to the well-being of society.
- Exhibit global practices and value culture diversity.
- Build capacity to address industry driven issues and challenges and reflect critical thinking and decision making in offering efficient market solutions.

Course Objectives: The course objectives are

- Obtain the knowledge to conduct a competitive solicitation, evaluate bid sand award a contract
 - Contract Management & performance measurement.
-

- Apply critical thinking to procurement processes
- Gain knowledge about the approach to engaging contract managers and handing off contracts for contract monitoring
- Steps to negotiate with a contractor
- Apply policies for direct- buy, competitive, sole source and emergency procurement

- Course Learning Outcomes:** Upon completion of this course, students will be able to:
1. Examine the key processes of procurement management to excess their roles in business system.
 2. Apply the knowledge of procurement to make appropriate procurement decision in different business situation.
 3. Recommend sourcing strategies and select supplier evaluation system.

- Program Learning Outcomes:**
1. Apply fundamental theories, concepts, and technological tools of business management.
 2. Demonstrate proficiencies in interpersonal communication, negotiation skills, and teamwork roles.
 3. Practice socially and ethically responsible behavior for contributing to the well-being society.
 4. Exhibit global practices and value culture diversity.
 5. Competency to apply fundamental, analytical, and reflective thinking to understand challenges and business opportunities for effective decision making

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{xxvi}	CLO	Thinking Level
01	PROCUREMENT AND BEST BUSINESS PRACTICES <ul style="list-style-type: none">Understanding Procurement & Conveying Requirements.	Lecture		PLO 1	CLO 2	Comprehension
02	PROCUREMENT AND BEST BUSINESS PRACTICES <ul style="list-style-type: none">Finding Innovative MethodsExploring & Creating Strategic Plans and Tactics.Case Study: Taking an Entrepreneurial Approach to Purchasing at Babson College-Case	Lecture/Case study		PLO 1	CLO 2	Comprehension
03	PROCUREMENT AND BEST BUSINESS PRACTICES <ul style="list-style-type: none">Alternatives & Internal Cost-Related AnalTools & Keeping Supplier Information.	Lecture	Assignment 1	PLO 2	CLO 2	Comprehension
04	SOURCING MANAGEMENT <ul style="list-style-type: none">Establishing, Creating and Organizing Requirements	Lecture		PLO 4	CLO 2	Comprehension
05	SOURCING MANAGEMENT <ul style="list-style-type: none">Locating and Developing Sources of SupplyTypes of Competition.	Lecture		PLO 4	CLO 3	Comprehension
06	SOURCING MANAGEMENT <ul style="list-style-type: none">Managing Sourcing Data,Types of Sourcing,	Lecture	Quiz 1	PLO 4	CLO 3	Comprehension

	<ul style="list-style-type: none"> Maintaining Sourcing Lists. 					
07	SELECTING SUPPLIERS AND MEASURING PERFORMANCE <ul style="list-style-type: none"> Selecting the Supplier Awarding the Contract Applying Selection Criteria Mini Case Study- BMW 	Lecture/Case study		PLO 5	CLO 3	Comprehension
08	SELECTING SUPPLIERS AND MEASURING PERFORMANCE <ul style="list-style-type: none"> Administering the Contract 	Lecture		PLO 5	CLO 3	Comprehension
09	SELECTING SUPPLIERS AND MEASURING PERFORMANCE <ul style="list-style-type: none"> Ensuring Quality Performance 	Lecture	Assignment 2	PLO 5	CLO 3	Comprehension
10	CONTRACT ADMINISTRATION <ul style="list-style-type: none"> Contract Essentials 	Lecture		PLO 5	CLO 2	Comprehension
11	CONTRACT ADMINISTRATION <ul style="list-style-type: none"> Contracts for Legal Requirements Aligning 	Lecture		PLO 5	CLO 2	Comprehension
12	CONTRACT ADMINISTRATION <ul style="list-style-type: none"> Reviewing Contracts 	Lecture	Quiz 2	PLO 5	CLO 2	Comprehension
13	CONTRACT ADMINISTRATION <ul style="list-style-type: none"> Practices with Policy Maintaining Procurement Documents and Records. 	Lecture		PLO 2	CLO 3	Knowledge
14	Review & Presentations	Lecture		PLO 1	CLO 3	Knowledge
15	NEGOTIATIONS	Lecture		PLO 1	CLO	Knowledge

	<ul style="list-style-type: none"> Assessing the Negotiating Environment 				3	
16	NEGOTIATIONS <ul style="list-style-type: none"> Gathering Information and Analysis 	Lecture		PLO 2	CLO 3	Comprehension
17	NEGOTIATIONS <ul style="list-style-type: none"> Preparing for the Negotiation 	Lecture		PLO 1	CLO 2	Comprehension
18	NEGOTIATIONS <ul style="list-style-type: none"> Conducting the Negotiation 	Lecture	Assignment 3	PLO 2	CLO 2	Comprehension
19	FINANCIAL DECISIONS FOR SOURCING <ul style="list-style-type: none"> Performing make or buy analysis 	Lecture		PLO 3	CLO 3	Comprehension
20	FINANCIAL DECISIONS FOR SOURCING <ul style="list-style-type: none"> Performing lease or buy analysis 	Lecture		PLO 3	CLO 3	Comprehension
21	FINANCIAL DECISIONS FOR SOURCING <ul style="list-style-type: none"> Formulating Financial Strategies 	Lecture		PLO 3	CLO 3	Comprehension
22	PROCUREMENT INTERNAL RELATIONSHIPS <ul style="list-style-type: none"> Understanding key departmental roles 	Lecture	Quiz 3	PLO 1	CLO 3	Comprehension
23	PROCUREMENT INTERNAL RELATIONSHIPS <ul style="list-style-type: none"> Developing good working relationships 	Lecture		PLO 2	CLO 3	Comprehension
24	PROCUREMENT INTERNAL RELATIONSHIPS <ul style="list-style-type: none"> Reengineering supply management 	Lecture		PLO 2	CLO 3	Comprehension

25	STRATEGIC PLANNING FOR PROCUREMENT <ul style="list-style-type: none"> Developing Demand- and Forecast-Based 	Lecture	PLO 1	CLO 1	Knowledge
26	STRATEGIC PLANNING FOR PROCUREMENT <ul style="list-style-type: none"> Procurement Strategies 	Lecture	PLO 1	CLO 1	Knowledge
27	STRATEGIC PLANNING FOR PROCUREMENT <ul style="list-style-type: none"> Planning Procurement Requirements Conducting Market Analysis Case Study: The New, Improved Keiretsu- Toyota demonstrates how more-efficient supplier relationship can speed production and boost innovation. 	Lecture/Case study	PLO 2	CLO 3	Comprehension
28	Final Project	Presentations	PLO 2	CLO 2	Creation

Course Title: Distribution Network design (MBA/ BBA)

Course Code:

Credit Hours: 3+0

Course Instructor:

PREREQUISITES: Students accepted for the BBA, MBA in SCM Program are eligible for the course

Textbook:

1. Alan Rushton, The Handbook of Logistics and distribution management, 5th edition
2. Chopra, Sunil, and Peter Meindl Supply Chain Management 6th edition

Reference Material:

- Simchi-Levi, David, Philip Kaminsky, and Edith Simchi-Levi. Designing and Managing the supply Chain. McGraw Hill/Irwin, 2007. ISBN: 9780073341521

Course Description: In today's competitive environment, a company's performance does not depend just upon its own capabilities. Companies must also rely on and develop effective distribution network designs in its supply chain. Distribution network design is an approach to managing the entire supply chain.

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Course Objectives: The course objectives are

- Carrying out the routine but vital responsibilities of Distribution Network Design and handling major challenges facing to Supply Chain Management.
 - Mastering the Challenges of fulfilling customer demand is a result of contributions from several fields. This course takes an analytical perspective to the task of organizing distribution networks for optimum performance.
 - Identify and analyze important factors in formal models, to uncover important trade-offs and performance drivers in distribution networks.
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- Focus on analysis, planning, and organization of these distribution activities. The dynamics of the business context – in terms of globalization and the rapid growth of information and communication technology – make this a challenging task.

Course Learning Outcomes: Upon completion of this course, students will be able to:

- To introduce and study key concepts in Distribution Network
- To understand the role and function of Distribution Network in business operations
- To analyze, through case study analysis and Internet research – the Distribution Networks of different businesses and how companies create competitive advantages from their Distribution Network designs
- To understand the importance of distribution networks designs in successful business operations
- To learn how companies use distribution network designs to give them competitive advantages

ASSESSMENT INSTRUMENT WITH WEIGHTS:

SNR	ITEMS		MARKS
1	Mid Term Exam		30
2	End Term Exam		50
3	Internal Evaluation Breakdown		
	Quiz(s)		
	Assignements(s)		
	Class Participation		
	Présentations		
	Case Discussion		
	Lab Work/Practical Project		
	Any Other		
	Total	20	20
	GRAND TOTAL		100

COURSE CONTENTS:

Lecture	Scheduled Topic	Learning Activity	Assessment Activity	PLO ^{xxvii}	CLO	Thinking Level
01	Introduction to Logistics <ul style="list-style-type: none">• What is SCM?• Scope & Definition• The SCM Process	Lecture		PLO 1	CLO 1	Knowledge
02	Introduction to Distribution <ul style="list-style-type: none">• Historical perspective• Logistics and supply chain structure	Lecture		PLO 2	CLO 1	Comprehension
03	Importance of logistics & distribution	Lecture	Assignment 1	PLO 1	CLO 2	Comprehension
04	The Total logistics concept	Lecture		PLO 2	CLO 2	Comprehension
05	Globalization & integration <ul style="list-style-type: none">• Financial effect of Logistics	Lecture		PLO 2	CLO 1	Comprehension
06	Integrated System	Lecture		PLO 2	CLO 2	Comprehension
07	Competitive Advantage through logistics	Lecture	Quiz 1	PLO 1	CLO 2	Comprehension
08	Customer services and logistics <ul style="list-style-type: none">• Introduction• Importance of customer services• Components of customer services	Lecture		PLO 4	CLO 2	Comprehension

09	Two conceptual models of service quality	Lecture		PLO 4	CLO 3	Comprehension
10	Developing a customer service policy <ul style="list-style-type: none"> • Level of customer service • Measuring customer service 	Lecture	Assignment 2	PLO 2	CLO 3	Comprehension
11	Physical Distribution Types & Structure	Lecture		PLO 3	CLO 2	Comprehension
12	Channel Selection	Lecture		PLO 3	CLO 3	Comprehension
13	Outsourcing Channels	Lecture		PLO 3	CLO 2	Comprehension
14	Key issues and challenges for logistics & SC <ul style="list-style-type: none"> • External Environment • Retailing & Consumer • Case Study: Procter & Gamble 	Lecture/case study		PLO 2	CLO 3	Comprehensions
15	Multichannel Fulfillment	Lecture	Quiz 2	PLO 3	CLO 3	Comprehensions
16	Food retailing & Non-food retailing	Lecture		PLO 2	CLO 3	Comprehension
17	Planning frameworks for logistics <ul style="list-style-type: none"> • Introduction • Pressure for change • Logistic design strategy 	Lecture		PLO 2	CLO 4	Comprehension
18	Planning frameworks for logistics <ul style="list-style-type: none"> • Product characteristics • Product life cycle • Unit load 	Lecture		PLO 2	CLO 4	Comprehension
19	Principles of warehousing <ul style="list-style-type: none"> • Introduction • Role of warehouse 	Lecture	Assignment 3	PLO 4	CLO 3	Comprehension

	<ul style="list-style-type: none"> • Strategic issues • Affecting warehousing 					
20	Principles of warehousing <ul style="list-style-type: none"> • Warehouse operation • Cost • Packaging and unit loads 	Lecture		PLO 4	CLO 3	Comprehension
21	Warehouse Management & Information <ul style="list-style-type: none"> • Introduction • Operational management • Performance monitoring 	Lecture		PLO 2	CLO 3	Comprehension
22	Warehouse Management & Information <ul style="list-style-type: none"> • Information technology • Data and radio data communication 	Lecture		PLO 2	CLO 3	Comprehension
23	Security and safety in distribution <ul style="list-style-type: none"> • Introduction • International security measures • Strategic security measures 	Lecture	Quiz 3	PLO 4	CLO 3	Comprehension
24	Security and safety in distribution <ul style="list-style-type: none"> • Tactical security measures • Safety in distribution and warehouse 	Lecture		PLO 4	CLO 3	Comprehension
25	Warehouse design	Lecture		PLO 3	CLO 3	Knowledge
26	Warehouse design	Lecture		PLO 4	CLO 4	Knowledge
27	Case Study: Apple Inc.	Case study		PLO 4	CLO 5	Application
28	Final Project	Presentation		PLO 4	CLO 5	Knowledge

