

# **Self-Assessment Report**



## **Beaconhouse National University**

**School of Business Administration  
(Department of Management Sciences)**

**Bachelors in Business Administration**

*Prepared by: Program Team of DMS*

*Presented by: Quality Assurance Department*

## Table of Contents

|   |                              |
|---|------------------------------|
| Executive Summary .....   | 4                            |
| Introduction .....  | 4                            |
| <b>Criterion 1: PROGRAM MISSION, OBJECTIVES AND OUTCOMES.....</b> | <b>7</b>                     |
| Standard 1-1.....   | 7                            |
| Standard 1-2.....   | 9                            |
| Standard 1-3.....   | 15                           |
| Standard 1-4.....   | 18                           |
| <b>Criterion 2: CURRICULUM DESIGN AND ORGANIZATION .....</b>      | <b>18</b>                    |
| Standard 2-1.....   | 18                           |
| Standard 2-2: .....   | 155                          |
| Standard 2-3.....   | 156                          |
| Standard 2-4.....   | 156                          |
| Standard 2-5: .....   | 156                          |
| Standard 2-6.....   | 156                          |
| Standard 2-7.....   | 156                          |
| <b>Criterion 3: LABORATORIES AND COMPUTING FACILITIES .....</b>   | <b>157</b>                   |
| Standard 3-1.....   | Error! Bookmark not defined. |
| Standard 3-2.....   | Error! Bookmark not defined. |
| Standard 3-3.....   | Error! Bookmark not defined. |
| <b>Criterion 4: STUDENT SUPPORT AND ADVISING .....</b>            | <b>158</b>                   |
| Standard 4-1.....   | 158                          |
| Standard 4-2.....   | 158                          |
| Standard 4-3.....   | 159                          |
| <b>Criterion 5: PROCESS CONTROL.....</b>                          | <b>159</b>                   |
| Standard 5-1.....   | 159                          |
| Standard 5-2.....   | 160                          |
| Standard 5-3.....   | 161                          |
| Standard 5-4.....   | 162                          |

|  |            |
|--|------------|
| Standard 5-5.....                                  | 162        |
| <b>Criterion 6: FACULTY .....</b>                  | <b>162</b> |
| Standard 6-1.....                                  | 162        |
| Standard 6-2.....                                  | 165        |
| Standard 6-3.....                                  | 165        |
| <b>Criterion 7: INSTITUTIONAL FACILITIES .....</b> | <b>167</b> |
| Standard 7-1.....                                  | 167        |
| Standard 7-2.....                                  | 167        |
| Standard 7-3.....                                  | 169        |
| <b>Criterion 8: INSTITUTIONAL SUPPORT .....</b>    | <b>170</b> |
| Standard 8-1.....                                  | 171        |
| Standard 8-2.....                                  | 171        |
| Standard 8-3.....                                  | 171        |
| <b>Rubric Report.....</b>                          | <b>173</b> |

## **Executive Summary**

This report is prepared at the end of the assessment cycle of School of Liberal Arts & Social Sciences at Beaconhouse National University (BNU), as per requirement of Higher Education Commission (HEC). Quality Assurance Department (QA) was formed in BNU in September 2005. Program Team Members notified by University worked with General Manager Quality Assurance to pursue the application of Self Assessment Manual in their respective department.

In Department of Business Administration, School of Liberal Arts & Social Sciences Bachelors in Business Administration program was selected for the self assessment, evaluation and improvements. Commitment of respected Vice Chancellor to support Quality Assurance Department made the difference and resultantly, a cycle of assessment is about to complete.

### **Objectives**

Following are the two main objectives of the Self Assessment Report:

1. To implement Self Assessment Manual in selected program with a view to improve quality in higher education.
2. To identify the areas requiring improvements in order to achieve objectives through desired outcomes.

### **Execution**

A soft and hard copy of Self Assessment manual was given to Dean and faculty. Quality Awareness presentation of Self Assessment Report (SAR) was arranged for the Dean and Program Team Members (PT) of the selected program. Hard copies of 10 proformas with manual in which 8 criterion and 31 standards were provided to PT members to evaluate their program against defined standards. The PT members with an intimate support and follow up of QA, completed the SAR and forwarded to QA.

After reviewing SAR, QA arranged visit of Assessment Team to the selected program on 2<sup>nd</sup> February, 2018. GM (QA) accompanied the AT and participated in discussions with Dean and PT members and available faculty members. Date for exit meeting was fixed as 17<sup>th</sup> April, 2018.

The implementation plans based on discussions in exit meeting have been made by In-charge Programs. They prepared it under following headings:

- a. Assessment Team finding
- b. Corrective Actions required
- c. Resources Needed

The implementation plan indicates the resources to improve the infrastructure, environment in the classes and Laboratory manuals. The recommended target dates to complete the tasks observed by Assessment Team, presented in exit meeting on 17<sup>th</sup> April, 2018, and approved by Vice Chancellor have been indicated in the implementation plan.

At the completion of Self Assessment cycle, QA submitted the hard and soft copy of SAR to HEC on July 31, 2018.

General Manager (QA)

# **Introduction**

## **School of Business**

School of Business aims at equipping our graduates to pursue their careers in the financial and non-financial corporate entities and associated regulating bodies. We are committed to provide high quality functional education and develop ICT, analytical, interpersonal and communication skills essential for working in corporate environment and assuming their leadership and managerial roles.

## **Department of Management Sciences**

The Department of Management Sciences was founded as part of the School of Business the Beaconhouse National University.

Our BBA program offers a unique blend of courses covering broad key areas of economics, banking, finance, management, marketing, information technology, business ethics, business laws and regulations, quantitative techniques and business communication. Our dedicated faculty is a unique mix of foreign qualified, experienced academics and well-known practitioners whose research output is nationally and internationally acknowledged.

DBA offers four years BBA (Hons.) program of 132 credit hours with the following five areas of specializations:

- a) Specialization in Banking and Finance
- b) Specialization in Information Technology (IT)

## **Criterion 1: PROGRAM MISSION, OBJECTIVES AND OUTCOMES**

**Standard 1-1: The program must have documented measurable objectives that support Faculty / College and institution mission statements.**

- **INSTITUTION MISSION STATEMENT**

BNU's mission is a unique undertaking that stands undeterred in producing a respectful and tolerant generation of young people who possess the potential to create a positive impact in their communities within a relatively short period of time. BNU continues to offer modern curricula in a range of conventional and new disciplines while preserving the history and culture of Pakistani society. It enriches the overall intellectual growth of a student through interaction and professional excellence.

- **PROGRAM MISSION STATEMENT**

To offer a transformational learning experience to aspiring business leaders in a liberal academic environment through relevant and intensive curriculum design focused on practical business exposure based on sound theoretical foundation, quality education and competent faculty with extensive experience in academia and industry.

- **STRATEGIC PLAN:**

**Program Vision statement**

To become a leading viable business school recognized for its academic acumen and responsibility in creating social and economic impact through its community open to exchange of ideas and creativity.

- **PROGRAM OBJECTIVES**

**BBA with Specialization in Banking & Finance**

- To develop ability of the students to read, understand and use annual report of corporate entities for informed decision making
- To create awareness of banking environment, financial products, operations and risk management techniques and practices.
- To develop an understanding of financial management and corporate financing strategy and processes of financial and non-financial corporate entities.

- iv. To develop their managerial and leadership skills
- v. To help students to develop their communication and interpersonal skills to interact in a corporate business environment
- vi. To develop their qualitative, quantitative & analytical skills required to interpret and use economic, financial and business information for decision-making and research in Banking & Finance
- vii. To train the students in applying information systems and technology in the field of Banking & Finance
- viii. To develop their awareness and understanding of the global context in which banking and financial businesses operate
- ix. To develop their understanding of the ethical and social issues in banking and finance
- x. To develop their ability to understand the legal framework under which businesses entities are required to operate.
- xi. To provide students with opportunities to learn both inside and outside of the classrooms to acquire current state of knowledge and practices to enhance their employability.
- xii. To provide students with a broad, functional knowledge of basic theories and practices in the field of business, economics, finance and management.

### **BBA with Specialization in IT**

- i. To train the students in applying information systems and technology in diverse business environment
- ii. To develop their qualitative, quantitative & analytical skills required to interpret and use economic, financial and business information for decision-making and research
- iii. To develop their awareness and understanding of the global digital context in which businesses operate
- iv. To help students to develop their communication and interpersonal skills to interact in a corporate business environment
- v. To develop their understanding of the ethical and social issues in business information systems and technology
- vi. To develop their ability to understand the legal framework under which businesses entities are required to operate.
- vii. To develop their managerial and leadership skills
- viii. To provide students with opportunities to learn both inside and outside of the classrooms to acquire current state of knowledge and practices to enhance their employability.
- ix. To provide students with a broad, functional knowledge of basic theories and practices in the field of business, economics, finance and management.



- **PROGRAM OBJECTIVES ASSESSMENT**

The following table shows how each of the above mentioned program objectives will be measured and what actions will be taken as a result of these measurements.

The three bench marks for program objectives assessments will be:

1. Employer Survey
2. Alumni Survey
3. Graduating Students Survey

| Objectives | How Measured               | When Measured | Improvement Identified | Improvement Made |
|------------|----------------------------|---------------|------------------------|------------------|
| 1,2        | Employer Survey            | N/A           | N/A                    | N/A              |
| 4,6        | Employer Survey            | N/A           | N/A                    | N/A              |
| 3,5        | Alumni Survey              | N/A           | N/A                    | N/A              |
| 7,8,9      | Graduating Students Survey | N/A           | N/A                    | N/A              |

**Table 4.1: Program Objective Assessment<sup>1</sup>**

**Standard 1-2:**The program must have documented outcomes for graduating students. It must be demonstrated that the outcomes support the program objectives and that graduating students are capable of performing these outcomes.

- **PROGRAM OUTCOMES:**

**BBA with specialization in Banking & Finance**

- a. Students have sound theoretical knowledge accounting, banking and finance.
- b. Understand various leadership styles and demonstrate proven ability in exercising these styles according to the requirement of the situation. Understand the importance of teamwork and group dynamics in achieving organizational goals and demonstrate ability to work effectively in teams. Graduates acknowledge and understand significance of the cultural diversity, adapt their interpersonal behaviours and style accordingly. Understand the dynamics of the organizational

---

<sup>1</sup> Assessment will be done once first batch will graduate

- conflict and power and politics and make use of their analytical and interpersonal skills accordingly
- c. Communicate effectively and professionally and demonstrate the ability to create coherent written and oral statements with the diverse audience across the cultures replicating skills to analyze and synthesize information.
  - d. Demonstrate the ability to identify and evaluate relevant information for decision-making and make usage of diagnostic thinking skills and analytical techniques to assess the information and solve problems in the environment characterized by uncertainty.
  - e. Awareness and ability to understand and use computer-based information systems and end-user computing tools and infrastructures to apply and interpret functional business knowledge.
  - f. Acquire awareness of global diverse perspectives and understand the theory, operations, and challenges of global business.
  - g. Identify core organizational values and understand the issues of ethical and social diversity based on ethic, gender, religion, and culture and demonstrate the ability to propose feasible solutions to these issues.
  - h. Demonstrate ability to understand the legal framework for businesses
  - i. Learn through formal lectures and demonstrate confidence in computer lab sessions, discussions, mock interviews and internships.
  - j. Demonstrate effectively practicing of overall functional business knowledge and ability to identify and interpret essential business concepts, principles and skills.

### **BBA with specialization in Information Technology**

- a. Awareness and ability to understand and use computer-based information systems and end-user computing tools and infrastructures to apply and interpret functional business knowledge.
- b. Demonstrate the ability to identify and evaluate relevant information for decision-making and make usage of diagnostic thinking skills and analytical techniques to assess the information and solve problems in the environment characterized by uncertainty.

- c. Communicate effectively and professionally and demonstrate the ability to create coherent written and oral statements with the diverse audience across the cultures replicating skills to analyze and synthesize information.
- d. Understand various leadership styles and demonstrate proven ability in exercising these styles according to the requirement of the situation. Understand the importance of teamwork and group dynamics in achieving organizational goals and demonstrate ability to work effectively in teams. Graduates acknowledge and understand significance of the cultural diversity, adapt their interpersonal behaviors and style accordingly. Understand the dynamics of the organizational conflict and power and politics and make use of their analytical and interpersonal skills accordingly
- e. Identify core organizational values and understand the issues of ethical and social diversity based on ethic, gender, religion, and culture and demonstrate the ability to propose feasible solutions to these issues.
- f. Demonstrate ability to understand the legal framework for businesses
- g. Learn through formal lectures and demonstrate confidence in computer lab sessions, discussions, mock interviews and internships
- h. Demonstrate effectively practicing of overall functional business knowledge and ability to identify and interpret essential business concepts, principles and skills.
- i. Acquire awareness of global diverse perspectives and understand the theory, operations, and challenges of global business

### **BBA (Hons.) Specialization in Banking & Finance**

#### **Learning Objectives**

#### **Learning Outcomes**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>i. To create awareness of banking environment, financial products, operations and risk management techniques and practices and develop ability of the students to read, understand and use annual report of corporate entities for informed decision making.</li> <li>ii. To inculcate managerial and leadership skills and ensure learning of group and teamwork in diverse cultures and environment</li> <li>iii. To help students to develop their communication and interpersonal skills to interact in a corporate business environment</li> <li>iv. To develop their qualitative, quantitative &amp; analytical skills required to interpret and use economic, financial and business</li> </ul> | <ul style="list-style-type: none"> <li>a. Students have sound theoretical knowledge accounting, banking and finance.</li> <li>b. Understand various leadership styles and demonstrate proven ability in exercising these styles according to the requirement of the situation. Understand the importance of teamwork and group dynamics in achieving organizational goals and demonstrate ability to work effectively in teams. Graduates acknowledge and understand significance of the cultural diversity, adapt their interpersonal behaviours and style accordingly. Understand the dynamics of the organizational conflict and power and politics and make use of their analytical and interpersonal skills accordingly</li> <li>c. Communicate effectively and professionally and demonstrate the ability to create coherent written</li> </ul> |
|---|---|

- information for decision-making and research in Banking & Finance
- v. To train the students in applying information systems and technology in the field of Banking & Finance
  - vi. To develop their awareness and understanding of the global context in which banking and financial businesses operate
  - vii. To develop their understanding of the ethical and social issues in banking and finance
  - viii. To develop their ability to understand the legal framework under which businesses entities are required to operate.
  - ix. To provide students with opportunities to learn both inside and outside of the classrooms to acquire current state of knowledge and practices to enhance their employability.
  - x. To provide students with a broad, functional knowledge of basic theories and practices in the field of business, economics, finance and management.
- and oral statements with the diverse audience across the cultures replicating skills to analyze and synthesize information.
- d. Demonstrate the ability to identify and evaluate relevant information for decision-making and make usage of diagnostic thinking skills and analytical techniques to assess the information and solve problems in the environment characterized by uncertainty.
  - e. Awareness and ability to understand and use computer-based information systems and end-user computing tools and infrastructures to apply and interpret functional business knowledge.
  - f. Acquire awareness of global diverse perspectives and understand the theory, operations, and challenges of global business.
  - g. Identify core organizational values and understand the issues of ethical and social diversity based on ethic, gender, religion, and culture and demonstrate the ability to propose feasible solutions to these issues.
  - h. Demonstrate ability to understand the legal framework for businesses
  - i. Learn through formal lectures and demonstrate confidence in computer lab sessions, discussions, mock interviews and internships.
  - j. Demonstrate effectively practicing of overall functional business knowledge and ability to identify and interpret essential business concepts, principles and skills.

### **BBA (Hons.) Specialization in Information Technology**

#### **Learning Objectives**

- i. To train the students in applying information systems and technology in diverse business environment.
- ii. To develop their qualitative,

#### **Learning Outcomes**

- a. Awareness and ability to understand and use computer-based information systems and end-user computing tools and infrastructures to apply and interpret functional business

- quantitative & analytical skills required to interpret and use economic, financial and business information for decision-making and research.
- iii. To develop their awareness and understanding of the global digital context in which businesses operate
  - iv. To help students to develop their communication and interpersonal skills to interact in a corporate business environment.
  - v. To inculcate managerial and leadership skills and ensure learning of group and teamwork in diverse cultures and environment.
  - vi. To develop their understanding of the ethical and social issues in business information systems and technology.
  - vii. To develop their ability to understand the legal framework under which businesses entities are required to operate.
  - viii. To provide students with opportunities to learn both inside and outside of the classrooms to acquire current state of knowledge and practices to enhance their employability.
  - ix. To provide students with a broad, functional knowledge of basic theories and practices in the field of business, economics, finance and management.
- knowledge.
- b. Demonstrate the ability to identify and evaluate relevant information for decision-making and make usage of diagnostic thinking skills and analytical techniques to assess the information and solve problems in the environment characterized by uncertainty.
  - c. Communicate effectively and professionally and demonstrate the ability to create coherent written and oral statements with the diverse audience across the cultures replicating skills to analyze and synthesize information.
  - d. Understand various leadership styles and demonstrate proven ability in exercising these styles according to the requirement of the situation. Understand the importance of teamwork and group dynamics in achieving organizational goals and demonstrate ability to work effectively in teams. Graduates acknowledge and understand significance of the cultural diversity, adapt their interpersonal behaviours and style accordingly. Understand the dynamics of the organizational conflict and power and politics and make use of their analytical and interpersonal skills accordingly
  - e. Identify core organizational values and understand the issues of ethical and social diversity based on ethic, gender, religion, and culture and demonstrate the ability to propose feasible solutions to these issues.
  - f. Demonstrate ability to understand the legal framework for businesses.
  - g. Learn through formal lectures and demonstrate confidence in computer lab sessions, discussions, mock

- interviews and internships.
- h. Demonstrate effectively practicing of overall functional business knowledge and ability to identify and interpret essential business concepts, principles and skills.
  - i. Acquire awareness of global diverse perspectives and understand the theory, operations, and challenges of global business

**BBA (Hons.) Specialization in Banking & Finance**

| Program objectives | Program Outcomes |   |   |   |   |   |   |   |   |   |
|--------------------|------------------|---|---|---|---|---|---|---|---|---|
|                    | a                | b | C | d | e | f | G | h | i | j |
| i                  | x                |   | x | x | x | x |   |   |   | x |
| ii                 |                  | x |   | x |   | x | x |   |   | x |
| iii                |                  | x | x | x |   |   | x |   | x |   |
| iv                 | x                |   |   | x | x |   | x | x |   | x |
| v                  |                  |   |   | x | x |   |   |   | x | x |
| vi                 |                  | x | x | x |   | x | x |   |   |   |
| vii                |                  | x |   | x |   |   | x |   |   |   |
| viii               |                  |   | x |   |   | x |   | x |   | x |
| ix                 | x                | x | x | x | x | x | x | x | x | x |
| x                  | x                | x |   |   |   | x | x | x |   | x |

**Table 4.2a: Outcomes Vs Objectives**

**BBA (Hons.) Specialization in Information Technology**

| Program objectives | Program Outcomes |   |   |   |   |   |   |   |   |
|--------------------|------------------|---|---|---|---|---|---|---|---|
|                    | a                | b | c | d | e | f | g | h | i |
| I                  | x                | x |   |   |   |   | x | x | x |
| Ii                 | x                | x |   |   |   | x | x | x |   |
| Iii                |                  | x |   | x |   |   |   |   | x |
| Iv                 |                  | x | x | x | x |   |   |   |   |
| V                  |                  | x | x | x |   | x |   |   | x |
| Vi                 |                  |   |   |   | x | x |   |   |   |
| Vii                |                  |   |   |   |   | x | x |   | x |
| Viii               |                  |   | x |   |   |   | x | x |   |
| Ix                 | x                | x |   |   |   |   |   | x | x |

**Table 4.2b: Outcomes versus objectives**

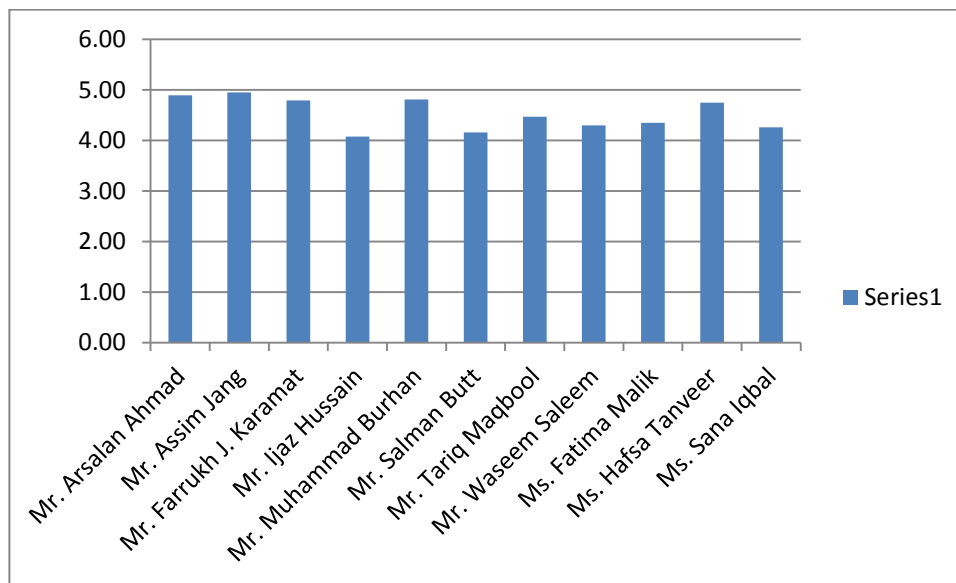
**Standard 1-3: The results of program's assessment and the extent to which they are used to improve the program must be documented.**

BBA. (Hons.) evaluates students' and faculty assessments to reinforce its program value by taking following steps

- a. Adding on to the challenge of the course if the objectives aren't achieved.
- b. Similarly, in case the course-work is onerous breaking it down in sections so that students can get the most out of it.
- c. Chart out novel means of student engagement in case the final assessment appears mediocre.
- d. Changing the course methodology if it seems challenged to deliver its objective
- e. Using more and more practical exercise during the course to enhance the practical expertise of the students
- f. Adding visits of various work places relevant to the course to show students actual work place challenges

- g. Arranging different expert and professional guest speaker sessions and workshops for students to get the knowledge other than what their degree has to offer.

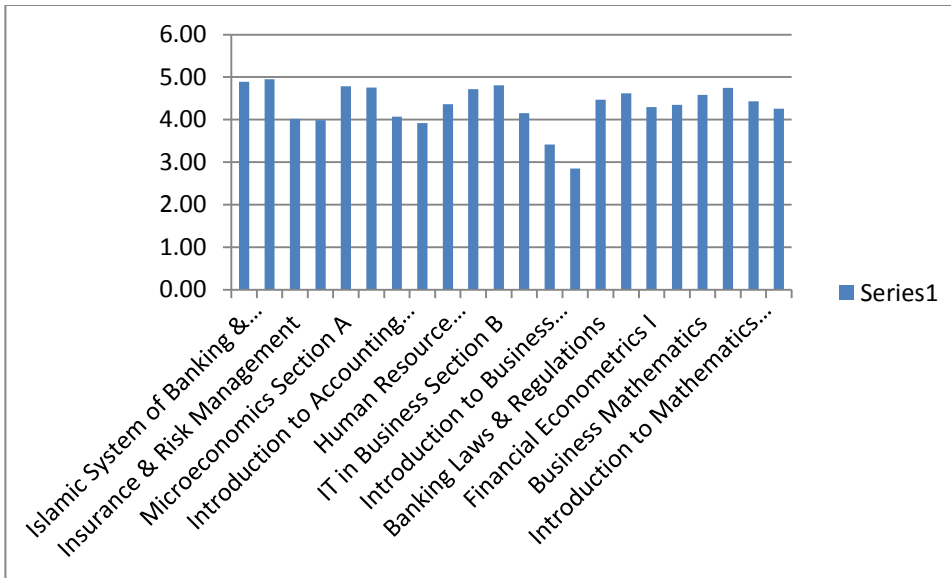
| Sr. No | Faculty Name           | Evaluation |
|--------|------------------------|------------|
| 1      | Mr. Arsalan Ahmad      | 4.89       |
| 2      | Mr. Assim Jang         | 4.95       |
| 3      | Mr. Farrukh J. Karamat | 4.79       |
| 4      | Mr. Ijaz Hussain       | 4.07       |
| 5      | Mr. Muhammad Burhan    | 4.81       |
| 6      | Mr. Salman Butt        | 4.15       |
| 7      | Mr. Tariq Maqbool      | 4.47       |
| 8      | Mr. Waseem Saleem      | 4.30       |
| 9      | Ms. Fatima Malik       | 4.35       |
| 10     | Ms. Hafsa Tanveer      | 4.75       |
| 11     | Ms. Sana Iqbal         | 4.26       |



| Course | Course Title | Evaluation |
|--------|--------------|------------|
|--------|--------------|------------|



| <b>Code</b> |                                       |      |
|-------------|---------------------------------------|------|
| BEF-302     | Islamic System of Banking & Finance   | 4.89 |
| BEF-301     | Financial Modeling                    | 4.95 |
| EBF-401     | Insurance & Risk Management           | 4.01 |
| BBA-101     | Microeconomics Section B              | 3.99 |
| BBA-101     | Microeconomics Section A              | 4.79 |
| DLA-110     | Academic Writing Section A & B        | 4.75 |
| BBA-109     | Introduction to Accounting Section A  | 4.07 |
| BBA-109     | Introduction to Accounting Section B  | 3.92 |
| BEF-304     | Human Resource Management             | 4.37 |
| BBA-205     | IT in Business Section A              | 4.72 |
| BBA-205     | IT in Business Section B              | 4.81 |
| BBA-205     | IT in Business                        | 4.15 |
| BBA-111     | Introduction to Business Studies      | 3.42 |
| BBA-409     | Banking Laws & Regulations            | 4.47 |
| EBF-301     | Money, Banking & Finance              | 4.62 |
| EBF-402     | Financial Econometrics I              | 4.30 |
| BBA-209     | Pakistan Economy                      | 4.35 |
| BBA-201     | Business Mathematics                  | 4.58 |
| BBA-103     | Introduction to Mathematics Section A | 4.75 |
| BBA-103     | Introduction to Mathematics Section B | 4.43 |
| BEF-303     | Corporate Finance                     | 4.26 |



**Standard 1-4: The department must assess its overall performance periodically using quantifiable measures.**

| Year | Applied | Admitted | Rejected | Not Joined | Left | Terminated/Struck off | Graduated | Active | Accumulative Active |
|------|---------|----------|----------|------------|------|-----------------------|-----------|--------|---------------------|
| 2015 | 2       | 2        | 0        | 0          | 0    | 0                     | 0         | 2      | 2                   |
| 2016 | 64      | 64       | 0        | 0          | 31   | 15                    | 0         | 18     | 20                  |
| 2017 | 35      | 35       | 0        | 0          | 6    | 15                    | 0         | 14     | 34                  |
| 2018 | 27      |          |          |            | 2    |                       |           | 25     | 59                  |

**Criterion 2: CURRICULUM DESIGN AND ORGANIZATION**

**Standard 2-1: The curriculum must be consistent and supports the program’s documented objectives.**

**A. Title of Degree Program**

BBA.(Hons.)specialization in Banking & Finance / Information Technology

**B. Definition of Credit Hour**

As per HEC policy, one credit hour stands for one contact hour of teaching per week.

**C. Degree Plan**

| <b>BBA (Hons.) in Banking and Finance / Information Technology (IT)</b> |   |                        |                       |            |
|---|---|------------------------|-----------------------|------------|
| <b>Year (Semester)</b>  | <b>Course Title</b>                         | <b>Course Category</b> | <b>Pre-requisites</b> | <b>CHs</b> |
| EDU-101   | Foundation English OR                       | M1                     | -                     | 3          |
| DLA-110   | Academic Writing                            | M1                     |                       |            |
| BBA-101   | Microeconomics                              | M7                     | -                     | 3          |
| BBA-103   | Introduction to Mathematics                 | M3                     | -                     | 3          |
| BBA-105   | Business Statistics                         | M4                     | -                     | 3          |
| BBA-107   | Introduction to Banking                     | F4                     | -                     | 3          |
| BBA-109   | Introduction to Accounting                  | F1                     | -                     | 3          |
|   | Sub-Total                                   |                        |                       | 18         |
| BBA-102   | Business Communication                      | M6                     | M1                    | 3          |
| BBA-104   | Management and Organization Behavior        | F3                     | -                     | 3          |
| SLA-103   | Islamic Studies                             | M8                     | -                     | 1.5        |
| SLA-102   | Pakistan Studies                            | M2                     | -                     | 1.5        |
| BBA-106   | Macroeconomics                              | M9                     | -                     | 3          |
| BBA-108   | Business Finance                            | F2                     | F1                    | 3          |
| BBA-110   | Financial Statement Analysis & Reporting    | C1                     | F1                    | 3          |
|   | Sub-Total                                   |                        |                       | 18         |
| BBA-201   | Business Mathematics                        | C2                     | M3                    | 3          |
| BBA-203   | Principles of Marketing                     | F8                     |                       | 3          |
| BBA-205   | IT in Business                              | M5                     | -                     | 3          |
| BBA-207   | International Relations and Current Affairs | GR1                    | -                     | 3          |
| BBA-209   | Pakistan Economy                            | GR2                    | M7, M9                | 3          |
|   | Sub-Total                                   |                        |                       | 15         |
| BBA-202   | Financial Instruments, Markets and          | F6                     | F1                    | 3          |

|                        |   |            |        |    |
|------------------------|---|------------|--------|----|
|                        | Institutions  |            |        |    |
| BBA-204                | Consumer Behavior & Branding Strategies                               | F7         | -      | 3  |
| BBA-206                | Creating Web Content  | GR3        | -      | 3  |
| BBA-208                | Human Resource Management   | F5         | -      | 3  |
| BBA-210                | Management Information System   | GR4        | M5     | 3  |
|                        | Sub-Total   |            |        | 15 |
| BBA-301                | Corporate Finance   | C3         | F2     | 3  |
| BBA-303                | Operations Management   | C4         | -      | 3  |
| **BBA-305 / ***BBA-307 | **Investment & Portfolio Analysis /<br>***Database Management Systems | S1         | -      | 3  |
| BBA-309                | Entrepreneurship & Business Development                               | C5         | -      | 3  |
| BBA-311                | Quantitative Techniques in Business                                   | C6         | M3     | 3  |
| BBA-313                | Games of Strategy   | C7         | M7     | 3  |
|                        | Sub-Total   |            |        | 18 |
| BBA-302                | E-Commerce  | C8         | -      | 3  |
| BBA-304                | Corporate Law and Governance  | C9         | F1     | 3  |
| **BBA-306 / ***BBA-308 | **Microfinance & SME Banking /<br>***EDP                              | S2         | F4     | 3  |
|                        | Elective Course   | GR5        |        | 3  |
| **BBA-310 / ***BBA-312 | **Banking Products & Operations \<br>***Management of IT              | S3         | F4     | 3  |
|                        | Sub-Total   |            |        | 15 |
| BBA-401                | Financial Modeling  | C10        | F2, C3 | 3  |
| BBA-403                | International Finance   | C11        | M9     | 3  |
| **BBA-405 / ***BBA-407 | **Islamic Banking & Finance /<br>***Computer Networks                 | S4         | F4     | 3  |
| **BBA-409 / ***BBA-411 | **Banking Laws and Regulations /<br>***IT Project Management          | S5         | F4     | 3  |
| **BBA-413 / ***BBA-415 | **Business Project /<br>***Project Part I                             | C12<br>C12 | -      | 3  |
|                        | Sub-Total   |            |        | 15 |
| BBA-402                | Business Tax and Commercial Laws                                      | C13        | F1     | 3  |
| BBA-404                | Business and Professional Ethics                                      | GR6        | -      | 3  |
| BBA-406                | ERP Systems (Applications)  | C14        | -      | 3  |
| BBA-408                | Contemporary Business and Finance                                     | C15        | -      | 3  |

|   |   |           |        |    |
|---|---|-----------|--------|----|
|   | Issues                                    |           |        |    |
| BBA-410   | Business Strategy & Policy                | C16       | -      | 3  |
| **BBA-412<br>/ ***BBA-414   | **Risk Management /<br>***Project Part II | S6<br>C17 | F1, C1 | 3  |
|   | Sub-Total                                 |           |        | 18 |
| <b>Key:</b><br><b>M=Mandatory Course, GR=General Requirement Course, F= Foundation Course, C= Core Course, S=Specialization Course</b><br><b>*Interdisciplinary courses</b><br><b>** For BBA Banking &amp; Finance</b><br><b>*** For BBA IT</b> |   |           |        |    |

## E. Course outlines

The four years BBA. (Hons.) program aims to provide professional training in the field of business, finance and information technology.

Course outlines are attached as follow:

### Subject

#### Introduction to Banking

#### **Objectives and Learning Outcomes of the Course**

The objective of the course is to equip students with knowledge of Central and Commercial banking and structures of the banking industry in Pakistan and regulatory landscape. The course is designed to understand the different issues involved in Commercial Banking its relation and place in financial services industry and different categories of banks. The course shall include all the essential concepts such as governance and management structure of a bank, its Business and Support functions, BoD and Management level Committees, Asset and Liability Management concept, Deposit Side and Loan/advancing side of bank, treasury function, and Capital Adequacy, Risk and Compliance functions shall also be covered.

On completion of the course the students shall be able to:

- Understand the various function, activities, issues and roles of commercial banking in an economy.
- Understand the nature of different functions and business and support functions of a commercial bank.
- Know the regulatory framework within Pakistan; understand the challenges posed by Global Regulatory Architecture shaping up, and its implications for the global financial environments.

#### Course Topics

##### **1. Overview of Financial System**

The meaning of the term 'Financial System'

Role of the financial system

The evolution of the structure and constituents of the Pakistani Financial System  
The role of financial system in the country  
The structure of financial systems: financial markets, securities and financial Intermediaries  
Nature of financial instruments  
Central bank, commercial banks, non-bank financial institutions.  
Insurance & Takaful companies  
Mudarba companies, leasing companies, mutual fund companies. Exchange companies

## **2. Comparative Financial Systems**

The evolution of financial systems  
The emergence of market-based and bank-based systems  
Market-based versus bank-based financial systems: implications. Financial crises. Financial bubbles.

## **3. Introduction to Banking**

Meaning and definitions of Banking  
Why do financial banks exist?  
Role of banks, theories of financial intermediation  
Asset transformation. Transaction costs. Liquidity needs.  
Asymmetric information: adverse selection and moral hazard  
Future for financial intermediaries  
Main universal principles of banking  
Traditional and modern functions of banks  
Main types/ groups of banks under Pakistani banking system: Scheduled vs. Non-Scheduled banks, Islamic vs. Conventional banks. Public vs. Private banks. Local vs. foreign banks. Specialized banks. Co-operative banks. Development banks. Investment banks. Micro-finance & SME Banks.

## **4. Banking Regulation and Supervision**

The rationale for regulation and Limitations of regulation  
Causes of regulatory reform and Types of regulation  
Global Financial regulation and their implementation in Pakistan  
Regulatory Capital and Bank capital regulation  
Functions of SBP as the regulator of the Pakistani banking system  
Monetary tools of SBP and effect thereof on banks  
Banking Inspection and CAMELS Rating System

## **5. Customer Relationship Management**

Definition of 'customer'. What is Customer Relationship Management in Branch Banking?  
Different forms of banker-customer relationships. Banker's duties. Banker's rights. Addressing of the customers' grievances and the Banking Ombudsman Scheme Termination of banker-customer relationship.

## **6. Types of Customer and their Accounts**

Retail, consumer, corporate, investment, Islamic and International banking customers. The essential generic requirements to be complied with, while opening a deposit account The various types of domestic customers and their special requirements to be complied with, while opening their accounts Non-resident accounts and their special requirements to be complied with

## **7. Deposit Accounts**

The importance of deposits for the bank, its customers and the economy. Various categories of deposits, types of deposit accounts and their main features. Common principles and precautions involved in opening, closing and operating the deposit accounts

## **8. Negotiable Instruments**

Meaning, features and kinds of negotiable instruments. Other Instruments- Banker's drafts, traveler's cheques. Crossing and endorsements. Holder / payment in due course

## **9. Loans and Advances**

Importance of lending Tenets of lending- safety, profitability, liquidity, and risk diversification Main kinds of fund-based and non-fund based credit facilities. Non Performing Assets classification, management and measures to minimize

## **10. Fee Based Banking Services**

Varieties of funds remittance/ transfer by demand drafts, mail/ electronic transfer, and collection of bills/ cheques. Types of Letters of Credit and guarantees issued by banks. Agency services like government business, sale of insurance/ Mutual Fund products/ securities. Safe custody of valuables and safe deposit lockers.

## **11. e-Banking and Branchless Banking**

Impact of information and telecommunication technologies on banking. Automated Teller Machines (ATMs). Tele-banking. Online/Internet Banking. Mobile Banking. Electronic Funds Transfer Electronic clearing system.

## **12. Risk management in banking**

What is Risk Management?

General risk management

Categories of Risks

Credit risk management

Managing the lending function

Managing interest rate risk

Managing liquidity risk

Managing market risk

Managing operational risk

Topics in Risk Management in Banking

## **Teaching Concept & Assessment Method**

This course will be held primarily as a lecture. Hand-outs for lecturers (e.g. presentation slides, case studies, exercise sheets, quiz/assignments) will be distributed in the class. The instructor will introduce students to the basic concepts of the topics announced for the respective sessions. Structured discussions and group assignments and projects will be designed to develop an ability to analyze business concepts and to provide an indication how to apply theoretical concepts in real-life practical situations. Students will be asked to read (skim) material (books, handouts, Google class room material) for the next sessions upfront to enhance their learning and to encourage them for active participation in the class.

Class Attendance and Participation – 5%

Individual Presentation – 5%

Team Project – 15%

Quiz/Assignments – 10%

Midterm Exam – 20%

Final Exam – 45%

### **Reading List**

1. Allen, F. and D. Gale *Comparing Financial Systems*. (Cambridge, Mass.: MIT Press, 2001) .
2. Mishkin, F. and S. Eakins *Financial Markets and Institutions*. (Boston, London: Addison Wesley, 2009).
3. Casu, B., Girardone, C., & Molyneux, P. (2006). *Introduction to banking* (Vol. 10). Pearson Education.
4. Choudhry, M. (2012). *The principles of banking*. John Wiley & Sons.
5. Heffernan, S. (2005). *Modern banking*. John Wiley & Sons.
6. Iyengar, V. (2009). *Introduction to banking*. Excel Books India.
7. Introduction to Banking: available at the following link.  
<https://online.vmu.ac.in/oldweb/studymaterial/BBA%2010.pdf>



## Subject

### **Banking Products and Operations**

#### **Objectives and Learning Outcomes of the Course**

This course introduces students to the concept of banking, banking products, and banking operations, functions of a branch and its role in the overall banking arena, and the laws and regulations that govern its operations and Asset/Liability products.

The course is aimed at building primary knowledge base for students of banking and finance to understand the: Branch Level Functionalities of a Bank; Banker/Customer Relationship; Common Services for Various Types of Customers; Operation of Accounts; Payment and Collection; Lending Principles and Products; Trade Finance and Documentary Collection and Credits.

After the successful completion of this course, students will have a clear understanding of:

- Functionalities of a Bank and a Branch
- Products and Services of Retail/Branch Banking as per its Target Market
- Importance of Customer Service and Customer Relationship Management
- Role and Responsibilities of different people in Banking Operations
- Pros and Cons of Decentralized and Centralized Operations
- Internal Controls & Compliance and KYC/AML Concept and Processes

Students will also acquire in-depth knowledge of Banking and Branch Banking Products offered by a Commercial bank to its individuals and businesses.

#### **Course Topics:**

1. Introduction to Retail/Branch Banking  
Branch Set-Up and Roles and Responsibilities of Branch Staff  
Services and Products  
Account services  
Remittances  
Lockers  
Legal and Operational Aspects  
KYC and AML regulations  
Negotiable Instruments and Endorsements
2. Payment and Processing of Cheques  
Procedure for payment of cheques and transfer payments against written instructions  
Cheque scrutiny – critical features of a cheque  
Errors that render the cheque invalid for payment  
Signature verification  
Conditions and procedure for returning (dishonoring) cheques  
Cheque Frauds  
Legal Aspects
3. Clearing Services  
Role of SBP in clearing

NIFT's role in clearing system  
Collection Services  
Local and foreign collection (clean)  
Correspondent bank as a settlement network  
Concepts of Nostro and Vostro account

4. Control Policies and Compliance- KYC and AML  
Internal controls and compliance in banking operations  
Critical Areas of Compliance  
Account opening and subsequent relationship management  
Concept and Regulations of KYC/AML  
Anti-Money Laundering  
State Bank of Pakistan regulations on AML  
Fraud & forgery
5. Cash Management  
Maintenance of cash at branch level  
Limits of cash assigned by head office and insurance limit  
Surrender of surplus cash to head office  
Requisition of cash in case of shortage  
Sorting, soiled notes etc
6. Alternate delivery channels  
ATM  
E-Banking / Internet banking  
Mobile banking / SMS banking  
Phone banking  
Branchless Banking
7. Consumer Banking Products  
What is Consumer Banking?  
Consumer Banking Products
  - a. Lending and Line of Credit (Consumer Banking Perspective)
  - b. Revolving and Term Loan
  - c. Credit Card
  - d. Personal Loan
  - e. Auto/Car Loan
  - f. House Loan

Asset Based/Secured Lending

  - g. Auto/Car Finance
  - h. House Finance

Clean/Unsecured Lending

  - i. Personal Loan
  - j. Credit Cards
8. Corporate Banking Products & Services  
What is Corporate Banking?  
What is Corporate and Investment Banking?

What is Trade Finance?

What is Project Finance?

SBP PRs of Corporate Banking

Detailed Study of Corporate and Investment Banking Products and Services

Lending and Line of Credit (Corporate Banking Perspective)

Revolving and Term Loan

a) Role of RM (Relationship Manager) and Credit Risk Analyst

b) Lending Needs of Corporate

a) Working Capital

b) Asset Acquisition

c) Purchase of Raw material

d) Trade Activities / Trade (import/export) Finance

e) Etc.

c) Lending Products for Corporates

i) Funded Facilities

(1) Short-Term Facilities – Payable within 1 year

(2) Long-Term Facilities – Payable after 1 year

ii) Non-Funded Facilities

(1) Letter of Credit (L/C)

(a) Sight L/C

(b) Usance L/C

(2) Guarantees

b) Running Finance (R/F)

c) Demand Finance (D/F)

d) Discounting

e) Export Finance

i) Pre-Shipment

ii) Post-Shipment

f) Import Finance

i) Financing Against Trust Receipt (FATR)

ii) Finance Against Imported Merchandise (FIM)

## 9. **Specialized Banking Products**

Agriculture Banking and Products

Microfinance & SME Banking and Products

Insurance Products offered by Banks

## 10. **Islamic Banking Products & Services**

What is Islamic Banking

Philosophy/Definition/History

Evolution / Growth

Shariah / Governance Framework of Islamic Banking

Islamic Vs Conventional Banking

Riba / Interest and Profit/Loss Sharing

Deposit Side of Islamic Banking

Islamic Modes of Financing (asset side)

SBP Guidelines on Islamic Banking

## **Teaching Concept & Assessment Method**

This course will be held primarily as a lecture. Hand-outs for lecturers (e.g. presentation slides, case studies, exercise sheets, quiz/assignments) will be distributed in the class. The instructor will introduce students to the basic concepts of the topics announced for the respective sessions. Structured discussions and group assignments and projects will be designed to develop an ability to analyze business concepts and to provide an indication how to apply theoretical concepts in real-life practical situations. Students will be asked to read (skim) material (books, handouts, Google class room material) for the next sessions upfront to enhance their learning and to encourage them for active participation in the class.

Class Attendance and Participation – 5%

Individual Presentation – 5%

Team Project – 15%

Quiz/Assignments – 10%

Midterm Exam – 20%

Final Exam – 45%

---

## **Required Text and Reference Readings**

8. Book: *Introduction to Banking* by Barbara Casu, Claudia Girardone, Philip Molyneux
9. *FT Guide to Banking (Financial Times Series)*- by [Glen Arnold](#)
10. Allen, F. and D. Gale *Comparing Financial Systems*. (Cambridge, Mass.: MIT Press, 2001) .
11. Mishkin, F. and S. Eakins *Financial Markets and Institutions*. (Boston, London: Addison Wesley, 2009).
12. Casu, B., Girardone, C., & Molyneux, P. (2006). *Introduction to banking* (Vol. 10). Pearson Education.
13. Choudhry, M. (2012). *The principles of banking*. John Wiley & Sons.
14. Heffernan, S. (2005). *Modern banking*. John Wiley & Sons.
15. Iyengar, V. (2009). *Introduction to banking*. Excel Books India.
16. Introduction to Banking: available at the following link.  
<https://online.vmu.ac.in/oldweb/studymaterial/BBA%2010.pdf>
17. SBP's Latest Prudential Regulations and SBP Published Material- <http://www.sbp.org.pk>
18. Handouts (Web reference or soft/hard copy would be provided to the class)
19. Internet Reference Material

## Subject

### Microfinance & SME Banking

#### **Objectives and Learning Outcomes of the Course**

Microfinance is the provision of a broad range of financial services such as – deposits, loans, payment services, money transfers and insurance products to the poor and low-income households, for their microenterprises and small businesses, to enable them to raise their income levels and improve their living standards. Microcredit is the most common form of microfinance. Microcredit provides small loans to those who are poor, disadvantaged, and lack collateral. Beginning with Grameen Bank in Bangladesh, micro-financing as both a development tool and a means for bringing social change has spread to other countries.

Small and medium enterprises (SMEs) are critical for the economic and social development of emerging markets. They play a major role in creating jobs and generating income for low income people; they foster economic growth, social stability, and contribute to the development of a dynamic private sector. As such, access to financial services is vital in developing a vibrant SME sector in any economy. In many emerging markets, however, access to financial services for SMEs remains severely constrained.

The principal objective of Micro-Finance &SME Banking is to impart knowledge and expertise in the field of Micro & SME financing. The aim is to learn and to understand the global perspective and growth opportunities in the SME sector; popular business models and challenges faced by SMEs in Pakistan. The goal of the course is to help the students gain a practical understanding of the fundamental concepts of microfinance, assessing customer needs and expectations; products and delivery mechanisms; the various lending methodologies; the debate around regulation and supervision.

### Course Topics

#### Two parts of the course

**A-Micro-Finance**

**B-SME Banking**

- 1. Introduction to the topic**
  - Philosophy of microfinance and its evolution globally
  - Similarities and difference between microfinance and mainstream finance/banking
  - The demand and supply of finance for microenterprise
  - Microfinance in a developing country
- 2. Product and services in microenterprise financing**
  - Microfinance programs and products
  - Product innovations in microfinance services
  - Islamic products for microfinance
  - A review and analysis of microfinance programs in Pakistan
  - Current players in Pakistan's microenterprise finance industry
- 3. The main features of financing microenterprise**
  - The screening of beneficiaries
  - Distinguishing features of microfinance

- Collateral policies
  - Interest rates in microfinance
4. **Microenterprise finance – Process and Performance**
    - Analysis of the performance, and programs of international banks and financial institutions engaged in microenterprise financing,
    - The process of microenterprise financing,
    - The incentive system
    - Best practices in microenterprise financing
    - Microfinance portfolio performance in Pakistan
  5. **Microfinance - sustainability and outreach**
    - Microfinance sustainability – how to attain it
    - The policies for improving sustainability
    - The microfinance dilemma
    - achievements and challenges of MFIs
  6. **Regulations governing microfinance**
    - Role of international agencies in the microfinance and leasing initiatives in Pakistan:
    - Institutional capacity building and Funding financing/leasing operations
1. **Definition and classification of an SME**
  2. **SME sector in perspective**
    - Global perspective - importance, survival through economic cycles and growth opportunities
    - SME banking business models in developed and emerging markets
    - Trends in financing of SME
  3. **SME sector in Pakistan**
    - Role, importance and contribution of SMEs on the socio-economic front
    - Conventional and emerging industry/sector concentrations
    - Popular SME banking business models
    - Challenges faced by SMEs in Pakistan
  4. **Financing of SMEs**
    - Understanding the banking needs of SME customer- borrowing needs and other banking needs such as collection, payments, trade etc
    - Difference in the nature and need of SME borrower and large corporate borrower
    - Financial products geared towards SME customer- loan products and others
    - Services and banking advice required by SMEs
  5. **Credit risk management of SME loans**
    - Loan eligibility and evaluation criteria- ownership, financial analysis, understanding the borrowing cause etc
    - Formulating a credit approval package for SMEs
    - Loan disbursement management
  6. **Making SME Financing a larger portion of bank lending**
  7. **Strategies to promote SME financing and SME development in Pakistan**
    - Role of banks
    - Role of State Bank of Pakistan
    - Schemes & Other initiatives
    - **Role of Government through specialized institutions**
    - i) SMEDA
    - ii) Provincial Small Industries Corporation (PSIC)
    - iii) SBFC and other DFIs

- iv) Trade Development Authority of Pakistan (TDAP)

#### **Role of international agencies**

- IFC/World Bank
- Asian Development Bank (ADB) etc
- DFID and other agencies

### **Required Text and Readings**

#### **A-Micro-Finance**

- The Economics of Microfinance by Beatriz Armendáriz de Aghion and Jonathan Morduch- The MIT Press, second edition (April 23, 2010)
- The Handbook of Microfinance by Beatriz Armendáriz and Marc Labie, available at <http://www.worldscientific.com/worldscibooks/10.1142/7645#t=oc>
- Understanding Microfinance by Debadutta K. Panda published by Wiley Finance Series <http://www.wileyindia.com/wileyprecise-3/precise-textbooks/understanding-microfinance.html>
- **Microfinance** by Todd Watkins to be publish in 2015.
- **“Microfinance”** by Institute of Pakistan bankers
- Strategic Framework for Sustainable Microfinance in Pakistan-2011-State Bank of Pakistan- <http://www.sbp.org.pk/MFD/Strategic-Framework-SM-24-Jan-2011.pdf>
- Microfinance Institutions Ordinance 2001, State Bank of Pakistan- [http://www.sbp.org.pk/1\\_frame/MF\\_Inst\\_Ord\\_2001.pdf](http://www.sbp.org.pk/1_frame/MF_Inst_Ord_2001.pdf)
- Prudential Regulations for Microfinance Banks (MFBs)- State Bank of Pakistan- <http://www.bu.edu/bucflp/files/2012/01/Prudential-Regulations-for-Microfinance-BanksInstitutions-of-2007.pdf>
- Toward Achieving Social and Financial Sustainability- A study on the performance of Microfinance in Pakistan-International Labor Organization and State Bank of Pakistan- [http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-islamabad/documents/publication/wcms\\_143165.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-islamabad/documents/publication/wcms_143165.pdf)
- Banker to the Poor: Micro-Lending and the Battle Against World Poverty by **Muhammad Yunus**

#### **B-SME Banking**

- **A Guide to SME Financing** by **David Munro**, **Publisher:** Palgrave Pivot (July 26, 2013) available at Amazon
- **“SME Banking”** by Institute of Pakistan bankers
- **“Introduction to Financial System and Banking Regulation”** by Institute of Pakistan bankers
- **SME Financing Products**- Small and Medium Enterprises Department -State Bank of Pakistan <http://www.sbp.org.pk/sme/pdf/smebooklet-05-jul-08.pdf>
- **Developing a Sustainable SME Banking Franchise in Pakistan** by Andrew McCartney, Senior SME Banking Specialist, IFC Karachi, March, 2011 <http://www.sbp.org.pk/departments/smedf/15March/5-IFC-Global-regional-SME.pdf>
- **SME Banking Regulatory Framework Regulatory Framework in Pakistan**- Infrastructure, Housing & SME Finance Department State Bank of Pakistan
- Report of the Working Group on SMEs (Medium Term Development Framework: 2005-10), Planning Commission of Pakistan, Islamabad.
- SMEDA/Gallup Survey of Micro and Small Enterprises, Lahore.

- Bank Financing of SMEs in Five Sub-Saharan African Countries- The world bank Policy Research Working Paper

**Teaching Concept & Assessment Method**

This course will be held primarily as a lecture. Hand-outs for lecturers (e.g. presentation slides, case studies, exercise sheets, quiz/assignments) will be distributed in the class. The instructor will introduce students to the basic concepts of the topics announced for the respective sessions. Structured discussions and group assignments and projects will be designed to develop an ability to analyze business concepts and to provide an indication how to apply theoretical concepts in real-life practical situations. Students will be asked to read (skim) material (books, handouts, Google class room material) for the next sessions upfront to enhance their learning and to encourage them for active participation in the class.

Class Attendance and Participation – 5%

Individual Presentation – 5%

Team Project – 15%

Quiz/Assignments – 10%

Midterm Exam – 20%

Final Exam – 45%

---



## Subject

### Islamic Banking & Finance

#### **Objectives and Learning Outcomes of the Course**

This course provides a comprehensive introduction to Islamic Banking and Finance, augmented with an analysis of the situation in Pakistan and the business potential for Pakistani Banks and employment opportunities for entry level to skilled Islamic banking professionals. The objectives of the Islamic Banking and Finance course are to:

- Explain the origins, history and the most important concepts of Islamic Finance;
- Expose the students to a wider range of Islamic banking and finance products and instruments available to individuals and businesses;
- Introduce countries where Islamic Finance is practiced and widely used and study challenges faced by Islamic banks and emerging trends and solutions based on lessons learned by the industry players.

Key objective is to understand the principles and practice of modes of Islamic finance for individuals and businesses and to enable students to evaluate the current practices of Islamic banks, their merits and limitations.

Upon completion of the course students will:

- Have a basic understanding of the nature and scope of Islamic banking & finance and its relationship with conventional banking;
- Acquire essential knowledge about the main principles of Islamic banking and finance, key Islamic financial products and contracts, as used by the industry;
- Be familiarized with the Islamic financial infrastructure, international financial institutions and regulatory bodies; and
- Be able to assess the merits and weaknesses of Islamic finance.

#### Course Topics

##### **1. Introduction to Islamic Economic System**

- Islamic economic system
- Islamic Shariah
- Shariah; key to understanding Islamic banking
- Sources of Shariah
- The concept of lawful and unlawful as per Shariah
- Architecture of Islamic Financial System
- Objectives of Islamic economics and finance vs. capitalism and socialism
- The concept of wealth in Islam
- Objectives of distribution of wealth in Islam
- Factors of production in Islam and their compensations
- Concept of free and fair market system in Islam

##### **2. Concept of Riba, Gharar and Qimar and other Prohibited Activities**

- Riba – Quran, Hadith, definition and types
- Arguments against commercial interest
- Gharar, Qimar and Gambling

##### **3-Islamic Law of Contract**

- Basic elements of contract void and valid conditions
- UqoodMuawadha and GhairMuawadha

#### **4-Islamic Law of Sale**

- Subject matter, price, delivery & possession
- BaiBatil, BaiFasid, BaiMakrooh
- Prohibited transactions in Islam
- Khayar, Iqala

#### **5. Comparison of Islamic and Conventional Banking**

- Conceptual difference between Islamic and conventional banking
- Difference between the governing principles
- Business model differentiation
- Product level differentiation
- Features of Islamic banking (Liability/Assets)
- Concept of reward and risk under shariah

#### **6- Islamic Modes of Finance**

- Trade based modes
- Participation based modes
- Rental based modes
- Disclosed agent, non-disclosed agent
- WakalatulIstismar contract (portfolio management)
- DifferentiateWaadah (unilateral promise), Muawadah (bilateral promise), Aqd (contract)
- Dhamanat
- Guarantee, mortgage, liquidated damages, letter of guarantee, collateral

#### **7. Islamic products**

- **Murabaha**
  - Introduction to Murabaha
  - Murabaha as a financing mode
  - Murabaha terminology and its variants
  - Characteristics and essentials of Shariah compliant Murabaha
  - Practical steps for Murabaha transactions
  - Issues and mistakes in Murabaha: Rebate in early payment, penalty on late payment
  - Difference between Murabaha based financing and conventional bank lending
  - Risks for Islamic banks in Murabaha transactions
  - Scope and application of Murabaha
- **Ijarah**
  - Basic rules of Ijarah
  - Lease as a mode of Islamic financing
  - Rights and Obligations of lessor and lessee
  - Conditions of Ijarah/Lease
  - Differentiating Islamic Ijarah from conventional leasing
  - Sharia alternative to the finance lease-IjaraMuntahiaBitamleek
- **Musharakah**
  - Terminology and characteristics of Musharakah
  - Type and basic rules of Musharakah
  - Termination of Musharakah
  - Constructive liquidation of Musharakah
  - Security/collateral in Musharakah
  - Profit/loss distribution

- Application of Musharakah as a mode
- Problems and risks for banks in Musharakah financing
- **Diminishing Musharakah**
  - Concept of diminishing Musharakah
  - Basic features of diminishing Musharakah
  - Steps in a diminishing Musharakah transaction
  - Lease rentals in diminishing Musharakah
  - Unilateral promise and transfer of ownership title
  - Diminishing Musharakah as a financing mode
- **Mudarabah**
  - Mudarabah defined
  - Mudarabah capital
  - Profit/loss distribution
  - Unrestricted and restricted Mudarabah
  - Difference between Mudarabah and Musharakah
  - Termination of Mudarabah
  - Scope of Mudarabah for banking system
  - Problems and risks for Islamic banks providing Mudarabah based financing
- **Salam : Definition and concept**
  - Background and purpose of Salam
  - Rules for valid Salam contract
  - Difference between Salam and Murabaha
  - Taking delivery of Salam goods
  - Parallel Salam
  - Application of Salam and parallel Salam
  - Risks in Salam application
  - Scope and potential Salam
- **Istisna**
  - Concept and definition of Istisna
  - Rules for valid Istisna contract
  - Payment in Istisna
  - Difference between Salam and Istisna
  - Parallel Istisna
  - Application of Istisna and parallel Istisna
  - Risks associated with Istisna
  - Application of Istisna in Islamic corporate finance

#### **8-Liability products of Islamic banks**

- Deposit (Liability) management in Islamic Banks
- Profit calculation mechanism and weightages

#### **9-Concept of Takaful (Islamic Insurance)**

- Basic concept of Takaful
- How it is different from insurance
- Models of Takaful

#### **10. Overview of Securitization and Sukuk**

- Securitization of Musharakah, Mudarabah&Ijarah Liquidity management through securitization
- Sukuk Al-Ijara
- Corporate finance transactions with live examples
- Islamic asset and fund management

#### **11. Introduction to AAOIFI standards**

- Overview of salient features of Accounting Standards of various modes
- Adaptation of AAOIFI Standards by ICAP
- Islamic banking framework given by SBP

### **Teaching Concept & Assessment Method**

This course will be held primarily as a lecture. Hand-outs for lecturers (e.g. presentation slides, case studies, exercise sheets, quiz/assignments) will be distributed in the class. The instructor will introduce students to the basic concepts of the topics announced for the respective sessions. Structured discussions and group assignments and projects will be designed to develop an ability to analyze business concepts and to provide an indication how to apply theoretical concepts in real-life practical situations. Students will be asked to read (skim) material (books, handouts, Google class room material) for the next sessions upfront to enhance their learning and to encourage them for active participation in the class.

Class Attendance and Participation – 5%

Individual Presentation – 5%

Team Project – 15%

Quiz/Assignments – 10%

Midterm Exam – 20%

Final Exam – 45%

---

### **Required Text and Readings**

- *Understanding Islamic Finance* by Muhammad Ayub, Wiley Finance
- *An Introduction to Islamic Finance* by *Usmani, Muhammad Taqi*, Leiden 2002
- *Islamic Finance. Law, Economics and Practice* by *El-Gamal, Mahmoud*, Cambridge 2006
- *Fundamentals of Islamic Money and Capital Markets* by Azmi Omar, MuhamadAbduh, RadityaSukmana; Wiley Finance
- *The Islamic Banking and Finance Workbook: Step-by-Step Exercises to help you Master the Fundamentals of Islamic Banking and Finance* by Brian Kettell, Wiley Finance
- *Fundamentals of Islamic Banking and Finance* by Kabir M. Hassan , Abu Umar Faruq Ahmad and Umar A. Oseni , Wiley Finance– July 20, 2015
- *Islamic Law and Finance* by *Vogel, Frank/Hayes, Samuel*, Leiden 2006
- SBP Strategic Plan-Islamic Banking Industry of Pakistan 2014 –2018, <http://www.sbp.org.pk/departments/pdf/StrategicPlanPDF/Strategy%20Paper-Final.pdf>
- *SBP Risk Management Guidelines for Islamic Banking Institutions*, <http://www.sbp.org.pk/ibd/2008/Annex-c1.pdf>
- *SBP Guidelines on Islamic Financing for Agriculture*, <http://www.sbp.org.pk/Guidelines/IslamicAgriculture/Guidelines-Islamic-Financing-Agriculture-01-09-2008.pdf>
- *Sukuk and their contemporary application* *Usmani, Muhammad Taqi* , <http://www.muftitaqiusmani.com/images/stories/downloads/pdf/sukuk.pdf>

### **Reference Journals:**

- International Journal of Islamic and Middle Eastern Finance
- International Journal of Islamic Financial Services
- Islamic Economic Studies
- Journal of Islamic Banking and Finance
- Journal of Islamic Economics
- Journal of Research in Islamic Economics

### **Reference books on Islamic economics & finance for additional reading**

- ***Takaful Islamic Insurance: Concepts and Regulatory Issues***: Covers the fundamentals of *takaful* and how it differs from conventional forms of insurance.
- ***Islamic Economics: A Short History***: A historical perspective on principles underlying Islamic finance.
- ***Islamic Finance: Law, Economics, and Practice***: A relatively recent and critical study of modern Islamic finance practice.
- ***Handbook of Islamic Banking***: A practical book that covers a wide range of areas in Islamic finance.
- ***The Politics of Islamic Finance***: A guide to politics of Islamic finance that includes country case studies of Sudan, Kuwait, Jordan, Turkey, Tunisia, and Egypt.
- ***Islamic Wealth Management: A Catalyst for Global Change and Innovation***: Covers fund management and wider asset management issues faced by Islamic finance professionals.
- ***Islamic Investment Banking: Emerging Trends, Developments and Opportunities***: A definitive study of Islamic investment banking by Islamic finance professionals.
- ***Islamic Banking and Finance in the European Union: A Challenge***: Reviews the challenges posed by Islamic finance in the European Union and the responses of different countries in the union.
- ***Islam and the Moral Economy: The Challenge of Capitalism***: Positions Islamic finance in relation to the capitalist system.
- ***Islamic Finance: Principles and Practice***: A useful and relatively compact introductory text.
- ***Islamic Law and Finance: Religion, Risk, and Return***: A classic that looks at Islamic finance from the point of view of *Shariah* and secular law.
- ***Islamic Finance in the Global Economy***: A self-contained textbook on Islamic finance from a political economy perspective

## Subject

### **Banking Laws and Regulations**

#### **Objectives and Learning Outcomes of the Course**

The course is designed to study the regulatory regime and practical considerations relating to banking establishments, management, operations, consumer protection, and safety and soundness of financial institutions. Although the primary focus will be on Pakistan's banking laws and regulations, each topic will be discussed from the point of view of international best practices, global and national regulatory frameworks and current issues. In addition to presenting the system, the course aims to raise analytical and critical awareness of a wide range of legal issues connected with banking arrangements and operations, including but not limited to drafting internal policies and standards for banks, drafting contracts for a wide range of banking instruments, and settling legal disputes arising from banking activity.

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

- Understand fundamental principles and concepts of the international and national banking laws and regulations;
- Understand international and national regulatory regimes and processes related to the establishment, management and functioning of banks;
- Comprehend the scope of banking regulation and supervision, as well as regulatory tools and capacities;
- Apply banking regulations, guiding frameworks, and internal policies and procedures.

#### **Course Topics**

##### **1. Introduction to banks and banking activity**

Financial system of Pakistan and the role of State Bank of Pakistan  
Components of the financial system  
Development and growth of financial and capital markets  
Present scenario and structure of the financial system  
Regulatory authorities governing the financial and capital markets

##### **2. Corporate governance principles in banks**

Corporate governance  
The Code of Corporate Governance  
State Bank of Pakistan  
Securities and Exchange Commission of Pakistan (SECP)

##### **3. Establishment and licensing requirements of banks**

##### **4. Laws, Legislations, and Regulations**

SBP Act 1956  
Banking Companies Ordinance  
F.E. Manual  
National Accountability Bureau (NAB) Ordinance  
Microfinance Institutions Ordinance  
Payment Systems and Electronic Fund Transfer Act  
Prudential Regulations  
Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) Regulations & Guidelines  
The FIs (Recovery of Finances) Ordinance

## **5. Financial sector reforms**

Financial sector reforms - importance and scope  
De-regulation and liberalization of financial sector  
Globalization: integration with world financial sector  
Privatization of banking sector  
Strengthening of supervisory controls: SBP's role

## **6. Rating and risk evaluation**

Concept, scope and significance  
Risk and Entity Rating  
Regulatory framework  
Rating agencies and their process  
Rating methodologies for various instruments

## **7. Banking Products, Services, Operations, and applicable Laws and Regulatory Guidelines**

## **8. Legal relationships between banks and customers**

### **Teaching Concept & Assessment Method**

This course will be held primarily as a lecture. Hand-outs for lecturers (e.g. presentation slides, case studies, exercise sheets, quiz/assignments) will be distributed in the class. The instructor will introduce students to the basic concepts of the topics announced for the respective sessions. Structured discussions and group assignments and projects will be designed to develop an ability to analyze business concepts and to provide an indication how to apply theoretical concepts in real-life practical situations. Students will be asked to read (skim) material (books, handouts, Google class room material) for the next sessions upfront to enhance their learning and to encourage them for active participation in the class.

Class Attendance and Participation – 5%

Individual Presentation – 5%

Team Project – 15%

Quiz/Assignments – 10%

Midterm Exam – 20%

Final Exam – 45%

---

### **Required Text and Readings**

1. Practice and Law of Banking in Pakistan by Asrar H. Siddiqi
2. M.L. Tannan, Banking Law & Practice in Pakistan
3. Prof. Sohrab R. Dowar, Law and Practice of Banking
4. Complete Banking Laws in Pakistan by Chaudhri. N (Revised Edition 2011)
5. Ch. Muhammad Aslam Hayat and Khursheed Saeed, Manual of Banking Laws in Pakistan
6. Manual of Banking with Leading Cases (Reference book) by Saalim Salam Ansari

### **Supplementary Readings**

1. the Negotiable Instruments Act, 1881 (All Provisions Sections 1-60, 82-85A and 122-131 of the act)
2. State Bank of Pakistan Act, 1956 (<http://www.sbp.org.pk>)
3. The Banking Companies Ordinance, 1962 (LVII of 1962) by State Bank of Pakistan

4. The Banks (Nationalization) Act 1974
5. The Modarba Companies and Modarba (Floation and Control) Ordinance, 1980
6. Pakistan Banking and Finance Services Commission Act, 1992
7. Microfinance Institutions Ordinance, 2001
8. SBP Banking Services Corporation Ordinance, 2001
9. The Financial Institutions (Recovery of Finances) Ordinance, 2001
10. Prudential Regulations of SBP-2014
11. lord Chorlgy and P.E. Smart, Leading Cases in the Law of Banking
12. Prof. Sohrab R. Dowar, Law and Practice of Banking



## Subject

### **Risk Management**

#### **Objectives and Learning Outcomes of the Course**

This course is designed for the students who intend to pursue a career in banking. Currently, the general practice among banks in Pakistan is to hire fresh graduates and expose them through different facets of the banking industry through hands on experience and training. The benefits of in-house training vary from individual to individual and the chosen areas of their career path. The purpose of this course is to prepare students to understand and apply the fundamental principles and practices of the banking industry. This course helps them to be at a distinct advantage over their peers and be better equipped to perform their extensive and challenging functions in the bank. Risk Management is the process which aims to help organizations understand, evaluate and take action on all their risks with a view to increasing the probability of success and reducing the likelihood of failure. The course is designed to introduce financial risk management and discuss various concepts, tools, and techniques in global context. Using integrated approaches, the course will emphasize discussion on the design and implementation of financial risk management practices. Basically, it aims to help students realize, understand, and master various state-of-the-art risk management theories and practices (such as: Credit Risk, Market Risk, Operational Risk, Enterprise Risk Management, etc.) as well as their implementation in Pakistan.

The objective is to develop clear understanding of all aspects of financial risk and of the way financial institutions are regulated. Students will be able to approach in a qualitative and quantitative way the main categories of financial risk – market risk, credit risk, operational risk and liquidity risk.

After successful completion of this course students would be able to:

- Understand the concept of risk and risk management process; Identifying, eliminating, reducing and transferring risks;
- Understand and analyze the issues involved in the risk management of an enterprise;
- Identify internal and external risks leading to loss exposure;
- Improve knowledge on developing and implementing an effective and integrated Enterprise Risk Management (ERM) program.

#### **Course Topics**

##### **Introduction**

- Definition/Concept of Risk and Risk Management
- Risk vs. Return for Investors
- Risk vs. Return for Companies
- Risk Management by Financial Institutions
- Risk Management Tools, and Techniques
- Credit Ratings

##### **Risk Governance and Management**

- Policies and Regulatory Guidelines
- SBP Risk Management Framework

- Risk Governance and structure

##### **Enterprise Risk Management/ERM**

- Categories of Risk
- Credit Risk & Credit Management
- Market Risk & Market Risk Management
- Operational Risk & Operational Risk Management
- Other Risks (Strategic, Reputational, Legal, Fraud, etc.)
- Integrated ERM

### **Credit Risk & Credit Management**

- Definition & Concept
- Credit Risk management framework
- Credit Lifecycle

### **Lending Risk Assessment and Management**

- Overview
- Sources of lending risk
- Risk Assessment
- Risk Management
- Documentation and Collateral

### **Market Risk & Market Risk Management**

- Definition & Concept
- Market Risk management framework
- Value-At-Risk (VAR )
- VAR Methodologies
- Calculating Greek Letters

### **Operational Risk Management**

- Definition & Concept
- Operational risk management framework
- Operational risk quantification methodology
- Importance of and challenges in measuring operational risk
- Basel II operational risk measurement

### **Scenario Analysis and Stress-Testing**

- Generating the Scenarios
- Regulation and Guidelines
- What is stress testing
- Why do stress testing
- Stress testing approaches
- Scenario Analysis

### **Basel II**

- What is Basel II
- Regulatory Capital and CAR
- Credit Risk Capital under Basel II
- Operational Risk Capital under Basel II
- Pillar 2: Supervisory Review
- Pillar 3: Market Discipline
- Basel III

### **Economic Capital & RAROC**

- Introduction to RAROC (Risk Capital)
- Computation of RAROC
- RAROC implementation

## Topics in Risk Management

### Teaching Concept & Assessment Method

This course will be held primarily as a lecture. Hand-outs for lecturers (e.g. presentation slides, case studies, exercise sheets, quiz/assignments) will be distributed in the class. The instructor will introduce students to the basic concepts of the topics announced for the respective sessions. Structured discussions and group assignments and projects will be designed to develop an ability to analyze business concepts and to provide an indication how to apply theoretical concepts in real-life practical situations. Students will be asked to read (skim) material (books, handouts, Google class room material) for the next sessions upfront to enhance their learning and to encourage them for active participation in the class.

Class Attendance and Participation – 5%

Individual Presentation – 5%

Team Project – 15%

Quiz/Assignments – 10%

Midterm Exam – 20%

Final Exam – 45%

---

### Required Text and Readings

1. John C. Hull, Risk Management and Financial Institutions, 3<sup>rd</sup> edition, John Wiley & Sons.
2. F.S. Mishkin and Eakins, **Financial Markets and Institutions**, 7<sup>th</sup> edition, Parsons Education.
3. Money and Banking in Pakistan by S. A. Meenai and Javed A. Ansari, Oxford University Press.
4. Financial Markets Association of Pakistan (FMAP): <http://www.fma.com.pk/>
5. Saunders, A. and M. Cornett. Financial institutions management: A risk management approach, 6th ed. Boston: McGraw-Hill.
6. Harrington, S. and G. Niehaus. Risk management and insurance, 2nd ed. Boston: McGraw-Hill.
7. Rivai, V., A. Veithzal, and F. Idroes. Bank and financial institutions management: Conventional and Sharia System. Jakarta: Rajawali Pers.
8. SBP Risk Management Guidelines for Commercial Banks & DFIs.  
<http://www.sbp.org.pk/riskmgm.pdf>
9. *Relevant articles and case studies acquired from journals and magazines, especially those related to risk management concepts and practices.*

## Subject

### INTRODUCTION TO ACCOUNTING

#### Course Objectives:

This course is an intensive introduction to the preparation and interpretation of financial information for external and internal users. This course develops understanding of the complete accounting cycle. The course adopts a decision-maker perspective on accounting with the goal of helping students develop a framework for understanding financial reports of various business entities.

#### Learning Outcomes:

On completion of this course students would be able to prepare, understand, analyze and use financial statements of service and merchandising business entities from perspectives of various information users.

#### Course Contents & Schedule

| <u>Week</u><br><u>Mon-</u><br><u>Sat</u> | <b>Topics</b>  | <b>Text Book</b><br><b>(Ref A)</b> | <b>Page</b><br><b>Nos.</b> | <b>Tests &amp;</b><br><b>Assignments</b> |
|--|--|------------------------------------|----------------------------|--|
| <u>Wk-1</u>                              | <b>INTRODUCTION:</b> Accounting Information. Scope and need for Accounting. Accounting Systems. Users of Accounting Information. Types of Businesses: Service, Merchandising and Manufacturing. Types of Business Organization and their Features.                   | FMA<br>Ch. 1                       |                            | Marked<br>Practice<br>Questions          |
| <u>Wk-2</u>                              | <b>INTRODUCTION TO BASIC FINANCIAL STATEMENTS:</b> Introduction to Financial Statements. Balance Sheet, Income Statement, Statement of Changes in Owner's Equity. Statement of Cash Flows. Relationship among Financial Statements. Forms of Business Organizations. | FMA<br>Ch. 2                       |                            | Marked<br>Practice<br>Questions          |
| <u>Wk-3</u>                              | <b>ACCOUNTING CYCLE-CAPTURING ECONOMIC EVENTS FOR SERVICE BUSINESSES:</b> Double Entry System. Journal and Ledger. Recording transactions in Journal and Ledger. Balancing off the Ledger Accounts. Preparation of Trial Balance..                                   | FMA<br>Ch. 3                       |                            | Quiz 1                                   |
| <u>Wk- 4</u>                             | <b>ADJUSTING ENTRIES:</b> Revenue and Capital Expenditures. Adjustments for Accruals and Deferrals. Closing Entries for Expenses, Incomes and Net Income to Owner's Equity   | FMA<br>Ch. 4                       |                            | Marked<br>Practice<br>Questions          |

|                     |   |               |  |                           |
|---------------------|---|---------------|--|---------------------------|
| <b><u>Wk- 5</u></b> | <b>PREPARATION OF FINANCIAL STATEMENTS:</b> Preparation of Income Statement, Balance Sheet and Statement of Owner's Equity.   | FMA<br>Ch. 5  |  | Marked Practice Questions |
| <b><u>Wk- 6</u></b> | <b>PREPARATION OF FINANCIAL STATEMENTS:</b> Preparation Statement of Cash Flows   | FMA<br>13     |  | Midterm 1                 |
| <b><u>Wk-7</u></b>  | <b>ACCOUNTING FOR MERCHANDISING ACTIVITIES:</b> Operating Cycle of Merchandising Companies. General Ledger and Subsidiary Ledgers. Perpetual and Periodic Inventory Systems: Recording the Transactions Relating to Purchases and Sales. Evaluating the Performance of Merchandising Companies.   | FMA<br>Ch. 6  |  | Marked Practice Questions |
| <b><u>Wk-8</u></b>  | <b>INVENTORIES AND COST OF GOODS SOLD:</b> The Flow of Inventory Costs: Specific Identification, FIFO, LIFO and Average Costing Methods and their evaluation. Just in Time Inventory Systems. Evaluating the Liquidity of Inventory.  | FMA<br>Ch. 8  |  | Quiz 1                    |
| <b><u>Wk-9</u></b>  | <b>FINANCIAL ASSETS:</b> Cash Management and Bank Reconciliation Statement. Short Term Investments. Accounting for Marketable Securities. Management and Accounting for Accounts. Receivables. Accounting for Notes Receivables and Interest Revenues. Financial Analysis   | FMA<br>Ch. 7  |  | Marked Practice Questions |
| <b><u>Wk-10</u></b> | <b>PLANT AND INTANGIBLE ASSETS:</b> Major Categories of Plant Assets. Acquisition of Plant Assets.Methods of Deprecation; Straight Line, Declining Balance Method, the Units of Output Method, Sum of Years' Digit Method.Disposal of Plant and Equipment. Intangible Assets: Amortization: Goodwill, Patents, Trade Marks, Franchises, Copyrights, R&D Costs. Natural Resources. | FMA<br>Ch. 9  |  | Marked Practice Questions |
| <b><u>Wk-11</u></b> | <b>LIABILITIES:</b> Current Liabilities. Long Term Liabilities.Accounting for Notes Payable and Bond Payables.Special Types of Liabilities.Evaluating the Safety of Creditor's Claims.Estimated Liabilities and Loss  | FMA<br>Ch. 10 |  | Marked Practice Questions |

|                     |  |               |  |                           |
|---------------------|--|---------------|--|---------------------------|
|                     | Contingencies.Financial Analysis.  |               |  |                           |
| <b><u>Wk-12</u></b> | <b>ACCOUNTING FOR OWNER'S EQUITY:</b><br>Formation of a Corporation. Authorization and Issuance of Capital Stock.Common and Preferred Capital Stock.Book Value per Share and Market Price of capital Stock.Treasury Stock. | FMA<br>Ch. 11 |  | Marked Practice Questions |
| <b><u>Wk-13</u></b> | <b>ACCOUNTING FOR OWNER'S EQUITY:</b><br>Accounting Entries for Issuing Stocks. Preparation of Stockholders' Equity Section of the Balance Sheet and Statement of Retained Earnings.                                       | FMA<br>Ch. 11 |  | Marked Practice Questions |
| <b><u>Wk-14</u></b> | <b>FINANCIAL STATEMENT ANALYSIS:</b><br>Tools of Analysis. Measures of Liquidity and Credit Risk, Profitability, Solvency.Interpretation of above Ratios.  | FMA<br>Ch. 14 |  | Marked Practice Questions |
| <b><u>Wk-15</u></b> | Revision   |               |  |                           |
| <b><u>Wk-16</u></b> |  |               |  | Final Exam                |

**Reading List:**

- 1- Financial and Managerial Accounting 16<sup>th</sup> Edition by Williams, Haka. Bettner and Carello.  
McGraw Hill.  
[http://highered.mheducation.com/sites/0078111048/student\\_view0/index.html](http://highered.mheducation.com/sites/0078111048/student_view0/index.html)
- 2- College Accounting: A Practical Approach (9th Edition) by Slatter. Prentice Hall  
Business Publishing.
- 3- Business Accounting I (15th Edition) by Frank Wood and Alan Songster.
- 4- College Accounting (1st Edition) by Haddock, Brock, Hahn And Reed.

**Teaching Learning Strategies**

The formal lectures in the class room accompanied by class room activities like demonstration of exercises and problem solving and case discussions. So the students are expected to participate in the class room discussions. All class participants are required to bring their texts and calculators and note books. **Failing there by, they may be marked absent.**

**Assessment Scheme:**

|                                  |             |
|----------------------------------|-------------|
| Quizzes                          | 20%         |
| Assignments/Project/Presentation | 10%         |
| Mid Term Exam                    | 20%         |
| Final Exam                       | 50%         |
| Total                            | <u>100%</u> |

**Note:**

- All assignments and projects copied from each other or submitted after due date will be awarded zero.
- All students who come late by more than 15 minutes will be marked absent
- All students with less than 75% attendance will not be allowed to sit for Final Exams and will repeat the course whenever offered again.

## Subject

### **Financial Statement Analysis & Reporting**

#### **Learning Objectives**

This course aims at developing capability to read, understand & analyze the annual reports of both financial & non-financial corporate entities. This course is designed to prepare students to interpret and analyze financial statements for effective decision making. This course covers current practices in corporate financial reporting and fundamental issues relating to asset valuation and income determination. The emphasis is on financial statement analysis and interpretation of financial disclosures to help improve risk assessment, forecasting, and decision-making. The main focus is developing a set of powerful analytical tools to understand the environment in which financial reporting choices are made, what the options are, how financial data are used for various types of decisions, and how to avoid misusing financial statements. The course should be of interest not only to those responsible for preparing financial statements, but also those who will use financial statements for making decisions, including lenders, equity analysts, investment bankers, boards of directors, and others charged with monitoring or advising on corporate performance and the behavior of management.

#### **Learning outcomes**

On completion of this course students would be able

- to read, understand and use annual reports of companies of both financial & non-financial corporate entities for various decisions.
- to evaluate a company's past financial performance and explain how a company's strategy is reflected in past financial performance;
- to forecast a company's future net income and cash flow;
- to describe the role of financial statement analysis in assessing the credit quality of a potential debt investment;
- to describe the use of financial statement analysis in screening for potential equity investments;
- to explain appropriate analyst adjustments to a company's financial statements to facilitate comparison with another company or industry benchmark.

#### **Course contents**

1. Introduction to Financial Reporting: The Institutional Setting for Financial Reporting
2. Structure of the Income Statement
3. Accrual Accounting and Income Determination
4. Financial Reporting Practices and Disclosure Requirements
5. Structure of the Balance Sheet and Statement of Cash Flows
6. Essentials of Financial Statement Analysis
7. Understanding the Structure of Financial and Non-Financial Corporate Sector of Pakistan
8. Review of Financial Statements: Financial vs. Non-Financial Firms
9. Understanding the Contents of Annual Reports



10. Analysis of financial statements: time series vs. cross sectional analysis. Common size financial statements.
11. Liquidity Analysis
12. Solvency/Financial Leverage Analysis
13. Profitability Analysis: Du Pont Analysis.
14. Efficiency Analysis
15. Equity Analysis
16. Risk Analysis
17. Analysis of the Statement of Cash Flows
18. Analysis of financial statements of selected non-financial companies
  - Merchandising companies (both public & private)
  - Service companies
  - Manufacturing corporate entities
  - Multinational non-financial firms
19. Analysis of financial statements of selected companies of financial sector
  - Commercial banks (both conventional & Islamic banks)
  - specialized banks
  - Exchange companies
  - Modarba companies,
  - Mutual fund companies
  - Insurance companies
  - Takaful companies
  - Leasing companies
  - Mutual funds
  - Multinational financial firms

### **Reading List:**

1. Easton, McAnally, Sommers, and Zhang, "Financial Statement Analysis & Valuation," Cambridge Business Publishers, 3rd Edition.
2. Wahlen, Baginski, and Bradshaw, "Financial Reporting, Financial Statement Analysis, and Valuation," Southwestern Publishing, 7th Edition.
3. Financial Statements Analysis of Companies (Non-Financial) Listed at Karachi Stock Exchange, Various Issues. Statistics and DWH Department. State Bank of Pakistan, Karachi.
4. Financial Statements Analysis of Financial Sector, Various Issues. Statistics and DWH Department. State Bank of Pakistan, Karachi.
5. Advanced Financial Accounting. 10/e edition. Richard E. Baker, Theodore E. Christensen & David M. Cottrell. McGrawHill. ISBN: 0078110920
6. Advanced Accounting, 12<sup>th</sup> edition (2013) by Hoyle, Schaefer, and Doupnick, McGraw-Hill Irwin.
7. Annual Reports of Selected Corporate Entities
8. Financial Accounting Exam Questions and Explanations, Gleim, Gleim Publications, Inc.

### **Fundamental Class Regulations**

- Timely presence in the class room and attendance of lectures is mandatory. Students with less than 75% attendance would not be allowed to sit for final examination.

- Students coming late by 15 or more minutes would be marked absent and students who leave during the lesson would also be marked absent.
- Use of cell phones is strictly prohibited during the lessons
- The formal lectures in the class room would be accompanied by class room activities like demonstration of exercises and problem solving and case discussions. So the students are expected to participate in the class room discussions.

**Assessment Scheme:**

|                      |             |
|----------------------|-------------|
| Quizzes              | 10%         |
| Assignments/Projects | 10%         |
| Presentations        | 10%         |
| Mid Term Exam        | 20%         |
| Final Exam           | 50%         |
| Total                | <u>100%</u> |

## Subject

### Business Finance

#### Course Objective:

Business Finance course aims at imparting knowledge about the very basic concepts and tools of Business Finance. It emphasizes the importance of Business Finance skills to individuals and enterprises. It deals with the finance function in an organization, the role of the finance manager and the financial environment in which the firm operates. The financial environment covers the understanding of financial and capital markets along with the broad orientation of macro-economic factors affecting the business. The emphasis will remain on developing the skills for planning, appraising and evaluating the investment, financing and operating decisions.

#### Learning Outcomes

On completion of the course, students will be able to understand:

1. Functions of business finance and finance manager.
2. The basics of finance theory and its applications to corporate financial decisions.
3. Analysis of financial statements.
4. Tools and techniques of time value of money for investing decisions.
5. Concepts of risk and return for portfolio management.
6. The principles of capital structure.
7. The concept of cost of capital.

#### COURSE CONTENTS

|                         |   |
|-------------------------|---|
| <b>Week 01</b>          | <b>An Overview of Business Finance</b> <ul style="list-style-type: none"><li>▪ Significance of Finance: a quick look.</li><li>▪ Business finance and financial manager.</li><li>▪ Forms of business organization.</li><li>▪ Goals of business finance. .</li></ul>  |
| <b>Week 02</b>          | <b>Review of financial statements &amp; their analysis</b> <ul style="list-style-type: none"><li>▪ Standardized financial statements.</li><li>▪ Ratio analysis.</li><li>▪ The Du-pont identity.</li><li>▪ Using financial statement information</li></ul>   |
| <b>Week 03 &amp; 04</b> | <b>Budgeting &amp; Long-term financial planning</b> <p>Budgeting &amp; Long-term financial planning and growth, growth as financial manager goal, financial planning models Sales forecast, pro forma statements. The percentage of sales approach, the income statement the balance sheet, external financing and growth, financial policy and growth, internal growth rate and sustainable growth rate.</p> |
| <b>Week 05</b>          | <b>CVP Analysis &amp; its Applications in business and finance</b>  |

|                         |   |
|-------------------------|---|
| <b>Week 06-07</b>       | <b>Time Value of Money</b> <ul style="list-style-type: none"> <li>▪ The role and perspectives of the TVM concept</li> <li>▪ Future values</li> <li>▪ Present values</li> <li>▪ The relationship between future and present values</li> <li>▪ Annuities &amp; Perpetuity</li> <li>▪ Growing Annuities &amp; Perpetuity</li> <li>▪ Future and present values of cash flows under high compounding frequency</li> <li>▪ Impact of higher compounding frequency</li> <li>▪ Inflation and the Time Value of Money</li> </ul>   |
| <b>Week 08 &amp; 09</b> | <b>Bond and Their Valuation</b> <ul style="list-style-type: none"> <li>▪ Definition, types and features of bonds</li> <li>▪ Valuation of bonds (the basic process)</li> <li>▪ Basic relationships in bond valuation</li> <li>▪ Bondholder's expected rate of return</li> <li>▪ Risks associated with bond returns</li> </ul>  |
| <b>Week 10 -11</b>      | <b>Stocks and Their Valuation</b> <ul style="list-style-type: none"> <li>▪ Shares and their basic features</li> <li>▪ Benefits from a share investments</li> <li>▪ Price of ordinary shares</li> <li>▪ Behaviour of expected dividend growth and share price</li> <li>▪ Price of shares based on earnings</li> <li>▪ Expected rate of return</li> <li>▪ Constant dividend growth model</li> <li>▪ Preferred shares and their characteristics</li> <li>▪ Price of preferred shared and the expected rate of return</li> <li>▪ Constant dividend model.</li> <li>▪ Application of price earnings ratio and market to book value ratio for valuation</li> <li>▪ Valuing the entire business</li> </ul> |
| <b>Week 12 &amp; 13</b> | <b>Net present value and other investment Criteria</b> <ul style="list-style-type: none"> <li>▪ Net present value.</li> <li>▪ The payback rule.</li> <li>▪ The average accounting return.</li> <li>▪ The internal rate of return.</li> <li>▪ The profitability index.</li> <li>▪ The practice of capital budgeting.</li> </ul>  |
| <b>Week 14-15</b>       | <b>Risk and Return</b> <ul style="list-style-type: none"> <li>▪ Expected returns and risk defined</li> <li>▪ Calculating expected return</li> <li>▪ Calculating risk (Variance and Standard deviation)</li> <li>▪ Portfolio expected returns</li> <li>▪ Portfolio variance and standard deviation</li> <li>▪ Systematic and unsystematic risk</li> <li>▪ Diversification and portfolio risk</li> </ul>  |

|                         |   |
|-------------------------|---|
| <b>Week 15 &amp; 16</b> | <p><b>The Cost of Capital</b></p> <ul style="list-style-type: none"> <li>▪ The cost of capital concepts</li> <li>▪ Individual and weighted average costs of capital</li> <li>▪ Costs of capital and valuation</li> <li>▪ Capital structure</li> <li>▪ Capital structure decision (No taxes or other capital market imperfections)</li> <li>▪ Taxation and capital structure decision</li> <li>▪ Debt equity ratio, cost of capital and the value of the firm (The MM Propositions)</li> <li>▪ Optimal capital structure</li> <li>▪ Costs of financial distress and bankruptcy</li> <li>▪ The static trade-off theory</li> <li>▪ The pecking order theory</li> <li>▪ Personal taxes</li> <li>▪ Evidence on capital structure determinants</li> </ul> |
|-------------------------|---|

**RECOMMENDED TEXT BOOKS (Latest available edition)**

1. Ross, Westerfield, Jordan: Corporate Finance Essentials.
2. James C. Vanhorne: Fundamentals of Financial Management
3. Eugene F. Brigham: Fundamentals of Financial Management
4. Brealey, R. A. & Myers, Principles of corporate finance.

## **Subject**

### **CORPORATE FINANCE**

#### **Course Objective:**

The aim of this course is to give an introduction to the role of Corporate Finance and to see how the actions at a corporate level can impact corporate wealth. Furthermore, the students should, by the end of this course, be able to appreciate that the subject of Corporate Finance does not exist within a vacuum. Rather, it exists as an integral part of the overall realm of daily corporate activities. The manner in which we are able to understand and appreciate the corporate finance functions is through being able to understand the Financial Times pages and how these pages communicate the decisions and financial managers to us. Therefore, an important component part of the course is to be able to understand some of the terminology that the Financial Times employs as well as the figures that it presents. An underlying assumption that pervades through the corporate finance area is that financial managers operate and act to serve the interests of the shareholders. The assumption is that managers ensure that shareholder wealth is maximized by ensuring that the correct decisions are made that maximize on the wealth that each portion of capital can bring. However, as we all know, people do not always act in the interests of those that pay their salaries. Managers are no exceptions to this rule and so we find that they also tend to do what suits them best.

#### **LEARNING OUTCOMES**

The main objective is that students are able to critically analyze corporate decisions from a financial perspective. After the course, they should be able to:

- Compute the expected rate of return for investment projects.
- Apply several valuation methods to value projects and companies.
- Evaluate the capital structure of a firm and capital restructuring of capital to optimize value of a firm
- Identify the best way to return money to shareholders.
- Understand dividend policy and its role.

#### **COURSE CONTENTS**

##### **Introduction to Corporate Finance:**

Introduction to Corporate Finance; Key Concept of Corporate Finance; What is A Corporation; Corporate Structure; Finance Function; Role of the Finance Manager; Separation of Ownership and Management; Agency Theory & Corporate Governance.

##### **Cash Flow Analysis & Financial Planning:**

Flow of Funds Statement; Accounting Statement of Cash Flows; Cash Flow Forecasting; Forecasting Financial Statements.

##### **Required Returns and the Cost of Capital:**

Key Sources of Value Creation; Overall Cost of Capital of Firm; Weighted Average Cost of Capital; CAPM

##### **Operating & Financial Leverage:**

Operating Leverage; Financial Leverage; Total Leverage; Cash-Flow Ability to Service Debt; Other Methods of Analysis; Combination of Methods

**Capital Budgeting Techniques:** Project Evaluation and Selection; Potential Difficulties; Payback Period (PBP); Accounting Rate of Return (ARR); Internal Rate of Return (IRR); Net Present Value (NPV); Profitability Index (PI)

**The Capital Markets and Market Efficiency:**

Public Issue; Privileged Subscription; Regulation of Security Offerings; Private Placement; Initial Financing; Signaling Effects; The Secondary Market; The Financial Markets; Markets as a source of Finance; Capital Market Efficiency; Stock Market Efficiency

**Risk Management in Markets:**

Options Trading; Sources of Risk in Market; Ways to Hedge against Risk; Option Terminology; Option - Profit Payoff Diagram; Other Hedging Strategies; Straddle Hedging Strategy; Straddle Payoff Diagram

**Dividend Policy:** Passive Versus Active Dividend Policies; Factors Influencing Dividend Policy; Dividend Stability; Stock Dividends and Stock Splits; Stock Repurchase; Administrative Considerations

**Mergers & Other Forms of Corporate restructuring:** Sources of Value; Strategic Acquisitions Involving Common Stock; Acquisitions and Capital Budgeting; Closing the Deal; Takeovers, Tender Offers, and Defenses; Strategic Alliances; Divestiture; Ownership Restructuring; Leveraged Buyouts.

**SUGGESTED READINGS:**

1. Van Horne, J. C. and Wachowicz Jr. J. M., "Fundamentals of Financial Management", Prentice Hall 12th edition
2. Ross, Stephen A. Westerfield, Randolph W. and Jordan, Bradford D., "Fundamentals of Corporate Finance"
3. Wrance J. Gitman "Principles of Managerial Finance"

## Subject

### INVESTMENTS AND PORTFOLIO ANALYSIS

#### Learning Objectives

This course introduces students to the principles of valuation and portfolio of financial securities and their uses in a portfolio of assets. We look at equity (stock/shares), debt (fixed income/interest) and derivatives. We analyze asset pricing models and financial markets.

#### Learning Outcomes

Upon successful completion of this paper, students would have understanding of financial market indices, fairly advanced valuation and portfolio theories of securities including stocks, bonds and financial derivatives.

#### Contents

1. Introduction to Investments.
2. Securities and Indices
3. Equity Valuation and Gordon Growth Model
4. Portfolio Theory – Risk and Return, Two Asset Case
5. Portfolio Theory – Multiple Assets and the Efficient Frontier
6. CAPM and the Efficient Markets Hypothesis
7. Bond Prices and Yields
8. Managing Bond Portfolios
9. Basics of Immunization
10. Introduction to Derivatives: Forwards and Futures
11. Introduction to Derivatives: Options and Trading Strategies
12. Pricing and Replication: Two Period Model
13. Pricing and Replication: Binomial Trees
14. The Black Scholes Model

#### Basic Texts:

1. Essentials of Investments, 9th edition by Bodie, Kane and Marcus (BKM). McGraw-Hill Irwin. ISBN-10: 0078034698 ISBN-13: 978-0078034695The textbook has a companion web site with extra problems and resources.  
[http://highered.mcgraw-hill.com/sites/0078034698/information\\_center\\_view0/](http://highered.mcgraw-hill.com/sites/0078034698/information_center_view0/)
2. Grinblatt, M., & Titman, S. (2002). *Financial markets and corporate strategy* (Vol. 2). McGraw-Hill/Irwin.

#### Assessment Scheme:

|         |     |
|---------|-----|
| Quizzes | 10% |
|---------|-----|



|                     |             |
|---------------------|-------------|
| Assignments/Project | 10%         |
| Presentations       | 10%         |
| Mid Term Exam       | 20%         |
| Final Exam          | 50%         |
| Total               | <u>100%</u> |

## Subject

### FINANCIAL MODELING

**Pre-requisites: 1<sup>st</sup> Year Core Courses:** Introduction to Accounting, Mathematics for Banking & Finance, Statistics for Banking & Finance, and Financial Statement Analysis.

#### **Course Description:**

This course would be available for enrollment to students who have successfully completed the 1<sup>st</sup> year of the B.Sc. (Hons.) in Banking & Finance programme and will build on the basic concepts introduced in the core courses.

The course will follow a ‘cookbook’ approach applying a combination of ‘explanation of basic concepts’ and ‘implementation thereof’ using Excel, as a computational tool, for providing a fuller understanding of financial modeling.

The first quarter of the course will serve as a review of the basic concepts introduced in the 1<sup>st</sup> year.

#### **Course Material:**

The main reading material will be detailed handouts and would be supplemented by Excel spreadsheets and Power Point lecture slides, emailed at the end of each session.

#### **Course Content:**

##### **1. Excel Functions**

- 1.1 Overview
- 1.2 Financial Functions
- 1.3 Dates and Date Functions
- 1.4 The Functions XIRR and XNPV
- 1.5 Conditional Functions
- 1.6 Large and Rank, Percentile, and Percentrank
- 1.7 Count, CountA, CountIF
- 1.8 Conditional & Boolean Functions
- 1.9 Relationships between Variables – Regression and correlation analysis
- 1.10 The difference between modeling hard and soft data
- 1.11 The Normal Distribution

##### **2. Basic Financial Calculations**

- 2.1 Overview
- 2.2 Present Value and Net Present Value
- 2.3 Internal Rate of Return and Loan Tables
- 2.4 Multiple Internal Rates of Return
- 2.5 Flat Payment Schedules
- 2.6 Future Values and Applications

##### **3. Introduction to Value**

- 3.1 What is Value?
- 3.2 Estimating Value: Intrinsic versus Relative Value
- 3.3 Why should we care?
- 3.4 The Accountant
- 3.5 Some truths about valuations
- 3.6 Conclusion

#### **4. Calculating the Cost of Capital**

- 4.1 Overview
- 4.2 Weighted Average Cost of Capital & the Enterprise Value
- 4.3 The Gordon Dividend Model
- 4.4 “Supernormal Growth” and the Gordon Model
- 4.5 Capital Asset Pricing Model (CAPM)
- 4.6 CAPM & the Security Market Line
- 4.7 Calculating the Weighted Average Cost of Capital and Cost of Debt
- 4.8 Case Study

#### **5. Valuation Toolkit**

- 5.1 Time value of money
- 5.2 Why money has time value
- 5.3 How we compute time value
- 5.4 Cash flows
- 5.5 Five types of cash flows
- 5.6 Measuring risk and expected returns
- 5.7 The Markowitz Revolution: Diversification and Risk
- 5.8 Breaking down risks in a company
- 5.9 Making sense of accounting data
- 5.10 Relationships between data
- 5.11 Conclusion

#### **6. Financial Statement Modeling**

- 6.1 Overview
- 6.2 How Financial Models Work: Theory and an Initial Example
- 6.3 Free Cash Flow: Measuring the Cash Produced by the Business
- 6.4 Using the Free Cash Flow to Value the Firm and Its Equity
- 6.5 Some Notes on the Valuation Procedure
- 6.6 Sensitivity Analysis
- 6.7 Debt as a Plug
- 6.8 Incorporating a Target Debt/Equity Ratio into a Pro Forma
- 6.9 Project Finance: Debt Repayment Schedules
- 6.10 Calculating the Return on Equity
- 6.11 Conclusion

## **7. Using Financial Statement Models for Valuation – A Case Study**

7.1 Overview

7.2 Building a Financial Model & Pro Forma Statements

7.3 Deriving Free Cash Flows

7.4 Sensitivity Analysis

7.5 Conclusion

### **Assessment:**

Exam (duration: 3 hours)

## Subject

### Introduction to Financial Markets & Institutions

Course Code : BF 124

Sana Iqbal

## Course Objectives

The objective of this course is to introduce students to the basic knowledge and background of financial markets and instruments. The course will provide students with the understanding of financial system keeping in mind that it is a basic course and most of the students have no learning experience. Hence, its focus will be on imparting basic concepts of different financial instruments and markets. Course will discuss topics like overview of financial system, interest rate and its importance in financial markets, importance of financial institutions, different types of financial markets and their functioning. In addition this course will also discuss the topic of financial crisis in detail.

## Recommended Textbook

- F.S. Mishkin& S. G. Eakins, Financial Markets and Institutions, 7th edition, Parsons Education.
- Financial System and Economic Development – Pakistan, Volume II: Financial Markets, ShakilFaruqi.

## Grading Assessment

Students will be assessed on the basis of following criteria:

|                           |     |
|---------------------------|-----|
| Assignments/Presentations | 15% |
| Quizzes                   | 10% |
| Mid Term                  | 25% |
| Final                     | 50% |

Students are required to be regular and punctual in attending classes. Any student having less than 75% attendance will be marked F in the course and will not be allowed to sit in final exam. Students will only be considered present if they manage to appear for the class within 10 minutes of scheduled time. Students are also advised to bring their calculators and notebooks to the class.

## Course Contents

| Lecture# | Topics Covered | Text |
|----------|----------------|------|
| 1        | Introduction   |      |

|          |  |                                     |
|----------|--|-------------------------------------|
|          | <b>Why Study Financial Markets and Institutions?</b>   | Chapter 1<br><br>(Mishkin & Eakins) |
| <b>2</b> | <b>Overview of the Financial System</b> <ul style="list-style-type: none"> <li>• Functions of financial markets</li> <li>• Structure of Financial Markets</li> <li>• Internationalization of Financial Markets</li> <li>• Function of Financial Intermediaries</li> </ul>                                | Chapter 2<br><br>(Mishkin & Eakins) |
| <b>3</b> | <b>Overview of the Financial System</b> <ul style="list-style-type: none"> <li>• Types of Financial Intermediaries</li> <li>• Regulation of the Financial System</li> <li>• Asymmetric Information: Adverse Selection and Moral Hazard</li> </ul>  |                                     |
| <b>4</b> | <b>What Do Interest Rates Mean and What Is Their Role in Valuation?</b> <ul style="list-style-type: none"> <li>• Measuring Interest Rates</li> <li>• Present Value</li> <li>• Four Types of Credit Market Instruments</li> <li>• Yield to Maturity</li> </ul>  | Chapter 3<br><br>(Mishkin & Eakins) |
| <b>5</b> | <b>What Do Interest Rates Mean and What Is Their Role in Valuation?</b> <ul style="list-style-type: none"> <li>• The Distinction Between Real and Nominal Interest Rates</li> <li>• The Distinction Between Interest Rates and Returns</li> </ul>  |                                     |
| <b>6</b> | <b>Why Do Interest Rates change?</b> <ul style="list-style-type: none"> <li>• Determinants of Asset Demand</li> <li>• Wealth</li> <li>• Expected Returns</li> <li>• Risk</li> <li>• Liquidity</li> <li>• Supply and Demand in the Bond Market, Demand Curve, Supply Curve, Market Equilibrium</li> </ul> |                                     |

|    |   |                                    |
|----|---|------------------------------------|
| 7  | <p><b>Why Do Interest Rates change?</b></p> <ul style="list-style-type: none"> <li>• Changes in Equilibrium Interest Rates, Shifts in the Demand for Bonds, Shifts in the Supply of Bonds</li> </ul>  | Chapter 4<br><br>(Mishkin& Eakins) |
| 8  | <p><b>Why Do Financial Institutions Exist?</b></p> <ul style="list-style-type: none"> <li>• Transaction Costs</li> <li>• How Transaction Costs Influence Financial Structure</li> <li>• How Financial Intermediaries Reduce Transaction Costs</li> <li>• Asymmetric Information: Adverse Selection and Moral Hazard</li> </ul>            |                                    |
| 9  | <p><b>Why Do Financial Institutions Exist?</b></p> <ul style="list-style-type: none"> <li>• The Lemons Problem: How Adverse Selection Influences Financial Structure</li> <li>• How Moral Hazard Affects the Choice Between Debt and Equity Contracts</li> <li>• Moral Hazard in Equity Contracts: The Principal–Agent Problem</li> </ul> | Chapter 7<br><br>(Mishkin& Eakins) |
| 10 | <p><b>Why Do Financial Institutions Exist?</b></p> <ul style="list-style-type: none"> <li>• Tools to Help Solve the Principal–Agent Problem</li> <li>• How Moral Hazard Influences Financial Structure in Debt Markets</li> <li>• Tools to Help Solve Moral Hazard in Debt Contracts</li> <li>• Conflicts of Interest</li> </ul>          |                                    |
| 11 | <p><b>Why Do Financial Crises Occur and Why Are They So Damaging to the Economy?</b></p> <ul style="list-style-type: none"> <li>• Asymmetric Information and Financial Crises</li> <li>• Dynamics of Financial Crises in Advanced Economies</li> <li>• CASE - The Mother of All Financial Crises: The Great Depression</li> </ul>         |                                    |
| 12 | <p><b>Why Do Financial Crises Occur and Why Are They So Damaging to the Economy?</b></p> <ul style="list-style-type: none"> <li>• The 2007–2009 Financial Crisis</li> <li>• Was the Fed to Blame for the Housing Price Bubble?</li> <li>• Dynamics of Financial Crises in Emerging Market Economies</li> </ul>                            | Chapter 8<br><br>(Mishkin& Eakins) |

|           |  |                                     |
|-----------|--|-------------------------------------|
| <b>13</b> | <b>The Money Markets</b> <ul style="list-style-type: none"> <li>• Why Do We Need the Money Markets?</li> <li>• Money Market Cost Advantages</li> <li>• The Purpose of the Money Markets</li> <li>• Who Participates in the Money Markets?</li> </ul> | Chapter 11<br><br>(Mishkin& Eakins) |
| <b>14</b> | <b>The Money Markets</b> <ul style="list-style-type: none"> <li>• Money Market Instruments</li> <li>• Comparing Money Market Securities</li> </ul>   |                                     |
| <b>15</b> | <b>The Bond Market</b> <ul style="list-style-type: none"> <li>• Purpose of the Capital Market</li> <li>• Capital Market Participants</li> <li>• Capital Market Trading</li> <li>• Types of Bonds</li> </ul>  | Chapter 12<br><br>(Mishkin& Eakins) |
| <b>16</b> | <b>The Bond Market</b> <ul style="list-style-type: none"> <li>• Treasury Notes and Bonds</li> <li>• Municipal Bonds</li> <li>• Corporate Bonds</li> <li>• Financial Guarantees for Bonds</li> </ul>  |                                     |
| <b>17</b> | <b>The Bond Market</b> <ul style="list-style-type: none"> <li>• Current Yield Calculation, Finding the Value of Coupon Bonds, Finding the Price of Semiannual Bonds</li> </ul>   |                                     |
| <b>18</b> | <b>The Stock Market</b> <ul style="list-style-type: none"> <li>• Investing in Stocks</li> <li>• Computing the Price of Common Stock</li> </ul>   |                                     |
| <b>19</b> | <b>The Stock Market</b> <ul style="list-style-type: none"> <li>• How the Market Sets Security Prices</li> <li>• Errors in Valuation</li> <li>• Stock Market Indexes</li> </ul>   | Chapter 13<br><br>(Mishkin& Eakins) |
| <b>20</b> | <b>The Mortgage Markets</b> <ul style="list-style-type: none"> <li>• Defining mortgage markets</li> <li>• Characteristics of the Residential Mortgage</li> <li>• Types of Mortgage Loans</li> </ul>  | Chapter 14<br><br>(Mishkin&Eakins)  |



|           |   |                                 |
|-----------|---|---------------------------------|
|           | <ul style="list-style-type: none"> <li>• Securitization of Mortgages</li> </ul>   |                                 |
| <b>21</b> | <b>The Foreign Exchange Market</b> <ul style="list-style-type: none"> <li>• Foreign Exchange Rates and their importance</li> <li>• How Is Foreign Exchange Traded?</li> <li>• Exchange Rates in the Long Run</li> <li>• Factors That Affect Exchange Rates in the Long Run</li> </ul>   | Chapter 15                      |
| <b>22</b> | <b>The Foreign Exchange Market</b> <ul style="list-style-type: none"> <li>• Exchange Rates in the Short Run: A Supply and Demand Analysis</li> <li>• Explaining Changes in Exchange Rates</li> </ul>  | (Mishkin& Eakins)               |
| <b>23</b> | <b>Banking and Management of Financial Institutions</b> <ul style="list-style-type: none"> <li>• The Bank Balance Sheet</li> <li>• Basic Banking</li> <li>• Principles of Bank Management</li> <li>• Measuring Bank Performance</li> </ul>  | Chapter 17<br>(Mishkin& Eakins) |
| <b>24</b> | <b>The Mutual Funds</b> <ul style="list-style-type: none"> <li>• Defining mutual funds</li> <li>• Benefits, ownership and structure of Mutual Funds</li> <li>• Investment Objective Classes</li> <li>• Fee Structure of Investment Funds</li> <li>• Regulation of Mutual Funds</li> <li>• Conflicts of Interest and government responses</li> </ul> | Chapter 20<br>(Mishkin& Eakins) |
| <b>25</b> | <b>Insurance Companies and Pension Funds</b> <ul style="list-style-type: none"> <li>• Defining insurance companies</li> <li>• Fundamentals of insurance</li> <li>• Types of insurance</li> <li>• Defining pension plans</li> <li>• Types of pensions</li> <li>• Regulation of Pension Plans</li> </ul>  | Chapter 21<br>(Mishkin& Eakins) |

|           |   |  |
|-----------|---|--|
| <b>26</b> | <b>Financial Derivatives and Hedging</b> <ul style="list-style-type: none"><li>• Overview of hedging and derivatives</li><li>• Forward contracts</li><li>• Future contracts</li></ul> |  |
| <b>27</b> | <b>Financial Derivatives and Hedging</b> <ul style="list-style-type: none"><li>• Options</li><li>• Swaps</li><li>• Credit derivatives</li></ul>                                       | Chapter 24<br><br>(Mishkin&<br>Eakins) |

## Subject

### Business Statistics

#### Course Objectives:

- The focus of the course will be to encourage critical thinking in students by emphasizing on concepts of the subject and illustrating them with the help of examples using data from real world situation. It will make the students understand and learn by means of data collection, processing, presentation and inference.

#### Core Reading Book

1. **Lind, Marchal and Wathen:**Statistical Techniques in Business and Economics, McGraw Hill, 15<sup>th</sup> Edition.
2. **Freedman, David, Roger Perves and Robert Pisani:** Statistics, 4<sup>th</sup> Edition. WW Norton and Company.

#### Reference Books

3. McClave, Benson and Sincich: Statistics for Business and Economics. 7<sup>th</sup> Edition.
4. Levin and Rubin:Statistics for Management, 7<sup>th</sup> Edition.

#### Course Outline:

- I. Introduction to Statistics
  - Types of Statistics, Types of Variables, Levels of Measurements
- II. Presentation of Data
  - Construction of frequency tables, Bar Chart & Pie Chart.
  - Histogram, Frequency curves, Stem and Leaf plot
- III. Measures of Central Tendency
  - Measures of central tendency: mean, median, mode, geometric mean.(grouped & Ungrouped data)
- IV. Measures of Dispersion
  - Measures of Dispersion: Range, Mean Deviation, Variance and Standard Deviation,
  - Measures of Dispersion: Deciles, Quartiles & Percentiles; Box plot.
  - Measures of Dispersion: Application of Chebyshev's theorem, Relative Dispersion.
- V. Index Numbers
  - Index Numbers: Simple Index Numbers, Unweighted and weighted Indexes.
  - Index Numbers: Value Index, Special-purpose Indexes and Consumer Price Index, Shifting

the base.

VI. Probability

- Probability Concepts: Principles of Counting, Approaches to assigning probabilities
- Rules of Addition and Multiplication
- Independence, Conditional probability, Contingency Tables.

VII. Random Variables

- Random Variables: Concept of Discrete and continuous random variables, Probability Distribution
- Random Variables: Mean & Variance of Discrete distributions, Bi variate Discrete distribution

VIII. Discrete Probability Distribution

- Discrete Probability Distributions: Binomial distribution and its applications.
- Discrete Probability Distributions: Hyper geometric Probability distribution and its applications.
- Discrete Probability Distributions: Poisson Probability distribution and its applications.

IX. Continuous Probability Distribution

- Continuous Probability Distributions: Uniform distribution and its applications.
- Continuous Probability Distributions: Properties of Normal Distribution, Finding area under the normal curve
- Continuous Probability Distributions: The normal approximation to Binomial

X. Analysis of Financial Data

- Financial terms, net present value, project investment data, risk and statistical estimation of IRR, time series financial data, forecasting, seasonal variation.
- Regression Analysis: Least squares principle, Estimating the regression line, Drawing the line of Regression. Standard Error of the estimate

## Subject

### Mathematics for Business

#### SYLLABUS

- I. Basic algebra: Linear and quadratic equations, Solving linear and quadratic equations, Application of equations: profit, pricing, savings, revenue, sales tax, investment, bond redemption, linear inequalities, applications of inequalities: profit, renting verses purchasing, leasing versus purchasing, revenue, current ratio, investment
- II. Functions and Graphs: Introduction to functions, domain and range of a function, Applications: demand, supply and profit functions, demand and supply schedule, value of business, depreciation, Special functions: polynomial, rational, piecewise defined functions, Absolute value function, and evaluation of such functions. Combination of functions. Applications: cost, investment, sales, profit, business, Graphs of functions: linear, quadratic, piecewise defined functions, graphing of quadratic functions by finding vertex, Applications on graphs: inventory, debt payment, pricing, revenue and profit, demand and supply curves
- III. Lines and Systems: Equation of a straight line, slope and intercept of a line, parallel and perpendicular lines, Applications: price-quantity relationship, production levels, cost, revenue, demand and supply equations, isocost line, isoprofit line, depreciation, appreciation, systems of linear equations, solution of system of linear equations, nonlinear systems: one linear one quadratic equation, solving nonlinear systems, Applications: market equilibrium, break-even points, profit and loss, business
- IV. Limits and Continuity: Limit of a function, Graphical approach, Properties of limit, limit of polynomial and rational functions, limits at infinity, infinite limits, Applications: Production function, average cost, continuous compound interest, One-sided limits, Continuity, Applications: Inventory, cost-benefit analysis, cost management
- V. Differentiation: The derivative, techniques of differentiation. Applications: Profit, Manufacturing output, consumer expenditure, cost management, demand and revenue, sales, The chain rule, The general power rule, Applications on chain rule: Production, consumer demand, manufacturing cost, compound interest, depreciation, Marginal analysis and approximations using increments, implicit differentiation and related rates, Applications on implicit differentiation: Manufacturing, demand rate, supply rate, L'Hopital's Rule

- VI. Additional Applications of the Derivative: Increasing and decreasing functions, Relative Extrema and optimization, First derivative test for relative extrema, Concavity and point of inflection, The second derivative test for extrema, Optimization, Marginal analysis criterion for maximum profit, Marginal analysis criterion for minimal average cost, price elasticity of demand, Additional applied business and economics applications on optimization: profit under monopoly, production and construction cost problems, inventory, effect of taxation on a monopoly, depreciation

### **Core Reading List**

1. Laurence D. Hoffman, Gerald Bradley, Dave Sobecki, and Michael Price, Calculus for Business, Economics and the Social and Life Sciences, McGraw Hill, 2013, 11<sup>th</sup> Edition.
2. Edward T. Dowling, Schaum's Outline of Mathematical Methods for Business and Economics, McGraw Hill, 2009.

### **Reference Book**

Ernest F. Haussler, Jr & Richard S. Paul, Introductory Mathematical Analysis for Business, Economics and the Social and Life Sciences, Mc GrawHill, 2010, 13<sup>th</sup> Edition.



## Subject

### Quantitative Techniques in Business

#### Course Objectives

The course aims at introducing the students to quantitative techniques frequently applied in business. The course covers mastering the application of linear programming, assignment and transportation techniques, network analysis, PERT & CPM in addition to application of probability in decision making, forecasting and inventory control.

#### Course Contents

1. Introduction to quantitative techniques.
2. Probability and decision making.
3. Decision trees.
4. Forecasting - time series analysis.
5. Inventory control - introduction and terminology.
6. Inventory control - types of control system.
7. Inventory control - economic order quantity.
8. Inventory control - safety stocks and re-order levels.
9. Simulation.
10. Linear programming - introduction.
11. Linear programming - graphical solutions.
12. Linear programming - simplex method for maximizing.
13. Linear programming - simplex method for minimizing.
14. Transportation Technique.
15. Assignment Technique.
16. Network Analysis - introduction and terminology.
17. Network Analysis - time analysis. PERT & CPM.
18. Network Analysis - cost scheduling.
19. Network Analysis - resource scheduling
20. Network Analysis - activity on nodes.

#### Basic Text Books

1. Quantitative Techniques 6e by T. Lucy Published by Cengage Learning, ©2002
2. Anderson, David, R., Sweeney, Dennis J., Williams, Thomas A., Camm, Jeff, and Martin, R. Kipp, Quantitative Methods for Business, 11th Edition, Mason, Ohio: South Western, 2010.

#### 3. Assessment Scheme:

|         |     |
|---------|-----|
| Quizzes | 10% |
|---------|-----|



|                     |             |
|---------------------|-------------|
| Assignments/Project | 10%         |
| Presentations       | 10%         |
| Mid Term Exam       | 20%         |
| Final Exam          | 50%         |
| Total               | <u>100%</u> |

## Subject

### MACROECONOMICS

#### **COURSE DESCRIPTION**

This course aims at giving students knowledge about the working of a mixed economy at the aggregate level under pinning of aggregate out-put and income determination, key macroeconomics problems and major policy debate. The basic themes are extended to find out how the disciplines of national income, macroeconomics in closed and open economy, macroeconomic stabilization policies, macro-economic components (consumption, saving, private investment, interest etc.), public finance, money and banking link up with conventional macroeconomics.

#### **LEARNING OUTCOME**

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

1. To become familiar with and readily use economic terminology.
2. To learn about the analytical approach economists take to the problem of scarcity.
3. To gain an intuitive understanding of macroeconomic theory and application.
4. To acquire better critical thinking skills through the analysis of present day economic issues.
5. To provide a foundation for possible careers in business, government, academic or other sectors.
6. To develop a conscious recognition of economics in the world around us.

#### **COURSE CONTENT**

|                    |   |
|--------------------|---|
| <b>Week 01, 02</b> | <b>KEY CONCEPTS OF MACROECONOMICS</b><br>Objectives and instruments of macroeconomics.<br>Tools of macroeconomics policy.<br>Aggregate demand and supply.<br>Two, Three and Four Sector Economy   |
| <b>Week 03, 04</b> | <b>MEASURING ECONOMIC ACTIVITY.</b><br>Concepts of National Income.<br>Measurement of National Income. GDP, NDP, GNP & NNP, Personal Income & Disposable Personal Income<br>GDP Deflator and a real GDP<br>National Income as a measure of economic welfare   |
| <b>Week 05, 06</b> | <b>CONSUMPTION AND INVESTMENT.</b><br>Consumption, Income and saving.<br>Consumption Function.<br>Saving Function.<br>The Marginal Propensity to Consume and Average Propensity to consume<br>The Marginal Propensity to Save and Average Propensity to save<br>Determinants of Consumption<br>Determinants of Investment (Rate of interest, MEC) |
| <b>Week 07</b>     | <b>INCOME AND EMPLOYMENT DETERMINATION</b><br>Classical approach. (Theory & Mathematical Explanation)<br>Modern approach/Keynesian Approach (Theory & Mathematical Explanation)   |

|                    |  |
|--------------------|--|
|                    | Post Keynesian Approach (Theory & Mathematical Explanation)  |
| <b>Week 08</b>     | <b>MULTIPLIER AND ACCELERATOR</b><br>Investment Multiplier.<br>Tax multiplier, foreign trade multiplier and super multiplier.  |
| <b>Week 09</b>     | <b>FISCAL AND MONETARY POLICIES</b><br>Fiscal Policy<br>Monetary Policy  |
| <b>Week 10</b>     | <b>INFLATION</b><br>Nature and kinds.<br>Inflationary and deflationary gaps.<br>Inflation and unemployment.  |
| <b>Week 11</b>     | <b>BUSINESS CYCLE</b><br>The concept of Business Cycle<br>Business Cycle Theories<br>Business Cycle & Business Decision Making   |
| <b>Week 12, 13</b> | <b>INTERNATIONAL TRADE</b><br>Classical theory of International trade (CIT)<br>Modern theory of International trade (H-O-Theorem)<br>Economic Integration and Regional Cooperation.<br>Protection and free trade.<br>WTO (Objectives and role) |
| <b>Week 14</b>     | <b>BALANCE OF PAYMENTS</b><br>Balance of Payments Accounts.<br>Disequilibrium & Imbalance of Payments.<br>Causes and Remedies.   |
| <b>Week 15</b>     | Revision   |

#### **TEXT/REFERENCE BOOKS**

1. Dornbusch and Fischer Macroeconomics, McGraw Hill, New York. (Latest Edition)
2. Mc Connell & Brue, Economic, McGraw Hill, INC (Latest Edition)
3. Muhammad Hussain Choudhry, Economic Theory Volume 2, Caravan Book House, Lahore 2002.
4. Ruffin & Gregory, Principles of Economics, Scott, Foresman& Company.
5. Samuelson and Nordhaus, Economics, McGraw Hill, New York. (Latest Edition)

#### **Assessment Scheme:**

|                     |     |
|---------------------|-----|
| Quizzes             | 10% |
| Assignments/Project | 10% |
| Presentations       | 10% |

|               |             |
|---------------|-------------|
| Mid Term Exam | 20%         |
| Final Exam    | 50%         |
| Total         | <u>100%</u> |

## Subject

### MICROECONOMICS

#### COURSE DESCRIPTION

This course is designed to introduce key microeconomics concepts and techniques applicable as tools for rational economic decision-making within the micro framework. Emphasis is placed on optimal decisions making within the firm and the strategic relationship with other businesses. This course will also help the students to get familiarize with a working knowledge of Microeconomics and to build a thorough understanding of different market structures and their effects on price and output.

#### LEARNING OUTCOMES

After studying this course the student will be able to understand:

- The factors that determine demand and supply along with the concept of elasticity
- Analyze efficiency and the role of government in promoting and deterring efficiency
- Identification of goods and the public choice and the existence of impact of externalities

#### TEACHING ARRANGEMENTS

**Lectures:** There will be two lectures weekly on **Wednesday** and **Friday** of **90** minutes each.

**Attendance:** Students must attend all the classes. Students with less than **75% attendance** will not be allowed to take the final exam.

**Grades:** The overall marks for the course depend on performance during the semester (**50%**) and performance in the final examination (**50%**).

**Google Class Room:** All material related to the course including assignments, solution to quizzes and grades will be uploaded at the student portal: *Google Class Room* → **Microeconomics (Banking & Finance)**

The distribution of credits will be as follows:

| Coursework            | Marks (%)  |
|-----------------------|------------|
| Assignments & Quizzes | 25         |
| Mid-Term Examination  | 30         |
| <b>Sub-total</b>      | <b>50</b>  |
| Final Examination     | 50         |
| <b>Total</b>          | <b>100</b> |

**Plagiarism:** The University's Assessment Regulations indicate that "Plagiarism and dishonest practice in coursework and examinations are serious offences for which offenders will be penalized". Students are warned that plagiarism (i.e. use of other people's work without proper acknowledgment), and other forms of dishonest conduct will normally lead to automatic failure in the course.

## Readings

1. Campbell R. McConnell & Stanley L. Brue, *Economics*, 18<sup>th</sup> Edition
2. David M. Winch, *Micro Economics: Problems and Solutions*, Latest Edition
3. Dominick Salvatore, *Microeconomics*, 4<sup>th</sup> Edition (Schaum's Outline)
4. Robert S. Pindyck and Daniel L. Rubinfeld, *Microeconomics*, 6<sup>th</sup> Edition
5. N. G. Mankiw, *Principles of Microeconomics*, 4<sup>th</sup> Canadian Edition

## COURSE CONTENT

### WEEK 01

#### BASIC ECONOMIC CONCEPTS

- Economics: Basic Themes and Nature
- Micro versus Macro Economics
- Positive versus Normative Economics
- Economic Problem of resource allocation

### WEEK 02, 03

#### DEMAND AND SUPPLY ANALYSIS

- The demand function and changes in demand
- The supply function and changes in supply
- Equilibrium of Supply & Demand
- Elasticity of demand/supply and its measurement
- Mathematical Applications

### WEEK 04

#### APPROACHES TO UTILITY ANALYSIS

- Cardinal approach and consumer equilibrium
- Ordinal approach and consumer equilibrium
- Price, Income and Substitution effects on consumer equilibrium

### WEEK 05, 06

#### PRODUCTION ANALYSIS

- Basic production concepts: Short-run and long-run production
- Total, Average and Marginal Product
- Returns to scale
- Mathematical Applications

### WEEK 07, 08

#### COST AND REVENUE ANALYSIS

- Basic cost of production concepts: Short-run cost, long-run cost
- Total, Average and Marginal revenues
- Profit-Maximization
- Mathematical Applications

### WEEK 09, 10

#### MARKET STRUCTURES AND PRICING

- Market and its forms
- Price and output under perfect competition, monopoly, duopoly, oligopoly and monopolistic competition
- Mathematical Applications in Perfect Competition and Monopoly

- Game Theory: Basic concept and Nash Equilibrium

**WEEK 11**

**GAME THEORY**

- Basic Concepts of game theory
- Nash Equilibrium

**WEEK 12, 13**

**RESOURCE ALLOCATION**

- Public Goods and Public Choice theory
- Role of the Government in market efficiency
- Existence of impact of externalities

**WEEK 14**

**COST BENEFIT ANALYSIS**

- Public vs Private Projects
- Net Present Value
- Risk Assessment
- Mathematical Applications

**WEEK 15**

Revision/Final Exam

## Subject

### PAKISTAN ECONOMY

#### **OBJECTIVES:**

To introduce students about:

- the key features of macroeconomic management in Pakistan
- the process of macroeconomic management in Pakistan
- critical issues facing macroeconomic management in Pakistan

#### **OUTCOMES**

- Good working knowledge of Pakistan's economy
- Discuss intelligently, the issues related to economic development

#### **Course Contents:**

##### **1. QUICK REVIEW OF NATIONAL INCOME**

###### **ACCOUNTS**

- GDP (Nominal and Real) and GNP
- Measure of Inflation and Employment
- Problems with GDP as a Measure of Social Welfare
- Beyond GDP
- Basic Needs Approach
- HDI Approach and its Calculation

##### **2. REVIEW OF ALTERNATIVE MODELS OF ECONOMIC MANAGEMENT**

- Markets or Liberal Capitalism
- Socialism or State Capitalism
- Social Democracy or Mixed Economy
- Islamic Economics or Islamic Capitalism
- Pakistan's Models of Economic Management

##### **3. BACKGROUND OF PAKISTANI ECONOMIC MANAGEMENT**

- Why we are Doing What We are Doing
- British Colonialism and Muslim Responses
- Ali Garh and the Upbringing of Muslim Nationalism
- Muslim League and its Targets
- Relationship between Muslim Nationalism and Capitalism



#### **4. Agricultural SECTOR OF PAKISTAN**

- Is Pakistan Feudal or Capitalist?
- Nature of its Structure Before British Rule
- British Regulations and the Emergence of Markets
- 1947-58: The Neglected Agriculture Sector
- The Green Revolution and its Impacts
- Evaluation of Green Revolution as Development Strategy
- Land Reforms (both of Ayub and Bhutto)
- Key Issues in Pakistan's Agricultural Sector

#### **5. INDUSTRIAL SECTOR OF PAKISTAN**

- Composition of Manufacturing Sector
- Process of industrialization from 1947-58
- The Development Decade of Ayub—1958-68
- The Experimental Regime of Bhutto—1972-77
- Zia Regime and back to the Basics—1977-88
- Industry after Structural Adjustment Program—1988-onwards
- Key Issues in Pakistani Industry

#### **6. FISCAL AND MONETARY POLICIES AND INFLATION IN PAKISTAN**

- Fiscal Developments
  - Structure and trends in revenue
  - Structure of expenditures and trends of fiscal deficit
  - Issues with Financing of Fiscal Deficit
  - New NFC Award and Medium-Term Budgetary Framework
- Monetary Policy Management and Inflation in Pakistan
  - Understanding Monetary Data
  - Monetary Management
  - Financial Sector Reforms
  - Salient Issues in Banking Sector
- Inflation and its Causes in Pakistan

#### **7. PUBLIC AND EXTERNAL DEBTS IN PAKISTAN**

- Difference between the two Debts
- Is Debt Creation always bad?

- Concerns Regarding Pakistan's Fiscal Deficit
- Reforms to bring debt under control

## **8. STRUCTURAL ADJUSTMENT PROGRAM (SAP) AND PAKISTAN**

- Globalization and Export of Development Thinking
- Composition of SAP
- Implementation of SAP in Pakistan
- Evaluation of the Results of SAP
- Did Pakistan need to go for SAP?
- Why does Pakistan Adopt IMF Program

## **9. PERFORMANCE OF PAKISTAN ON FOREIGN ECONOMIC FRONT**

- Understanding BOP accounts
- Trends in BOP
- Composition of Exports and Imports
- Historical Directions of Pakistan's Trade Policy Regimes
- Impacts of Structural Adjustment Program on Trade Policy
- Dealing with Globalization and WTO
- Impacts of Globalization on Poverty in Pakistan
- Exchange Rate Regimes in Pakistan
- The weakening currency of Pakistan
- Why can't Muslims adopt a common currency?

## **10. SOCIAL SECTOR IN PAKISTAN**

- Health Sector and its Issues
- Education and its Issues
- Gender Inequality
- Regional Inequalities
- Structure of Population
- Population: Asset or Liability?
- Urbanization and Housing
- Infrastructure
- Poverty and Income Distribution
- Measurement Issues
- Trends In Poverty and Income Distribution
- Is Poverty *the* Problem?
- Does growth eliminate or create Poverty?
- Poverty Alleviation Strategies and their Failure

## 11. RECENT CHALLENGES FACING PAKISTAN ECONOMY

- Deteriorating Law and Order Situation
- Energy Crises
- Rising Circular Debt

### READING MATERIAL:

1. Zaidi Akbar (2006), *Issues in Pakistan's Economy*, Oxford University Press, Karachi
2. Ishrat Hussain, (2007) *Pakistan: The Economy of an Elite State*, Oxford University Press, Karachi
3. Ishrat Hussain, (2009) "Pakistan's Economy-1999/2000-2007/2008: An Objective Appraisal", *Business Review*, Vol 4 (1): p. 7-48; IBA, Karachi
4. *Pakistan Economic Surveys*

### Assessment Scheme:

|                      |             |
|----------------------|-------------|
| Quizzes              | 10%         |
| Assignments/Project/ | 10%         |
| Presentations        | 10%         |
| Mid Term Exam        | 20%         |
| Final Exam           | 50%         |
| Total                | <u>100%</u> |

## **Subject**

### **Games of Strategy and Business**

Credit Hrs: 3

Pre-Requisites: Microeconomics, Introduction to Mathematics.

#### **Course Objectives:**

This course focuses on the strategic aspects of business management. It relies heavily on the Theory of Games or Strategic Reasoning as an analytical toolkit to understand the strategic interdependence of business agents/firms. The theory of games is developed and refined enormously since its inception in 1944 with the publication of the *Theory of Games and Economics Behavior* by John von Neumann and Oskar Morgenstern. It has been used extensively in disciplines like business management, economics, finance, experimental economics, political science and biology.

This course aims at an introductory exposition of strategic reasoning. The students will learn the classic games of strategy with sufficient technical rigor along with their solution techniques. The objective is to help students understand the rapidly developing field of strategic problem solving. To this end, the course uses copious examples from different text books to drill the main concepts and also to make the ideas come lively before students.

The approach adopted is both intuitive and formal. The later, in particular, allows students' sufficient training in mathematical techniques used to solve the strategic interactions. The main objective is to make students able to solve the basic games at their own. More importantly, it is to ensure that students should be able to apply the game theoretic reasoning of their own to analyze the real world situations.

The course uses interactive lecturing method as its primary pedagogical device. This is fostered by online resources, mathematics software, and a research project to reinforce the main points and to fill out the gaps left in classroom learning. The students are given a project to encourage the application of the tools they acquired in this course. The project is evaluated at the end of the course through group presentations.

#### **Learning Outcomes:**

After having this course the students will be able to:

1. understand the terminology of the games and the literature dealing with strategic issues
2. understand and use the lessons from the most famous games in the literature e.g. Prisoner's dilemma, game of chicken, ultimatum game etc.
3. understand the imperfect market structures that are readily analyzable using strategic reasoning.
4. cast strategic situations in game theoretic mold, identifying payoffs and probabilities.

#### **Reference Texts:**

1. Strategy: An introduction to game theory by Joel Watson, 3<sup>rd</sup> Edition, WW Norton, 2013.
2. Game theory for Applied Economists by Robert Gibbon. Princeton University Press. (Latest Edition).
3. Handbook of Game theory Vol 4. Editors: H. Peyton Young and Shmuel Zamir. Elsevier: Amsterdam, Holland, 2015.
4. Art of Strategy by Avinash Dixit and Barry Nalebuff. WW Norton, 2008.
5. A very short introduction to game theory by Ken Binmore, Oxford University Press, 2007.

## **Week Topics**

1. Why study games? Game theory as a tool kit to analyze strategic encounters. Demonstration through class room games
2. Brief History of Game Theory. Early pioneers, need of game theory, superiority over traditional decision making analysis. Demonstration through classroom games.
3. Basic concepts and terms with examples. Representing strategic situations. Different types of games. Different type of strategies (analytical categorization). Assumptions. Two basic ways of representing strategic situations: Game trees and Payoff Matrix. Differences between these methods.
4. Game theoretic models and illustrations. Sequential move games in pure strategies. Solution concept: Backward induction. Two players with two strategies. Two players with three strategies. Two players with more than three strategies. Three players with two strategies.
5. Normal Form games. Simultaneous games. Solving games in normal form. Information issues. Concept of Nash equilibrium.  
Examples from normal life. Examples from business.
6. Evidence on Nash equilibrium. Laboratory evidence. Real world evidence. Weaknesses in Nash equilibrium.
7. Simultaneous moves games with continuous strategies; examples from oligopoly market structure. Combining sequential and simultaneous moves. Two stage games. Mixed strategy games. Mixing strategies in different types of games.
8. Uncertainty and Information. Dealing with risk in strategic situations. Asymmetric information. Communication and Cheap Talk. Adverse selection, signaling and screening.

9. Signaling in labor market. Signaling in product market. Equilibrium in signaling games.
10. Classification of strategic moves. Credibility. Commitments. Threats and promises; acquiring credibility, countering your opponents' strategic moves.
11. Mechanism design. Cost plus and fixed price contracts. Evidence concerning information revelation mechanisms. Incentive for effort. Incentive for effort evidence.
12. Bidding strategy and auction design. Types of auction. The winner's curse. Bidding strategies. The English auction; the Dutch auction. All pay auctions.
13. Risk neutral bidders and independent estimates. Risk averse bidders. Other considerations (multiple objects, defeating the system, information disclosure). Online auctions.
14. Bargaining. Nash's cooperative solution. Variable-threat bargaining. Alternating offers model I: Total value decays. Experimental evidence. Alternating offers model II: Impatience. Manipulating information in bargaining.

**Assessment Scheme:**

|                      |             |
|----------------------|-------------|
| Quizzes              | 10%         |
| Assignments/Project/ | 10%         |
| Presentations        | 10%         |
| Mid Term Exam        | 20%         |
| Final Exam           | 50%         |
| Total                | <u>100%</u> |

## **Subject**

### **INTERNATIONAL FINANCE**

**INTERNATIONAL FINANCE (C-13)**

Instructor: Dr. Ummad Mazhar

Credit Hrs: 3

Semester: **Fall 2015**

Pre-requisite:

Class Hrs: Tuesday (12:30 pm – 2:00 pm) and Thursday (12.30 pm – 2.00 pm)

Office Hrs: Friday 9 am – 12 pm

#### **Course Objective:**

This is a course in International Finance. Its principle objective is to train students to think in a scientific way about the issues of exchange rates, inflation across countries, and policy coordination. The course covers broad range of topics and it is equally useful for students working in different fields of economics, banking and finance and social sciences.

The course is divided into four parts. The first part furnishes students with fundamentals of international finance i.e. basic definitions and calculations. In the second part, students learn about foreign exchange markets, determinants of foreign exchange, and how businesses and governments are affected by changes in exchange rate. The third part teaches students the two important models to analyze and predict movements in exchange rates. It also furnishes concepts and tools that are used to hedge against exchange rate risk in the short run. The final part explores the relationship

between international monetary system and exchange rate regimes in historical perspective and links it to the present issues in the world monetary system. It also discusses issues like optimal currency area and new payment system called bitcoin. The focus uses modern tools and techniques of teaching to enhance productivity of the students to get the most out of the given time.

#### **Learning Outcomes:**

1. The main objective of the course is to train the students to think about issues related to international finance both at domestic and international level in a scientific way.
2. To cultivate the ability to understand global economic system both from government and from business manager's perspective. And how to overcome possible issues related to international business environment.
3. Allow them to understand and use the models financial experts use to predict and analyze movements in exchange rates.
4. Develop the ability to understand the concepts and tools that are used to hedge businesses against risks associated with international financial transactions.
5. To motivate the students to write research papers with an aim of publishing in refereed journals

## Reference Books:

- *International Finance: An analytical approach*. Imad A Moosa. McGraw Hill.
- *Exchange Rates and International Finance* by Laurence S. Copeland, 6th edition –FT  
Prentice Hall

## Course Outline and Schedule

| <b>Week<br/>Mon-<br/>Sat</b> | <b>Topics</b>   | <b>Text Book<br/>(Ref A)</b> | <b>Page<br/>Nos.</b> | <b>Tests &amp;<br/>Assignments</b> |
|------------------------------|---|------------------------------|----------------------|------------------------------------|
| <b><u>Wk-1</u></b>           | Overview of the course<br><br>Exchange rates, definition; different concepts related to exchange rates;<br><br>Changes in exchange rates and terminology used for these changes; models to understand long term movements in exchange rate; optimal currency area concept | See relevant chpt(s)         |                      |                                    |
| <b><u>Wk-2</u></b>           | Calculating percent changes in exchange rates;<br>Grasping rate conversions<br>Calculating cross rates<br>Bid ask spread  | See relevant chpt(s)         |                      |                                    |
| <b><u>Wk-3</u></b>           | Identifying major actors in foreign exchange market<br>Identifying risks faced by different actors<br>Speculation   | See relevant chpt(s)         |                      | Assignment 1<br>Class Test 1       |
| <b><u>Wk- 4</u></b>          | Understanding changes in exchange rate<br>Different variables' link with exchange rate<br>Defining exchange rate regime   | See relevant chpt(s)         |                      |                                    |
| <b><u>Wk- 5</u></b>          | Models of exchange rate determination<br>Supply and demand model; determining exchange rate using supply and demand model (graphical approach); predicting changes in exchange rate (role of inflation, growth, government interventions and interest rate)               | See relevant chpt(s)         |                      |                                    |
| <b><u>Wk- 6</u></b>          | Monetary approach to balance of payment; explaining the money market; taking on foreign exchange rate market (asset approach; real returns; equilibrium)  | See relevant chpt(s)         |                      | Mid term 1                         |



|                    |  |                      |  |  |
|--------------------|--|----------------------|--|--|
| <b><u>Wk-7</u></b> | Combining the money market with the foreign exchange market; predicting changes in exchange rate exchange rate in combined MBOP; applying real shocks (domestic; foreign); Applying nominal shocks (long term and short term affects); What happens when we use a different exchange rate? | See relevant chpt(s) |  |  |
|--------------------|--|----------------------|--|--|

|                    |  |                      |  |                              |
|--------------------|--|----------------------|--|------------------------------|
| <b><u>Wk-8</u></b> | Understanding long term concepts and short term risks; Interest rate parity; difference between IRP and MBOP; International Fisher Effect; IRP and forward contracts | See relevant chpt(s) |  | Assignment 2<br>Class Test 2 |
|--------------------|--|----------------------|--|------------------------------|

| <b><u>Week</u></b> | <b>Topics</b>  | <b>Text Book<br/>(Ref A)</b> | <b>Page<br/>Nos.</b> | <b>Tests &amp;<br/>Assignments</b> |
|--------------------|--|------------------------------|----------------------|------------------------------------|
|                    | <b>MID SEMESTER BREAK</b>  |                              |                      |                                    |
| <b><u>Wk-9</u></b> | Working with IRP; derivation of IRP; calculating forward discount and forward premium; speculation using the covered interest arbitrage; determining whether IRP holds | See relevant chpt(s)         |                      |                                    |

|                     |   |                      |  |            |
|---------------------|---|----------------------|--|------------|
| <b><u>Wk-10</u></b> | Purchasing power parity concept; linking MBOP, IRP, IFE; absolute and relative PPP; derivation of PPP; Application of PPP; deciding whether the PPP holds   | See relevant chpt(s) |  |            |
| <b><u>Wk-11</u></b> | Foreign exchange risk, identification; forex derivatives; forward contracts; futures, options and speculators; Monetary systems: pure commodity standard, convertible paper money and gold standard, fiat money; types of money and exchange rate regimes, exchange rates in a commodity standard, exchange rate in a fiat money system | See relevant chpt(s) |  |            |
| <b><u>Wk-12</u></b> | Macroeconomics of metallic standards, internal and external balance, the trilemma; Bretton Woods era; main features, consequences, decline of Bretton Woods system  | See relevant chpt(s) |  | Mid term 2 |
| <b><u>Wk-13</u></b> | Exchange rate regimes; floating, unilateral pegs. Dealing with currency crisis and the IMF; comparing international monetary systems, overview of alternative ER regime   | See relevant chpt(s) |  |            |

|                     |   |                         |  |                              |
|---------------------|---|-------------------------|--|------------------------------|
| <b><u>Wk-14</u></b> | Optimum currency area; EU as optimum currency area<br>Bitcoin | See relevant<br>chpt(s) |  | Assignment 3<br>Class Test 3 |
| <b><u>Wk-15</u></b> | Presentations by the students                                 | See relevant<br>chpt(s) |  |                              |

|                     |                          |  |  |  |
|---------------------|--------------------------|--|--|--|
| <b><u>Wk-16</u></b> | <b>PREP BREAK</b>        |  |  |  |
| <b><u>Wk-17</u></b> | <b>FINAL EXAMINATION</b> |  |  |  |

Division of Marks:

**1. Grading Scheme**

| <b>Marks</b> | <b>Points</b> | <b>Grade</b> | <b>Interpretation</b> |
|--------------|---------------|--------------|-----------------------|
| 85-100       | 4.00          | A            | Outstanding           |
| 80-84        | 3.67          | A-           | Excellent             |
| 75-79        | 3.33          | B+           | Very Good             |
| 70-74        | 3.00          | B            | Very Good             |
| 65-69        | 2.67          | B-           | Good                  |
| 60-64        | 2.33          | C+           | Good                  |
| 55-59        | 2.00          | C            | Average               |
| 51-54        | 1.67          | C-           | Average               |
| 50           | 1.33          | D+           | Just Pass             |
| Below 50     | 0.00          | F            | Fail                  |

| <b>Assessment Instrument</b>     | <b>Percentage</b> |
|----------------------------------|-------------------|
| Community Service                | 5                 |
| Timeliness                       | -5 to +5          |
| Quizes                           | 10                |
| Mid Term Exam                    | 20                |
| Research Project <sup>1</sup>    | 8                 |
| Research Project<br>Presentation | 7                 |
| Final Exam                       | 40                |
| Class Participation              | 5                 |

## Subject

### OPERATIONS MANAGEMENT

**Credit Hrs: 3**

#### **Course Objective:**

This course is designed to provide the students with an understanding of the foundations of the operations function in both manufacturing and services. It includes facility layout in manufacturing and services industries, waiting lines, just-in-time systems, forecasting, aggregate planning, inventory management, materials requirements planning (MRP), and operations scheduling.

#### **Learning Outcomes:**

1. To appreciate the strategic importance of quality of operations management and its significance for all business operations.
2. To learn skills of forecasting demand, production planning and managing supply chain in an organization.
3. To learn the processes of inventory management, lean production and enterprise resource planning.

#### **Reference Books:**

**Roberta S. Russell, Bernard W. Taylor III, 7TH EDITION (soft copy provided)**

#### **Course Outline and Schedule**

| <u>Week</u><br>Mon-<br>Sat | Topics  | Text Book | Page<br>Nos.                   | Tests &<br>Assignments       |
|----------------------------|---|-----------|--------------------------------|------------------------------|
| <u>Wk-1</u>                | Evolution of operations management, globalization and competitiveness, scope of operations management                         | Chap 1    | (1- 19)                        |                              |
| <u>Wk-2</u>                | The design process, design quality reviews, design for environment, QFD   | Chap 4    | 157-<br>172<br><br>173-<br>179 |                              |
| <u>Wk-3</u>                | The service design process, Characteristics of services, service design process, waiting line management, waiting line models | Chap 5    | 191-<br>195<br><br>199-<br>206 | Assignment 1<br>Class Test 1 |

|                     |   |        |                    |                   |
|---------------------|---|--------|--------------------|-------------------|
| <b><u>Wk- 4</u></b> | Process Planning, Process Analysis, Process innovation, Technology decisions.                             | Chap 6 | 227-246            |                   |
| <b><u>Wk- 5</u></b> | Forecasting and its components, Time frame, demand behavior, forecasting methods, forecasting process     | Chap12 | 499-513            |                   |
| <b><u>Wk- 6</u></b> | Forecast accuracy, MAD calculation, Cumulative error, practice questions                                  |        |                    | <b>Mid term 1</b> |
| <b><u>Wk-7</u></b>  | Capacity Planning, Capacity decisions, Cellular layouts, Advantages and disadvantages of cellular layouts | Chap 7 | 258-260<br>278-282 |                   |
|                     | <b>MID SEMESTER BREAK</b>   |        |                    |                   |

| <b><u>Week</u></b><br><b>Mon-Sat</b> | <b>Topics</b>  | <b>Text Book</b><br><b>(Ref A)</b> | <b>Page</b><br><b>Nos.</b> | <b>Tests &amp;</b><br><b>Assignments</b> |
|--------------------------------------|--|------------------------------------|----------------------------|--|
| <b><u>Wk-8</u></b>                   | Elements of inventory management, inventory costs, inventory control systems, ABC classification system, EOQ models, | Chap 13                            | 557-569                    | Assignment 2<br>Class Test 2             |
| <b><u>Wk-9</u></b>                   | Safety stocks and reorder points, Practice Questions   | Chap 13                            | 574-576                    |  |
| <b><u>Wk-10</u></b>                  | Strategies for adjusting capacity, strategies for managing demand, APP for services                                  | Chap 14                            | 612-615<br>630-631         |  |
| <b><u>Wk-11</u></b>                  | Material Requirement planning, when to use MRP, Item master file, MRP process, practice questions                    | Chap 15                            | 679-686<br>687-692         |  |
| <b><u>Wk-12</u></b>                  | MRP outputs, capacity planning, calculating capacity<br>Discussion on Term Paper                                     | Chap 15                            | 694-697                    | <b>Mid term 2</b>                        |
| <b><u>Wk-13</u></b>                  | Lean production, JIT, elements of lean production, Flexible resources, cellular layouts, pull systems, small         | Chap 16                            | 721-732                    |  |

|                     |   |         |                    |                              |
|---------------------|---|---------|--------------------|------------------------------|
|                     | lot size, quick setups  |         |                    |                              |
| <b><u>Wk-14</u></b> | Benefits and drawbacks of lean production, implementation of lean production, lean services | Chap 16 | 738-739<br>740-745 | Assignment 3<br>Class Test 3 |
| <b><u>Wk-15</u></b> | Submission and presentation of the project  |         |                    |                              |
| <b><u>Wk-16</u></b> | <b>PREP BREAK</b>   |         |                    |                              |
| <b><u>Wk-17</u></b> | <b>FINAL EXAMINATION</b>  |         |                    |                              |

Division of Marks:

|                    |                   |
|--------------------|-------------------|
| 100% Attendance    | 01                |
| Class Tests        | 15                |
| Project            | 14                |
| Mid Term Tests (2) | 25                |
| Final Exam         | 45                |
| Total              | <b><u>100</u></b> |

| Marks    | Points | Grade | Interpretation |
|----------|--------|-------|----------------|
| 85-100   | 4.00   | A     | Outstanding    |
| 80-84    | 3.67   | A-    | Excellent      |
| 75-79    | 3.33   | B+    | Very Good      |
| 70-74    | 3.00   | B     | Very Good      |
| 65-69    | 2.67   | B-    | Good           |
| 60-64    | 2.33   | C+    | Good           |
| 55-59    | 2.00   | C     | Average        |
| 51-54    | 1.67   | C-    | Average        |
| 50       | 1.33   | D+    | Just Pass      |
| Below 50 | 0.00   | F     | Fail           |

## Subject

### MANAGEMENT INFORMATION SYSTEMS

Credit Hrs: 3

#### Course Objective:

The goal of this course is to enable participants to understand management information technologies and their relationship and impact on business processes and business decisions making so as to give competitive advantage. Emphasis is laid on the role of internet technologies in providing a platform for business, commerce and collaboration among stakeholders in today's business environment which includes networking enterprises and global markets.

#### Learning Objectives:

1. Understand the local and global role of information systems in supporting and enabling processes and strategies at the individual, organizational, and societal level.
2. Apply traditional and contemporary analysis and design techniques to identify and analyze organizational problems or opportunities, formulate appropriate strategies and solutions using information technologies, and evaluate the effectiveness of proposed solutions.

#### Reference Books:

- a) Management Information Systems, Managing the Digital Firm  
by Kenneth C. Laudon and Jane P. Laudon

#### Course Outline and Schedule

| <u>Week</u><br>Mon-<br>Sat | Topics   | Text Book<br>(Ref A) | Page<br>Nos. | Tests &<br>Assignments |
|----------------------------|--|----------------------|--------------|------------------------|
| <u>Wk-1</u>                | <b>Introduction to basics of Information System</b><br>The Role of Information Systems in Business Today,<br>Perspectives of Information Systems, What is<br>Information System? | Ch1                  |              |                        |
| <u>Wk-2</u>                | <b>Contemporary Approaches to Information<br/>Systems</b><br>Understanding Information System Requirements<br>Four major types of systems  | Ch 2                 |              |                        |
| <u>Wk-3</u>                | <b>Importance, Use, Objectives and Types of IMS</b><br>How IS impact business firms. Firm level strategy.  | Ch 3                 |              |                        |

| <u>Week</u><br>Mon-<br>Sat | Topics | Text Book<br>(Ref A) | Page<br>Nos. | Tests &<br>Assignments |
|----------------------------|--------|----------------------|--------------|------------------------|
|----------------------------|--------|----------------------|--------------|------------------------|

|              |   |      |  |  |
|--------------|---|------|--|--|
|              | The Value Chain Model   |      |  |  |
| <u>Wk- 4</u> | <b>Using Information Technology for competitive advantage</b><br>E commerce and new business models               | Ch 4 |  |  |
| <u>Wk- 5</u> | <b>IT Infrastructure and Platforms</b><br>Data Management and Storage. Consulting and System Integration services | Ch 6 |  |  |
|              |   |      |  |  |



|                     |  |       |  |              |
|---------------------|--|-------|--|--------------|
| <b><u>Wk-6</u></b>  | <p><b>The management information system</b></p> <p>Managing data resources. Traditional file environment vs Database Management</p> <p><b>Mid Term</b></p> | Ch 7  |  |              |
| <b><u>Wk-7</u></b>  | <p><b>Security and Control</b></p> <p>Business Value of Security and Control. The Role of auditing in control process</p>                                  | Ch 10 |  | Case Project |
| <b><u>Wk-8</u></b>  | <p><b>Business Process Integration</b></p> <p>Business Value of Enterprise Systems. Information and SCM, CRM</p>   | Ch 11 |  |              |
|                     |  |       |  |              |
| <b><u>Wk-9</u></b>  | <p><b>Digital Knowledge Management</b></p> <p>Data vs Knowledge. Organizational learning and knowledge management</p>                                      | Ch 12 |  | Case Project |
| <b><u>Wk-10</u></b> | <p><b>Redesigning the organizing with IS</b></p> <p>Business Process Re Engineering</p>  | Ch 14 |  |              |
| <b><u>Wk-11</u></b> | <p><b>Change Management</b></p> <p>Traditional Capital Budgeting Models. Importance of Change Management in IS success and failure</p>                     | Ch 15 |  |              |

|                     |   |       |  |  |
|---------------------|---|-------|--|--|
| <b><u>Wk-12</u></b> | <b>IS problem areas</b><br>Why IS implementation fails?<br><br><b>Mid Term</b>  | Ch 15 |  |  |
| <b><u>Wk-13</u></b> | <b>Managing International Information Systems</b><br>Developing International Information System Architecture. Technological challenges of business systems | Ch 16 |  |  |
| <b><u>Wk-14</u></b> | <b>Global Supply Chain</b>  | Ch 16 |  |  |
| <b><u>Wk-15</u></b> | <b>Web Usability</b><br>Nielsen's Heuristics  |       |  |  |
| <b><u>Wk-16</u></b> | <b>PREP BREAK</b>   |       |  |  |
| <b><u>Wk-17</u></b> | <b>FINAL EXAMINATION</b>  |       |  |  |

Division of Marks:

|                    |                   |
|--------------------|-------------------|
| Class Tests (3)    | 15                |
| Assignments (3)    | 15                |
| Mid Term Tests (2) | 30                |
| Final Exam         | 40                |
| <b>Total</b>       | <b><u>100</u></b> |

| <b>Marks</b> | <b>Points</b> | <b>Grade</b> | <b>Interpretation</b> |
|--------------|---------------|--------------|-----------------------|
| 85-100       | 4.00          | A            | Outstanding           |
| 80-84        | 3.67          | A-           | Excellent             |
| 75-79        | 3.33          | B+           | Very Good             |
| 70-74        | 3.00          | B            | Very Good             |
| 65-69        | 2.67          | B-           | Good                  |
| 60-64        | 2.33          | C+           | Good                  |
| 55-59        | 2.00          | C            | Average               |
| 51-54        | 1.67          | C-           | Average               |
| 50           | 1.33          | D+           | Just Pass             |
| Below 50     | 0.00          | F            | Fail                  |

## Subject

### Organizational Behavior

#### Course Objective:

The course is designed to develop knowledge and skills in the field of organizational behavior. It will provide the understanding of how and why individuals behave in specific patterns in organizational context.

#### Learning Outcomes:

1. Understand yourself in structured format.
2. Learn some of the most important organizational theories in action format.
3. Understand the drivers of human behavior in organizational context.
4. Understand various organizational change initiatives.

#### Reference Books:

- a. Stephen P. Robbins, Timothy A. Judge & Neharika Vohra, Organizational Behavior, 14th Edition (Pearson Education 2012).
- b. Management 10th Edition by Robbins & Coulter – Pearson.

#### Course Outline and Schedule

| <u>Week</u><br>Mon-<br>Sat      | Topics   | Text Book<br>(Ref A) | Page<br>Nos. | Tests &<br>Assignments |
|---------------------------------|--|----------------------|--------------|------------------------|
| <u>Wk-1</u><br>01 Feb<br>06 Feb | Introduction to Management. Role of Managers<br>What managers do, enter organizational behavior, challenges and opportunities for OB, developing an OB model | Chap 1               | 1- 21        |                        |
| <u>Wk-2</u><br>08 Feb           | Personality, values, linking an individual's personality   | Chap 5               | 126-142      |                        |

|   |   |         |              |                              |
|---|---|---------|--------------|------------------------------|
| <b>13 Feb</b>   | and values to the workplace.  |         |              |                              |
| <b>Wk-3</b><br><b>15 Feb</b><br><b>20 Feb</b>                                 | Motivation concept, defining motivation, early theory of motivation,  | Chap 7  | 194-198      | Assignment 1<br>Class Test 1 |
| <b>Wk-4</b><br><b>22 Feb</b><br><b>27 Feb</b>                                 | Contemporary theory of motivation, integrating contemporary theories of motivation.   | Chap 7  | 200-216      |                              |
| <b>Wk -</b><br><b>5</b><br><b>29 Feb</b><br><b>05</b><br><b>Mar</b>           | Foundations of planning, planning and process, Motivation application   | Chap 8  | 230-240      |                              |
| <b>Wk -</b><br><b>6</b><br><b>07</b><br><b>Mar</b><br><b>12</b><br><b>Mar</b> | Employee involvement, using rewards to motivate employees, global implication   | Chap 8  | 240-249      | <b>Midterm 1</b>             |
| <b>Wk-7</b><br><b>14</b><br><b>Mar</b><br><b>19</b><br><b>Mar</b>             | Leadership, trait theories, behavioral theories, leader member exchange theory.   | Chap 12 | 362-372      |                              |
| <b>Wk-8</b><br><b>21</b><br><b>Mar</b><br><b>26</b><br><b>Mar</b>             | Charismatic leadership and transformational leadership, authentic leadership, leading for the future, challenges to the leadership construct. | Chap 12 | 373--<br>388 | Assignment 2<br>Class Test 2 |
| <b>Wk-9</b><br><b>28</b><br><b>Mar</b>  | Defining and classifying groups, stages of group development, group properties, group decision making.  | Chap 9  | 264-281      |                              |

|  |   |         |         |                              |
|--|---|---------|---------|------------------------------|
| <b>02 Apr</b>                                  |   |         |         |                              |
| <b>Wk-10</b><br><b>04 Apr</b><br><b>09 Apr</b> | Difference between groups and teams, types of teams, creating effective teams, turning individuals into team players. | Chap 10 | 302-315 |                              |
| <b>Wk-11</b><br><b>11 Apr</b><br><b>16 Apr</b> | Defining power, bases of power, the key to power, power tactics.  | Chap 13 | 406-415 |                              |
| <b>Wk-12</b><br><b>18 Apr</b><br><b>23 Apr</b> | Politics: power in action, consequences of political behavior, the ethics of behaving politically.                    | Chap 13 | 415-426 | <b>Midterm 2</b>             |
| <b>Wk-13</b><br><b>25 Apr</b><br><b>30 Apr</b> | Organizational culture, creating sustainable culture, Motivational techniques, theory x and theory y,                 | Chap 16 | 506-521 |                              |
| <b>Wk-14</b><br><b>02 May</b><br><b>07 May</b> | Conflicts and negotiations, Herzberg theory, Maslow's hierarchy of needs  | Chap 14 | 407-426 | Assignment 3<br>Class Test 3 |
| <b>Wk-15</b><br><b>09 May</b><br><b>14 May</b> | Organizational change, decision making process and style.   | Chap 17 | 538-554 |                              |
| <b>Wk-16</b><br><b>16 May</b><br><b>21 May</b> | <b>PREP BREAK</b>   |         |         |                              |
| <b>Wk-17</b><br><b>23 May</b><br><b>28 May</b> | <b>FINAL EXAMINATION</b>  |         |         |                              |



Division of Marks:

|                    |                   |
|--------------------|-------------------|
| Class Tests (3)    | 10                |
| Project (1)        | 10                |
| Assignments (3)    | 10                |
| Mid Term Tests (2) | 30                |
| Final Exam         | 40                |
| <b>Total</b>       | <b><u>100</u></b> |

| Marks    | Points | Grade | Interpretation |
|----------|--------|-------|----------------|
| 85-100   | 4.00   | A     | Outstanding    |
| 80-84    | 3.67   | A-    | Excellent      |
| 75-79    | 3.33   | B+    | Very Good      |
| 70-74    | 3.00   | B     | Very Good      |
| 65-69    | 2.67   | B-    | Good           |
| 60-64    | 2.33   | C+    | Good           |
| 55-59    | 2.00   | C     | Average        |
| 51-54    | 1.67   | C-    | Average        |
| 50       | 1.33   | D+    | Just Pass      |
| Below 50 | 0.00   | F     | Fail           |



## Subject

### Foundation English

#### Course Description/Objective

This course provides the students Language skills for effective communication, organizational communication, the writing process, designing business documents, writing business correspondence, preparing reports, proposals, manuals and presentation, preparing employment and administrative messages, business terminology for marketing and trade, communicating with the customer

#### Indented Learning Outcomes

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

1. To further develop students skills in reading, writing, speaking and thinking.
2. To develop students „understanding and appreciation of English language and its use in effective communication and literature.
3. To develop student understands and appreciation of essay writing, short stories and will develop ability to evaluate and understand written material.
4. To develop effective business communication skills and enhance presentation skills.

#### Course Content

|                |  |
|----------------|--|
| <b>Week 01</b> | <ul style="list-style-type: none"><li>▪ Parts of Speech</li><li>▪ Parts of Sentences</li></ul>   |
| <b>Week 02</b> | <ul style="list-style-type: none"><li>▪ Clauses</li><li>▪ Phrases</li><li>▪ Capitalization</li><li>▪ Punctuation</li><li>▪ Usage</li><li>▪ Modifiers</li></ul> |
| <b>Week 03</b> | <ul style="list-style-type: none"><li>▪ Conjunctions</li><li>▪ Figures of Speech</li><li>▪ Modifiers</li><li>▪ Proofreading</li></ul>                          |
| <b>Week 04</b> | <ul style="list-style-type: none"><li>▪ Pre-writing Skills</li><li>▪ Graphic Organizers</li><li>▪ Five Planning steps for effective message</li></ul>          |
| <b>Week 05</b> | <ul style="list-style-type: none"><li>▪ Reflective Essays</li><li>▪ Persuasive Essays</li><li>▪ Compare-Contrast Essays</li></ul>                              |
| <b>Week 06</b> | <ul style="list-style-type: none"><li>▪ Literary Analysis</li><li>▪ Library Skills</li><li>▪ Reference Book Skills</li></ul>                                   |
| <b>Week 07</b> | <ul style="list-style-type: none"><li>▪ Creative Writing</li><li>▪ Letter Writing</li><li>▪ bad news, good news,</li></ul>                                     |
| <b>Week 09</b> | <ul style="list-style-type: none"><li>▪ Resume,</li><li>▪ Emails and applications</li></ul>  |
| <b>Week 09</b> | <ul style="list-style-type: none"><li>▪ Research Papers</li></ul>  |
| <b>Week 10</b> | <ul style="list-style-type: none"><li>▪ Short story writing</li></ul>  |
| <b>Week 11</b> | <ul style="list-style-type: none"><li>▪ 7 Cs of communication</li></ul>  |

|                |  |
|----------------|--|
| <b>Week 12</b> | <ul style="list-style-type: none"> <li>▪ Effective reading skills development</li> <li>▪ Book reading</li> <li>▪ Research paper reading</li> </ul> |
| <b>Week 13</b> | <ul style="list-style-type: none"> <li>▪ Case study</li> <li>▪ News-paper/ article</li> </ul>  |
| <b>Week 14</b> | <ul style="list-style-type: none"> <li>▪ Introduction to communication</li> </ul>  |
| <b>Week 15</b> | <ul style="list-style-type: none"> <li>▪ Effective presentation skills</li> </ul>  |
| <b>Week 16</b> | <ul style="list-style-type: none"> <li>▪ Public Speaking Skills</li> <li>▪ Persuasive Speeches</li> </ul>  |
| <b>Week 17</b> | <ul style="list-style-type: none"> <li>▪ Presentation week</li> </ul>  |

### **Course Description/Objective**

This course aims at helping students develop a positive, constructive and practical approach to effective written and oral communication in business and professional settings.

Audience awareness, developing a design, handling questions and answers, personal presence, style and body language are some other aspects that will be discussed

### **Indented Learning Outcomes**

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

1. Communicate in clear, concise correspondence to meet the diverse needs and multiple purposes of business and social communication situations. Presentations, interviews, meetings and conferences are an integral part of any professional environment. Well-prepared and well-executed presentations leave an indelible impression on superiors, peers and subordinates alike.
2. Students will learn to use graphics, audio-visual aids and audience handouts in an effective manner.

### **Course Content**

|                |   |
|----------------|---|
| <b>Week 01</b> | <b>Effective Communication in Business</b> <ul style="list-style-type: none"> <li>▪ Importance and benefits of effective communication</li> <li>▪ Components of communication</li> <li>▪ Concepts and problems of communication</li> <li>▪ Non-verbal communication</li> </ul>                          |
| <b>Week 02</b> | <b>The 7 C's of Effective Communication</b> <ul style="list-style-type: none"> <li>▪ Completeness</li> <li>▪ Conciseness</li> <li>▪ Consideration</li> <li>▪ Concreteness</li> <li>▪ Clarity</li> <li>▪ Courtesy</li> <li>▪ Correctness</li> </ul>  |
| <b>Week 03</b> | <b>The Process of Preparing Effective Business Messages</b> <ul style="list-style-type: none"> <li>▪ Five planning steps</li> </ul>   |
| <b>Week 04</b> | <b>Strategies for Successful Speaking and Successful Listening</b> <ul style="list-style-type: none"> <li>▪ Strategies for improving oral presentation.</li> <li>▪ Strategies for reducing stage fright.</li> </ul>   |
| <b>Week 05</b> | <b>Strategies for Successful Informative and Persuasive speaking</b> <ul style="list-style-type: none"> <li>▪ Purpose of informative and persuasive speaking.</li> <li>▪ Kinds of informative and persuasive speaking.</li> <li>▪ Audience analysis for informative and persuasive speaking.</li> </ul> |

|                |   |
|----------------|---|
|                | <ul style="list-style-type: none"> <li>▪ Organization for informative and persuasive speaking.</li> <li>▪ Support for informative and persuasive speaking</li> </ul>  |
| <b>Week 06</b> | <b>Strategies for Successful Interpersonal Communication</b> <ul style="list-style-type: none"> <li>▪ Dyadic communication.</li> <li>▪ Interviewing</li> <li>▪ Telephoning</li> <li>▪ Dictating</li> </ul>  |
| <b>Week 07</b> | <b>Confidence Building</b><br><br><b>How to make PowerPoint Presentation</b> <ul style="list-style-type: none"> <li>▪ <b>Strategies to build confidence</b></li> <li>▪ <b>Techniques to make Power Point Presentation</b></li> </ul>  |
| <b>Week 08</b> |   |
| <b>Week 09</b> | <b>Making Oral Presentation</b> <ul style="list-style-type: none"> <li>▪ Purpose in oral presentation</li> <li>▪ Comparing written and oral messages</li> <li>▪ Planning strategies for your presentation</li> <li>▪ Choosing information to include in your presentation.</li> <li>▪ Organizing your information.</li> <li>▪ Delivering an effective presentation</li> <li>▪ Handling questions.</li> <li>▪ Making group presentations.</li> </ul> |
| <b>Week 10</b> | <b>Building Good Will</b> <ul style="list-style-type: none"> <li>▪ You attitude</li> <li>▪ Positive emphasis</li> <li>▪ Tone, power &amp; politeness.</li> <li>▪ Reducing bias in business communication</li> </ul>   |
| <b>Week 11</b> | <b>Public Speaking And Oral Reporting</b> <ul style="list-style-type: none"> <li>▪ Making formal speeches</li> <li>▪ Determination of presentation methods.</li> <li>▪ Consideration of personal aspects.</li> <li>▪ Audience analysis.</li> </ul>  |

|                |   |
|----------------|---|
| <b>Week 12</b> | <b>Additional Oral Communication Activities</b> <ul style="list-style-type: none"> <li>▪ Conducting and participating in meetings.</li> <li>▪ Techniques for participating in a meeting.</li> <li>▪ Interviewing people</li> <li>▪ Guidelines for the interviewee.</li> <li>▪ Dictating letters and reports.</li> <li>▪ Using the telephone.</li> </ul> |
| <b>Week 13</b> | <b>Non-Verbal Communication</b> <ul style="list-style-type: none"> <li>▪ Classification of non-verbal communication</li> <li>▪ Kinesics</li> <li>▪ Proxemics</li> <li>▪ Time language</li> <li>▪ Paralanguage</li> <li>▪ Physical context</li> </ul>  |
| <b>Week 14</b> | Communications in group meetings  |
| <b>Week 15</b> | Writing Covering Letters<br>Resume  |
| <b>Week 16</b> | Confidence building, tips to be impressive  |
| <b>Week17</b>  | Final project Presentations   |

**RECOMMENDED TEXTBOOKS**

1. Murphy, Effective Business Communication, 7th edition  
Hand Outs.

**Assessment Scheme:**

|                      |             |
|----------------------|-------------|
| Quizzes              | 10%         |
| Assignments/Projects | 10%         |
| Presentations        | 10%         |
| Mid Term Exam        | 20%         |
| Final Exam           | 50%         |
| Total                | <u>100%</u> |

Subject

## **BUSSINESS COMMUNICATION**

### **COURSE DESCRIPTION**

We all communicate. Communication plays a major role in all human activity. It is part of our culture. Within the business community, public and private organizations, and the professions communication is associated with the more specific activities of interacting, informing, instructing and persuading. People who possess demonstrable skills in these activities are employed, prized and promoted. If businesses are to survive in an increasingly competitive and information-oriented environment they will need trained.

Communicators, who can speak, write and interact with others efficiently, effectively and professionally.

This course is intended to provide participants with advanced understanding of the concepts and principles of professional business communication and to support the development of their skills in interpersonal, spoken and business related communications through practice and feedback. Course participants will be encouraged to participate actively in the course through their group presentations, reflections and academic writing.

### **Course Goals**

**Upon satisfactory completion of the course, students will be able to:**

Describe the process of communication within business organizations

Demonstrate effective listening behaviour

Use language and nonverbal communication to communicate effectively

Analyzes realistic business situations and selects the communication strategy or strategies appropriate to bring about the desired outcome

Anticipates misunderstandings in business communication and apply effective techniques in an effort to avoid these misunderstandings

Apply correct English grammar, spelling, punctuation, mechanics and usage to write clear, Concise and complete letters and memorandums of a minimum of 500 words

Compares and contrasts various forms of business correspondence, including positive, Negative, informative and persuasive messages

Demonstrate the ability to organize and compose various forms of business correspondence, Including positive, negative, informative and persuasive messages

Demonstrate the process of researching, organizing, and composing written reports of a minimum of 750 words

Translate the content of written reports into an oral format

Present oral reports effectively, synthesizing information in written and oral form

Compare and contrast various forms of resumes, cover letters and other documentation associated with the job search

Demonstrate the skills necessary for the job search, including resume writing and interviewing

Utilize information technology effectively, selecting and using tools appropriate to the task describe the influence of cultural diversity in the workforce and Demonstrate effective communication skills to accommodate these differences

### **Indented Learning Outcomes**

Upon successful completion of this course, students are expected to have improved their:

1. Level of self-awareness and understanding of how self-awareness influences communication.
2. Analytical ability in relation to business communication.

3. Ability to communicate with others and in particular their conflict resolution and negotiation Skills.

4. Ability to communicate as a member of a team and identify and resolve communication Problems in teams.

5. Understanding of communication patterns in organisations

| <b>Course Content</b> | <b>Communication in Organizations</b>   |
|-----------------------|---|
| <b>Week 01</b>        | <ul style="list-style-type: none"> <li>▪ The basic communication process</li> <li>▪ Language</li> <li>▪ Nonverbal communication</li> <li>▪ Listening</li> <li>▪ Role of culture and diversity on communication in the workplace</li> </ul>  |
| <b>Week 02</b>        | <b>Qualities of communication within business organizations</b> <ul style="list-style-type: none"> <li>▪ Methods of communicating in business organizations</li> <li>▪ Written</li> <li>▪ Oral</li> <li>▪ Electronic</li> </ul>   |
| <b>Week 03</b>        | <ul style="list-style-type: none"> <li>• Benefits of effective communication in your career</li> <li>• Challenge of communication in the global market</li> </ul>   |
| <b>Week 04</b>        | Background to intercultural communication <ul style="list-style-type: none"> <li>▪ A concept of culture</li> <li>▪ An intercultural communication model</li> <li>▪ National cultural variables</li> <li>▪ Education/law and regulations/economics/ politics/ religion/ social norms/language</li> </ul> |
| <b>Week 05</b>        | Business communication and the technology <ul style="list-style-type: none"> <li>▪ Managing information within organizations</li> <li>▪ History of technological developments</li> </ul>  |
| <b>Week 06</b>        | Challenges to the organization made by new technologies <ul style="list-style-type: none"> <li>▪ E-mail</li> <li>▪ Understanding the internet</li> <li>▪ Establishing security</li> <li>▪ Other communication technologies</li> </ul>   |
| <b>Week 07</b>        | Managing information outside organizations <ul style="list-style-type: none"> <li>▪ Managing crisis communication</li> <li>▪ The process of preparing effective business messages</li> </ul>  |
| <b>Week 08</b>        | <ul style="list-style-type: none"> <li>▪ Strategies for improving oral presentations</li> <li>▪ Strategies for an effective nonverbal delivery</li> <li>▪ Strategies for reducing stage fright</li> <li>▪ Signs of discomfort</li> </ul>  |
| <b>Week 09</b>        | Interviewing <ul style="list-style-type: none"> <li>▪ Interview purposes</li> <li>▪ Interviewee's responsibilities</li> <li>▪ Interviewers responsibilities</li> <li>▪ Telephoning</li> </ul>   |
| <b>Week 10</b>        | The process of preparing effective business messages <ul style="list-style-type: none"> <li>▪ Five planning steps</li> <li>▪ Indirect (inductive) approach</li> <li>▪ Beginning and endings</li> <li>▪ Opening paragraphs/closing paragraphs</li> </ul>   |

|                |   |
|----------------|---|
| <b>Week 11</b> | <ul style="list-style-type: none"> <li>▪ Self Disclosure and Trust</li> <li>▪ Forming groups for presentation/essay; self-disclosure and trust</li> </ul> |
| <b>Week 12</b> | Persuasive Communication <ul style="list-style-type: none"> <li>▪ Group Presentations</li> <li>▪ Persuasive Communication</li> </ul>                      |
| <b>Week 13</b> | <ul style="list-style-type: none"> <li>▪ Conflict Resolution and Negotiation</li> <li>▪ Group Presentations; conflict and negotiation</li> </ul>          |
| <b>Week 14</b> | Working in Teams for Success Group Presentations; working in teams  |
| <b>Week 15</b> | Confidence Building, how to be impressive Personality   |
| <b>Week 16</b> | Project Presentations   |

**RECOMMENDED BOOKS**

1. Court Bovee, John Thill, Business Communications Essentials, Prentice Hall, Latest Edition

**Assessment Scheme:**

|                      |             |
|----------------------|-------------|
| Quizzes              | 10%         |
| Assignments/Projects | 10%         |
| Presentations        | 10%         |
| Mid Term Exam        | 20%         |
| Final Exam           | 50%         |
| Total                | <u>100%</u> |

## Subject

### Consumer Behavior & Branding Strategy

#### **COURSE DESCRIPTION/OBJECTIVE**

Consumer Behaviour (CB) is a course designed to enhance students understanding of how and why consumers purchase (or do not purchase) goods and services. It will combine both the theoretical concepts of consumer behaviour and its application for marketing strategies related to private, public and non-profit sections. At the conceptual level it will seek to present and integrated framework around which major areas of consumer behaviour can be understood and applied. This course will explore and identify market identities and various sources of influence with the way consumers think and learn from market related information. The knowledge and understanding gained from this course can be utilized in the market place to make rational decisions to satisfy consumer needs and wants and remain loyal to products. The course also aims at introducing the students to fundamentals of branding, branding strategy and components of branding strategy.

#### **LEARNING OUTCOMES**

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

1. To develop an understanding of the consumer and the internal and external factors that makes each consumption situation unique.
2. To develop an understanding of consumer behavior research in modern marketing.
3. To develop an understanding of the dynamic and evolving nature of consumer behavior.
4. Appreciate the importance of consumer-oriented strategies to the organizations and to enable the development of appropriate marketing strategies.
5. Understanding the fundamentals of branding, branding strategy and components of branding strategy.

#### **COURSE CONTENT**

|                         |  |
|-------------------------|--|
| <b>Week 01</b>          | <b>INTRODUCTION</b><br>Concept of consumer behaviour, its definition, its practical evolution and the consumer decision making process<br>Consumer-Customer; Pyramid Framework and differentiating between consumer and the customer |
| <b>Week 02</b>          | <b>CONSUMERS AND MARKET SEGMENT</b><br>Determinants of market segments and their characteristics   |
| <b>Week 03 &amp; 04</b> | <b>CONSUMER RESEARCH PROCESS</b>   |
| <b>Week 05 &amp; 06</b> | <b>CONSUMER DECISION PROCESS</b>   |
| <b>Week 07 - 10</b>     | <b>INFLUENCES ON CONSUMER BEHAVIOUR</b><br>Cultural influence on CB<br>Social class influence on CB<br>Family life cycle and their influence on CB<br>Demographics and their influence on CB   |
| <b>Week 11 &amp; 12</b> | <b>PERSONAL INFLUENCE ON CONSUMER BEHAVIOUR</b><br>Personality and self-concept<br>Motivation<br>Attitude and change<br>Information processing and learning  |
| <b>Week 13</b>          | <b>CONSUMER INNOVATION AND ADAPTATION PROCESS</b>  |
| <b>Week 14</b>          | Characteristics of B2B Buying Behaviour,<br>Organizational Buying Behavior - Consumer Markets  |



- Week 15** Basics of branding and branding strategy  
 Components of branding strategy
- Purpose
  - Consistency
  - Emotion
  - Flexibility
  - Employee involvement
  - Loyalty
  - Competitiveness
- Week 16** Branding Equity  
 FINAL EXAM

**RECOMMENDED TEXT BOOKS**

1. Hawkins, Mothersbaugh and Best, Consumer Behaviour, Latest Edition
2. Shiffman and Kanuk, Consumer Behavior, Latest Edition
3. Loudon and Bitta, Consumer Behavior, Latest Edition

**Assessment Scheme:**

|                      |             |
|----------------------|-------------|
| Quizzes              | 10%         |
| Assignments/Projects | 10%         |
| Presentations        | 10%         |
| Mid Term Exam        | 20%         |
| Final Exam           | 50%         |
| Total                | <u>100%</u> |

**Subject****PRINCIPAL OF MARKETING****Course Description/Objective**

This course is designed to introduce foundations of marketing as they relate to the whole business enterprise. This course will focus on developing an understanding of key marketing concepts. The objective of this course, specifically, is to enhance the conceptual knowledge of marketing as applicable to decision making process with a focus on tactical marketing mix decisions. Further it will provide the student with a comprehensive framework to evaluate marketing decisions and to create successful marketing initiatives. The course, will therefore, provide an understanding of the principles of marketing in relation to the product and services including the planning process, organizing the marketing functions, implementing the marketing decisions keeping in mind the ethical, legal and societal consideration.

**Learning Outcomes**

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

1. Understand the marketplace and the consumers.
2. Understand the elements in marketing mix and their application in marketing decisions.
3. Outline the functions of marketing communication.
4. Discuss social responsibility and ethics in marketing.
5. Understand the importance of customer relationship in marketing and the creation of customer value.

**Course Content**

|                |   |
|----------------|---|
| <b>Week 01</b> | INTRODUCTION TO MARKETING<br>Marketing and the Society<br>Importance and scope of marketing<br>Definition of marketing<br>Nature and concept of marketing     |
| <b>Week 02</b> | MARKETING ENVIRONMENTS<br>The Marketing environment<br>Macro environment<br>Micro environment<br>Environmental scanning and monitoring                        |
| <b>Week 03</b> | MARKETING & STRATEGY<br>Strategic planning<br>Strategic marketing planning<br>Forecasting marketing demand  |
| <b>Week 04</b> | MARKETING DECISIONS<br>Information required for marketing decisions<br>Reasons for obtaining information<br>Marketing research                                |
| <b>Week 05</b> | CONSUMER BEHAVIOUR<br>Information for purchase decisions<br>Consumer decision process<br>Influence of social and psychological factors<br>Market implications |
| <b>Week 06</b> | MARKET SEGMENTATION AND TARGETING<br>Factors for Segmentation<br>Selecting the target market<br>Developing the positioning and target market strategies       |

|                             |   |
|-----------------------------|---|
| <b>Week 07</b>              | <b>PRODUCTS AND SERVICES</b><br>Definition of product and services<br>Classification of consumer goods<br>Classification of business goods  |
| <b>Week 08</b>              | <b>PRODUCT DEVELOPMENT AND LIFE CYCLE</b><br>Product development process and commercialization<br>Product life cycle stages and its implications  |
| <b>MID-TERM EXAMINATION</b> |   |
| <b>Week 09</b>              | <b>PRICING</b><br>Overview of pricing<br>Importance of pricing<br>Break even analysis<br>Factor effecting pricing decisions   |
| <b>Week 10</b>              | <b>SETTING THE PRICE AND RELATING STRATEGIES</b><br>Pricing objectives<br>Sale based objectives<br>Profit based objectives<br>Status quo Pricing<br>Price strategy  |
| <b>Week 11</b>              | <b>PRICING TECHNIQUES AND THEIR APPLICATIONS</b><br>Cost based pricing<br>Cost plus pricing<br>Target pricing<br>Floor pricing  |
| <b>Week 12</b>              | <b>DISTRIBUTION</b><br>Importance of distribution channels<br>Selecting a channel of distribution<br>Retail functions in distribution<br>Recent trends in wholesaling and retailing   |
| <b>Week 13</b>              | <b>PROMOTION</b><br>Importance and types of promotion<br>Channels of communication<br>Objectives, budgeting and promotional mix<br>Legal environments of promotion  |
| <b>Week 14</b>              | <b>ADVERTISEMENT AND PUBLICITY</b><br>Development, planning and implementation of advertising plan<br>Scope of advertisement and publicity<br>Characteristic of advertisement and publicity<br>Development, planning and implementation of advertising plan |
| <b>Week 15</b>              | <b>INTRODUCTION To E-BUSINESS</b><br><br>Introduction<br><br>Different trends<br><br>Rules of doing e-business<br><br>E-business application in the market  |

|                |                    |
|----------------|--------------------|
| <b>Week 16</b> | Revision and Exams |
|----------------|--------------------|

**Recommended Text Books**

1. Philip Kotler, Principles of Marketing (Latest Edition)
2. David Jobber, Principles of Marketing (Latest Edition)
3. Jerome McCarthy & William, D. Pareanthe, Basics Marketing, (Latest Edition)

**Assessment Scheme:**

|                      |             |
|----------------------|-------------|
| Quizzes              | 10%         |
| Assignments/Projects | 10%         |
| Presentations        | 10%         |
| Mid Term Exam        | 20%         |
| Final Exam           | 50%         |
| Total                | <u>100%</u> |

## **Subject**

### **ENTREPRENEURSHIP**

#### **Course Description/Objectives**

With more than half of the new jobs being created in the world economy by small businesses, the particular problems and experiences encountered in starting and developing new enterprises are clearly worth studying. This course of Entrepreneurship has been designed to provide the participants with an overall understanding of the concept of entrepreneurship and small business management. Participants will be prepared to start, survive, and succeed in their own businesses. For those who consider becoming part of a big traditional business, while working for someone else, as a viable career option, it is hoped that participation in this course will orient them towards thinking and acting more entrepreneurially and creatively in the big business ambiance. Thus, regardless of their future plans and hopes, this course can benefit them greatly in how they think and act, from an entrepreneurial viewpoint, in the future.

The course puts a strong emphasis on the development of a real world, workable, implementable business plan that applies the proper methods, techniques and skills needed for successfully developing and growing a new venture. While some theory will be explored, the major thrust of this course will be to ensure that the primary product of the course, the Business Plan, and other assignments which have immediate and real world application.

This course is about learning of risk and failure and growing from it. It is about learning to forge one's ideas into workable business concepts, commit them to paper, and flesh them out into a reasonable form that can be tested to see if it could stand up to the demands of the market. The students must write at a top level, argue the potential of their ideas, and convince investors that their ideas are worth being born in the marketplace. 76

## Learning Objectives

After completing this course, the participants should be able to:

1. develop an idea for a new venture;
2. research its potential and understand the risks associated;
3. undertake marketing, positioning, and customer development;
4. prepare an analysis of the financial requirements and build a financial strategy for the new venture, including incremental appreciation of the equity base;
5. plan for the execution and management of all the relevant functional areas of new venture including operations, supply chain, information systems, and human resources etc.
6. identify and prepare legal documents, IP policy, contracts, etc. and
7. develop a comprehensive business plan for their venture;

## Course Contents

| Session | Topic   |
|---------|---|
| WEEK.1  | <p>ENTREPRENEURSHIP: AN EVOLVING CONCEPT</p> <ul style="list-style-type: none"> <li>• Entrepreneurship – A perspective</li> <li>• Emerging Trends: The Internet and E-Commerce</li> </ul> <p>ENTREPRENEURIAL OPPORTUNITIES</p> <ul style="list-style-type: none"> <li>• The evolution of Entrepreneurship</li> <li>• The myths &amp; approaches to entrepreneurship</li> </ul>  |
| 2       | <p>UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT</p> <ul style="list-style-type: none"> <li>• Comparative analysis entrepreneurship in other countries</li> <li>• Strategic Objectives</li> <li>• Competitor Analysis</li> </ul>  |
| 3       | <p>UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT</p> <ul style="list-style-type: none"> <li>• STP Strategies</li> <li>• Marketing Mix Strategies</li> </ul>   |
| 4       | <p>UNDERSTANDING THE ENTREPRENEURIAL PERSPECTIVE IN INDIVIDUALS</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The Entrepreneurial Perspective</li> <li><input type="checkbox"/> The Dark side of Entrepreneurship</li> <li><input type="checkbox"/> Entrepreneurial Motivation</li> </ul> <p>ENTREPRENEURIAL PERSPECTIVE IN ORGANIZATIONS – CORPORATE ENTREPRENEURSHIP<br/>SOCIAL ENTREPRENEURSHIP AND THE ETHICAL CHALLENGES OF ENTREPRENEURSHIP</p> |
| 5       | <p>INNOVATION: THE CREATIVE PURSUIT OF IDEAS</p> <ul style="list-style-type: none"> <li>• Opportunity Identification: The search for New Ideas</li> <li>• Entrepreneurial Imagination and Creativity</li> <li>• The role of Creative Thinking</li> <li>• Arenas in Which People Are Creative</li> <li>• Innovation and the Entrepreneur</li> </ul>  |

|    |   |
|----|---|
|    | <ul style="list-style-type: none"> <li>• The Innovation Process</li> </ul>  |
| 6  | <p><b>PATHWAYS TO ENTREPRENEURIAL VENTURES</b></p> <ul style="list-style-type: none"> <li>• The Pathways to New Ventures for Entrepreneurs</li> <li>• Creating New Ventures</li> <li>• Acquiring an Established Entrepreneurial Venture</li> <li>• Franchising: The Hybrid</li> </ul>   |
| 7  | <p><b>LEGAL CHALLENGES FOR ENTREPRENEURIAL VENTURES</b></p> <ul style="list-style-type: none"> <li>• Legal Challenges for the Entrepreneurial Venture</li> <li>• Intellectual Property Protection: Patents, Copyrights, and Trademarks</li> <li>• Identifying Legal Structures for Entrepreneurial Ventures</li> <li>• Sole Proprietorships</li> <li>• Partnerships</li> <li>• Corporations</li> <li>• Specific Forms of Partnerships and Corporations</li> <li>• Understanding Bankruptcy</li> </ul> |
| 8  | <p><b>SOURCES OF CAPITAL FOR ENTREPRENEURIAL VENTURES</b></p> <ul style="list-style-type: none"> <li>• The Entrepreneur's Search for Capital</li> <li>• Debt Versus Equity</li> <li>• The Venture Capital Market</li> <li>• Informal Risk Capital: "Angel" Financing</li> </ul>   |
| 9  | <p><b>ASSESSMENT OF ENTREPRENEURIAL PLAN</b></p> <ul style="list-style-type: none"> <li>• The Challenge of New- Venture Start-Ups</li> <li>• Pitfalls in Selecting New Ventures</li> <li>• Critical Factors for New-Venture Development</li> <li>• Why New Ventures Fail</li> <li>• The Evaluation Process</li> </ul>   |
| 10 | <p><b>MARKETING CHALLENGES FOR ENTREPRENEURIAL VENTURES</b></p> <ul style="list-style-type: none"> <li>• The Marketing Concept for Entrepreneurs</li> <li>• Marketing Research</li> <li>• Inhibitors to Marketing Research</li> <li>• Internet Marketing</li> <li>• Developing the Marketing Concept</li> <li>• Developing a Marketing Plan</li> <li>• Pricing Strategies</li> </ul>  |
| 11 | <p><b>FINANCIAL PREPARATION FOR ENTREPRENEURIAL VENTURES</b></p> <ul style="list-style-type: none"> <li>• The Importance of Financial Information for Entrepreneurs</li> <li>• Understanding the Key Financial Statements</li> <li>• Preparing Financial Budgets</li> <li>• Pro Forma Statements</li> </ul>   |

|    |   |
|----|---|
|    | <ul style="list-style-type: none"> <li>• Capital Budgeting</li> <li>• Break-Even Analysis</li> <li>• Ratio Analysis</li> </ul>  |
| 12 | <p>DEVELOPING AN EFFECTIVE BUSINESS PLAN</p> <ul style="list-style-type: none"> <li>• What is a Business Plan?</li> <li>• Pitfalls to Avoid in Planning</li> <li>• Benefits of a Business Plan</li> <li>• Developing a Well- Conceived Business Plan</li> <li>• Elements of a Business Plan</li> <li>• Updating the Business Plan</li> <li>• Presentation of the Business Plan: The “Pitch”</li> </ul>  |
| 13 | <p>STRATEGIC ENTREPRENEURIAL GROWTH</p> <ul style="list-style-type: none"> <li>• The Nature of Strategic Planning in Emerging Firms</li> <li>• Strategic Planning</li> <li>• The Lack of Strategic Planning</li> <li>• The Value of Strategic Planning</li> <li>• Managing Entrepreneurial Growth</li> <li>• Venture Development Stages</li> <li>• The Entrepreneurial Company in the Twenty-First Century</li> <li>• Building the Adaptive Firm</li> <li>• The Transition from an Entrepreneurial Style to a Managerial Approach</li> <li>• Understanding the Growth Stage</li> <li>• Unique Managerial Concerns of Growing Ventures</li> <li>• The International Environment: Global Opportunities</li> <li>• Achieving Entrepreneurial Leadership in the New Millennium</li> </ul> |
| 14 | <p>VALUATION OF ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> <li>• The Importance of Business Valuation</li> <li>• Underlying Issues When Acquiring a Venture</li> <li>• Due Diligence</li> <li>• Analyzing the Business</li> <li>• Establishing a Firm’s Value</li> <li>• Term Sheets in Venture Valuation</li> <li>• Additional Factors in the Valuation Process</li> </ul>  |
| 15 | <p>HARVESTING THE ENTREPRENEURIAL VENTURE</p> <ul style="list-style-type: none"> <li>• Harvesting the Venture: A Focus on the Future</li> <li>• The Management Succession Strategy</li> <li>• Key Factors in Succession</li> </ul>  |
| 16 | PROJECTS/ PRESENTATIONS   |

**Recommended Text Book**

1. Entrepreneurship – Theory Process Practice, Donald F. Koratko 8th Edition (South Western - Cengage Learning)



**Assessment Scheme:**

|                      |      |
|----------------------|------|
| Quizzes              | 10%  |
| Assignments/Projects | 10%  |
| Presentations        | 10%  |
| Mid Term Exam        | 20%  |
| Final Exam           | 50%  |
| Total                | 100% |

## Subject

### BUSSINESS AND PROFESSIONAL ETHICS

#### Overview

This course is designed to provide students with opportunities to apply ethical reasoning to the demands of business management in corporate environment. The students will analyze select readings and case studies to explore key ethical principles and the various ways in which business practitioners and ethical theorists address the issues that commonly arise in the business world.

#### Objectives

- to enhance students ethical awareness and appreciation of the complexity of ethical decision making in business organizations
- to develop students' analytical skills for understanding and resolving ethical issues
- to facilitate student self-understanding of themselves as ethical agents
- to help students develop ethical knowledge, sensitivity and judgment which can then be applied in the exams and the workplace.

#### Learning Outcomes

By the end of the course students will

- demonstrate reading, reflection, and comprehension of key ethical principles, concepts, and approaches
- demonstrate an ability to identify and analyze ethical issues, conflicts, and responsibilities in business contexts
- construct and communicate rational, responsible, and realistic responses to ethical issues
- demonstrate a critical awareness of their own values and morality

Students will exhibit this through

- develop skills to analyze, assess, and address ethical conflicts and dilemmas in business cases
- comprehend the need for ethics in business and three key ethical approaches
- develop a clear sense of one's own moral obligations and personal responsibilities in pursuing a career and the factors that will challenge and change one's moral compass
- acquire courage to make principled choices in the face of ethical challenges

#### Course Contents

| Week | Topic  | Readings & Case Studies  |
|------|--|--|
| 1-2  | <b>Awareness of Moral Issues &amp; Ethical Standards</b> | "What is Business Ethics and Why Study It?" - Kissick Text, 3-12   |
|      | <b>Awareness of Moral Issues &amp; Ethical Standards</b> | "Theories of Ethics" - Kissick Text, 13-26<br>"Business Ethics in the News" - Various Authors  |
| 3-4  | <b>History of Business &amp; Professional Ethics</b>     | Various sources  |
| 5-6  | <b>Ethical Reasoning &amp; Decision-Making</b>           | "An Introduction to Stakeholder Analysis" - Kissick Text, 43-59<br>"Conflicts of Interests in Subprime Mortgages and at Enron" - Desjardins Address the case discussion questions. |
| 7-8  | <b>Utilitarian Ethics</b>                                | "Utilitarianism: Weighing Social Costs and Benefits" by Valsquez, 60-71<br>"Pinto Madness," by Mark Dowie  |

|              |                                      |   |
|--------------|--------------------------------------|---|
|              |                                      | <p>“The Pinto Case and the Rashomon Effect, Patricia Werhane<br/>What better ways are there to make the kinds of decision Ford made?</p>  |
|              | <b>Utilitarian Ethics</b>            | <p>“Utility and Utilitarianism” - DeGeorge, 55-75<br/>“Profit Maximization and Layoffs” - Gentile Address the case discussion questions.</p>  |
|              | The Rights Approach                  | <a href="https://www.scu.edu/ethics/ethics-resources/ethical-decision-making/">https://www.scu.edu/ethics/ethics-resources/ethical-decision-making/</a>   |
|              | <i>The Fairness Approach</i>         | <a href="https://www.scu.edu/ethics/ethics-resources/ethical-decision-making/">https://www.scu.edu/ethics/ethics-resources/ethical-decision-making/</a>   |
|              | <i>The Virtue Approach</i>           | <a href="https://www.scu.edu/ethics/ethics-resources/ethical-decision-making/">https://www.scu.edu/ethics/ethics-resources/ethical-decision-making/</a>   |
|              | <i>The Common Good Approach</i>      | <a href="https://www.scu.edu/ethics/ethics-resources/ethical-decision-making/">https://www.scu.edu/ethics/ethics-resources/ethical-decision-making/</a>   |
| <b>9-10</b>  | <b>Deontology / Universal Duties</b> | <p>“A Kantian Approach to Business Ethics” - Bowie, 3-16<br/>“Jess Smith and the Design Firm” - Neeley, Wicks, &amp; Mead What should Jess Smith do?</p>  |
|              | <b>Deontology / Universal Duties</b> | <p>"Systems of Moral Evaluation" - Salazar, 29-34<br/>“Sneakers and Sweatshops” - Schilling Address the case discussion questions.</p>  |
| <b>11-12</b> | <b>The Social Contract</b>           | <p>“A Kantian Approach to Business Ethics” - Bowie, 3-16<br/>“Jess Smith and the Design Firm” - Neeley, Wicks, &amp; Mead What should Jess Smith do?</p>  |
| <b>13-14</b> | <b>The Social Contract</b>           | <p>“Excerpts From A Theory of Justice” - Rawls, 498-512<br/>"Some Costs of American Corporate Capitalism" - Kasser et al Assess the pros and cons of American Corporate Capitalism from a social contract perspective. Reading: “Utility and Utilitarianism” - DeGeorge, 55-75 Case: “Profit Maximization and Layoffs” - Gentile Address the case discussion questions.</p> |
|              | <b>The Social Contract</b>           | <p>“Ethical Leadership” - Kissick Text, 105-118<br/>“Viewpoint: On Being an Ethical Executive” by McCallum, 1-7<br/>The Ivey Ring Pledge I<br/>Identify and be prepared to discuss the ethical principles that inform each of the statements of The Ivey Ring Pledge.</p>   |
| <b>15-16</b> | <b>Focus Areas Of Ethics</b>         | <p>Leadership Ethics, Environmental Ethics, Religion &amp; Ethics, technology Ethics, Engineering Ethics, Global Ethics, Legal Ethics, Ethics in Education.<br/><a href="https://www.scu.edu/ethics/focus-areas/more/">https://www.scu.edu/ethics/focus-areas/more/</a></p>   |

**Course Reading Material**

Textbook: Business Ethics - Concepts, Cases, and Canadian Perspectives, Kissick, W.P. (2012)  
Business 4438 Readings and Cases – available from Ivey Publishing.

**Additional Readings**

1. Seevers, Skinner, and Kelley, "A Social Network Perspective on Sales Force Ethics," *Journal of Personal Selling & Sales Force Management* (Fall 2007), pp. 341-353.
2. Bazerman and Tenbrunsel, "Ethical Breakdowns," *Harvard Business Review* April 2011), pp. 58-66.
3. Ardichvili, Kowske, and Thakadipuram,, "Ethical Cultures in Large Business Organizations in Brazil, Russia, India, and China," *Journal of Business Ethics* (February 2012), pp. 415-428.
4. Lubin and Esty, "The Sustainability Imperative," *Harvard Business Review*.(May 2010), pp. 42-50.
5. Unruh and Ettenson, "Growing Green," *Harvard Business Review* (June 2010), pp. 94-100.
6. Esty and Charnovitz, "Green Rules to Drive Innovation," *Harvard Business Review* (March 2012),  
pp. 120 123.

**Assessment Scheme:**

|                      |             |
|----------------------|-------------|
| Quizzes              | 10%         |
| Assignments/Projects | 10%         |
| Presentations        | 10%         |
| Mid Term Exam        | 20%         |
| Final Exam           | 50%         |
| Total                | <u>100%</u> |

## Subject

### BUSINESS TAX AND COMMERCIAL LAW

**Class:**     **BBA**

**Credit Hours:**     **3**

#### **Course Objectives:**

1. To familiarize the students with the Income and Sales Tax Laws in Pakistan.
2. To introduce to students the important elements and aspects of tax system and authorities and their limits.
3. To equip the students with necessary skills to deal with the situations concerning the field of taxation.
4. This course is designed to focus on the important topics of Business Laws, governing the operational aspects of business. A thorough study of this course will develop students' knowledge about the legal system of Pakistan.
5. To provide the students with basic knowledge of business laws
6. To provide the students with basic knowledge of income tax and sales tax laws

#### **Learning Outcomes**

- To develop understanding of the basic knowledge of income tax and sales tax laws
- Implications of business laws, for the effective operations of the business. identify and explain various aspects of contracts such as communication, acceptance and revocation of
- Identify and describe the sources of business laws
- identify and explain various aspects of contracts such as communication, acceptance and revocation of proposals, essentials of valid contract performance, discharge, breach of contract and damages for breach of contract, contract of bailment, contract of indemnity and guarantee,
- understand the contract of agency and right and liabilities of agents and principal,
- explain the various laws and provisions contained in the sale of goods Act, 1930, partnership Act, 1932 & Negotiable Instrument Act, 1881,

#### **Course Contents:**

##### **Income Tax Law**

- Introduction and scope of Income Tax Law in Pakistan.

- Definitions and Terminologies
- Exclusions from total income
- Reduction in tax liability
- Exemption from specific provisions of income tax ordinance 2001.
- Distinction between capital and revenue items of expenditures.
- Tests for different of capital and revenue receipts.
- Tests for differentiating capital and revenue expenditures.
- Capital loss.
- Income from Salary, Scope of salary income.
- Allowances and relieves under the Ordinance.
- Types of provident fund, treatment of provident fund, the sixth schedule, employer's contribution of approved gratuity fund deduction from income, gratuity fund deduction from income, gratuity fund and schemes.
- Computation of income tax payable from salaried persons.
- Income from business and profession Terms used.
- Considerations governing taxation of business profits.
- Maintenance of accounts on mercantile or cash basis.
- Income chargeability under income tax law on income from business.
- Principles of computation of taxable profits, allowable deductions.
- Deduction for computing business income, significant changes introduced by the ordinance.
- Non-admissible expense.
- Bad-debts.
- Income from property tax on agriculture income.
- Calculation of ALV.
- Allowable deduction from income from property.
- Set-off and carry forward of losses.
- Types of Losses.
- Rules for set-off and carry forward.
- Penalties, offenses, appeals and prosecutions.
- Income tax authorities their appointments and the limitation and powers.

- Income from other sources.
- Deduction for computing income from other sources.
- Capital gains.
- Exchange gain/losses, income deemed to accrue or arise.
- Tax accountings and assessment cycle, procedure filling of return.
- Power to grant extension of time for filling the return, assessment procedure, provisional assessment, notes for production of books of accounts, evidence, etc.
- Assessment on the basis of return, wealth statement, simplification of assessment of procedure, payment of tax before assessment, changes in tax withholding and collection of tax.
- Withholding tax rates under section 50(6) collection of tax on demand, recovery of tax.
- Recovery of arrears/ refunds demand, refund and tax credit, persons entitled to claim refund in certain case, income tax refunds, penalties, enhanced tax rates for higher slabs of income, first schedule rates of income tax for individuals, unregistered firms, association of persons and Hindu individuals.
- Deferred taxation and its treatment.
- Assessment of individual salaried and non-salaried person.
- Self-assessment scheme.
- Appeals

#### **Sales Tax Law**

- Introduction and scope of sales tax.
- Definitions and terminologies.
- Sales tax authorities.
- Registration in Sale Tax.
- Book Keeping and invoicing requirements.
- Furnishing of Return of Sales Tax.
- Appeals.
- Practical Problems.

**Recommended Text: (Latest Editions)**

1. Mughal, Muhammad Muazzam, Income Tax-Principles and Practice, Syed Mobin& Co. Lahore.
2. Mughal, Muhammad Muazaam, Sales Tax, Syed Mobin& Co. Lahore.

**Further Reading:**

1. Mehboob, Sheikh , Taxation, latest edition.

**Course Contents****Commercial Laws**

1. Introduction to Legal System of Pakistan
2. The Contract Act, 1872
3. Sales of Good Act, 1930
4. Partnership Act, 1932
5. Negotiable Instrument Act, 1881

**Reading List:**

1. Bare Acts Govt. of Pakistan Publications Division, Govt. of Pakistan.
2. Business Law Khalid Mehmood Cheema Syed Mobin Mahmud & Co.
3. Mercantile Law LuqmanBaigGhanzanfar Academy Pakistan, 30, Urdu Bazar
4. Karachi PPRA Rules Government of Pakistan Government of Pakistan / [www.ppra.org.pk](http://www.ppra.org.pk) Handbook of the Code of ethics IFAC/SAFA IFAC/SAFA

**Assessment Scheme:**

|               |             |
|---------------|-------------|
| Assignments   | 10%         |
| Quiz          | 20%         |
| Mid Term Exam | 30%         |
| Final Exam    | 40%         |
| Total         | <u>100%</u> |



**Subject:** Human Resource Management **Course Code:**

**Class:** BBA **Credit Hours:** 3

### **COURSE DESCRIPTION**

This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Since human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of the basic concepts of managing human resource and their applications in today's organizations. The course is designed to help the students understand if western human resource management theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of managing human resource. It will shed light on the basic tenets of human resource management given by Qura'n and Sunnah. The students will also be encouraged to compare and contrast the human resource practices suggested in their text books and the practices critical for achieving success from indigenous perspective.

### **INDENTED LEARNING OUTCOMES**

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

1. Demonstrate an in-depth knowledge of the activities and decisions that inform the employment relationship and management including recruitment, selection, training, health and safety, employment laws, motivation, and productivity of employees.
2. Understand the relevance of the HRM theories and practices, developed in Western settings, in indigenous cultures.
3. Develop and design different forms and memos for recruitment, selection, TNA and performance appraisal of employees.
4. Understand the Islamic perspective of managing human resource.
5. Demonstrate and assess leadership in a professional context, by selecting and appraising appropriate styles for situations, and contributing and discussing relevant expertise, liaising with and assessing professional colleagues, and managing and evaluating a supporting team.
6. Identify and discuss ethical implications of situations and decisions, and develop appropriate professional stances.
7. Participate in selection of personnel using psychometric assessment techniques.
8. Conduct internal research on HR-related problems at work, and communicate results effectively to colleagues and peers.
9. Understand the difference between HRM theories, their relevance and application from indigenous context.

### **COURSE CONTENT**

#### **Week 01**

#### **Introduction**

Meeting present human resource requirements  
What is HRM  
Why HRM is important

|                |  |
|----------------|--|
| <b>Week 02</b> | Emerging Human resource management challenges.<br>Trends in HRM  |
| <b>Week 03</b> | Global vs local HRM practices<br>HRM from Islamic and indigenous perspective   |
| <b>Week 04</b> | Basic Islamic philosophy of managing human resource<br>Conducting Job analysis.<br>HR Planning<br>Job Description<br>Job Specification                   |
| <b>Week 05</b> | <b>Staffing</b><br>Recruiting and selecting employees<br>Recruitment techniques<br>Sources of recruitment<br>Selection tests and Interviewing techniques |
| <b>Week 06</b> | <b>Employee development</b><br>Performance appraisals<br>Performance management  |
| <b>Week 07</b> | Training and development<br>Training the employees<br>Types of training<br>Technique of training   |
| <b>Week 08</b> | <b>MID-TERM EXAMINATION</b>  |
| <b>Week 09</b> | Developing careers<br>Career growth  |
| <b>Week 10</b> | Project Description and discussion   |
| <b>Week 11</b> | <b>Compensations</b><br>Managing compensation<br>Types of compensation   |
| <b>Week 12</b> | Rewarding performance<br>Pay for Performance   |
| <b>Week 13</b> | Designing and administering benefits<br>Types of benefits  |
| <b>Week 14</b> | Employee relations   |
| <b>Week 15</b> | Project Presentations  |
| <b>Week 16</b> | Conclusion Session<br>Terminal Exam (to be announced by the University)  |

## **RECOMMENDED BOOKS**

1. By Luis R. Gomez Mejia, David B. Balkin, Robert L. Cardy *Managing Human Resources*. (Fourth ed.)

Assessment Scheme

| <b>Coursework</b>     | <b>Marks (%)</b> |
|-----------------------|------------------|
| Assignments & Quizzes | 25               |
| Mid-Term Examination  | 30               |
| <b>Sub-total</b>      | <b>50</b>        |
| Final Examination     | 50               |
| <b>Total</b>          | <b>100</b>       |

**Subject:** Business Strategy and Policy **Course Code:**

**Class:** BBA **Credit Hours:** 3

### **Learning Objectives**

This course is a “capstone” seminar in general management.. The knowledge, theories, skills, and techniques derived from all previous courses will be integrated. Analysis and diagnosis of business problems will be applied in order to formulate strategies, tactics, plans, and policies for the improvement of organizational performance. Accomplished through practice in rational and responsible decision-making processes, the course will develop a well-defined approach to solving the technical, economic, and human problems of management.

### **COURSE CONTENT**

|   |
|---|
| <ul style="list-style-type: none"> <li>• Introductory Lecture</li> <li>• “The Dynamics of Business and Economics”</li> </ul>                        |
| <ul style="list-style-type: none"> <li>• Ethical Business Policy and Strategy</li> <li>• Business Ethics and Social Responsibility</li> </ul>       |
| <ul style="list-style-type: none"> <li>• Business in a Borderless World</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Managing Unionized Employees”</li> <li>• In-Class Handout: “Labor Relations in a Global Context</li> </ul> |
| <ul style="list-style-type: none"> <li>• Managing Human Resources</li> <li>• The Nature of Management</li> </ul>                                    |
| <ul style="list-style-type: none"> <li>• <b>Organization, Teamwork, and Communication</b></li> </ul>  |

|  |
|--|
| <ul style="list-style-type: none"> <li>• <b>Motivating the Workforce</b></li> </ul>  |
| <ul style="list-style-type: none"> <li>• <b>Options for Organizing Business</b></li> <li>• <b>Small Business, Entrepreneurship, and Franchising</b></li> </ul> |
| <ul style="list-style-type: none"> <li>• Customer-Driven Marketing</li> <li>• Dimensions of Marketing Strategy</li> </ul>                                      |
| <ul style="list-style-type: none"> <li>• <b>Accounting and Financial Statements</b></li> <li>• <b>Money and the Financial System</b></li> </ul>                |
| <ul style="list-style-type: none"> <li>• Financial Management and Securities Markets</li> </ul>  |

**REQUIRED TEXTBOOKS:**

1. Paperback O. C. Ferrell and Geoffrey Hirt. Business: A Changing World. Sixth Edition. McGraw-Hill Irwin, 2008.

**Subject**

**IT in Business**

**Credit Hrs: 3**

**Course Objective:**

An understanding of how the acquired theoretical knowledge can be put into practice. A critical awareness of discipline-based concepts and approaches to analyze and master contemporary management problems by using different tools. In-depth knowledge and insight in specific management-related areas. The ability to acquire and analyze data and information, to evaluate their relevance and validity, and to synthesize a range of information sources needed to develop a sophisticated understanding of a rapidly changing international and national business context.

**Learning Outcomes:**

1. To appreciate the importance of IT tools for business management
2. To understand how effective decisions can be taken by managers using the right it tools.
3. To demonstrate the analysis ability for selecting appropriate IT tools.

**Reference Books:**

- Lecture notes & slides
- Handouts

| <b><u>Week</u></b><br><b>Mon-Sat</b> | <b>Topics</b>  | <b>Text Book</b><br><b>(Ref A)</b> | <b>Page Nos.</b> | <b>Tests &amp; Assignments</b> |
|--------------------------------------|--|------------------------------------|------------------|--------------------------------|
| <b><u>Wk-1</u></b>                   | Introduction to spreadsheet , Excel recap<br>use of formulas Median, Mode, MAX, MIN, Average | Lecture slide & lab instruction    |                  |                                |
| <b><u>Wk-2</u></b>                   | Use of charts, Work with multiple worksheets<br>Date calculation, filters(Auto & Advance)    | Lecture slide & lab instruction    |                  |                                |
| <b><u>Wk-3</u></b>                   | use of Function (IF, Nesting, VLOOKUP<br>DAVERAGE, DMAX, DMIN, DSUM)                         | Lecture slide & lab instruction    |                  | Assignment 1<br>Class Test 1   |
| <b><u>Wk-4</u></b>                   | Working with financial formulas  | Lecture slide & lab instruction    |                  |                                |
| <b><u>Wk – 5</u></b>                 | goal seek, scenario manager, solver, one-variable data table                                 | Lecture slide & lab instruction    |                  |                                |
| <b><u>Wk – 6</u></b>                 | VBA environment  | Lecture slide & lab instruction    |                  | Mid-term 1                     |
| <b><u>Wk-7</u></b>                   | VBA environment  | Lecture slide & lab instruction    |                  |                                |
| <b><u>Wk-8</u></b>                   | introduction to Access<br>Create tables  | Lecture slide & lab instruction    |                  | Assignment 2<br>Class Test 2   |

|                     |                                       |                                  |  |                              |
|---------------------|---------------------------------------|----------------------------------|--|------------------------------|
| <b><u>Wk-9</u></b>  | Relationship, IIF function            | Letcture slide & lab instruction |  |                              |
| <b><u>Wk-10</u></b> | design Forms view & query design view | Letcture slide & lab instruction |  |                              |
| <b><u>Wk-11</u></b> | Reports generation template           | Letcture slide & lab instruction |  | Project Assigned             |
| <b><u>Wk-12</u></b> | SugarCRM                              | Letcture slide & lab instruction |  | Mid-term 2                   |
| <b><u>Wk-13</u></b> | SugarCRM                              | Letcture slide & lab instruction |  | Assignment 3<br>Class Test 3 |
| <b><u>Wk-14</u></b> | Case based lab practice               |                                  |  |                              |
| <b><u>Wk-15</u></b> | Project presentation                  |                                  |  |                              |
| <b><u>Wk-16</u></b> | <b>PREP BREAK</b>                     |                                  |  |                              |
| <b><u>Wk-17</u></b> | <b>FINAL EXAMINATION</b>              |                                  |  |                              |
|                     |                                       |                                  |  |                              |
|                     |                                       |                                  |  |                              |

Division of Marks:

|                    |                   |
|--------------------|-------------------|
| Class Tests (3)    | 15                |
| Assignments (3)    | 20                |
| Mid Term Tests (2) | 25                |
| Final Exam         | 40                |
| <b>Total</b>       | <b><u>100</u></b> |

| Marks    | Points | Grade | Interpretation |
|----------|--------|-------|----------------|
| 85-100   | 4.00   | A     | Outstanding    |
| 80-84    | 3.67   | A-    | Excellent      |
| 75-79    | 3.33   | B+    | Very Good      |
| 70-74    | 3.00   | B     | Very Good      |
| 65-69    | 2.67   | B-    | Good           |
| 60-64    | 2.33   | C+    | Good           |
| 55-59    | 2.00   | C     | Average        |
| 51-54    | 1.67   | C-    | Average        |
| 50       | 1.33   | D+    | Just Pass      |
| Below 50 | 0.00   | F     | Fail           |

## Subject

### CREATING WEB CONTENT

**Credit Hrs: 4**

**Pre-requisite: Nil**

## Course Objective

This course is a introduction to the creation, design, publication and promotion of web pages and other web content. The main technologies used during the course will include HTML and CSS. Students will create and maintain a blog through the duration of the course. At the conclusion of the course, students will develop and deploy a complete website.

## Learning Outcomes

1. An appreciation of the power of the World Wide Web
2. Ability to create quality content for the World Wide Web
3. Ability to project created content to a large audience

## Reference Books

(A) Creating A Website: The Missing Manual

by Matthew MacDonald 3<sup>rd</sup> Edition (2011) O'Reilly Media

## Course Outline and Schedule

| <u>Week</u><br>Mon-<br>Sat | Topics   | Text Book<br>(Ref A) | Page<br>Nos. | Tests &<br>Assignments |
|----------------------------|--|----------------------|--------------|------------------------|
| <u>Wk-1</u>                | Introduction to the course. Introduction to the World Wide Web. Planning a Website.Lab: Remixing the Web with X-Ray Goggles. | Chap 1               | 7-18         |                        |



| <u>Week</u><br>Mon- | Topics | Text Book | Page | Tests |
|---------------------|--------|-----------|------|-------|
|---------------------|--------|-----------|------|-------|

|              |  |            |         |                              |
|--------------|--|------------|---------|------------------------------|
| <u>Wk-2</u>  | Blogs and monetization. Lab: Creating your first blog post.                                | Chap 13,14 | 349-382 |                              |
| <u>Wk- 3</u> | Monetization. Lab: Remixing the Web with Thimble.  | Chap 14    | 383-422 | Assignment 1<br>Class Test 1 |
| <u>Wk- 4</u> | Uploading your page to the web. Web hosting. Domains. Getting space. Lab: Uploading pages. | Chap 3     | 49-76   |                              |
|              |  |            |         |                              |
|              | Text elements. Lists and tables. Inline formatting. Lab: Using text elements.              | Chap 5     | 103-134 |                              |
| <u>Wk-5</u>  | Adding Graphics. Lab: Webpage with graphics.   | Chap 7     | 183-212 |                              |

| <b>Sat</b>          |  | <b>(Ref A)</b> | <b>Nos.</b> | <b>&amp;Assignments</b>      |
|---------------------|--|----------------|-------------|------------------------------|
| <b><u>Wk-6</u></b>  | Recap. Midterm. Midterm discussion.  | -              | -           | Mid term 1                   |
| <b><u>Wk-7</u></b>  | Linking pages. Lab: Complete website with links.   | Chap 8         | 213-239     |                              |
|                     |  |                |             |                              |
| <b><u>Wk-8</u></b>  | Audio and video. Lab: Remixing and creating videos using Popcorn Maker.                          | Chap 17        | 487-514     | Assignment 2<br>Class Test 2 |
| <b><u>Wk-9</u></b>  | Style sheets. Selectors. Colors. Text alignment and spacing. Fonts. Lab: Building a style sheet. | Chap 6         | 135-182     |                              |
| <b><u>Wk-10</u></b> | Style based layout. Multiple column layout. Layering. Lab: Creating a layout.                    | Chap 9         | 239-266     |                              |
| <b><u>Wk-11</u></b> | Web authoring software. Lab: Using a web authoring software. Lab: Dreamweaver.                   | Chap 4         | 77-102      |                              |
| <b><u>Wk-12</u></b> | Recap. Midterm. Midterm discussion.  | -              | -           | Mid term 2                   |
| <b><u>Wk-13</u></b> | Multipart pages. Lab: Creating and using templates.  | Chap 10        | 267-282     | Assignment 3<br>Class Test 3 |
| <b><u>Wk-14</u></b> | Adding JavaScript. Buttons. Menus.   | Chap 15        | 423-486     |                              |
| <b><u>Wk-15</u></b> | Presentations.   | -              | -           |                              |
| <b><u>Wk-16</u></b> | <b>PREP BREAK</b>  |                |             |                              |

|              |                          |  |  |  |
|--------------|--------------------------|--|--|--|
| <u>Wk-17</u> | <b>FINAL EXAMINATION</b> |  |  |  |
|--------------|--------------------------|--|--|--|

## Subject

### DATABASE MANAGEMENT SYSTEMS

**Credit Hrs: 3**

#### **Course Objective:**

This is an introductory course in Database management. The course gives an overview of how Databases are used to store, manipulate, and retrieve data in different types of organizations. It covers various technologies used to build and manage databases and how different applications are dependent upon databases today. The course explains how to build robust and flexible databases. Students will learn about the essential skills to design effective databases and to retrieve data through SQL queries.

#### **Learning Outcomes:**

1. To learn about the limitations of traditional file processing systems.
2. To understand three design phases of relational databases: conceptual, logical and physical database design.
3. To learn about the main database definition and manipulation facilities in SQL standard

#### **Reference Books:**

- (A) **Fundamentals of Database Systems Sixth Edition by RamezElmasri, Shamkant B. Naathe**
- (B) **Modern Database Management, 10th Edition by Jeffrey A. Hoffer, V. Ramesh and HeikkiTopi**

#### **Course Outline and Schedule**

| <u>Week</u><br>Mon-Sat | Topics   | Text Book<br>(Ref A,B) | Page Nos.                       | Tests & Assignments |
|------------------------|--|------------------------|---------------------------------|---------------------|
| <u>Wk-1</u>            | <b>Introduction to Databases</b><br><br>What are databases? Traditional File Processing environments. Integrated database management system environment. Advantages and Disadvantages of database approach. Roles of people. | Chp 01                 | <b>3-18</b><br><br><b>26-27</b> |                     |

|                      |   |                     |  |                           |
|----------------------|---|---------------------|--|---------------------------|
| <b><u>Wk-2</u></b>   | <b>Data and Information</b><br>Data Models, Schemas, Database System Environment, Levels of Data  | Chap 2              | <b>32-40</b>   |                           |
|                      | <b>3 Level Architecture</b><br>Logical and physical data independence-Logical data models   | Chp 02              | <b>41-49</b>   |                           |
|                      |   |                     |  |                           |
| <b><u>Wk - 3</u></b> | E-R Model and Record based Models<br><b>Logical Models</b><br>Relational Model Concepts, Constraints, Update Operations in Transactions                                 | Chp 02<br>Chp 03    | <b>41-49</b><br><b>59-79</b>                         | Assignment 1 Class Test 1 |
| <b><u>Wk - 4</u></b> | Types of Transactions, Dealing with Constraint Violations<br><b>Developing an ER Diagram</b><br>Dat Modeling Using ER Model, Entity Types, Relationships, Cardinalities | Chp 03<br>Chp 07    | <b>59-79</b><br><b>199</b><br><b>203-226</b>         |                           |
| <b><u>Wk-5</u></b>   | <b>ER Diagram</b><br>Weak Entity, Naming Conventions,   | Chp 08<br>Chp 02(B) | <b>245-251</b><br><b>65-66(B)</b><br><b>70-76(B)</b> | Mid term 1                |

|                     |   |                     |   |                              |
|---------------------|---|---------------------|---|------------------------------|
| <b><u>Wk-6</u></b>  | Aggregation and Generalization, Enhanced ER Models                                    | Chp 08<br>Chp 03(B) | <b>245-251</b><br><b>113-123</b>                  |                              |
| <b><u>Wk-7</u></b>  | <b>Relational Data Structures</b><br>Integrity Rules                                  |                     |   |                              |
| <b><u>Wk-8</u></b>  | <b>Relational Algebra</b><br>Mapping E-R Model to Relations<br><br>Practice Exercises | Chp 09<br>Chp 04(B) | <b>285-292</b><br><b>178</b>                      | Assignment 2<br>Class Test 2 |
| <b><u>Wk-9</u></b>  | <b>Normalization</b><br>Functional Dependencies, 1NF, 2NF<br>1NF, 2NF                 | Chp 15<br>Chp 04(B) | <b>513-531</b><br><b>182-192</b>                  |                              |
| <b><u>Wk-10</u></b> | <b>Normalization</b><br><b>3NF, BCNF</b>  | Chp 15              | <b>Practice</b>                                   |                              |
| <b><u>Wk-11</u></b> | <b>SQL</b><br>Creating Table, Insert, update and delete                               | Chp 04<br>Chp 06(B) | <b>87-107</b><br><b>245-249</b><br><b>251-252</b> | Class Test 3                 |
| <b><u>Wk-12</u></b> | Select statement, where clause, groupby clause, alter table,                          | Chp 04<br>Chp 06(B) | <b>108-111</b><br><b>256-259</b>                  | Mid term 2                   |

|                     |  |           |                                  |                 |
|---------------------|--|-----------|----------------------------------|-----------------|
| <b><u>Wk-13</u></b> | SQL Practice<br>Database Security and recovery concepts                | Chp 24    | <b>835-842</b><br><b>862-868</b> | Assignment<br>3 |
| <b><u>Wk-14</u></b> | Data Warehousing & OLAP cube<br>Characteristics of Data warehouse data | Chp 09(B) | <b>377-381</b><br><b>390-393</b> |                 |
| <b><u>Wk-15</u></b> | Data mining and modeling   | Handout   |                                  |                 |
| <b><u>Wk-16</u></b> | <b>PREP BREAK</b>  |           |                                  |                 |
| <b><u>Wk-17</u></b> | <b>FINAL EXAMINATION</b>   |           |                                  |                 |

Division of Marks:

|                    |      |                   |
|--------------------|------|-------------------|
| Class Tests (3)    | 10   |                   |
| Assign+Proj        | 5+10 |                   |
| Labs               | 10   |                   |
| Mid Term Tests (2) | 25   |                   |
| Final Exam         | 40   |                   |
| <b>Total</b>       |      | <b><u>100</u></b> |

| Marks    | Points | Grade | Interpretation |
|----------|--------|-------|----------------|
| 85-100   | 4.00   | A     | Outstanding    |
| 80-84    | 3.67   | A-    | Excellent      |
| 75-79    | 3.33   | B+    | Very Good      |
| 70-74    | 3.00   | B     | Very Good      |
| 65-69    | 2.67   | B-    | Good           |
| 60-64    | 2.33   | C+    | Good           |
| 55-59    | 2.00   | C     | Average        |
| 51-54    | 1.67   | C-    | Average        |
| 50       | 1.33   | D+    | Just Pass      |
| Below 50 | 0.00   | F     | Fail           |



**Subject****MANAGEMENT OF IT**

Credit Hrs:4

**Course Objective:**

The course deals with the study of management of IT systems, components and services with a view to provide in-house/outsourced IT solutions to an organization. The course endeavors to familiarize students with the trends in information technology and systems, the opportunities and challenges which information systems present to organizations and a critical understanding of the management issues relating to IT.

To begin with, trends in hardware, software and communication systems are covered. This is followed by management of hardware, software, networks and applications development. Next, issues in management of computer and data resources are taken up. Finally, IT controls and security issues are discussed. Case studies are taken up to illustrate the application of above topics.

At the end of the course the students should have essential knowledge and a sound appreciation of the key issues before a manager who is assigned to set up and support an IT infrastructure in an organization.

**Text Book:**

Management of Information Technology by FRENZEL 4<sup>th</sup> Edition Course Technology.

**Reference Book:**

Managing Information Technology by Carol V. BROWN et. al. 7<sup>th</sup> Edition (2012) Pearson.

**Course Outline and Schedule**

| <b><u>Week</u></b> | <b>Topics</b>   | <b>Text Book</b> | <b>Page Nos.</b> | <b>Tests &amp; Assignments</b> |
|--------------------|---|------------------|------------------|--------------------------------|
| <b><u>Wk-1</u></b> | Overview of IT management.<br>Issues in IT management. Critical | Chap 1           | 4-31             |                                |

|                     |  |         |         |              |
|---------------------|--|---------|---------|--------------|
|                     | Success factors for IT Managers.                 |         |         |              |
| <b><u>Wk-2</u></b>  | Trends in Hardware and Software.                 | Chap 5  | 116-151 | Assignment 1 |
| <b><u>Wk-3</u></b>  | Trends in Telecommunication Systems.             | Chap 6  | 152-187 | Class Test 1 |
| <b><u>Wk- 4</u></b> | Managing Application Portfolios                  | Chap 8  | 224-253 |              |
| <b><u>Wk- 5</u></b> | Managing Application Portfolios (Contd)          | Chap 8  | 224-253 |              |
| <b><u>Wk- 6</u></b> | Managing Application Development                 | Chap 9  | 254-266 | Midterm 1    |
| <b><u>Wk-7</u></b>  | Development and Acquisition Alternatives         | Chap 10 | 286-315 |              |
| <b><u>Wk-8</u></b>  | Development and Acquisition Alternatives (Contd) | Chap 10 | 286-315 |              |
|                     | <b>MID SEMESTER BREAK</b>                        |         |         |              |

| <b><u>Week</u></b><br><b>Mon-</b><br><b>Sat</b> | <b>Topics</b>                                 | <b>Text Book</b> | <b>Page Nos.</b> | <b>Tests &amp; Assignments</b> |
|---|---|------------------|------------------|--------------------------------|
| <b><u>Wk-9</u></b>                              | Developing and Managing Customer Expectations | Chap12           | 350-377          | Assignment-2                   |
| <b><u>Wk-10</u></b>                             | Managing Computer and Data Resources          | Chap 13          | 378-409          | Class Test 3                   |
| <b><u>Wk-11</u></b>                             | Managing Computer and Data Resources (Contd)  | Chap 13          | 378-409          |                                |
| <b><u>Wk-12</u></b>                             | IT Controls and Security                      | Chap 16          | 476-509          | Mid term- 2                    |
| <b><u>Wk-13</u></b>                             | IT Controls and Security (Contd)              | Chap 16          | 476-509          |                                |
| <b><u>Wk-14</u></b>                             | Presentation                                  |                  |                  |                                |
| <b><u>Wk-15</u></b>                             | Presentation                                  |                  |                  |                                |

|              |   |  |  |  |
|--------------|---|--|--|--|
| <u>Wk-16</u> | <b>PREP BREAK</b>   |  |  |  |
| <u>Wk-17</u> | <b>FINAL EXAMINATION</b>                                  |  |  |  |
|              | <b>Exam Scripts Shown</b><br><b>Declaration of Result</b> |  |  |  |

**Subject****ERP SYSTEMS****Credit Hrs:3 (Lec3)****Pre-requisite:****Course Objective:**

The objective of this course is to give an overview of Enterprise Resource Planning (ERP) systems. The different components of an ERP system, namely, Sales and Marketing, Finance and Accounts, Human Resource Management, Supply Chain management will be discussed with a view to explain how these areas are effectively managed in an ERP system.

**Reference Books:**

(A) Concepts in Enterprise Resource Planning  
by Monk and Wagner 3<sup>rd</sup> Edition (2009) Thomson Course Technology

**Course Outline and Schedule**

| <b><u>Week</u></b><br><b>Mon-Sat</b> | <b>Topics</b>   | <b>Text Book</b><br><b>(Ref A)</b> | <b>Page Nos.</b> | <b>Tests &amp; Assignments</b> |
|--------------------------------------|---|------------------------------------|------------------|--------------------------------|
| <b><u>Wk-1</u></b>                   | Class and Instructor Introduction<br>Introduction to the Course Contents<br>What is ERP?, Evolution of ERP, ERP Supported Functions. ERP System Traits, Example to Understand working of an ERP. Advantages & Disadvantages | Lecture Slides                     |                  |                                |
| <b><u>Wk-2</u></b>                   | ERP System, Benefits of an ERP<br>Business Areas and Business Processes   | Chap 1                             | 1- 16            |                                |
| <b><u>Wk-2</u></b>                   | Business Areas and Business Processes (Cont. . )<br>Development of ERP systems.   | Chap1 (Cont)<br>Chap 2             | 17-29            |                                |

| <b><u>Week</u></b><br><b>Mon-</b><br><b>Sat</b> | <b>Topics</b> | <b>Text Book</b><br><b>(Ref A)</b> | <b>Page</b><br><b>Nos.</b> | <b>Tests &amp;</b><br><b>Assignments</b> |
|---|---------------|------------------------------------|----------------------------|--|
|---|---------------|------------------------------------|----------------------------|--|

|                                       |   |                        |       |  |
|---------------------------------------|---|------------------------|-------|--|
| <b><u>Wk-2</u></b>                    |   |                        |       |  |
| <b><u>Wk -</u></b><br><b><u>3</u></b> | Business Areas and Business Processes (Cont. . )<br>Development of ERP systems. | Chap1 (Cont)<br>Chap 2 | 17-29 |  |
| <b><u>Wk -</u></b><br><b><u>4</u></b> | Development of ERP systems. (Cont. . )  | Chap 2                 |       |  |
| <b><u>Wk-5</u></b>                    | Production and Supply Chain MIS   | Chap 4                 | 77-94 |  |
|                                       | Production and Supply Chain MIS (cont. . .)                                     | Chap 4                 | 77-94 |  |

|                     |  |                       |         |            |
|---------------------|--|-----------------------|---------|------------|
| <b><u>Wk-6</u></b>  | Accounting in ERP systems.                                   | Chap 5                | 117-127 | Mid term 1 |
| <b><u>Wk-7</u></b>  | Accounting in ERP systems.                                   | Chap 5                | 117-127 |            |
| <b><u>Wk-8</u></b>  | Human Resource Processes with ERP                            | Chap 6                | 157-169 |            |
| <b><u>Wk-9</u></b>  | Human Resource Processes with ERP (contd)                    | Chap 6                | 170-177 |            |
| <b><u>Wk-10</u></b> | Process Modeling with ERP                                    | Chap 7                | 179-192 |            |
| <b><u>Wk-11</u></b> | Process Modeling with ERP (contd)                            | Chap 7                | 193-210 |            |
| <b><u>Wk-12</u></b> | ERP and Electronic Commerce                                  | Chap 8                | 211-223 | Mid term 2 |
| <b><u>Wk-13</u></b> | ERP and Electronic Commerce (contd)                          | Chap 8                | 224-235 |            |
| <b><u>Wk-14</u></b> | ERP Tools  | Lecture Slides & Tool |         |            |
| <b><u>Wk-15</u></b> | Revision & Term Presentations (Research Paper Presentations) |                       |         |            |
| <b><u>Wk-16</u></b> | <b>PREP BREAK</b>  |                       |         |            |
| <b><u>Wk-17</u></b> | <b>FINAL EXAMINATION</b>                                     |                       |         |            |

## Subject

### COMPUTER NETWORKS

**Credit Hrs: 3 (Lec 3)**

**Prerequisite: Intro to Computing (CSC-102)**

#### **Course Objective:**

This course gives an overview of computer networks from the business student's perspective. To begin with, concepts about network configurations, data and signals are covered followed by types of transmission media. This is followed by discussion about multiplexing and error detection. Next, local area networks, their topologies and constituent components are discussed. Finally, the Internet and the World Wide Web are covered.

#### **Reference Books:**

(A) Data Communications and Computer Networks: A Business User's Approach. By Curt White  
5<sup>th</sup> Edition (2009) Thomson Course Technology

#### **Course Outline and Schedule**

| <b><u>Week</u></b><br><b>Mon-Sat</b> | <b>Topics</b>   | <b>Text Book</b><br><b>(Ref A)</b> | <b>Page Nos.</b> | <b>Tests &amp; Assignments</b> |
|--------------------------------------|---|------------------------------------|------------------|--------------------------------|
| <b><u>Wk-1</u></b>                   | Introduction. Technology Chart and Convergence of technologies. Terms and Definitions. Types of Computer Networks.  | Chap 1                             | 1- 15            |                                |
| <b><u>Wk-2</u></b>                   | Network Architectures. Overview of the OSI and TCP/IP Models. Functions of different layers.  | Chap 1                             | 16-22            |                                |
|                                      |   |                                    |                  |                                |
| <b><u>Wk-3</u></b>                   | Data and Signals. Analog versus digital. Signal strength (decibels). Converting data into signals with one example each. Relationship between Frequency and Bits per Second | Chap 2                             | 34-44 and 58     | Class Test 1                   |
| <b><u>Wk-4</u></b>                   | Transmission Media. Wired (Twisted Pair, Coaxial and Fiber). Wireless (Satellite and Microwave).  | Chap 3                             | 70-89            | Assign 1                       |



|                    |   |                  |                        |              |
|--------------------|---|------------------|------------------------|--------------|
|                    | Frequency bands defined by ITU.   |                  |                        |              |
| <b><u>Wk-5</u></b> | Cellular Telephones. Broadband. WiMax. Bluetooth. Wi-Fi. ZigBee. Media Selection Criteria. Examples.  | Chap 3           | 90-109                 |              |
| <b><u>Wk-6</u></b> | Overview of Interfacing and Multiplexing. Interface Standards. EIA-232, USB, Fire wire, SCSI. Asynchronous and Synchronous connection. Half and Full Duplex. FDM and TDM. | Chap 4<br>Chap 5 | 116-129<br><br>140-143 | Mid term 1   |
| <b><u>Wk-7</u></b> | Errors and Error Detection. Types of Noise. Error Prevention and Control. Parity check and CRC. Stop n Wait and Sliding Window protocols.                                 | Chap 6           | 175-194                | Assign 2     |
| <b><u>Wk-8</u></b> | LAN topologies and their comparison. MAC protocols (CSMA/CD)  | Chap 7           | 204-215                | Class Test 2 |
| <b><u>Wk-9</u></b> | LAN Components: Bridges, Hubs and Switches. Function of switch. Virtual LANs. Wireless LANs.  | Chap 7           | 216-232                |              |

| <b><u>Week</u></b>  | <b>Topics</b>  | <b>Text Book<br/>(Ref A)</b> | <b>Page Nos.</b>       | <b>Tests &amp; Assignments</b> |
|---------------------|--|------------------------------|------------------------|--------------------------------|
| <b><u>Wk-10</u></b> | LAN Networks. Software and Support Systems. Windows Network Operating System features.<br><br>Network Support Software | Chap 8                       | 256-260<br><br>267-273 | Class Test 3                   |
| <b><u>Wk-11</u></b> | MAN and WAN. Circuit Switched and Packet Switched Networks. Connection less and Connection                             | Chap 9                       | 284-297                | Assignment 3                   |

|                     |  |         |         |           |
|---------------------|--|---------|---------|-----------|
|                     | oriented network applications. Routing. Network Congestion.                                    |         | 305-308 |           |
| <b><u>Wk-12</u></b> | Internet Protocols. IP-4 and IP-6 Internet 2. VPN  | Chap 10 | 316-328 | Midterm 2 |
| <b><u>Wk-13</u></b> | The World Wide Web. IP Addresses. Mark up languages. Internet services. Intranet and Extranet. | Chap 10 | 329-352 |           |
| <b><u>Wk-14</u></b> | Revision   |         |         |           |
| <b><u>Wk-15</u></b> | Revision   |         |         |           |
| <b><u>Wk-16</u></b> | Prep Break   |         |         |           |
| <b><u>Wk-17</u></b> | Final Examination:<br>Exam Scripts shown:<br>Declaration of Result:                            |         |         |           |

### BBA (Hons.) Specialization in Banking and Finance

| Courses / Groups of Course   | Program Outcomes |   |   |   |   |   |   |   |   |   |
|--|------------------|---|---|---|---|---|---|---|---|---|
|  | a                | b | c | d | e | f | g | h | i | j |
| Introduction to Accounting<br>Business Finance<br>Financial Statement<br>Analysis & reporting  | x                |   | x | x | x | x |   | x | x | x |
| Introduction to Banking<br>Microfinance & SME<br>Banking<br>Banking Products and<br>Operations | x                |   | x | x |   | x |   | x | x | x |
| Business Communication<br>Academic Writing<br>Business and Professional<br>Ethics              |                  | x | x | x |   | x | x | x | x |   |
| IT in Business   |                  |   | x |   | x |   |   |   | x | x |

### BBA (Hons.) Specialization in Information Technology

| Courses / Groups of Course  | Program Outcomes |   |   |   |   |   |   |   |   |  |
|---|------------------|---|---|---|---|---|---|---|---|--|
|   | a                | b | c | d | e | f | g | h | i |  |
| IT in Business<br>Database Management<br>System<br>ERP<br>EDP                     | x                | x | x |   |   |   | x | x | x |  |
| Business Communication<br>Academic Writing<br>Business and Professional<br>Ethics |                  | x | x | x | x | x | x |   |   |  |
| Quantitative Techniques in<br>Business<br>Business Mathematics                    |                  | x |   |   |   |   | x | x | x |  |

**Standard 2-2: Theoretical background, problems analysis and solution design must be stressed within the program's core material.**

| Elements               | Course Title  |
|------------------------|---|
| Theoretical background | Introduction to Accounting<br>Business Finance<br>Introduction to Banking<br>Microeconomics<br>Macroeconomics<br>Principles of Marketing  |
| Problem analysis       | Introduction to Mathematics<br>Business Statistics<br>IT in Business<br>Investment & Portfolio Analysis<br>Management & Organization Behavior<br>Financial Statement Analysis & Reporting<br>Quantitative Techniques in Business<br>Games of Strategy<br>Financial Modeling |
| Solution design        | Management Information System<br>Creating Web Content<br>Enterprise Resource Planning (ERP)<br>Entrepreneurship & Business Development<br>Business Strategy & Policy<br>Risk Management   |

**Standard 2-3: The curriculum must satisfy the core requirements for the program, as specified by the respective accreditation body. Examples of such requirements are given in Table A.1, Appendix A.**

Please refer to Standard 2 – 1.

**Standard 2-4: The curriculum must satisfy the major requirements for the program as specified by HEC, the respective accreditation body / councils. Examples of such requirements are given in Table A.1, Appendix A.**

Please refer to Standard 2 – 1.

**Standard 2-5: The curriculum must satisfy general education, arts, and professional and other discipline requirements for the program, as specified by the respective accreditation body / council. Examples of such requirements are given in Table**

Please refer to Standard 2 – 1.

**Standard 2-6: Information technology component of the curriculum must be integrated throughout the program.**

Please refer to Standard 2 – 1.

**Standard 2-7: Oral and written communication skills of the student must be developed**

**and applied in the program.**

Please refer to Standard 2 – 1.

### **Criterion 3: LABORATORIES AND COMPUTING FACILITIES**

The School of Business contains one Computer lab

#### **Computer Lab**

This lab contains nineteen workstations, one printer, one scanner and a multimedia projector. All required software for the BBA. (Hons.) Programs are available on each workstation.

**Standard 3-1: Laboratory manuals/ documentation/ instructions for experiments must be available and readily accessible to faculty and students.**

The above mentioned lab facilitates the students in performing lab exercises and projects relating to the course offered in BBA. (Hons.)

The following courses have lab exercises which are conducted in the lab:

- |    |                                    |                    |
|----|------------------------------------|--------------------|
| 1. | IT in Business Lab                 | (3 hours per week) |
| 2. | Management Information Systems Lab | (3 hours per week) |

Students also avail the internet facilities and use computer lab for their assignments and projects.

**Standard 3-2: There must be adequate support personnel for instruction and maintaining the laboratories.**

The Computer lab of Department of Management Sciences is maintained by a Lab Administrator who is responsible for keeping the computer's hardware and software in working condition. He is also required to ensure that networking of the computers is working properly and Internet is available at each workstation.

The Lab Administrator seeks guidance from the concerned Course Instructor regarding conduct of computer activities pertaining to different courses. Further, the Lab Administrator is supported in his job function by the Information Technology Resource Center Staff located in the Server Room.

**Standard 3-3: The University computing infrastructure and facilities must be adequate to support program's objectives.**

The facilities mentioned in the lab are adequate to support the objectives of the BBA.(Hons.)program. Students of this program are allowed to benefit from the lab equipped with necessary software along with Internet access.

### **Criterion 4: STUDENT SUPPORT AND ADVISING**

**Standard 4-1: Courses must be offered with sufficient frequency and number for students to complete the program in a timely manner.**

The BBA.(Hons.) Program comprises of forty five (45) courses spread over four year (8 semesters) of full time study.

In each semester, normally five to six courses are offered which constitute a study load of 15-18 credit hours. Each course in the BBA.(Hons.)program is offered once in an academic year, either in the Spring or Fall semester.The distribution of courses in each semester is such that students are required to qualify foundation and pre requisite courses in first two years.

**Standard 4-2: Courses in the major area of study must be structured to ensure effective interaction between students, faculty and teaching assistants.**

- **EFFECTIVE FACULTY / STUDENT INTERACTION**

Majority of the courses in the program are taught in a semester by individual faculty. Each course is of minimum 3 credits which equals to 45 contact hours per course. In addition to the contact teaching by the faculty, students can book tutorials with the course instructor anytime during the course.

This gives an opportunity to the student to discuss any individual concerns and queries with the concerned tutor on an individual basis. Additionally, faculty has fixed office timings for student consultation and is usually available to meet upon request as well.

**Standard 4-3: Guidance on how to complete the program must be available to all students and access to academic advising must be available to make course decisions and career choices.**

All program related information is readily available to the students. At the start of every academic semester the School conducts an orientation for new students. This gives an opportunity to the students to visit the campus, get all required information and meet with the faculty.

The School also distributes individual handbooks for BBA. (Hons.) program offered at the School of Business. These handbooks contain important information like rules and regulations regarding the program. In addition, the university annually publishes a detailed prospectus describing the different programs being offered.

Once the students join the program every semester they are provided with academic information guidelines. This set of information pertains to course outlines, course objectives, class schedules, reading lists, assessment procedures and assessment guideline.

- **STUDENT COUNSELING SYSTEM**

The Academic Coordinator keeps in direct contact with the students enrolled on the program. The students meet with the program coordinator to discuss all professional issues. In cases where further counseling is required for the students, the Academic Coordinator refers the case to the Head of the Department and/or Dean.

In addition, the Department of Student Affairs & External Relations provide career counseling to the students at BNU. The qualified members have the relevant expertise to guide the students for the betterment.

### **Criterion 5: PROCESS CONTROL**

**Standard 5-1: The process by which students are admitted to the program must be based on quantitative and qualitative criteria documented. This process must be periodically evaluated to ensure that it is meeting its objectives.**

## **Admission Criteria**

Candidates with minimum 55% marks in intermediate or average C grade in A levels are eligible to apply for this program. Admission offer would be subject to the decision of the admission committee based on candidate's academic history and performance in the test and interview.

## **Transfer Policy**

Transfer of the students from other related schools / programs would be permissible for only those students who have secured minimum 3.0 CGPA. Transferred students must complete 66 credit hours from BNU.

- **EVALUATION OF ADMISSION CRITERIA**

The admission criterion is reviewed annually in light of the HEC guidelines. The Board of Studies meets once a year and reviews all matters regarding the program. In addition, the Academic Council of the University also reviews the Admission procedure and subsequent approval is taken from the Board of Governors of the University.

**Standard 5-2: The process by which students are registered in the program and monitoring of students' progress to ensure timely completion of the program must be documented this process must be periodically evaluated to ensure that it is meeting its objectives.**

- **PROCESS OF REGISTRATION**

At Department of Management Sciences at the School of Business is committed to following the continual progress of its students. The department Coordinator keeps a record of the student registration and detailed enrollment records marking the duration of their academic stay at the university. All such record is also kept by The Examination Department and Quality Assurance department of University.

- **MONITORING STUDENTS PROGRESS**

The student progress is carefully monitored throughout their academic stay at the School. The program follows continuous assessment procedures. The results of the students are carefully recorded and monitored by the School and passed on to the Examination and Quality Assurance department.

The faculty, Academic Coordinator, Head of Department and the Dean meet on a regular basis to discuss all student related issues. Attendance records, class performance records of all students are also maintained by the School. Transcripts are prepared by the examination department at the end of every semester. These transcripts are mailed to the students at the end of the semester. Coordinators, Head of department and Deans know as to the students' performance.

- **EVALUATION AND IMPROVEMENT**



The process is evaluated by conducting periodical peer reviews. Regular meetings between coordinators, Head of Department and Dean keep addressing any issues regarding students and their performance. New strategies are employed as need arises.

**Standard 5-3: The process of recruiting and retaining highly qualified faculty members must be in place and clearly documented. Also processes and procedures for faculty evaluation, promotion must be consistent with institution mission statement. These processes must be periodically evaluated to ensure that it is meeting with its objectives.**

- **FACULTY RECRUITMENT PROCESS**

The School of Business follows a thorough process for the recruitment of faculty in line with the BNU and HEC guidelines. The process begins with identification of faculty (preferably foreign qualified), they are then invited to give demonstration lecture. Feedback is taken from the Head of Department, faculty members and Vice Chancellor on their performance. Based on the feedback the School of Business then proposes their name to University authorities so that the formal recruitment process may begin and candidate can be interviewed and scrutinized. These cases are then put before the Selection Committee that interviews and scrutinizes the candidate for final approval.

- **FACULTY RETENTION**

Incentives for professional development are given as part of faculty retention. The University offers 50% fee waiver to faculty members if they enroll in any academic program being offered in BNU. Additionally, if any faculty wants to pursue higher studies they are encouraged to do so and awarded unpaid leave for that certain time period.

- **FACULTY EVALUATION PROCESS**

To maintain the standard of education, the department of Management Sciences conducts semester wise faculty evaluation to evaluate the courses and faculty progress. Every semester under the supervision of HOD and Quality Assurance department, an assessment is conducted to ensure students are getting the best learning outcomes.

- **FACULTY PROMOTION PROCESS**

If a faculty member in service achieves qualification and experience required for promotion at the next academic level, the respective Dean sends a recommendation to Departmental Promotion Committee which reviews the candidates' credentials in accordance with HEC guidelines for faculty appointment.

In event of promotion as Assistant Professor and Associate Professor, the Committee further forwards the case to BNU Selection Board which interviews the candidate and sends recommendation to Vice Chancellor for approval. In case of promotion as Professor, the case is forwarded to Selection Board which interviews the candidate and sends its recommendation to Board of Governors for approval.

**Standard 5-4: The process and procedures used to ensure that teaching and delivery of course material to the students emphasizes active learning and that course learning outcomes are met. The process must be periodically evaluated to ensure that it is meeting its objectives.**

- The Department of Management Sciences sits at least twice a year to discuss new and expected courses for the upcoming semester.
- While these courses address the contemporary requirements of the market, it cannot overlook the craft and techniques employed in the rest of the world. As per departmental regulations, courses are drawn with consensus and are then moved to the Board of Studies for their approval and suggestions.
- Hence, these courses are designed in light of modern trends and developments in financial sector. The educational needs of our students are also taken into consideration at the time of designing a course. The department meets on a regular basis to discuss the progress of the courses. Evaluations done by students at the end of course as well as, soft feedback by the students is given weightage when courses are designed.

**Standard 5-5: The process that ensures that graduates have completed the requirements of the program must be based on standards, effective and clearly documented procedures. This process must be periodically evaluated to ensure that it is meeting its objectives.**

- The Academic Coordinator maintains thorough records of the students. These records are reviewed at the start and end of every semester to ensure the student is progressing and meeting all requirements of the program. The Registrar office and Quality Assurance department maintain files of each student. These files contain past and ongoing academic record of the students. At the end of each semester these records are reviewed as a means to check student performance.
- At the time of graduation the record of each student is thoroughly scrutinized to ensure that the student has fulfilled all requirements of the program. After ensuring that all requirements have been met the student is allowed to graduate.

## **Criterion 6: FACULTY**

**Standard 6-1: There must be enough full time faculties who are committed to the program to provide adequate coverage of the program areas/courses with continuity and stability. The interests and qualifications of all faculty members must be sufficient to teach all courses, plan, modify and update courses and curricula. All faculty members must have a level of competence that would normally be obtained through graduate work in the discipline. The majority of the faculty must hold a Ph.D. in the discipline.**

Faculty members must be current and active in their discipline and have the necessary technical expertise and depth to support the program. There must be enough faculty members to provide continuity and stability, to cover the curriculum adequately and effectively, and to allow for

scholarly activities. To meet this criterion the standards in this section must be satisfied.

- Complete the following table indicating program areas and number of faculty in each area.

| Program area of specialization | Number of faculty members in each area | Name of faculty member | Title of degree                             | Awarding University                                 |
|--------------------------------|--|------------------------|---|---|
| Banking                        | 2                                      | Tariq Maqbool          | MSc. Information Systems Management         | Ferris State University, USA                        |
|                                |  | Farrukh J. Karamat     | Masters of Finance (MSc. Finance)           | Cass Business School, City University, London, U.K. |
| Finance                        | 3                                      | Sana Iqbal             | MS. Management Sciences (Finance)           | COMSATS Institute of Information Technology         |
|                                |  | Farrukh J. Karamat     | Masters of Finance (MSc. Finance)           | Cass Business School, City University, London, U.K. |
|                                |  | FurqanAsad             | CFA   | CFA Institute USA                                   |
| Information Technology         | 2                                      | Burhan Khokhar         | PhD in Human Resource Management (on going) | Huddersfield University, UK                         |
|                                |  | Huda Sarfaraz          |   |   |
| Management                     | 2                                      | Burhan Khokhar         | PhD in Human Resource Management (on going) | Huddersfield University, UK                         |
|                                |  | Sana Iqbal             | MS. Management Sciences (Finance)           | COMSATS Institute of Information Technology         |

|                          |   |                  |                          |  |
|--------------------------|---|------------------|--------------------------|--|
| Accounting               | 2 | Ijaz Hussain     | ACMA                     | Institute of Cost and Management Accountants of Pakistan |
|                          |   | FurqanAsad       | CFA                      | CFA Institute USA  |
| Mathematics & Statistics | 1 | HafsaTanveer     | M.Phil in Economics      | Lahore School of Economics                               |
| Economics                | 2 | Dr. Hafeez Pasha | PhD in Economics         | University of Stanford                                   |
|                          |   | Dr. Ivan Duran   | PhD in Applied Economics | Western Michigan University                              |

Faculty Distribution by Program Area

**Standard 6-2: All faculty members must remain current in the discipline and sufficient time must be provided for scholarly activities and professional development. Also, effective programs for faculty development must be in place.**

- All faculty members in the Department of Management Sciences have at least MS / M.Phil Degree from foreign or local university. In addition, they have expertise in their area of study and have taught the courses allocated to them previously as well.
- Full time faculty members are assigned a maximum of 3 courses in BBA. (Hons.) degree program which entails 9 to 10 semester credit hour of student contact. Keeping in view this load the fulltime faculty has sufficient time for professional development.
- Faculty is encouraged to participate in seminars, workshops and conferences in the area of their interest.

**Standard 6-3: All faculty members should be motivated and have job satisfaction to excel in their profession.**

- The faculty members are provided a congenial working environment which is conducive for teaching and research. Air-conditioned offices workstations with internet connectivity and access to digital library are standard features of the faculty working environment.
- Faculty members can purchase any book of their choice without hindrance. Faculty can also undertake professional development training and also get leave for improving their qualification at any other Institution, subject to providing a service bond.
- The performance of faculty is appraised on annual basis and they are awarded annual increment based on the appraisal.
- All the above features help in motivating the faculty in their job.

- Survey of faculty is conducted annually (on HEC approved Proforma # 5) in which the faculty provides its input on work environment and their own performance during the year.
- The survey is quite effective in faculty assessing, the views of the faculty for improving the work environment and facilities.

## **Criterion 7: INSTITUTIONAL FACILITIES**

**Standard 7-1: The institution must have the infrastructure to support new trends in learning such as e-learning.**

*Please refer to Criterion 6*

**Standard 7-2: The library must possess an up-to-date technical collection relevant to the program and must be adequately staffed with professional personnel.**

### **Professional Development**

The librarians have been trained in MARC records development and cataloging in a new integrated Library System (ILS). Further, training in the use of the software has been given. Any Archives and Records Management Course for all librarians and representatives of each university department have been trained. The need for this has arisen as a new Archives and a Records Management program has been initiated at the University.

### **Collection Development**

A collection policy has been formulated to guide the library in its development of the collections (see Appendix A)

### **Library Committee**

The BNU Library is guided by the Library Committee for effective management. Dean, Heads of schools are members and library liaisons are nominated from all departments.

### **Annual Report**

The Chief Librarian prepares an annual report to present to the Vice Chancellor of the University, highlighting the accomplishment, problems and needs of the library. Utilization of resources and statistical data is presented in this report.

### **Books (print from)**

|                     |                           |
|---------------------|---------------------------|
| Total:              | 10558                     |
| During 2010-11:     | 0778                      |
| Books (Electronic): | 52000 (through e-Library) |
| Reports:            | 1685                      |
| DVDs:               | 901                       |
| VHS:                | 626                       |
| Art Catalog:        | 900                       |

## **Government Documents:**

Pakistan Economic Survey 1980 to 2010-11

State Bank of Pakistan Report

All 5 years Plans (Soft Copy is also available)

Annual Plans (Soft Copy is also available)

50 Years Pakistan Statistics of Pakistan

Ten Years Perspective Development Plan 2001-11

Pakistan Education Policy

Pakistan Education Statistics 2007-2008

Pakistan Demographic & health Survey 2006-07

Punjab University Calendars

District Census Reports 1998

HEC Annual Reports

HEC Curriculums 2009, 2010

Judicial statistics of Pakistan Annual Reports

Vice Chancellor Reports

Punjab Development Statistics

Pakistan Engineering Congress Reports sessions 1983, 1984, 1985, 1992

Pakistan in the 21<sup>st</sup> Century: Vision 2030

Promise, Policy, Performance: Two Years of People Government 2008-2010

## **Library Budget**

- Annual Budget of BNU Library is Rs. 5.9 million

## **BNU Publications (Thesis)**

|                               |    |
|-------------------------------|----|
| Psychology Clinical Reports:  | 06 |
| School of Education:          | 29 |
| School of Mass Communication: | 55 |



|                                |                                   |
|--------------------------------|-----------------------------------|
| SSS-Economics:                 | 06                                |
| School of IT:                  | 08                                |
| School of Liberal Arts:        | 06                                |
| IPP Reports:                   | 2008, 2009, 2010                  |
| The Maya Tree: Vol. 1          | Fall 2009                         |
| Students Degree Shows:         | Annually                          |
| Prospectus:                    | Annually                          |
| SVAD/SA Prospectus:            | Annually                          |
| Faculty Catalogs               | Arts Catalogs                     |
| Convocation Gazette:           | 1 <sup>st</sup> – 5 <sup>th</sup> |
| BNU Gazette (newsletter)       | 3 /years                          |
| Research Journals (Print)      | 050                               |
| Research Journals (electronic) | 6277                              |

BNU Library URL:

[http://WWW.bnu.edu.pk/index.php?option=com\\_content&view=article&id=165&Itemid=484](http://WWW.bnu.edu.pk/index.php?option=com_content&view=article&id=165&Itemid=484)

|                     |      |
|---------------------|------|
| Library Membership: | 1437 |
| Faculty:            | 0198 |
| Students:           | 1179 |
| Staff:              | 0060 |

**Standard 7-3: Class-rooms must be adequately equipped and offices must be adequate to enable faculty to carry out their responsibilities.**

\* **Class Rooms**

The classrooms have adequate space for studio work. The Studios are equipped with multimedia and sound facilities which accommodate the needs of the students.

\* **Faculty Office**

The faculty offices are fully equipped with desktop computers with internet and WIFI connectivity, printers and scanners for each of the permanent faculty members of the department. In house intercom system between faculty offices throughout the university helps to facilitate communication between faculty members and different studios, labs and working areas within the university.

## **Criterion 8: INSTITUTIONAL SUPPORT**

The institution's support and the financial resources for the program must be sufficient to provide an environment in which the program can achieve its objectives and retain its strength.

| <b>Facility</b>                    | <b>Description</b>   |
|------------------------------------|--|
| <b>Land</b>                        | The total land area of Beaconhouse National University's New Campus is 33 acres.   |
| <b>Buildings</b>                   | <p>The built-up area of the Beaconhouse National University New Campus is 322,000 sqft. In Phase – I, the New Campus has three academic blocks, one central block and one administration block.</p> <p>The first academic block comprising 107,000 sqft areas is operational at the New Campus. The second academic block comprising 56,000 sqft areas has been operational since September, 2011. The Administration Block comprising 32,498 sqft was made operational in December 2013. Two floors (14,465 sqft) of the third academic block (total 29,646 sqft) were operationalized in November, 2016. The other buildings including a library block and auditorium at rudimentary stages of construction.</p> |
| <b>Roads network &amp; Parking</b> | BNU has an internal road network of 1.5 Km. This black top road ring links different academic and administrative buildings. Walkways on the sides of the roads have been constructed for easy movement of students and staff. Fire hydrants at different points along the road have also been provided. The New Campus in phase – I has a parking space for 400 cars. The adjoining areas of the campus can accommodate more than 600 vehicles.  |
| <b>Lawns &amp; Open Spaces</b>     | BNU is an environment friendly organization. In the campus design phase special attention was paid to maintaining bio-diversity of the area. More than 50 % of the campus spaces have been left open and green. Each of the academic and other blocks has a lawn attached to it and is equally used by students, faculty and staff for academic and co-curricular purposes. The annual maintenance cost of the landscape exceeds Rs.2.5 m.   |
| <b>Sports facilities</b>           | Students are given ample opportunity to participate in sports and extra-curricular events at BNU are not too infrequent. The University already has set up different indoor and outdoor sports facilities for students. A football field with dimensions of 180 ft x 330 ft is available. This facility also has a cricket turf for hard ball matches. Table tennis is a regular indoor sport and proper professional tables are available for students. The university has also set up badminton courts and table tennis play areas for students. A basketball court is being included in the next  |

|                  |   |
|------------------|---|
|                  | phase of development besides a 13,000 sqft Student Activity area comprising of a gymnasium and an indoor badminton court.   |
| <b>Canteen</b>   | A purpose-built 18,000 sqft multi-storey Cafeteria Block was inaugurated in May, 2016. The facility caters to the needs of the university community. It provides dine in and take away options to the students and staff with a total seating capacity of 700 max at a time. The two halls in the lower ground and the floor are for regular dining. The top floor is dedicated for student events and banquets. There is a fruit and juice corner, fast-food corner, live kitchen, tea/coffee corner and a snack bar on the ground floor. The lower-ground floor has a spacious dining hall. All the rest of the campus is Wi-fi enabled except the cafeteria block, where it has been deliberately disabled to allow sociability among students and encourage a mobile-free environment while having meals. |
| <b>Furniture</b> | Ergonomically designed furniture has been planned across the campus. Services of design firms have been hired to meet the bespoke requirements for studios and classrooms.  |

**Standard 8-1: There must be sufficient support and financial resources to attract and retain high quality faculty and provide the means for them to maintain competence as teachers and scholars.**

- The faculty of School of Business gets market based salaries along with standard service benefits i.e. Provident Fund, Annual Leave, Medical Leave, and Medical Insurance.
- The Institute has sufficient budgeted fund to support the faculty. The Institution also has funds to support faculty needs for teaching and research purposes.
- The Department of Management Sciences has a Coordinator to handle all administrative and coordination tasks; so that the faculty is free to concentrate on teaching and research.

**Standard 8-2: There must be an adequate number of high quality graduate students, research assistants and Ph.D. students.**

- The BBA. (Hons.)degree is currently being offered at undergraduate level only and it is the first batch. Therefore there are no graduates.

**Standard 8-3: Financial resources must be provided to acquire and maintain Library holdings, laboratories and computing facilities.**

\* **Library**  
*Please refer to Standard 7 – 2*

\* **Laboratories**

*Please refer to Criterion 3*

- \* **Computing Facilities**  
*Please refer to Standard 2 – 1*

**Rubric Report**



**Beaconhouse National University**

**School of Business  
(Department of Management Sciences)**

**BBA.(Hons.) Specialization in Banking & Finance / Information  
Technology**

| <b>Criterion 1 - Program Mission, Objectives and Outcomes</b>                                | <b>Weight = 0.05</b> |          |          |          |          |
|--|----------------------|----------|----------|----------|----------|
|  | <b>Score</b>         |          |          |          |          |
|  | <b>5</b>             | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
| Does the program have documented outcomes for graduating students?                           |                      | 4        |          |          |          |
| Do these outcomes support the program objectives?  |                      | 4        |          |          |          |
| Are the graduating students capable of performing these outcomes?                            | N/A                  |          |          |          |          |
| Does the department assess its overall performance periodically using quantifiable measures? |                      | 4        |          |          |          |
| Is the result of the program assessment documented?  | 5                    |          |          |          |          |
| Total Encircled Value (TV)   | <b>17</b>            |          |          |          |          |
| <b>Score 1 (S1) = {TV / (No. of Questions * 5)} * 100 * Weight</b>                           | <b>4.25</b>          |          |          |          |          |

| <b>Criterion 2 - Curriculum Design and Organization</b>   | <b>Weight = 0.20</b> |          |          |          |          |
|---|----------------------|----------|----------|----------|----------|
|   | <b>Score</b>         |          |          |          |          |
|   | <b>5</b>             | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
| Is the curriculum consistent?   |                      |          | 3        |          |          |
| Does the curriculum support the program's documented objectives?  |                      | 4        |          |          |          |
| Are theoretical background, problem analysis and solution design stressed within the program's core material  |                      | 4        |          |          |          |
| Does the curriculum satisfy the core requirements laid down by respective accreditation bodies? (Refer to appendix A of the Self-Assessment Report Manual)              |                      | 4        |          |          |          |
| Does the curriculum satisfy the major requirements laid down by HEC and the respective councils / accreditation bodies? (Refer to appendix A of Self-Assessment Manual) |                      | 4        |          |          |          |
| Does the curriculum satisfy the general education, arts and professional and other discipline requirements as laid down by the respective body /                        | 5                    |          |          |          |          |

|   |             |   |  |  |  |
|---|-------------|---|--|--|--|
| councils? (Refer to appendix A of Self Assessment Manual)                         |             |   |  |  |  |
| Is the information technology component integrated throughout the program?        | 5           |   |  |  |  |
| Are oral and written skills of the students developed and applied in the program? |             | 4 |  |  |  |
| Total Encircled Value (TV)  | 33          |   |  |  |  |
| <b>Score 2 (S2) = {TV / (No. of Questions * 5)} * 100 * Weight</b>                | <b>16.5</b> |   |  |  |  |

| <b>Criterion 3 - Laboratories and Computing Facilities</b>   | <b>Weight = 0.10</b> |          |          |          |          |
|--|----------------------|----------|----------|----------|----------|
|  | <b>Score</b>         |          |          |          |          |
|  | <b>5</b>             | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
| Are laboratory manuals / documentation / instructions etc. for experiments available and ready accessible of faculty and students? |                      | 4        |          |          |          |
| Are there adequate number of support personnel for instruction and maintaining the laboratories?                                   |                      | 4        |          |          |          |
| Are the University's infrastructure and facilities adequate to support the program's objectives?                                   |                      | 4        |          |          |          |
| Total Encircled Value (TV)   | <b>12</b>            |          |          |          |          |
| <b>Score 3 (S3) = {TV / (No. of Questions * 5)} * 100 * Weight</b>   | <b>8.0</b>           |          |          |          |          |

| <b>Criterion 4 - Student Support and Advising</b>   | <b>Weight = 0.10</b> |          |          |          |          |
|---|----------------------|----------|----------|----------|----------|
|   | <b>Score</b>         |          |          |          |          |
|   | <b>5</b>             | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
| Are the courses being offered in sufficient frequency and number for the students to complete the program in a timely manner? | 5                    |          |          |          |          |
| Are the courses in the major area structured to optimize interaction between the students, faculty and teaching assistants?   | 5                    |          |          |          |          |
| Does the University provide academic advising on course decisions and career choices to all students?                         | 5                    |          |          |          |          |

|  |             |
|--|-------------|
| Total Encircled Value (TV)   | <b>15</b>   |
| <b>Score 4 (S4) = {TV / (No. of Questions * 5)} * 100 * Weight</b> | <b>10.0</b> |

| <b>Criterion 5 - Process Control</b>  | <b>Weight = 0.15</b> |          |          |          |          |
|---|----------------------|----------|----------|----------|----------|
|   | <b>Score</b>         |          |          |          |          |
|   | <b>5</b>             | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
| Is the process to enroll students to a program based on quantitative and qualitative criteria?  | 5                    |          |          |          |          |
| Is the process above clearly documented and periodically evaluated to ensure that it is meeting its objectives?   |                      | 4        |          |          |          |
| Is the process to register students in the program and monitoring their progress documented?  |                      | 4        |          |          |          |
| Is the process above periodically evaluated to ensure that it is meeting its objectives?  |                      | 4        |          |          |          |
| Is the process to recruit and retain faculty in place and documented?   | 5                    |          |          |          |          |
| Are the processes for faculty evolution & promotion consistent with the institution mission?  |                      | 4        |          |          |          |
| Are the processes in 5 and 6 above periodically evaluated to ensure that they are meeting their objectives?   |                      | 4        |          |          |          |
| Do the processes and procedures ensure that teaching and delivery of course material emphasize active learning and that course learning outcomes are met? |                      | 4        |          |          |          |
| Is the process in 8 above periodically evaluated to ensure that it is meeting its objectives?   |                      | 4        |          |          |          |
| Is the process to ensure that graduates have completed the requirements of the program based on standards and documented procedures?                      | 5                    |          |          |          |          |
| Is the process in 10 above periodically evaluated to ensure that it is meeting its objectives?  |                      | 4        |          |          |          |
| Total Encircled Value (TV)  | <b>47</b>            |          |          |          |          |
| <b>Score 5 (S5) = {TV / (No. of Questions * 5)} * 100 * Weight</b>  | <b>12.82</b>         |          |          |          |          |



| <b>Criterion 6 – Faculty</b>  | <b>Weight = 0.20</b> |          |          |          |          |
|---|----------------------|----------|----------|----------|----------|
|   | <b>Score</b>         |          |          |          |          |
|   | <b>5</b>             | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
| Are there enough full time faculty members to provide adequate coverage of the program areas / courses with continuity and stability?   |                      | 4        |          |          |          |
| Are the qualifications and interests of faculty members sufficient to teach all courses, plan, modify and update courses and curricula? | 5                    |          |          |          |          |
| Do the faculty members possess a level of competence that would be obtained through graduate work in the discipline?                    | 5                    |          |          |          |          |
| Do the majority of faculty members hold Ph.D. degree in their discipline?   |                      |          |          | 2        |          |
| Do faculty members dedicate sufficient time to research to remain current in their disciplines?   |                      | 4        |          |          |          |
| Are there mechanisms in place for faculty development?  |                      |          | 3        |          |          |
| Are faculty members motivated and satisfied so as to excel in their professions?  |                      | 4        |          |          |          |
| Total Encircled Value (TV)  | <b>27</b>            |          |          |          |          |
| <b>Score 6 (S6) = {TV / (No. of Questions * 5)} * 100 * Weight</b>  | <b>15.43</b>         |          |          |          |          |

| <b>Criterion 7 -Institutional Facilities</b>   | <b>Weight = 0.10</b> |          |          |          |          |
|--|----------------------|----------|----------|----------|----------|
|  | <b>Score</b>         |          |          |          |          |
|  | <b>5</b>             | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
| Does the institution have the infrastructure to support new trends such as e-learning?                               |                      | 4        |          |          |          |
| Does the library contain technical collection relevant to the program and is it adequately staffed?                  |                      | 4        |          |          |          |
| Are the class rooms and offices adequately equipped and capable of helping faculty carry out their responsibilities? | 5                    |          |          |          |          |
| Total Encircled Value (TV)   | <b>13</b>            |          |          |          |          |

|  |             |
|--|-------------|
| <b>Score 7 (S7) = {TV / (No. of Questions * 5)} * 100 * Weight</b> | <b>8.66</b> |
|--|-------------|

| <b>Criterion 8 - Institutional Support</b>   | <b>Weight = 0.10</b> |          |          |          |          |
|--|----------------------|----------|----------|----------|----------|
|  | <b>Score</b>         |          |          |          |          |
|  | <b>5</b>             | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b> |
| Is there sufficient support and finances to attract and retain high quality faculty?                     |                      |          | 3        |          |          |
| Are there an adequate numbers of high quality graduate students, teaching assistants and Ph.D. students? | N/A                  |          |          |          |          |
| Total Encircled Value (TV)   | <b>3</b>             |          |          |          |          |
| <b>Score 8 (S8) = {TV / (No. of Questions * 5)} * 100 * Weight</b>                                       | <b>6</b>             |          |          |          |          |

|   |              |
|---|--------------|
| <b>Overall Assessment Score = S1 + S2 + S3 + S4 + S5 + S6 + S7 + S8 =</b> | <b>81.66</b> |
|---|--------------|

**Weaknesses:**

- Insufficient Library Resources for Research.
- The department of Management Sciences is not conducting faculty development workshops in regular time frames.