MBA (3.5) years Scheme of Study
# Proposed MBA Scheme of Study 3.5 years

<table>
<thead>
<tr>
<th>Semester-I</th>
<th>Course Title</th>
<th>Cr.h</th>
<th>Semester-II</th>
<th>Course Title</th>
<th>Cr.Hrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA-</td>
<td>Business Communication-I</td>
<td>3</td>
<td>MBA-</td>
<td>Advance Business Communication-II</td>
<td>3</td>
</tr>
<tr>
<td>MBA-102</td>
<td>Fundamental of Business</td>
<td>3</td>
<td>MBA-107</td>
<td>Human Recourse Management</td>
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<tr>
<td>MBA-103</td>
<td>Financial Accounting</td>
<td>3</td>
<td>MBA-108</td>
<td>Business Statistics</td>
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<tr>
<td>MBA-104</td>
<td>Principles of Management</td>
<td>3</td>
<td>MBA-109</td>
<td>Business Economics</td>
<td>3</td>
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<tr>
<td>MBA-105</td>
<td>Computer orientation and Packages</td>
<td>3</td>
<td>MBA-110</td>
<td>Principles of Marketing</td>
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<table>
<thead>
<tr>
<th>Semester III</th>
<th>Course Title</th>
<th>Cr.hrs</th>
<th>Semester IV</th>
<th>Course-Title</th>
<th>Cr.hrs</th>
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<tbody>
<tr>
<td>MBA-115</td>
<td>Marketing Management</td>
<td>3</td>
<td>MBA-125</td>
<td>Financial Management</td>
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<tr>
<td>MBA-116</td>
<td>Strategic Management</td>
<td>3</td>
<td>MBA-126</td>
<td>Business Law</td>
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<tr>
<td>MBA-117</td>
<td>Cost Accounting</td>
<td>3</td>
<td>MBA-127</td>
<td>Consumer Behavior</td>
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<tr>
<td>MBA-118</td>
<td>Business Finance</td>
<td>3</td>
<td>MBA-128</td>
<td>Project Planning and Management</td>
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<tr>
<td>MBA-119</td>
<td>Organizational Theory And Behavior</td>
<td>3</td>
<td>MBA-129</td>
<td>Total Quality Management</td>
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<table>
<thead>
<tr>
<th>Semester V</th>
<th>Course Title</th>
<th>Cr. hrs</th>
<th>semester VI</th>
<th>Course-Title</th>
<th>Cr. hrs</th>
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<tbody>
<tr>
<td>MBA-135</td>
<td>Business Research Methods--</td>
<td>3</td>
<td>MBA-145</td>
<td>Financial Institution and Markets</td>
<td>3</td>
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<tr>
<td>MBA-136</td>
<td>Managerial Economics</td>
<td>3</td>
<td>MBA-146</td>
<td>SME and Entrepreneurship</td>
<td>3</td>
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<tr>
<td>MBA-137</td>
<td>International Business And WTO</td>
<td>3</td>
<td>MBA-147</td>
<td>E-commerce</td>
<td>3</td>
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<tr>
<td>MBA-</td>
<td>Elective – I</td>
<td>3</td>
<td>MBA-</td>
<td>Elective II</td>
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<tr>
<td>MBA-</td>
<td>Elective – II</td>
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<td>MBA-</td>
<td>Elective – IV</td>
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<table>
<thead>
<tr>
<th>Semester VII</th>
<th>Course Title</th>
<th>Cr. Hrs</th>
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<tbody>
<tr>
<td>MBA-151</td>
<td>Corporate Governance</td>
<td>3</td>
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<tr>
<td>MBA-</td>
<td>Elective – V</td>
<td>3</td>
</tr>
<tr>
<td>MBA-</td>
<td>Elective – VI</td>
<td>3</td>
</tr>
<tr>
<td>MBA-</td>
<td>Comprehensive Research Thesis</td>
<td>6</td>
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</table>

**Total Cr. Hrs:** 99+6* = 105
MBA ELECTIVE COURSES

Note: Elective courses will be offered from the field of specializations given below:

**Specializations**

**Accounting & Finance**

<table>
<thead>
<tr>
<th>S/No.</th>
<th>Code No.</th>
<th>Course Title</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>MBA-471</td>
<td>Corporate Finance</td>
<td>3</td>
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<tr>
<td>2</td>
<td>MBA-472</td>
<td>Investment and Portfolio Management</td>
<td>3</td>
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<tr>
<td>3</td>
<td>MBA-473</td>
<td>Islamic Banking &amp; Finance</td>
<td>3</td>
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<tr>
<td>4</td>
<td>MBA-474</td>
<td>Auditing</td>
<td>3</td>
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<tr>
<td>5</td>
<td>MBA-475</td>
<td>Advance Accounting</td>
<td>3</td>
</tr>
<tr>
<td>6</td>
<td>MBA-476</td>
<td>Financial Risk Management</td>
<td>3</td>
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<tr>
<td>7</td>
<td>MBA-477</td>
<td>Treasury Management</td>
<td>3</td>
</tr>
<tr>
<td>8</td>
<td>MBA-478</td>
<td>International Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>9</td>
<td>MBA-479</td>
<td>Credit Management</td>
<td>3</td>
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<tr>
<td>10</td>
<td>MBA-480</td>
<td>Banks Management</td>
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<tr>
<td>11</td>
<td>MBA-481</td>
<td>Advance Cost Accounting</td>
<td>3</td>
</tr>
<tr>
<td>12</td>
<td>MBA-482</td>
<td>Insurance Management</td>
<td>3</td>
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<tr>
<td>13</td>
<td>MBA-483</td>
<td>Management of Micro Finance</td>
<td>3</td>
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<tr>
<td>14</td>
<td>MBA-484</td>
<td>Financial Statement Analysis</td>
<td>3</td>
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<tr>
<td>15</td>
<td>MBA-485</td>
<td>Taxation Management</td>
<td>3</td>
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<tr>
<td>16</td>
<td>MBA-486</td>
<td>Accounting Information System</td>
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<td>17</td>
<td>MBA-487</td>
<td>Consumer Banking</td>
<td>3</td>
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<tr>
<td>18</td>
<td>MBA-488</td>
<td>Banking Law and Practices</td>
<td>3</td>
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</table>

**Human Resource Management**

<table>
<thead>
<tr>
<th>S/No.</th>
<th>Course No.</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MBA-521</td>
<td>Training and Development</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>MBA-522</td>
<td>Compensation Management</td>
<td>3</td>
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<tr>
<td>3</td>
<td>MBA-523</td>
<td>Recruitment and Selection</td>
<td>3</td>
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<tr>
<td>4</td>
<td>MBA-524</td>
<td>Rural &amp; Urban Dynamics</td>
<td>3</td>
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<tr>
<td>5</td>
<td>MBA-525</td>
<td>Employees Discipline</td>
<td>3</td>
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<tr>
<td>6</td>
<td>MBA-526</td>
<td>Performance Management</td>
<td>3</td>
</tr>
<tr>
<td>7</td>
<td>MBA-527</td>
<td>International HRM</td>
<td>3</td>
</tr>
<tr>
<td>8</td>
<td>MBA-528</td>
<td>H.R Development</td>
<td>3</td>
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<tr>
<td>9</td>
<td>MBA-529</td>
<td>Strategic HR Management</td>
<td>3</td>
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<tr>
<td>10</td>
<td>MBA-530</td>
<td>Organizational Dynamics</td>
<td>3</td>
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<tr>
<td>11</td>
<td>MBA-531</td>
<td>Leadership and Team Management</td>
<td>3</td>
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<tr>
<td>12</td>
<td>MBA-532</td>
<td>Labor Law in Pakistan</td>
<td>3</td>
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<tr>
<td>13</td>
<td>MBA-533</td>
<td>Industrial Relations</td>
<td>3</td>
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</table>
## Marketing

<table>
<thead>
<tr>
<th>S/No.</th>
<th>Course No.</th>
<th>Course Title</th>
<th>Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MBA-571</td>
<td>Sales Management</td>
<td>3</td>
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<tr>
<td>2</td>
<td>MBA-572</td>
<td>Brand Management</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>MBA-573</td>
<td>International Marketing</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>MBA-574</td>
<td>Marketing Research</td>
<td>3</td>
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<tr>
<td>5</td>
<td>MBA-575</td>
<td>Procurement Management</td>
<td>3</td>
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<tr>
<td>6</td>
<td>MBA-576</td>
<td>E-Marketing</td>
<td>3</td>
</tr>
<tr>
<td>7</td>
<td>MBA-577</td>
<td>Retail/ Retailing Management</td>
<td>3</td>
</tr>
<tr>
<td>8</td>
<td>MBA-578</td>
<td>Agriculture Marketing</td>
<td>3</td>
</tr>
<tr>
<td>9</td>
<td>MBA-579</td>
<td>Advertising and Promotion Strategy</td>
<td>3</td>
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<tr>
<td>10</td>
<td>MBA-580</td>
<td>Social Marketing</td>
<td>3</td>
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<td>11</td>
<td>MBA-581</td>
<td>Supply Change Management</td>
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<td>12</td>
<td>MBA-582</td>
<td>Marketing of Service</td>
<td>3</td>
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<tr>
<td>13</td>
<td>MBA-583</td>
<td>Export Marketing</td>
<td>3</td>
</tr>
<tr>
<td>14</td>
<td>MBA-584</td>
<td>Industrial Marketing</td>
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</table>
MBA
Semester I
Programme : MBA  
Course Name : Business Communication  
Credit Hours : 03  
Total Week : 16  
Total Hours : 48  

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

- The art of listening  
- The importance of listening  
- Improving listening efficiency  
- Effect of listening on other communication skills  
- Listening & Job Success  
- Practice  
- Interviewing: What is interview?, Physical and mental preparation, Knowing your abilities, Getting information about company, Body language, What to do during interview, Kinds of interview, Follow up communication  
- Application Packages: Resume writing, Chronological resumes, Skills resumes.  
- Preparing different resume for different jobs, What do your employer wants to Know about you, Covering letter, What should be there in covering letter?, Ready to respond every question.
- Meeting & Conference Participation: Qualities of effective speaking, Creating favorable impression, Enunciation, pronunciation
- Planning & Writing: Business letter format & letter styled, Arrangement styles of letters, Punctuation styles for business letters, A final word
- What do we know about Human Behavior, Non-verbal communication, Promoting Goodwill, Stimulating desired reaction?

**RECOMMENDED BOOKS**

ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme : MBA
Course Name : FUNDAMENTALS OF BUSINESS
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

Motives and Functions of a Business:
- Definition of Business
- The Goal of Business
- Resources Used to Produce Products or Services
- Key Stakeholders in a Business
- The Business Environment
- Key Types of Business Decisions

Selecting a Form of Business Ownership:
- Sole Proprietorship
- Partnership
- Corporation
- How Ownership Can Affect Return and Risk
- Obtaining Ownership of an Existing Business
Entrepreneurship and Business Planning:
Creating a New Business
Assessing Market Conditions
Developing a Competitive Advantages
Developing a Business Plan
Risk Management by Entrepreneurs

Managing Effectively:
Levels of Management
Function of Managers
Managerial Skills
How Managers Manage Time

Organizational Structure:
Purpose and Types of Organizational Structure
Accountability in an Organizational Structure
Distributing Authority among the Job Positions
Structures That Allow More Employee Input

Hiring, Training, and Evaluating Employees:
Human Resource Planning
Providing Equal Opportunity
Compensation Packages That Firms offer
Developing Skills of Employees
Evaluation of Employee Performance

Marketing a Product:
Background on Products
Identifying a Target Market
Creating New Products
Product Differentiating
Pricing Strategies
Channels of Distribution
Promotion and Advertising

Financing:
Methods of Financing
Methods of Equity Financing
How Firms Issue Securities
Others Methods of Obtaining Funds
Deciding the Capital Structure
Remedies for Debt Problems
Business Ethics and social Responsibility:
Responsibility to Customers
Responsibility Employees
Responsibility to Stockholders
Responsibility to Creditors
Responsibility to the Environment
Responsibility to Community

Reference Books:
M.Saeed Nasir, Introduction to Business, 2010
Programme : MBA
Course Name : Financial Accounting
Credit Hours : 03
Total Week : 16
Total Hours : 48

**METHOD OF INSTRUCTIONS**

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

**COURSE CONTENTS:**

**Introduction:**
Purpose and Nature of Accounting,
Various areas of Accounting
Forms of Business enterprises,
Accounting Information users,
GAAP, Accounting Systems. Accounting Terminology

**Recording Business Transactions:**
Types of Accounts.
Debit & Credit Rules.
Accounting equation.
**Partnership Accounts:**
- Introduction,
- Formation, Admission & Liquidation,
- Division of Income,

**Corporation Accounting:**
- Introduction,
- Formation of Corporation,
- Types of Capital
- Types of Shares/Stock & Debentures/Bond,
- Accounting process for issue of shares and Debentures,
- Preparation of Corporation’s Balance Sheet,

**Statement of Cash Flow:**
- Introduction & Purpose,
- Classification of Cash Flow,
- Preparation of Cash Flow Statement

**Plant Assets & Depreciation:**
- Categories of Plant Assets.
- Depreciation Methods
- MACRS Methods.
- Amortization & Depletion Methods

**Inventories:**
- Introduction, Types of Inventories.
- Inventory costing Methods
- LIFO, FIFO, AVERAGE.

**RECOMMENDED BOOKS**
1. Michael J.E.Brerce J.Walker William J.Stanton “PRINCIPLES OF MARKETING”
2. K.Philip and Gray Arms,”The Principles of Marketing”
Programme : MBA
Course Name : Principles of Management
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

An Overview of Management
Definitions of Management
Characteristics of Management
Different between Management and Administration

Functions of Management
Functions a brief Treatment
Planning, Organizing, Staffing
Directing, Controlling, Coordination

Principles of Management
Taylor’s Principles
Fayol’s Principles
General Principles

Importance and Scope of Management
Importance of Management
Scope of Management

**Nature of Management**
- Management as an art
- Management as a Science
- Management as a Profession

**Planning**
- Definition, Nature and Characteristics
- Importance of Planning
- Limitations of Planning
- Essentials of a good Plan
- Steps in Planning Process
- Types of Planning

**Decision Making**
- Meaning and Elements of Decision Making
- Importance and Process of Decision Making
- Salient Features of a good or an Effective Decision
- An Effective Decision Making

**Organizing**
- Nature and Importance of Organization
- Steps in the Process of Organization
- Formal and Informal Organization
- Principles of Organization

**Communication**
- Definition of Communication
- Process of Communication
- Importance of Communication
- Types of Communication
- Barriers to Communication
- Overcoming the Barriers
- Characteristics of a good Communication System

**Staffing**
- Definition of Staffing, Sources of Recruitment
- Steps in Selection Process
- Orientation or Induction
- Training and Education
- Types and Methods of Training

**Directing / Direction**
Definition, Nature and Importance
Principles & Techniques

**Leadership**
Definition
Traits / Qualities of a Successful Leader
Leadership Styles, Function of Leadership

**Motivation**
Meaning and Importance
Financial and Non Financial Incentives
Theory X and Theory Y
Maslow’s Need Priority Model

**Controlling**
Definition of Controlling
Characteristics of Controlling
Objectives of Controlling
Steps in the Process of Controlling
Essentials of an Effective Control System

**RECOMMENDED BOOKS**

Programme : MBA
Course Name : Computer Orientation and Packages
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

INTRODUCION

Computer (Definition)
Characteristic of Computer
Function of Computer

BRIEF HISTORY

Computer Generations
Types of Computer
Classification of Computers

HARDWARE

Parts of Computers
SOFTWARE
Types of Software

OPERATING SYSTEM
Programming Languages

DATABASE MANAGEMENT SYSTEM (DBMS)
Introduction to DBMS
Types of DBMS

INTERNET & WORLD WIDE WEB
Uses and Feature of Internet
Creating Dialup Connection for Internet
Web Browsing

E-COMMERCE
Introduction of E-Commerce
Types of E-Commerce
Benefits of E-Commerce

ON-LINE BANKING / ON-LINE SHOPPING
Features
Tips & Techniques

NETWORK & DATA COMMUNICATION
Benefits / Uses of Network
Types of Network
INTRODUCTION TO WINDOWS

Desktop
Icons
Start Menu
Programs
Settings
Control Panel
Display
Date & Time
Keyboard / Mouse
Shutdown

Introduction to Ms-Office
Ms-Word

Introduction to Ms-Excel

Introduction to Ms-Power Point

RECOMMENDE BOOKS

1. Peter Norton”Introduction to Computer”.
MBA
Semester II
ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme : MBA
Course Name : Advance Business Communication
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

• Communication theory, principles and skills
• Perception and self concept
• Emotional intelligence, self, and self-awareness
• Language and communication
• Communication and environment
• Culture and communication
• Negotiation and conflict management
• Ethics and communication
• Leadership communication
• Conflict management
• Knowledge management and decision making
• Organizational change and communication

RECOMMENDED BOOKS

Programme : MBA  
Course Name : Human Resource Management  
Credit Hours : 03  
Total Week : 16  
Total Hours : 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

THE HUMAN RESOURCE FRAMEWORKS

- Introduction to Human Resource Management
- Objectives of Human Resource Management
- Human Resource Management Activities
- External Organizational Challenges to Human Resource Management
- Internal Organizational Challenges to Human Resource Management
HUMAN RESOURCE PLANNING
- Need for Human Resource Planning
- Factors Shaping Organization Demand for Human Resources
- Forecasting Techniques for Human Resource
- Career Planning Defined, Advantages of Career Planning
- Major Actions Aiding Career Development

RECRUITMENT & SELECTION
- Definition of Recruitment
- Recruitment Process
- Constraints and Challenges of Recruitment Process
- Recruitment Channel
- Selection Defined
- Selection Process

EQUAL EMPLOYMENT OPPORTUNITY
- HRM in Global Environment
- Current Issues

PERFORMANCE APPRAISAL
- Introduction to Performance Appraisal
- Uses of Performance Appraisal
- Elements of Performance Appraisal Systems
- Appraisal Methods

TRAINING AND DEVELOPMENT
- Difference between Training and Development
- Steps to Training and Development

INTERACTIVE CONFLICTS AND NEGOTIATION SKILLS
- Individual Conflicts
- Interpersonal Conflicts
- Inter Group Behavior and Conflicts
- Organizational Conflicts
- Negotiation Skills
- Traditional Negotiation Skills
- Newly Emerging Skills

HEALTH & SAFETY AT WORK PLACE
- Introduction
- Important of Health & Safety at Work
- Health & Safety Policies & Implementation
- Changing attitude to Health & Safety
COMPENSATION AND BENEFITS
Objectives of Compensation Management
Challenges affecting Compensation

MOTIVATION & REWARD SYSTEM
Concept of motivation
Reward system
Motivation techniques
Employees Disciplines

COLLECTIVE BARGAINING & INTERNAL EMPLOYEE RELATIONS
The Collective Bargaining Process
Bargaining Issues
A Global Perspective of IER

RECOMMENDED BOOKS
ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme : MBA
Course Name : Business Statistics
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

Function & Linear Programming
- Introduction
- Function, Linear Function
- Linear Cost, Revenue & Profit Function
- Graphical Method for Linear Programming, Maximization & Minimization Aspect

Differential & Integral Calculus
- The instantaneous Rate of Change Rules of Differentiation Relative Maxima & Minima
- Test of Determination of Maximum & Minimum
- The Indefinite & Definite Integral
- Methods of Integration
- Applications in Business
What is Statistics?

Introduction to Statistics
Key Statistical Concept
Observation and Variables
Practical Application
How managers use Statistics

Collection and Presentation of data

Types of Data
Collection of Primary and Secondary Data
Presentation of Data
Frequency Distribution
Stem and Leaf Diagram
Graphical Techniques for Quantitative data
Scatter diagrams, Pie Charts, Bar Charts and Line Charts

Numerical Descriptive Measures

Introduction
Measures of Central Location (Arithmetic Mean, Median & Mode)
Measures of Variability (Range, Mean Deviation & Standard Deviation)
Interpreting the Standard Deviation and Coefficient of Variation
Measures of Moments & Skewness

Index Numbers

Simple and Composite Index Numbers
Main Steps in the Construction of Index Numbers of wholesale Prices
Fixed Base Method and Chain Base Method
Weighted and Unweighted Index Numbers
Quantity Index Numbers
Test for Index Numbers Formulae

Probability

Introduction
Counting Techniques (Product Rule, Permutation & Combination)
Assigning Probabilities to events
Conditional Probability
Rules of Probability
Independent and Dependent Events
Random Variables, Expectation and Probability Distributions

Introduction
Distribution Function
Discrete and Continuous Random Variables and its Density Functions
Expected Value & Monetary Value
Decision Criterion utility & Expected Utility
Binomial and Poisson probability Distributions
Normal Probability Distribution

Simple Regression and Correlation
Simple Regression
Deterministic and Probabilistic Models
Simple Linear Regression Model
Standard Deviation of Regression Estimate
Correlation
Pearson Product Moment Correlation Coefficient

Recommended Books

1. Sher Muhammad Chaudhry“Introduction to Statistical Theory Part-I & II”
   “Statistics for Management”.
4. EARLK. BOWN AND MARTIN STARR”Basic Statistics for Business and Economics”
5. Ronald e Walpole.“Introduction to Statistics” (3rd Edition)
Programme : MBA
Course Name : BUSINESS ECONOMICS
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

Introduction

Basic Concepts of Economics
Definition of Economics
Scarcity and Efficiency
Factors of Production
Types of Economies
Production Possibility Frontier
Basic Elements of Supply and Demand
Definition of Demand
Law of Demand, Individual and Market Demand
Assumptions, Limitations, Shifts in Demand Curve
Change in Quantity Demanded
Change in Demand, Determinants of Demand
Elasticity of Demand

Supply
Definition of Supply
Law of Supply
Assumptions, Limitation, Shifts in Supply curve
Change in Quantity Supplied
Change in Supply
Determinants of Supply
Market Equilibrium
The Effects of Demand Shift on Equilibrium
The Effect of Supply shifts on Equilibrium

Demand and Consumer Behavior
Introduction
Utility
Law of Diminishing Marginal Utility
Law of Equal and Marginal Utility
Indifference Curve h and its Properties
Budget constraint
Income And Substitution Effects of a consumer

Analysis of Cost
Introduction, Total cost, Fixed Cost
Variable Cost, Marginal Cost, Average Cost
Average Fixed and Variable Cost

Perfect Market and Monopolistic competition
Perfect market, its assumptions and Equilibrium
Monopoly
Conditions of Monopoly
Long Run and Short Run Analysis
Monopolistic Competition
Oligopoly Markets
Duopoly Markets
Conditions of Oligopoly Markets and Duopoly Markets
Long Run and Short Run Analysis
National Income Accounting
The Economy’s Income and Expenditure
Measuring Gross Domestic Product (GDP)
The components of GDP
Real Versus nominal GDP
Keynesians Three Sector Macroeconomic Model

Definition of Money
Barter System and its difficulties.
Functions of Money
Quantity Theory of Money
Keynesian Theory of Money

Inflation and Unemployment
Definition
Measure of Inflation
Types of Inflation
Demand Pull Inflation.
Cost Push Inflation.
Identifying Unemployment
Theory of Efficiency wages

Monetary and Fiscal Policy
Definition
Objectives of Monetary and Fiscal Policy
Tools of Monetary and Fiscal Policy

RECOMMENDED BOOKS:
4. Philip Hardwick, Bahadur Khan and John Langmead “An Introduction to Modern Economics” Longman Group Limited Singapore Publisher
Programme : MBA
Course Name : Principles of Marketing
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

Understanding Marketing and Marketing Process
  What is marketing?
  Marketplace and customer’s needs
  Basic functions of marketing
  Importance of marketing

Marketing Strategy: Building strong customers relationship
  Defining marketing role
  Marketing strategy and marketing Mix
  Managing the marketing efforts
Consumer Buying Behavior.
  What influence consumers behavior
  Types of buying decision behavior
  The buying decision process
  The buying decision process for new products

Business markets and Business Buyers’ Behavior
  Business markets
  Business buying behavior
  Stages in business buying process
  Institutional and government markets

Market Segmentation, Targeting and positioning for competitive advantage
  Market Segmentation
  Market Targeting
  Differentiation and positioning

Product and Services Marketing Strategies.
  What is product and service
  Level of product and services
  Product and services classification
  Product and services decision
  Services marketing

  New product development strategies
  New product development process
  Product life cycle strategies

Developing pricing Strategies
  What is price?, Setting price, Price adjustment strategies
  New-product pricing strategies, Price changes

Marketing channels and Supply Chain Management.
  Nature and importance of marketing channels
  Various marketing channels
  Channel design decision
  Channel management decision
Retailing and Wholesaling

Types of retailers
Retailers marketing decision
The future of retailing
Types of wholesaling
Wholesalers marketing decision
Trends in wholesaling

Integrated Marketing Communication.

The marketing communication mix
A view of communication process
Steps in developing effective communication
Socially responsible marketing communication

Advertising and Public Relations.

Setting advertising objectives
Types of advertising
The advertising decision process
The role and impact of public relation
Major public relation tools

RECOMMENDED BOOKS

1. Michael J. E. Brvce J. Walker William J. Stanton “PRINCIPLES OF MARKETING”
2. K. Philip and Gray Arms, “The Principles of Marketing”
MBA
Semester
III
METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

Understanding marketing management
What is marketing management?
Functions of marketing management
Scope of marketing management
Evolution of marketing management
Develop culture value and relationships through marketing.
Customer perceived value, monitoring satisfaction.
Linking marketing and corporate strategies
   Developing marketing strategies and plans
   The value delivery process
   The value chain process
   Core competencies
   Central role of strategic planning
   Define corporate or business mission
   Establishing strategic business units/ SWOT analysis
   Marketing innovation.

Scanning the marketing environment
   Analyzing the macro environment
   Needs and trends
   Identifying the major forces
   Demographic environment
   Social-culture environment
   Economic environment
   Natural environment
   Technological
   Political-legal
   Influence of these forces over marketing decisions.

Consumer behavior
   What influence consumer behavior
   Cultural factors
   Social factors
   Personal factors
   Psychological factors

Organizational markets
   Business markets v/s consumer markets
   Market structure and demand
   Institutional markets
   Government markets

Buying Behavior
   What is organizational buying?
   Buying situations
   System buying & selling
   Stages in buying process
   Buying centre
   The purchasing process
Turning marketing information in action

Definition
Gathering information
Marketing database system
Marketing intelligence
Marketing research process
Steps involve in marketing research

Identifying market segments & targets
Levels of market segmentation
Segment marketing
Niche marketing
Local marketing
Bases for segmenting consumer markets
1) geographic
2) demographic
3) psychographic
4) behavioral
Market targeting
Effective segmentation criteria
Evaluating & selecting the market segments
Additional considerations

Developing new products
New product options
Make or buy
Types of new product
Challenges in new product development
The innovation imperative
New product success
New product failure
Organizational arrangements.
Budgeting for new product development
Organizing new product development

Managing products and brands
Concept development and testing
Marketing strategy development
Product development
Market testing
Commercialization
The consumer adoption process
Stages
Factors influencing the adoption process
Designing and managing marketing channels
  The importance of channels
  Channel development
  Developing distribution channels
  Roles of marketing channels
  Channel management decisions
  Channel integration and system

Wholesaling & Retailing
  Trends in wholesaling
  Types of retailers
  The retail environment
  Marketing decisions

Integrated marketing communication and direct marketing
  The role of marketing communications
  Marketing communication, brand equity and sales.
  The communication process model
  Select the communication channels
  Deciding on the market communication mix

Advertising, sales promotion and public relations
  Developing and managing advertising program
  Setting objectives
  Deciding the advertising budget
  Deciding media and measuring effectiveness
  Sales promotion
  Objectives
  Major decisions
  Public relations
  Marketing public relations
  Major decisions in marketing public relations

Personal selling and sales management
  Principles of personal selling
  The six steps
  Sales force structure
  Sales force size
  Managing sales force
  Recruiting and selecting representivities
  Training and supervising
  Monitoring
  Evaluating
**Building the price foundation**
Arriving the price foundation
Setting the price
Step:1 selecting the price objective
Step:2 determining demand
Step:3 estimating costs
Step:4 analyzing competitors
Step:5 selecting pricing model
Step:6 selecting final price
Adopting price

**Recommended Books**

4. McColl-Kennedy&Kiel,”Marketing a strategic approach”
ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme : MBA
Course Name : STRATEGIC MANAGEMENT
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

Introduction to Strategic Management

Nature and importance of strategic management and strategy
Attributes of strategic management
Evolution of strategic management
Strategic management process
Development the vision and mission
Characteristics of strategic decisions
Strategy hierarchy
Strategy triggering events
Organization objectives and strategic choices
**Strategic management in different contexts**

Small businesses  
Global Companies  
Manufacturing and service organizations  
Innovatory organizations  
Public-sector organizations  
Voluntary and non-for-profit organizations

**Challenges of strategic management**

Strategic environments  
The strategic importance of understanding the environment  
The general environment  
The macro-environment analysis  
PESTEL framework  
Structural drives of change  
Impact of environmental influences Scenarios

**The competitive environment**

Industries and sectors analysis  
Sources of competition  
The dynamics of competition and hyper-competition  
Strategic groups

**Organizational fields Markets**

Market segmentation  
Understanding what customers value  
Value chain analysis  
SWOT analysis  
Identifying and analyzing strategic gap  
Resource based view of the firm

**Strategic Resources and Capabilities Analysis**

The roots of strategic capabilities  
Importance of knowledge in developing strategic capabilities  
Human and social capital  
Use of technology to leverage human capital and knowledge  
Critical success factors  
Available resources  
Threshold resources  
Unique resources

**Competencies and core Competencies Delivering value for money**

Sources of cost efficiency  
Product features  
Performing better than competitors  
Historical comparison
Industry norms/standers
Benchmarking
Robustness
Rarity
Complexity
Causal ambiguity
Culture
Knowledge creation and integration

Strategy Development  The strategy lenses
  Strategy as design
  Strategy as experience
  Strategy as ideas

Strategy development process
  Strategic planning systems
  Strategic leadership
  Organizational politics
  Logical instrumentalism
  Imposed Strategy
  Multiple processes of strategy development

Directions for strategy development
  Protect and build on current position
  Product development
  Market development
  Diversification

Methods of strategy development
  Internal development
  Mergers and acquisitions
  Joint developments and strategic alliances

Challenges and implications for strategy development
  Intended and realized strategies
  Strategic drift
  Uncertain and complex conditions

Corporate Level Strategy Types of corporate strategy
  Growth through related diversification
  Leverage competencies
  Sharing resources and activities
  Vertical integration
Growth through unrelated diversification

Financial synergies and corporate parenting
  - Portfolio management
  - The restructure
  - The synergy manager
  - The parental developer

Means to achieve diversification
  - Mergers and acquisitions
  - Strategic alliances and joint venture
  - Internal development

Managing corporate portfolio
  - The growth share matrix (or BCG box)
  - Balance in public sector portfolio
  - The directional policy matrix
  - The parenting matrix
  - Trends in portfolio management

Managerial motives to diversify International strategy
  - Understanding global economy
  - Factor affecting a country’s competitiveness
  - Motivations of international expansion
  - Risk of international expansion
  - Achieving competitive advantage in global markets
  - Entry modes of international expansion

Business Level Strategy and Functional Strategy
  - Types of business strategy
    - Forces influencing business strategy
  - Bases of competitive advantage
  - Price base strategies
  - Differentiation strategies
  - Hybrid strategy
  - Focus strategies

Sustaining competitive advantage
  - Strategic implications of industry life cycle
  - Competition and collaboration
  - Game theory
  - Simultaneous game
  - Sequential game
  - Repeated game
  - Changing the rules of the game
Competitive advantage in hyper-competitive conditions
Digital business strategy
  Role of technology in business competition
  Impact of digital based capabilities on competitive forces
  Uses of internet to add value and achieve unique advantage
  Use of internet-enabled business models
  How digital strategies can improve competitive position
  Pitfalls associated with using the internet and digital technologies

Creating Effective Organizational Structure
Importance of organizational structure in implementing strategies
  Patterns of growth of large companies
  Elements of organizational structure
  Work specialization
  Departmentalization
  Chain of command
  Span of control, Centralization-decentralization
  Formalization
Factors affecting organization structure
  Strategy
  Size
  Technology
  Environmental uncertainty
Structural types Traditional
  Simple
  Functional
  Divisional
  Contemporary
  Team-based
  Matrix
  Project-based
  Boundary less; Virtual, Network and Modular

Creating Ambidextrous Organizations
Challenges in Organizational design
  Keeping employees connected
  Building a learning organization
  Global structural issues
Strategy Implementation
Managing people
  People as a resource
  People as a culture and political context
  Organizing people
  Competitive advantage through people
Managing information
Information and strategic capability
Information and changing business models
Information and structuring

Managing finance
Managing for value
Funding strategic development
Financial expectations of stakeholder

Managing technology
Technology and competitive situation
The diffusion of innovation
Technology and strategic capability
Organizing technology development
Integrating resources

Strategy Evaluation and Managing Strategic Change

 Measures of corporate performance
Strategic information systems
Strategic evaluation process
Strategic evaluation criteria
Suitability
Acceptability
Feasibility

Strategic evaluation methods
Strategic control
Managing strategic change
Types of strategic change
Level of change
Forces of Change
Diagnosing the change situation
Levers for managing strategic change
Change Process

RCOMENED BOOKS
ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme : MBA
Course Name : COST ACCOUNTING
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTIONS

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COURSE CONTENTS:

Introduction
The Nature and Concept of Cost Accounting
Classification of Cost and Financial Forecasting
Product Cost Accumulation System
Absorption Costing, Master Budget

Job Order Costing System
Cost Accumulation Procedure
Job Order Cost Accumulation Procedure
Cost Accounting Procedure for Material
Cost Accounting Procedure for Labour
Cost Accounting procedure for (F.O.H)
Job order Cost Sheet

Process Costing
Characteristics of Process Costing
Procedure of Process Costing
Cost of Production Report
Equivalent Production
Unit Cost for Material, Labour and F.O.H
Normal Loss of Unit
Abnormal Loss of Unit
Procedure for the Material
Procedure for Labour and F.O.H

By Product and Joint Product Costing
Difficulties in Costing by Product and Joint Product
Nature of By Product
Methods of by Products and Joint Products
Characteristics of Joint Products

Controlling and Costing Material
Procedure for Material Procurement and Use
Material Costing Method
FIFO Method
LIFO, Average Methods
Perpetual Inventory System
Physical Inventory System

Costing and Controlling of Factory overhead
Concept of Departmentalization
Direct Departmental Expenses
Indirect Departmental Expenses
Establishing Departmental overheads
Controlling and Costing for Labour
Basis for Labour Cost Control
Productivity Measurement
Efficiency measurement

Labour Performance report
Organization for labour cost control
Procedure for Labour Costing
Incentive wage plan types
Requirement of wage plan
Purpose of wage plan
Standard Costing

Objectives of standard costing
Budgets and standard
Material, labour, F.O.H. cost standard
Analysis of variance

Direct Costing

Definition of direct costing
Facts of direct costing
Internal uses of direct costing
External uses of direct costing

Break Even Analysis and Cost Volume Profit Analysis

The Nature of Break Even Analysis
Determining Break Even Point
Break Even analysis for Decision Making
Effects of changes and fixed Cost
Effects of changes sales

Inventory Management

Need for Inventory,
Objectives of Inventory Management
Financial Objectives

Operating Objective

Different Levels of Inventory
Ordering Point, Minimum Level, Maximum Level
Average Stock Level, Danger Level, Economic Order Quantity
Factors Influencing the Different Levels of Inventory

RECOMMENDED BOOKS

1. Hrgren Usry, Hilton“Cost Accounting”
Programme : MBA
Course Name : BUSINESS FINANCE
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTIONS
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

INTRODUCTION
The concepts of Business and Finance
An overview of Financial Management
The Financial System and environment
An overview of Financial Markets
Interest Rates and its determinants
An overview of Financial Statements

THE TIME VALUE OF MONEY
Concepts of the Time Value of Money
Relationship to the Capital Outlay Decision
Future Value of a Single Cash Flow

Future Value of an Annuity
Present Value of a Single Cash Flow
Present Value of an Annuity

MODE OF FINANCING
Short term Financing
Term Financing
Long Term Financing
Financial planning / forecasting
Need for Financial Planning
Steps in Financial Planning
Limitations of Financial Planning

RISK AND RETURN
The concept of Risk
Risk Aversion
The Risk - Return relationship
The Types of Risks Firms Encounter

WORKING CAPITAL MANAGEMENT
Overall Consideration of Working Capital
Characteristics of Current Assets

FACTORS INFLUENCING WORKING CAPITAL REQUIREMENTS
Nature of Business
Seasonality of Operations
Production Policy
Supply Conditions
Market Conditions
Working Capital Policy
Operating Cycle Analysis :

CASH MANAGEMENT
Cash in Narrow and Broad Sense
Motives for Holding Cash
Monitoring Cash Collections and Disbursements
Cash Management Strategies
Lock - Box System and Concentration Banking System
TERM LOANS AND LEASES
Term loans, provisions of loan agreements
Equipment financing, lease financing
Evaluating lease financing in relation to debt financing
Accounting treatment of leases.

RECOMMENDED BOOKS
Programme : MBA  
Course Name : ORGANIZATION THEORY AND BEHAVIOR  
Credit Hours : 03  
Total Week : 16  
Total Hours : 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

INTRODUCTION TO ORGANIZATION BEHAVIOR
- The Challenges to the Modern Management
- Undergoing a Paradigm Shift
- The new Perspective of Management
- Theoretical Framework of OB
- Organizational Behavior Model
REVIEW OF PERCEPTION PROCESS
The Nature and Impact of Perception
Sensation versus Perception
Sub Processes of Perception
Perceptual Selectivity
External Attention Factors
Internal set Factors

PERCEPTUAL ORGANIZATION
Impression Management
The Process of Impression Management
Employee Impression Management, Strategies

PERSONALITY AND ATTITUDES
The Development of Personality and Socialization
The Nature and Dimensions of Attitudes
Components of Attitudes
Antecedents of Work-Related Attitudes
Functions of Attitudes, Changing Attitudes

JOB SATISFACTION
Organizational Commitment
Meaning and the Outcomes of Organizational Commitment

MOTIVATION NEEDS & PROCESSES
The Meaning of Motivation
Primary Motives
Secondary Motives
General Motives
Content Theories of Motivation
Maslow’s Need Hierarchy Theory
Herzberg’s Two Factors Theory
Adlerfer’s ERG Theory

LEARNING PROCESS
The Theoretical Processes of Learning
Behaviorist Theories
Social Learning Theories
Principles of Learning, Punishment and Reinforcement

POWER AND POLITICS
The Meaning of Power
Classification of Power
Political implications of Power
CHANGE MANAGEMENT
Introduction
What do you mean by Change?
Change Models
Guidelines for Change Management

STRESS
The Meaning of Stress
Causes of Stress, Extra Organizational Stressors
Organizational Stressors
Group Stressors
Individual Stressors

GROUPS AND TEAMS
The nature of groups
Teams in the work place

THE GREAT LEADERS / LEADERSHIP
Leadership in the Environment
Leadership Styles

RECOMMENDED BOOKS:-
2. Robert Kriether, and Annlgele Kinick, , Irwin McGraw Hill Publisher,“Organizational Bheavior”
MBA
Semester IV
Programme : MBA
Course Name : FINANCIAL MANAGEMENT
Course Code : 
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

The Role of Financial Management
Introduction, What is Financial Management?
The Goal of the Firm
Organization of the Financial Management Function
The Tax Environment, The Financial Environment
Ten Principles of Financial Management

Financial Statement, Taxes, and Free Cash flow
The Balance Sheet
The Income statement
Free Cash Flow
The Time Value of Money (an Overview)
The Interest Rate, Simple Interest, Compound Interest
Compounding More Than Once a Year
Amortizing a Loan

Financial Statement Analysis
Standardized Financial Statement
Ratio analysis
The Du Pont identity
Internal and Sustainable Growth

Capital Budgeting
The Basics of Capital Budgeting
The Concept of Capital Budgeting
The Pay Back Method and Discount Pay back |Period
The Net Present Value Method
Profitability Index
The Internal Rate of Return Method
Modified Internal Rate of Return

Cost of Capital
The Cost of Capital: some Preliminaries
The Cost of Equity
The Cost of Debt and Preferred Stock
The Weighted Average Cost of Capital

The Valuation of Long Term Securities
Distinctions Among Valuation Concepts
Bond Valuation, Bonds With a Finite Maturity
Different types of Bonds
Bond Rating, Bond Market
Preferred Stock Valuation, Common Stock Valuation
Stock Market
Rates of Return (or Yields)

Risk and Return
Expected Returns and Variance
Portfolio Weights and Variance
Risk: systematic and unsystematic
Diversification and Portfolio Risk
Systematic Risk and Beta
The Security Market Line
Dividends and Dividend Policy
Cash Dividends and Dividend Policy
Does Dividend Policy Matter?
Establishing a Dividend Policy
Stock Repurchase: An Alternative to Cash Dividends
Stock Dividends and Stock split

Leverage and Capital Structure
The effect of Financial Leverage
Capital Structure and the Cost of Equity Capital
Corporate Taxes and Capital Structure
Bankruptcy Costs
Optimal Capital Structures

RECOMMENDED BOOKS:

3. FUNDAMENTALS OF FINANCIAL MANAGEMENT  James C. Vanhorne
ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme : MBA
Course Name : BUSINESS LAW
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

CONTRACT ACT

Definition of Contract, Agreement
Enforceability
Essentials of Contract
Kinds of valid Contract
According to Enforceability
According to Formation
According to Performance

OFFER AND ACCEPTENCE

Essentials of Valid Offer
Revocation of Offer
Acceptance
Definition
Essentials of Valid Acceptance
Revocation of Acceptance
Communication of Offer, Acceptance and Revocation

PERFORMANCE OF CONTRACT

Performance of Single Promise
Performance of Joint Promises
Order of Performance of Reciprocal Promises
Mode of Performance

BREACH OF CONTRACT

Rescission of the Control
Suit for Damages
Suit for Quantum Merit, Suit for Specific Performance
Suit for an Injunction

INDEMNITY AND GUARANTEE

Contract of Indemnity
Contract of Guarantee
Essential of Contract of Guarantee
Distinction between Indemnity and Guarantee
Discharge of Surety from Liability

CONTRACT OF BAILMENT

Definition & Parties to Bailment
Essential Features of Contract of Bailment
Duties of Bailee
Duties of Bailor
Termination of Bailment
CONTRACT OF SALES OF GOODS

- Distinction between Sale and Agreement to sell
- Kinds of Goods
- Conditions and Warrants
- Distinction between conditions and warranties
- Transfer of Property in Specific Goods
- Transfer of Property in Unascertained and future goods

NEGOTIABLE INSTRUMENTS

- Definition & Characteristics of Negotiable Instruments
- Definition & Parties to Promissory Note
- Essentials of Promissory Note
- Definition & Parties to bill of exchange
- Essentials of bill of exchange
- Distinction between Promissory Note and bill of exchange
- Definition & Parties to Cheque
- Distinction between Cheque & Bill of Exchange

OTHER BUSINESS RELATED LAWS

- Intellectual Property Laws

RECOMMENDED BOOKS

2. I.R Hashmi, “Mercantile Law”
3. M.C. Shukla, “Mercantile Law”
4. Latest Acts And Publications
Programme : MBA
Course Name : CONSUMER BEHAVIOR
Course Code :
Credit Hours : 03
Total Week : 16
Total Hours : 48

Course Objective
The purpose of this course is to provide a single source of cases, exercise; incidents are skill builders to supplement the basic text in Human Resource Management.

METHOD OF INSTRUCTIONS
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.
COURSE CONTENTS:

Consumer Behavior in the Marketplace
- Introduction to Consumer Behavior
- The study of Consumer Behavior
- Market Segmentation and Strategy

Consumers as Individuals
- Personality and Lifestyles
- Self and self identity
- Consumer Motivation and Involvement
- Attitudes and Persuasion
- Consumer Perception
- Consumer Learning and Memory
- Communication and on-line Consumer Behavior
- Product Meaning and Design

Consumers as Decision Makers
- Individual Decision Making
- Purchase Process / Problem Recognition
- Shopping / Retailing
- Consumer Choices
- Acquisition / Consumption / Disposal
- New Products / Diffusion
- Post purchase / Satisfaction

Consumers, Culture and Sub-cultures
- Group influences and Opinion Leadership
- Cultural Processes and Consumption
- Social Influences
- Family Influences
- Subcultures
- Dark Side of CB
- Flex Day / Review

Final Exam

REQUIRED COURSE MATERIALS AND READINGS

Textbooks:
1- “Consumer Behavior: Buying, Having and Being” by Michael R. Solomon (Sixth Edition)
2- “Consumer Behavior and Marketing Strategy” by J. Paul Peter and Jerry C. Olson.
Programme : MBA
Course Name : PROJECT PLANNING AND MANAGEMENT
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

INTRODUCTION
   Definition
   Understanding Project Management
   The relationship between Project Management & General Management.

PROJECT SELECTION
   Determining Feasibility
   Factors for Project Selection Process
   External Factors & Internal Factors
   Quantitative Factors & Qualitative Factors

PROJECT SELECTION MODELS
The Project Model
Phases of Project Management
Criteria/Checklist for Project Selection
Types of Project Selection Models

PROJECT PLANNING
Programs & Projects, Planning Components
Preliminary coordination
Work plans, Work Breakdown Structure (WBS)
Action Plans
Linear Responsibility Chart
Schedules
Status Reporting

BUDGETING
Estimating Project Budgets

PROJECT RISK MANAGEMENT
Nature of Risk
Risk Identification
Risk Quantification
Risk Quantification Techniques
Expected Value
Sensitivity Analysis
Monte Carlo Simulation
Failure Mode effect Analysis
Project Proposals

TIME PLANNING
Project Scheduling
Types of Scheduling
Gantt chart
Program Evaluation Review Technique (PERT)
Critical Path Method (CPM)

PROJECT CONTROL
Elements for Project Control
Requirements for Control System
Levels of control processes
Characteristics of a successful control system
PROJECT AUDITING

Definition & Purpose of Auditing
Construction and use of Audit Report
Project Audit Life Cycle

PROJECT TERMINATION PROCESS

Completion & Handover
Closing down Project Systems
Reviews
Relocation of Staff
Disposal of Surplus Assets
The Final Report

RECOMMENDED BOOKS

ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme : MBA
Course Name : TOTAL QUALITY MANAGEMENT
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions
and practical exercises. In addition, students will be expected to select a special topic in the
training area for class presentation and for their typed report (which may be based on the
presentation). Whether these presentations are made individually or in groups will depend on class
size. Your instructor will act primarily as a resource person. The benefits you will derive from this
course will therefore depend on your interest, your choice and willingness to work, and on the
amount of time you allocate. Reading of the text and research/professional journals is definitely
expected.

COURSE CONTENTS:

TQM CONCEPTS AND OVERVIEW

Understanding Quality
Five Approaches to Defining Quality
Quality in Facts & Perception
Historical Overview and Emerging Trends
Quality Gurus and their Approaches
Quality of Design Vs Quality of
Conformance
Push-Thru’ Vs Pull Thru’ systems
Juran’s Quality Trilogy
The 3 Focus areas of TQM
QUALITY MANAGEMENT PRINCIPLES
CUSTOMER FOCUS
  Customer Concepts - Who is a Customer
  Voice of The Customer
  10 Commandments of Good Customer Service
  Vs Mahatma Gandhi’s 5 Golden Principles
  Measuring Customer Satisfaction –
  Complaints Vs Satisfaction
  Customer Satisfaction Vs Delight
  Customization/ Mass Customization
  Service Quality considerations
  Quality Function Deployment

PROCESS FOCUS
  Genesis of Process Focus
  Quality Control to SPC/ CWQC/ TQM
  Control Vs Improvement
  ISO 9000 in Process Standardization and Improvement
  Process Capability and Six-Sigma
  Taguchi Loss Function
  Business Process Benchmarking
  FMEA/ FMECA
  Process Improvements & KAIZEN
  Improvements to Innovation
  POKA-YOKE

TOOLS FOR QUALITY CONTROL/
IMPROVEMENT
  Juran’s Diagnostic-Remedial Journeys
  P-D-C-A / QC Story / DMAIC
  Organised Problem Solving
  PS TOOLS
  Brainstorming
  Basic 7 Tools
  7 Management Tools
  Force Field analysis; Risk Analysis
TOTAL PRODUCTIVE MAINTENANCE
What is TPM
Genesis of TPM and Hieneich’s Triangle
Six Major Categories of Losses
Pillars of TPM
Jishu Hozen (Autonomous Maintenance)
Kobetsu Kaizen (Focused Improvement)
Other Pillars
TPM Vs TQM

QUALITY MEASUREMENT
Why Measure Quality Costs?
The 3 Ms – Muri (Strain), Mura (Discrepancy) & Muda (Waste)
Cost of Poor Quality
Quality Excellence Models

PEOPLE FOCUS
Soft Vs Hard Route to Quality
Employee Involvement & Competency
Empowerment
Role of Quality Circles
Overview of BPR
To accommodate Spillovers due to activities related to Interactions/ Case Studies

Project Proposals and Guidelines

END TERM EXAMS (CLOSED BOOK)

Programme : MBA
Course Name : Business Research Methods
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

INTRODUCTION


RESEARCH PROBLEM

Problem, research problem, definition, causes, types, formulation, importance. The Research Process, the Theoretical Framework, its Components. The Variables of research problem.
HYPOTHESIS

Definition and Types of Hypothesis, Definition, Features Types and Needs. The Development of Hypothesis. The Stages in its Development Hypothesis Testing with Quantities and Qualitative Data

RESEARCH DESIGN


RESEARCH INSTRUMENTS


DATA COLLECTION METHODS

Questionnaire, Definition, Nature and Importance. Types of Question and Their Respective Merits and Demerits. Data Collection Methods Observation, Definition, Features Types and Importance. Different Types of Observation and their Respective Merits and Demerits.

STATISTICAL TOOLS

RECOMMENDED BOOKS

Prof: Fazli Wahid, Research and Development Center Peshawar
   “Introduction To Buiness Research” (2003 Additions)
METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

The Scope of Managerial Economics
Definition of Managerial Economics
Relationship to Economic Theory, Decision Sciences and Functional Areas of Business Administration
The Theory of the Firm, Functions, Objectives, Constraints and Limitation of the Theory of Firm
The Nature, Functions and Theories of Profit

Optimization Techniques

Methods of Expressing Economic Relationships
Total, Average and marginal Cost
Optimization by Marginal Analysis
Differential Calculus: The Derivative and Rules of Differentiation
Optimization with Calculus
Multivariate Optimization
Constrained Optimization
**Demand Theory**

- The Demand for a commodity
- From Individual to Market Demand
- Price Elasticity of Demand, Point Elasticity, Income Elasticity, Cross Elasticity and Arc Elasticity of Demand, Price Elasticity, Total Revenue and Marginal Revenue

**Demand Estimation**

- Introduction to Regression Analysis
- Simple Regression Analysis, The Ordinary Least Square (OLS) Method, Examples, Multiple Regression Analysis, Problems in Regression Analysis

**Demand Forecasting**

- Qualitative Forecasts
- Survey Techniques, Opinion Polls, Soliciting a Foreign Perspective, Time Series Analysis, Reasons for Fluctuations in Time Series Data

**Production Theory and Estimation**

- The Organization of Production and production Function
- The Production Function with One Variable Input
- Total, Average and Marginal Product
- The Law of Diminishing Returns and Stages of Production
- The Production with Two variables Input

**Cost Theory and Estimation**

- The Nature of Costs
- Short Run Cost Functions
- Short Run Total and per Unit Cost Curves
- Long Run Cost Curves

**Market Structure**

- Market Structure and Degree Competition
- Perfect Competition
- Price Determination under Competition
- Short Run Analysis of a Perfectly Competitive Firm
- Long Run Analysis of a Perfectly Competitive Firm

**Monopoly**

- Sources of Monopoly
- Short Run Price and Output Determination under Monopoly
- Long Run Price and Output Determination under Monopoly
- Meaning and Importance of Monopolistic Competition
- Meaning and Condition for Price Discrimination
RECOMMENDED BOOKS

Programme : MBA  
Course Name : International Business  
Credit Hours : 03  
Total Week : 16  
Total Hours : 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE OBJECTIVES:

- Discuss the nature and dimensions of international business.
- Explain international trade theory.
- Explain the international financial system.
- Discuss the character of multinational business.

TOPICAL UNIT OUTLINE/UNIT OBJECTIVES:

FUNDAMENTALS OF GLOBALIZATION

- Discuss the emerging global economy.
- Discuss the changing demographics of the global economy.
- Discuss the magnitude and growth of world trade.
- Explain the globalization debate.
- Discuss Managing in the global marketplace.
COUNTRY DIFFERENCES
- Explain national differences in political economy.
- Describe the different political, economic, legal systems.
- Discuss national security, protectionism, domestic employment, economic development, and balance of trade equilibrium as an influence on trade regulation.
- Discuss the determinants of economic development.
- Discuss contemporary issues of international trade.
- Describe various states in transition.
- Discuss the implications for business.
- Describe differences in culture, including social structure, religion, language, and education.

INTERNATIONAL TRADE AND INVESTMENT
- Explain mercantilism, absolute and comparative advantage.
- Explain the Heckscher-Ohlin Theory
- Explain the product life cycle theory.
- Explain the new trade theory.
- Discuss balance of payments
- Explain the global trading system
- Describe the instruments of trade policy.
- Describe the development of the global trading system
- Discuss foreign direct investment in the world economy.
- Discuss regional economic integration
- Describe the levels of economic integration.
- Discuss the advantages and disadvantages of regional integration

THE GLOBAL MONEY SYSTEM
- Describe the functions and nature of the foreign exchange market.
- Discuss the factors that determine the exchange rates
- Describe the gold standard and the Bretton Woods system.
- Discuss the collapse of the fixed exchange.
- Discuss the floating exchange rate system.

COMPETING IN A GLOBAL MARKET PLACE
- Discuss market strategy and the firm.
- Discuss the strategic choices and alliances in the global market.
- Describe the modes to enter foreign markets.
- Discuss selecting an entry mode
- Describe the potential gains and losses of exporting
- Describe product development in the global market
• Discuss distribution, communication and pricing strategies.
• Discuss global operations management.
• Describe manufacturing and materials management.
• Discuss factors that determine where to manufacture
• Explore the advantages of making or buying the product.
• Describe the ethnocentric, polycentric, and geocentric approach to resource management.
• Describe the expatriate problem.
• Discuss the training and management development.
• Consider compensation and performance appraisal issues.

REQUIRED TEXTBOOKS and/or MATERIALS:

• Title: International Management: Culture Strategy & Behavior
• Edition: 7th Edition
• Author: Hodgetts, Luthans, Doh
• Publisher: McGraw Hill
MBA
Semester
VI
Programme: MBA
Course Name: FINANCIAL INSTITUTIONS AND MARKETS
Course Code:
Credit Hours: 03
Total Week: 16
Total Hours: 48

METHOD OF INSTRUCTIONS
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

Role of Financial Markets and Institution
Types of Financial Markets
How Financial Markets facilitate Corporate Finance
Valuation of Securities in Financial Markets
Market efficiency
Financial Market Regulation
Role of Financial Institution

Determination of Interest Rate
Loanable Fund Theory
Factors the affect Interest rate
Forecasting Interest rate

Debt Securities Markets
Money Markets Securities
Institutional use of Money Markets
Valuation of Money Markets Securities
Bond Market
Background on Bonds
Treasury and Federal agency bonds
Municipal Bonds
Corporate Bonds
Others types of long term bonds
Bond Investment Strategies

Equity Market
Private equity
Public equity
Initial Public Offering
Secondary Stock Offering
Stock Repurchases
Stock Exchanges
Monitory Publicly Traded Companies

Markets Microstructure and Strategies
Stock Markets Transactions
How stock Transactions are executed
Regulation of Stock Trading
Trading of International Stocks

Commercial Bank Operations
Background on commercial banks
Bank sources of funds
Uses of Funds by Banks
Off balance sheet activities
International Banking

Mutual Fund Operations
Background on Mutual fund
Types of Mutual fund
Mutual Fund categories
Performance of Mutual Funds
Money Market Funds
Other types of funds

Securities Operations
Services provided by securities firms
Regulation of securities firms
Risk of securities firms
Valuation of Securities firms

Reference Books
1. Madura, Jeff, Financial Markets and Institution, South-Western
Programme: MBA
Course Name: ENTREPRENEURSHIP & SME (SMALL & MEDIUM ENTERPRISE)
Credit Hours: 03
Total Week: 16
Total Hours: 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS

Defining Entrepreneurship: Creation economic organization, dimensions of entrepreneurship.

The Macro Environment for Entrepreneurship: process of environmental analysis, sources of opportunities, industry and market structure.

The Competitive Environment: the perfect competition model, industry analysis, buyer power, supplier power, the threats of substitutes, entry barriers, rivalry between firms, competitor’s analysis.

The International Environment: the macro environment of international entrepreneurship, international entrepreneurial strategies, international organization behavior.
Business Plan and Entrepreneurial Strategy: entry wedges, resource based strategies, strategy and industrial environment.

Marketing New Ventures: the marketing of entrepreneurship interface, marketing concepts and orientation, marketing strategy and sales forecasting.

Element of New Ventures: creating the organization

SME Definition: Importance of SME, SME in Pakistan.

Best Quality Management Practice in SME: customer relation management in SME.

Strategies of success of SME: The Business plan. Case study, Practical plan and Implementation

RECOMMENDED BOOKS
MBA
Semester VII
ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme : MBA
Course Name : Corporate Governance
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTIONS
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS
- Overview of the mechanisms codes, issues, practices of corporate governance. theoretical aspects of corporate governance: contracting: transition cost, economics, agency, theory, decision making
- Horizontal vertical private and public accountability.
- Corporate governance issues and impact at different stages of company `s life.
- The forms of corporate ownership and control internationally. The role of the state. The role of private capital.
- The corporate governance functions in small and medium-size companies.
- Securities Markets. Cross listing, fair and unfair completion among securities markets, the roles of the government regulations in creating a competitive regulatory environment. Piggybacking and Bonding.
- Debt contracting and debt structures.
• Institutions investors. The role of these in monitoring companies and impact between enterprise and accountability.


• Beyond the law: role, impact and enforcement. Methods of achieving regulatory order.

• Market based vs bank based economies.

• Auditors and auditing.

• Board function, board compositions, monitoring committees, accountability to shareholders and stakeholders.

• International and domestic issues in executive compensation, management, Board of Director and codes of best practice.

• Corporate governance and finance. Characteristics of system. Advantage and disadvantages. Recent developments, problems and issues faced by the legal and finance ethical system.

• Latest trends in international corporate governance. The new driving forces behind international governance.

• Final project.

**Recommended Books**

ELECTIVE COURSES
Course Name: INVESTMENT AND PORTFOLIO MANAGEMENT
Credit Hours: 03
Total Week: 16
Total Hours: 48

METHOD OF INSTRUCTIONS
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

Investment Background and Issues
Real Assets verse Financial Assets
A Taxonomy of Financial asset
Financial Markets and the economy
The investment process
Market risk and Players
Markets and Market structure
Securitization and Financial engineering

Investment Decisions and Investment types
Introduction to Investment Decision
Speculative policy
Asset Allocation
Security selection
Statement of Investment Policy
Money Market Securities
Fixed Income Capital Market
Equity Securities
Commingled Portfolio
Derivative securities

Basic Investment Concepts
Risk-Free Interest
Measuring Realized Returns
Risk Management
The Investment Horizon

Portfolio Theory
Investment Risk Aversion
Measuring Portfolio Risk
Diversification
Impacts of a risk free return
Measuring the risk of a return

Capital Asset Pricing Model
The capital market line
The security market line
Potential uses of the capital asset pricing model
Estimating a security beta

Efficient Market Theory
Three approaches to security selection
Technical analysis
Fundamental analysis
The concept of efficient Market
Are returns predictable?
Test for private information
Strategy in an efficient market

The Process of Investment Management
The portfolio investment process
The statement of investment policy
Portfolio types and their needs

Financial Futures
Principles of Future Contracts
Short term debt futures
Intermediate and long term debt futures
Equity index futures
Currency futures

**Options**
Basic option concept
Option valuation
Trades based on expiration date payoffs
Trades based on continuous time

**Reference Books**
1. Radcliffe, Robert, Investment, Addison Wesley, 5th edition
Programme : MBA
Course Name : CORPORATE FINANCE
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTIONS
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

Introduction to Corporate Finance
What is Corporate Finance?
The balance sheet model of the firm
Capital Structure
The financial Manager
Corporate securities as contingent claims on total firm values
The corporate firm
Case study: Making a decision to become a corporation
Goals of the corporation firm
Financial Markets

Time Value of Money
Future value and compound interest
Present values
Multiple cash flows
Level cash flows: Perpetuities and Annuities
Inflation and the time value of money
Case Study

Valuation of Securities
Bonds Characteristics
Bond prices and yields
Stocks and the stock market
Book values, liquidation value and market value
Valuing common stock
Simplifying the dividend discount model
Growth stocks and income stocks
Case study

Net Present Value and Other Investment Criteria
Net present value
Other investment criteria
Capital Rationing
Case study

Project Analysis
How firm organize the investment process
Some “what-if questions”
Break even analysis
Real options and the value of flexibility
Sensitivity analysis
Case study

Financial Leverage and Capital Structure
The capital structure question
The effect of financial leverage
Capital structure and the cost of equity capital
Corporate taxes and capital structure
Bankruptcy cost
Optimal capital structure
Observed capital structure
Case study

Mergers, Acquisitions and Corporate Control
The market for corporate control
   Primary contest
   Mergers and Acquisitions
   Leveraged Buyouts
Divestitures and spin-offs
Sensible Motives for Mergers
Leveraged Buyouts
The Benefits and Cost of Merger
Case study

Reference Books
1) Brealey Mayers Marcus, Fundamentals of Corporate Finance, McGraw-Hill
2) Ross Westerfield Jordan, Essential of Corporate Finance, McGraw-Hill
3) Madura, Jeff, International Corporate Finance, Thomson
ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme : MBA
Course Name : Banking Law and Practice
Credit Hours : 03
Total Week : 16
Total Hours : 48

COURSE OUTLINE

Introduction to Banking in the World and Pakistan
Meaning and origin of Banking in the world.
Brief history of development of banking in Pakistan.
Various types of Banks, nature, scope and their functions.
Central Bank: Role & Functions in an Economy
State Bank of Pakistan as Regulator
Various types of banking services available in Pakistan.
Importance and mobilization of deposits in banking system.

Banker-Customer Relationship
Essence of relationship
What is a banker?
Functions of banks
What constitutes a customer?
Rights and obligations of banker and customer
Rights of a banker
Banker's obligations to customer
Customer's obligations to banker
Termination of relationship
Accounts of customers - general
Importance of introduction and the concept of "Know Your Customer" (KYC)
Determination of banker's obligation and authority to pay cheques
Countermanding of payment
Legal process determining banker's authority to pay cheques

Types of Accounts and Accounts of Special Customers
Various types of bank accounts such as current, PLS, call, short notice deposits and fixed deposit accounts, royalty accounts, departmental accounts.
Instructions and rules relating to maintaining accounts, balancing ledgers, statement of accounts, pass book, specimen signature.

Accounts of trading organizations
- Partnership firm
- Joint Stock Companies
- Mercantile Law Agents
- Accounts of non-trading organizations
- Accounts of local bodies
- Accounts of non-trading organizations with liabilities limited by guarantee
- Trust Accounts
- Accounts of executors and administrators
- Accounts of liquidators
- Accounts of clubs, societies and associations

**Bill of exchange, Promissory Note, Cheques Endorsements and Remittances**
- Bill of exchange
- Requisites of a Bill of Exchange
- Under Negotiable Instruments Act
- Parties to a Bill of Exchange
- Holder in due course
- Rights and privileges of a holder in due course
- Holder for value
- Liabilities of parties to a bill of exchange
- Rules for determining the maturity of a Negotiable Instrument

**Promissory Note**
- Promissory Note vs. Bill of Exchange

**Cheques and their payment**
- Definition
- Salient features
- Payment of cheques
- Paying banker’s risks and protection
- Crossed Cheques and their Collection
- Crossings
- Collection of cheques
- Duties of collecting banker

**Endorsement defined**
- Kinds of endorsement
- Inscription of endorsement

**Bank Draft**
- Issuing & Paying of draft
- Telegraphic Transfers
- Mail Transfer or M.T.
- Payment orders
Other Methods of Transfer of Funds

Development Financial Institutions
- History of development financial institutions (International and National)
- Types of financial services available in Pakistan through Development Financial Institutions.
- Sources of Funds for development financial institutions.
- Functions, management and services offered by different specialized financial institutions in Pakistan

Role of International Institutions in Development Financing
- International Monetary Fund (IMF)
- International Bank of Reconstruction and Development (IBRD)
- International Development Association (IDA)
- International Finance Corporation (IDB)
- The Islamic Development Bank (IDB)
- Asian Development Bank (ADB)

Development of Islamic Banking in Pakistan
- Main features of the Islamic Economic system.
- Efforts towards Islamization of Banking in Pakistan.
- Implementation of Islamic Banking in Pakistan.

Modes of Non-Interest Financing
i. Financing by Lending:
   a. Qard-e-Hasna
   b. Loans with services charges

ii. Trade Related Modes:
   a. Purchase of Trade bills
   b. Purchase and sale of goods on Mark up basis
   c. Financing for the development of a property on the basis of "development charge"
   d. Purchase of goods/immovable property under buy-back agreements
   e. Hire purchase
   f. Leasing

iii. Investment Type modes:
   a. Musharika
   b. Modaraba
   c. Equity participation
   d. Rent Sharing

Routine Foreign Exchange Transactions in Banking
- Import License
- Import Letter of Credit
- Negotiation of Bills under L/Cs
- Collection in the Context of URC 522
- Collections Mechanism
Form and Structure of Collections  
Internet, Charges and Expenses  
Risks Inherent in Collection  
Modes of International Settlements

Relevant Banking Laws in Pakistan
- State Bank of Pakistan Act, 1956
- Banking Companies Ordinance (BCO) 1962
- Banks Nationalization Act 1974
- Banking Tribunal Ordinance, 1984
- Banking Companies (Recovery of Loans, Advances, Credits and Finances) Ordinance, 1979 (Ordinance XXV of 1997)
- Foreign Exchange Regulation Act, 1947
- Negotiable Instruments Act 1881
- Micro-Finance Bank Ordinance, 2000
- Microfinance Institutions Ordinance, 2001

BOOKS RECOMMENDED
1. Practice and Law of Banking in Pakistan By Dr. Asrar H. Siddiqui
2. Finance of Foreign Trade and Foreign Exchange By Asrar H. Siddiqui
Programme: MBA
Course Name: Consumer Banking
Credit Hours: 03
Total Week: 16
Total Hours: 48

1. Consumer Banking (Overview of consumer banking in terms of Micro and macro level)
3. Consumer, Consumer Rights & Protection
4. Key Issues in CB --- Consumer’s Perspective
5. Emerging Issues in Retail Banking
6. Structure of Bank Credit Risk --- An Overview
7. Consumer Financing in Pakistan An Overview
8. Bank Schedule of Charges (Creation and calculation of charges)
   Case Study: Consumer Financing in Pakistan Issues, Challenges and way Forward
   Study/Report
9. Code of Consumer Banking Practice: Institute of banker Pakistan
10. Growth Strategy in Retail Banking
11. Capturing Consumer Finance Opportunities in Emerging Markets
12. Market-Based Approach for Poverty Reduction (Micro Finance in Pakistan)
13. SBP prudential regulations in terms of consumer Banking
14. Review of Bank credit risk criterions
15. SBP Risk Management Guidelines
16. Housing/Mortgage Finance in Pakistan
17. Report on : Global Perspective on Managing Mortgage Profitability Retail Banks at a Crossroad in
18. 2009 Principal Findings
19. Auto Financing/Leasing in Pakistan
20. SBP Operational Guidelines for Credit Cards Business in Pakistan
22. Building Consumer Trust in Retail Payments
23. Compaction in Consumer banking and strategies for survival

**RECOMMENDED BOOK**

1) The consumer Banking Regulatory by Price Water house cooper.
2) State Bank of Pakistan (Website for prudential Regulation).
3) Consumer Banking Handouts (Virtual University).
4) Consumer banking by Sefton Anthony Solo man.
Introduction to Financial Statements
- Nature
- Meaning
- Objectives
- Limitation and Uses
- What is Financial Statement Analysis
- Advantage
- Limitation
- Relation between financial statements and financial statement analysis
- Sources of information for financial statement analysis
- Internal source
- External source
- Steps to analyzing financial statements

Techniques of Financial Statement Analysis
- Instruments of analysis
- Types of analysis
- Tools and techniques of analysis

Ratio Analysis
- Short term solvency/liquidity analysis
- Analysis of capital structure
- Profitability ratios showing rate of return on investment
- Activity analysis/ asset management analysis
- Stock market related ratios
- Profit margin on sales
- Return on investment

Cash Flow Statement Analysis
• Concept and preparation of cash flow statement
• Cash flow ratios
• Analyzing cash flow statement
• Objectives of analyzing cash flow statement

**Income Statement Analysis**
• Need for income statement analysis
• Various income statements formats
• Classification of income statement analysis
• Statement of retained earnings and shareholder equity

**Limitation of Financial Statement Analysis**
• GAAP Formation and its policies
• GAAP Inadequacies
• Limitation of financial statement

**Recommended Books:**
1. Financial statement analysis by Gokul Sinha published in 2009
2. Financial statement analysis by Charles J. Woeful
3. Analysis of financial statements by Pamela P, Peterson and Frank J. Fabozzi
COURSE OBJECTIVE:

The main objective of this course is to provide a comprehensive knowledge to the student about credit management latest tools. To prepare them with the latest knowledge about how the credit is managed. This course includes all the pre-requisites that a credit management course requires to be studies. After studying this course the student will be able to know what credit management is and what its importance is.

Chapter 1. Introduction to credit management
- Principles of sound lending
- Forms of lending
- Securities for advance
- Classification of securities
- Creation of charge on securities

Chapter 2. The lending process
- Step 1: Identification of and introduction to the new customer
- Step 2: Credit analysis
- Step 3: Approval and Disbursement

Chapter 3: The role of credit officer
- Preparing loan application forms
- Processing of credit proposal
- Follow up for recovery

Chapter 4: Types and modes of lending
- Fund based and non fund based
- Short terms and long terms financing

Chapter 5: Introduction to credit administration
• Function of credit administration department
• Function of CAD officer

Chapter 6: Credit Monitoring
• Importance of credit monitoring
• Stages of credit monitoring (pre & Post sanction stages)
• 6-C’s, 6-M’s, 6-P’s

Chapter 7: Risk Management
• Types of risk management
• Risk rating criteria and risk rating sheet

Chapter 8: Introduction to SME financing
• Criteria for SME
• Future of SME in Pakistan

Chapter 9: SBP Prudential regulation regarding loan classification
• PR-consumer financing
• PR-SME financing
• PR-Corporate financing

Chapter 10: Introduction to recovery ordinance 2001

Recommended Books and Websites:
1. Practice and law of banking in Pakistan by Dr. Asrar H. Siddiqi
2. Commercial Bank Management by Peter S. Rose
3. SBP Prudential regulation (www.sbp.gov.pk)
Programme: MBA  
Course Name: Islamic banking  
Credit Hours: 03  
Total Week: 16  
Total Hours: 48

Chapter 1: 
A Brief Overview of Economic Systems  
Capitalism  
Communism  
Islamic Economic System

Chapter 2: 
The Islamic Economic System  
Factors of Production in Islam  
The Objectives of the Distribution of Wealth in Islam

Chapter 3: 
Riba, Usury, Interest  
Introduction  
Historical Background  
Nature & Meaning

Chapter 4: 
Prohibition of Riba  
Riba in the Quran  
Riba in Headith  
Riba in Fiqha

Chapter 5: 
Rationale of Prohibition of Riba  
Arguments in Favor of Interest  
Arguments against Interest  
Analysis of the Arguments in Favor of & Against Interest

Chapter 6: 
Interest free Banking System  
Objections  
Reservations  
Evaluation of the Objections & Reservations

Chapter 7: 
Islamic Banking  
Philosophy, Development
Areas of Operations
None Fund Based Transactions
Investment Activities
Social Activities
Financing under Profit and Loss Sharing System
Potential of Islamic Banks

Chapter 8:
Islamic Modes of Financing
Musharakah
Definition of Musharakah
The Basic Rules of Musharakah
The Management of Musharakah
Basic Rules of Distribution of Profit and Loss

Chapter 9:
Powers and Rights of Partners and Musharakah
Termination of Musharakah
Termination of Musharakah without Closing the Business
Distinction between Interest Based Financing and Musharakah

Chapter 10:
Mudarabah
Definition
Types of Mudarabah
Difference between Mudarabah and Musharakah
Investment
Mudarabah Expenses
Distribution of Profit and Loss
Roles of Mudarib
Termination of Mudarabah

Chapter 11:
Diminishing Musharakah
Meaning and Concept
Uses of Diminishing Musharakah

Chapter 12:
Murabaha
Definition
Difference between Murabaha and Sale
Issues in Murabaha
Basic Mistakes in Murabaha Financing
Bai’ Muajjal

Chapter 13:
Salam and Istisna
Salam
Purpose of Use
Conditions of Salam
Parallel Salam
Istisna
Concept of Istisna
Difference between Istisna and Salam
Istisna as a Mode of Financing

Chapter 14:
Ijarah (Leasing)
Basic Rules
Lease as a Mode of financing
Difference between Murabaha and Leasing
Expenses Consequent to Ownership
Lessee as Ameen
Ijarah Wa Iqtina

Chapter 15:
Applications of Islamic Financing
Project Financing
Working Capital Financing
Import Financing
Export Financing

Chapter 16:
Islamic Investment
Securitization
Securitization of Musharakah
Securitization of Murabaha
Securitization of Ijarah

Recommended Books


2. AN INTRODUCTION TO ISLAMIC FINANCE -- Muhammad Taqi Usmani, Idaratual Marrif Karachi. (1999).

Programme : MBA
Course Name : BRAND MANAGEMENT
Credit Hours : 03
Total Week : 16
Total Hours : 48

**Course Objective**
The purpose of this course is to provide a single source of cases, exercise; incidents are skill builders to supplement the basic text in Human Resource Management.

**METHOD OF INSTRUCTIONS**
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

**COURSE CONTENTS**
- Introduction to course
- Brands and brand management (Ch 1).
- Identifying and establishing brand positioning and values.
- Planning and implementing marketing brand marketing programs (Chapters 4 and 5)
- Planning and implementing marketing brand marketing programs … continued (Chapters 6 and 7)
- Measuring brand performance (Chapters 8, 9 and 10)
- Growing and sustaining brand equity (Chapters 11 and 12).

**REQUIRED COURSE MATERIALS AND READINGS**

Course Objectives
This course is designed for the students of business administration in order to specialize them in the field of international Marketing and to understand about the scope and challenges of international marketing, culture Dynamics, Political Environment and Developing Global Marketing Strategies. After qualifying this course the students will be able to understand business activities across international borders. Emphasis is placed on the analytical Processes in International marketing Decisions, As well as Knowledge of Tools and Practices for structuring and controlling marketing Programs related to International Business. This course is designed to provide students with insights into the nature and environment perspectives of marketing across national boundaries and with those with in foreign countries

METHOD OF INSTRUCTIONS
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.
The Scope and Challenges of Intl. Marketing
Difference between Global & Domestic Marketing.
International Marketing Task.
The importance of world trade
Opportunities and challenges in international marketing
**International trade institutions and trade policy**
The international market place
The historical dimension
The importance of trade and investment
Transnational institutions affecting world trade
**The Cultural Environment**
Cultural Knowledge
Elements of culture
Sources of culture knowledge
**The economic environment**
Market characteristic
The affect of economic environment on social development
Regional economic integration
**The Political-legal Environment.**
Home country political environment
Host country political environment
Stability Of Govt. Policies.
Political Risk In Global Business.
**International marketing Intelligence**
Needs, benefits and objective of research
The secondary research process
Primary research process
The international marketing information system

**Multinational Market Regions And Market Groups**
Patterns of Multinational Cooperation
Global Market and Multinational Market Groups
Europe:
The European Community
Marketing Mix Implications
Asia Pacific Rim:
Association of South Asian Nations (ASEAN)
Eastern Europe:
The Commonwealth of Independence States (CIS)
**Developing Global Marketing Strategies.**
Global Marketing Management.
Alternative Market-Entry Strategies.
The Export process and Export intermediaries Licensing and Franchising
Why go global
Internationalization stages
Export intermediaries
Licensing and Franchising
**Global strategic planning**
Global marketing

The strategic planning process

**International product policy: and new product development**
Product variable
Product characteristic
New product development
Product testing

Foreign market choices: matching product to market

**International marketing of services**
services vs products
the role of international services in the world economy
international trade problems in services

**Channel and distribution strategies**
Foreign market entry
Foreign market channels and global logistics
What is international logistic
Supply-chain management

**Global promotion strategies**
planning promotion campaigns
constraints on international advertising
other promotional elements
marketing mix as a promotion

**Pricing in International Markets**
factors in international pricing
Export pricing and terms
Pricing within individual markets
Pricing Policy
Leasing in International Markets
Price Quotatio

**Exporting Issues**
Exporting Practices in Pakistan
Export Promotion Bureau in Pakistan

**Recommended Books**
Course Objective
The purpose of this course is to provide a single source of cases, exercise; incidents are skill builders to supplement the basic text in Human Resource Management.

Method of Instruction
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents

Introduction to Marketing Research and Research Design

- The Definition of Marketing Research
- The Marketing Research Process
- Marketing Research and Marketing Decision Making
- The Importance of Defining the Problem
- The Management-Decision Problem and the Marketing Research Problem
- Research Questions and Hypothesis
• Basic Research Design and the Types of Research

Exploratory Research

• Secondary vs. Primary Data
• How to Use Secondary Data
• Sources of Secondary Data
• Introduction to Qualitative Research
• Focus Groups

Descriptive Research

• Survey Methods
• How to Choose a Survey Method
• Observational Methods
• How to Choose Between Surveys and Observation

Scaling

• Primary Scales of Measurement
• Comparative Scales
• Noncomparative Scales
• Noncomparative Scale Decisions
• Scale Evaluation
• Questionnaire Design

Sampling

• The Concept of Sampling
• The Sampling Design Process
• Nonprobability Sampling
• Probability Sampling
• Internet Sampling

Data Analysis and Reporting
• Data Collection
• Data Preparation
• Data Analysis
• Communicating the Research Results

REQUIRED COURSE MATERIALS AND READINGS

1-Basic Marketing Research by Gilbert A. Churchill and Tom J. Brown

2-Basic Marketing Research - Text Only by Naresh K. Malhotra


**Programme**: MBA  
**Course Name**: RETAIL MANAGEMENT  
**Credit Hours**: 03  
**Total Week**: 16  
**Total Hours**: 48

**Course Objective**  
The purpose of this course is to provide a single source of cases, exercise; incidents are skill builders to supplement the basic text in Human Resource Management.

**METHOD OF INSTRUCTIONS**  
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

The Retail Management Course is comprised of 11 comprehensive lessons. They are easy to follow, yet challenging and stimulating at the same time. Each lesson begins with a subject matter preview and objectives, an introductory note from your instructor and a vocabulary builder of new words and terms.

Next comes the reading assignment. Practice exercises help you check and review what you've learned. At the end of the lesson is an open-book exam, which you may take online.

**Setting the Foundation; Customer Service**

Defining retailing; traits of successful retailers; the retail organization; management positions; departmental personnel; management training; motivating employees; components of customer service in the retail environment; training employees in good customer service practices.
Success as a Large Retail Store Department Manager

The corporate mission statement; management strategies; target and niche marketing; department manager responsibilities; store set-up; department layout; personalization; buyers and vendors; business meetings; business analysis; controlling department performance.

Success as a Small Retail Store Entrepreneur

Specialty retailing; capitalization; location; market analysis; traits of a successful entrepreneur; steps to launching a small retail enterprise; competing against large retailers; store design; principles of store set-up; store aesthetics, fixtures and colors; incremental and impulse sales; customer loyalty programs; multi-channel retailing; Internet opportunities for small businesses.

The Exciting Retail World

The economic significance of retail sales; retail employment; the top 25 global retailers; structure of retailing and global distribution channels; retail management and entrepreneurial opportunities; decision-making; implementing retail strategy; trends in retailing; retailer characteristics; food, general merchandise, non-store, and services retailing; types of ownership.

Multichannel Retailing & Consumer Behavior

Retail channels for interacting with customers; trends and implications; electronic retailing: multichannel retailing; shopping in the future; types of buying decisions; the buying process; social factors influencing buying decisions; market segmentation.

Strategic Planning & Financial Performance

Definition of retail market strategy; target market and retail format; building a competitive advantage via location, human resource management, unique merchandise, distribution and information systems, vendor relations and customer service; market penetration, expansion and diversification; global growth opportunities; the strategic retail planning process; the strategic profit model: sales, margins and expenses; the turnover path; return on assets; setting performance objectives.

Location & Site Selection

Retailing centers; city or town locations; freestanding sites; location and retail strategy; economies of scale vs. cannibalization; demographics; business climate; accessibility; locational advantages within a center; trade area; methods of estimating demand.

Managing Human Resources; Customer Relations; Information Systems

Gaining competitive advantage via human resource management; organization of a single store, regional department store and other types of retailers; coordinating merchandise with store
management; building employee commitment; managing diversity; legal issues; supply chain management; data warehousing; electronic data interchange; logistics of distribution; implementing CRM programs; collecting and analyzing customer data; market segments.

**Merchandise Assortment, Buying Systems & Vendor Relations**

Organizing buying by categories; the merchandise plan; margins, sales and inventory turnover; sales forecasting; assortment planning; staple merchandise buying systems; fashion merchandise budget plan; open-to-buy; allocating merchandise to stores; analyzing merchandise performance; branding strategies; international sourcing; negotiating and partnering with vendors.

**Pricing & the Retail Communication Mix**

Pricing strategies; setting prices; price adjustments; using price to stimulate sales; building brand equity; personal and impersonal methods of communicating with customers; planning, implementing and evaluating retail communication programs.

**Store Management**

Key management duties; recruiting employees; training, motivating and managing new store employees; compensation; controlling costs; reducing inventory loss; elements of good store design and layout; space planning; presenting merchandise; atmospherics; customer service strategies; customer evaluation of service quality; meeting and exceeding service standards.

**REQUIRED COURSE MATERIALS AND READINGS**

1- *Management of Retail Buying* by Patrick Cash, Chris Thomas, John Wingate and Joseph Friedlander

2- *Retail Buying* by Jay Diamond and Gerald Pintel.
Programme : MBA
Course Name : Sales Management
Credit hours : 03
Total Weeks : 16
Total hours : 48

Course Objectives
The course objective is to study the various aspects of the sales management process. Specific activities of interest will be how sales managers develop and execute plans for creating customer satisfaction by developing the selling function, strategic sales planning, building a sales program, and controlling the sales force.

METHOD OF INSTRUCTIONS
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

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

Preliminary Steps in the Selling Process
Prospecting
Qualifying Prospects
Preparing

Advanced Steps in Selling Process
Convincing the Prospect
Handling Objections
Closing
Follow Up
Territory Development
Sales Territory Design
Procedure for Developing Territories

Sales Management Environment
Coping with Environmental Changes
The Social and Cultural Environment
The Competitive Environment

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

The Sales Management Planning Process
Setting Sales Objectives
Formulating Sales Strategies

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

Sales Forecasting Procedures
Estimating market and sales potentials
Information Sources

Sales Budgeting
Types of Budget
Determining the Budget level

Sales Personnel Planning and Recruiting
Analyzing Sales Personnel Needs
Sources of Sales Recruits

Sales Training and Development
Training and the Salesperson’s Career Cycle
Designing a Formal Sales Training Program
Training Techniques

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

Sales Compensation
Criteria for Sound Compensation Plan
Developing a Compensation Plan

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

Recommended Books:
ABDUL WALI KHAN UNIVERSITY MARDAN  
Department of Management Sciences

Programme : MBA
Course Name : Services Marketing
Credit hours : 03
Total Weeks : 16
Total hours : 48

METHOD OF INSTRUCTIONS

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

Course Contents:

INTRODUCTION TO SERVICES
    Concept of services
    Characteristics of services Vs Products
    Rationale of studying marketing of services
    Impact of technology on services
    Services marketing mix

CONSUMER BEHAVIOUR IN SERVICES
    Categories of consumer products (search qualities, experience qualities and credence qualities)
    The Three-Stage Model of Consumer Behaviour Applied to Services
    Consumer decision making processes
    Importance of the Consumption Stage for Services
    Service quality gaps
    Role of culture in services

CUSTOMER EXPECTATIONS OF SERVICES
Meaning and types of service expectations
Factors influencing customer expectations on services
Model of customer service expectations
Issues involved in customer service expectations

CUSTOMER SATISFACTION
Concept of customer satisfaction and service quality
Determinants of customer satisfaction
Outcomes of customer satisfaction
Service quality dimensions
The foundations for satisfaction and service quality
  Service encounters or moments of truth
  Importance of encounters
  Types of encounters
  Sources of pleasure and displeasure in service encounters
  Satisfaction with technology-based service encounters
Strategies for influencing customer perceptions

BUILDING CUSTOMER RELATIONSHIPS
Concept of relationship marketing
Goals of relationship marketing
Benefits of long-term relationship to customers and firms
Relationship value of customers
  a) Quality in the core service
  b) Market segmentation and targeting
  c) Process for market segmentation and targeting in services
Customer profitability segments
The expanded customer pyramid
Levels of relationship strategies

The Service Product
  Core and Supplementary Services
  Adding Value via Supplementary Services

PRICING OF SERVICES
Approaches to pricing services
Concept of value to customers
Role of price as an indicator of service quality
Ways of pricing services
Strategies used by companies to price services

Distribution OF services
  Distribution Channels for Services
  Internationalization of Service Firms
  Global Distribution Systems
Communications in services industries
Setting Communication Strategies for Services
Services Specific Issues in Communication Strategies
Guidelines for Advertising of Services
Branding & Promotion of Services

Customer Service Processes
Full-Service Models Versus Restricted Service Models
Increasing Customer Participation
Trade-off between Marketing Effectiveness and Operations Efficiency
Managing Supply and Demand, Yield Management
Flow Charting as a Basis Tool for Understanding and Managing Service Encounters

Service Personnel
Importance of Service Personnel
Conflicts in Boundary-Spanning Roles & Implications of Role Stress
Reducing Role Stress with Marketing & Creating a Climate for Service
Selection, Training and Motivation of Service Staff
The Cycles of Failure, Mediocrity and Success
Internal Marketing to Build and Foster a Customer Service-oriented Culture

Understanding and managing Service Quality
Defining and Measuring Service Quality
Importance of Quality: The Economics of Customer Retention
Complaint Management, Service Guarantees & Service Recovery
Developing & Implementing Effective Customer Feedback Systems
TQM Tools Applicable to Services
CRM Strategies

RECOMMENDED BOOKS:

Programme : MBA
Course Name : APPLICATIONS IN INTERNATIONAL HRM
Credit Hours : 03
Total Week : 16
Total Hours : 48

Course Objective
The purpose of this course is to provide a single source of cases, exercise; incidents are skill builders to supplement the basic text in Human Resource Management.

METHOD OF INSTRUCTION
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS

The HRM Function/Environment
International and Diversity Issues
The Legal and Regulatory Environment

Recruiting and Selection

Developing Effectiveness in Human Resources: Training, Career Development, And Performance Appraisal

Implementing Compensation and Security: Compensation, Incentives, Benefits, And Safety and Health

Enhancing Employees Relation: Motivation, Employee Rights and Discipline, Labor Relation and Collective Bargaining
Motivation and Discipline
Labor Relation, Collective Bargaining, and Contract Administration

Human Resource Audits/Term Assignment

EVALUATION
1. Class Presentation and assignments (topic selected by student) 20%
2. Midterm Exam (in class) 15%
3. Final Exam 55% Exam Schedule
4. Internal marks 10%

REQUIRED COURSE MATERIALS AND READINGS
Applications in Human Resource Management Stella Nkomo, Myron, Fottler, R. Bruce McAfee (5th Edition)
Course Objective
The purpose of this course is to provide a single source of cases, exercise; incidents are skill builders to supplement the basic text in Human Resource Management.

METHOD OF INSTRUCTION
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

- The Pay Model.
- Strategic Perspectives.
- Defining Internal Alignment.
- Job Analysis.
- Job Evaluation.
- Person based Structures.
- Defining competitiveness.
- Designing Pay levels, Mix and Pay structures.
- Pay -for – Performance: the Evidence.
• Pay -for – Performance Plans.
• Performance Appraisals.
• The Benefit Determination Process.
• Benefits Options.
• Compensation of Special Groups.
• Union Role in Wage and Salary Administration.
• International Pay Systems.
• Budgets and Administration.

**EVALUATION**
5. Class Presentation and assignments (topic selected by student) 20%
6. Midterm Exam (in class) 15%
7. Final Exam 55% Exam Schedule
8. Internal marks 10%

**REQUIRED COURSE MATERIALS AND READINGS**
Suggested Further Readings:
Course Objective
Every person faces conflict. There are positive and negative outcomes to conflict. What makes conflict negative or positive is the way in which it is handled. This course teaches participants how to manage emotions during conflict while working collaboratively toward a win/win resolution. Participants will complete a conflict style assessment.

METHOD OF INSTRUCTION
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:

Introduction
Contribution from various Disciplines
Organizational Conflict

Nature of Conflict

Defining Conflict
Threshold of conflict
Conflict and Competition
Classifying conflict
Styles of handling interpersonal conflict

Measurement of conflict

Development of the ROCI-I
Development of the ROCI-II

Organizational Learning and Effectiveness

Defining Organizational Learning
Types of Learning
Organizational Effectiveness
Characteristic of Old Paradigm
Characteristic of New Paradigm

Conflict Management Design

Define Conflict Management
Contingency Approach
Conflict Management Process

Intrapersonal Conflict

Types of Intrapersonal Conflict
Role Conflict
Role Ambiguity
A Model Role Conflict and Ambiguity
Consequences of Role Conflict
Managing Intrapersonal Conflict

Interpersonal Conflict

The Prisoner’s Dilemma
A Model of Conflict
Consequences of Interpersonal Conflict
Negotiation
Managing Intrapersonal Conflict

**Intragroup Conflict**

Types of Groups
Effects of Intragroup Conflict
Managing Intragroup Conflict

**Intergroup Conflict**

Dynamics of Intergroup Conflict
Effects of Intergroup Conflict
Managing Intergroup Conflict

**Ethics and Morality**

Ethics and Morality Defined
Behavioural Perspective for Conflict Management
Ethical Evaluation of Conflict Management
Ethics and Leadership Structure
Practical Method and Conflict Management Styles
Stages of Moral Development

**EVALUATION**

1. Class Presentation and assignments (topic selected by student) 20%

2. Midterm Exam (in class) 15%

3. Final Exam 55% Exam Schedule

4. Internal marks 10%

**REQUIRED COURSE MATERIALS AND READINGS**

1-Conflict Diagnosis & Alternative Dispute Resolution by Laurie S. Cultri

2-Conflict Management by Barbara A. Budjac Corvette
Programme : MBA
Course Name : HRD
Credit Hours : 03
Total Week : 16
Total Hours : 48

METHOD OF INSTRUCTION
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS

INTRODUCTION TO HUMAN RESOURCE DEVELOPMENT
The Evolution Of Human Resource Development
   The Relationship Between Human Resource
   Human Resource Development Function
   Roles And Competencies Of An HRD Professional
   Challenges To Organization To HRD Professionals

INFLUENCES ON EMPLOYEE BEHAVIOR
   Model Of Employee Behavior
   External Influences on Employer Behavior
   Motivation: A Fundamental Internal
   Other External Factor That Influence
LEARNINGS AND HRD
Learning and instruction
Maximizing learning
Learning strategies and styles

ASSESSING HRD NEEDS
Strategic/Organizational Analysis
Task Analysis
Personal Analysis
Prioritizing HRD Needs

DESIGNING EFFECTIVE HRD PROGRAMS
Defining the Objective of the HRD Intervention
Selecting the Trainer
Preparing a Lesson Plan
Selecting Training Methods And Media
Preparing Training Materials
Scheduling the HRD Program

EVALUATING HRD PROGRAM
The Purpose of HRD Evolution
Models and Frameworks of Evolution
Data Collection for HRD Evolution
Research Design
Ethical Issue Concerning Program

SKILLS AND TECHNICAL TRAINING
Basic Workplace Competencies
Basic Skills / Literacy Program
Technical Training
Interpersonal Skills Training
Role of Labor Union in Skills and Technical Professional Development and Education

COACHING AND PERFORMANCE MANAGEMENT
The Need for Coaching
Definition for Coaching
Coaching to improve Poor Performance

EMPLOYEE COUNSELING AND WELLNESS SERVICES
An Overview of Employee Counseling Program
Employee Assistance Program
Growth Management Intervention
Employee Wellness and Health Promotion Programs
Issues in Employee Counseling

**CAREER MANAGEMENT AND DEVELOPMENT**
- Defining Career Concepts
- Stage of Life and Career Development
- Models of Career Development

**MANAGEMENT DEVELOPMENT**
- Describing the Managers Job: Management Roles and Competencies
- Making Management Development Strategic

**ORGANIZATION DEVELOPMENT AND CHANGE**
- Organization Development Theories and Concepts
- Model of Planned Change Designing an Intervention Strategy
- Type of Intervention: Human Process-Based

**HRD AND DIVERSITY: DIVERSITY TRAINING AND BEYOND**
- Organizational Culture
- Adapting to Demographic Changes
- Crosse – Cultural Education and Training Programs
- Human Resource Programs

**EVALUATION**
1. Class Presentation and assignments (topic selected by student) 20%
2. Midterm Exam (in class) 15%
3. Final Exam 55% Exam Schedule
4. Internal marks 10%

**REQUIRED COURSE MATERIALS AND READINGS**

Programme : MBA
Course Name : INDUSTRIAL RELATIONS
Credit Hours : 03
Total Week : 16
Total Hours : 48

COURSE OBJECTIVES
The course contents to examine and analyze employee’s management relation and to create awareness among the employees about rules, and acts of Industrial Relations.

METHOD OF INSTRUCTION
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the industrial relation area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS:
- Employees and Industrial Relation
- Significance of Industrial Relation
- Islamic perspective of industrial relations
• Employee communication in IR
• Collective bargaining
• Promotions
• Industrial grievance
• Occupational health and safety act
• Discipline and Employee Rights in IR
• Wages and Salary Administration procedures, time study, rate setting
• Industrial Relation Acts and Ordinances in Pakistan

EVALUATION

• Class Presentation and assignments (topic selected by student) 20%
• Midterm Exam (in class) 15%
• Final Exam 55% Exam Schedule
• Internal marks 10%

BOOKS RECOMMENDED

ABDUL WALI KHAN UNIVERSITY MARDAN
Department of Management Sciences

Programme : MBA
Course Name : LEADERSHIP
Credit Hours : 03
Total Week : 16
Total Hours : 48

Course Objective:
The course is designed to develop the understanding & knowledge of “the Leadership concepts and the skill sets necessary for performing the team leader functions in today’s dynamic and competitive organizations. The course will be divided into two main components, the Leadership and Team dynamics. The main focus of this course will be on Leader, Followers and situation to understand the concept of leadership.

METHOD OF INSTRUCTION
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS

INTRODUCTION TO LEADERSHIP
What does it mean to be a Leader?
The nature of Leadership
The new reality for today’s Organization
Comparing Management and Leadership
Evolving theories of Leadership
Leadership is not automatic
Learning the Art and Science of Leadership

RESEARCH PERSPECTIVE ON LEADERSHIP
Traits, Behavior, and Relationships
The Trait Approaches
Individualized Leadership

CONTINGENCY APPROACHES
The Contingency Approaches
Fiedler’s Contingency Model
Hersey and Blanchard’s Situational Theory
Path-Goal Theory
The Vroom-Jago Contingency Model
Substitutes for Leadership

THE PERSONAL SIDE OF LEADERSHIP
The Leader as an Individual
Personality and Leadership
Values and Attitudes
Cognitive Differences
Personality and Leadership Style: The Role of Charisma
Transactional versus Transformational Leadership

[ FOLLOWERSHIP
The role of Followers
Developing Personal potential
Source of Follower power
Strategies for managing up what Followers want
Building a community of Followers

MOTIVATION & EMPOWERMENT
Leadership and Motivation
Needs-Based Theories of Motivation
Other Motivational Theories
The carrot and stick controversy
Empowering people to meet higher needs
Organizational motivational programs

LEADERSHIP AND COMMUNICATION
How leaders communicate
Leading strategies conversations
The leader as Communication champion
Selecting rich Communication channels
Communication in crises

LEADING TEAMS
Teams in Organizations
Team types and characteristics
Leading effective Teams
The leader’s new challenge: Virtual and Global Teams
Handling Team conflict

DEVELOPING LEADERSHIP DIVERSITY
Global Diversity
Challenges Minorities face
Leadership initiatives toward organization Diversity
Leadership Solutions

LEADERSHIP POWER AND INFLUENCE
Power, Influences and Leadership
Sources of leader Power in organizations
Increasing Power through political activity
Tactics for asserting leader influence
Ethical considerations in using power and politics

LEADING CHANGE
Change or Perish
Leading a Major Change
Strategies for everyday Change
Dealing with resistance
The negative impact of Change
Leading innovation
EVALUATION
  9. Class Presentation and assignments (topic selected by student) 20%
  10. Midterm Exam (in class) 15%
  11. Final Exam 55% Exam Schedule
  12. Internal marks 10%

REQUIRED COURSE MATERIALS AND READINGS
  1. Leadership by Richard L Daft.
  3. Leadership: Classical, Contemporary, and Critical Approaches by Keith Grint
Programme: MBA  
Course Name: PERFORMANCE MANAGEMENT  
Credit Hours: 03  
Total Week: 16  
Total Hours: 48

Course Objective
The course is designed to develop and understand the importance of an effective performance management system in helping organizations define and achieve long-term and short-term goals vital to its overall success. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing and improving individual and organizational performance. A focus on practical learning will give students the knowledge and skills needed to direct and support supervisors in this important management function.

METHOD OF INSTRUCTION
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS
PERFORMANCE MANAGEMENT & REWARD SYSTEMS IN CONTEXT

Definition of Performance Management (PM)  
The Performance Management Contribution  
Disadvantage / Dangers of poorly Implemented PM systems  
Definition of Reward systems  
Aims and Role of PM systems  
Characteristics of an ideal PM systems
Integration with Other Human Resources and Development Activities

**PERFORMANCE MANAGEMENT PROCESS**
- Prerequisites
- Performance Planning
- Performance Execution
- Performance Assessment
- Performance review
- Performance renewal and Recontracting

**PERFORMANCE MANAGEMENT & STRATEGIC PLANNING**
- Definition and Purpose of Strategic Planning.
- Process of Linking Performance Management to the Strategic Plan
- Building Support

**DEFINE PERFORMANCE & CHOOSING A MEASUREMENT APPROACH**
- Defining Performance
- Determination of Performance
- Performance Dimension
- Approaches to measuring Performance

**MEASURING RESULT & BEHAVIORS**
- Measuring Results
- Measuring Behaviors

**GATHERING PERFORMANCE INFORMATION**
- Appraisal Forms
- Characteristics of appraisal Forms
- Determining Overall Rating
- Appraisal Period and Number of meeting
- Who Should Provide Performance Information?
- A Model of Rate motivation
- Preventing Rating Distortion through Rater Training Programs

**IMPLEMENTATION A PERFORMANCE MANAGEMENT SYSTEM**
- Preparation: Communication, Appeals Process, Training Programs
- Communication Plan
- Appeals Process
- Training Programs for the Acquisition of Required Skills
Pilot Testing
Ongoing Monitoring and Evaluation

PERFORMANCE MANAGEMENT & EMPLOYEE DEVELOPMENT
Personal Development Plan
Direct Supervisor’s Role
360-Degree Feedback System

PERFORMANCE MANAGEMENT SKILLS
Coaching
Coaching Styles
Coaching Process

REWARD SYSTEM AND LEGAL ISSUES
Traditional and Contingent Pay Plans
Reasons for introducing Pay Plans
Possible Problems Associated with Contingent Pay Plans
Selecting a Contingent Pay Plan
Performance Management and the Law
Some Legal Principles affecting Performance Management
Law Affecting Performance Management

MANAGING TEAM PERFORMANCE
Definition and Importance of Teams
Types of Teams and Implications for Performance Management
Rewarding Team Performance

EVALUATION
13. Class Presentation and assignments (topic selected by student) 20%
14. Midterm Exam (in class) 15%
15. Final Exam 55% Exam Schedule
16. Internal marks 10%

REQUIRED COURSE MATERIALS AND READINGS
4. Performance Management by Herman Aguinis.


Programme : MBA  
Course Name : RECRUITMENT AND SELECTION  
Credit Hours : 03  
Total Week : 16  
Total Hours : 48

Course Objective  
The purpose of this course is to provide a single source of cases, exercise; incidents are skill builders to supplement the basic text in Human Resource Management.

METHOD OF INSTRUCTION  
The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS  
Introduction and Overview of R&S  
Introduction To Course  
Human Resource Management Functions  
What is Organizational Entry  
Four Phases of Organizational Entry  
Difference between Recruitment and Selection  
The Generic process of Recruitment and Selection  
What is Job Description & Job Specification  
Importance of Job Description and Job Specification in Recruitment & Selection  
Recruitment and Selection Specialist role in
organizations
MBTI personality type of R&S Specialist.

**Recruitment Administration**
Methods of Recruitment
Merits and Demerits of Various Recruitment Methods
How to prepare newspaper job ads.
Electronic Recruitment
Professional Networking and Recruitment
Recruitment Process Outsourcing
Decruitment and its options

**Selection Administration**
Selection Devices and Selection Decision Outcomes
Psychometric Testing (Personality and Motivational Driver Tests) of Job Candidates
What is Job Interview all about?
Types of Job Interviews
Preparation areas before conducting Interviews
Interview Process
Questioning Techniques during Interviews
Evaluating the Candidates
Questions should avoid
Interpreting Body Language of Interviewees
How to avoid Common Interviewing Mistakes?
How to involve line mangers in selection process?

**Orientation of New Employees**
What is New Employee Orientation?
Areas to be Covered in Orientation
Process of Orientation
Role of Orientation
Successful Orientation Program (Orientation Vs Integration)
Evaluating the Success of an Orientation Program
Cyberspace Orientation

**R&S Policy, Procedures and Documents**
What is Policy? HR Policies? R&S Policy?
How to write R&S Policy and Procedures?
Documents use in whole Recruitment and Selection process (Form and Letters)
How to design R&S administrative process, Forms and Letters.
Automation in Recruitment Administrative Process.

**Measurements in Recruitment & Selection**
Cost per Hire
Time taken to fill a job vacancy
Staff-turnover Cost by Recruitment Source
Internal Hire Probability
Return on Investment (ROI) calculations of Employer Branding
Programme: MBA
Course Name: TRAINING AND DEVELOPMENT
Course Code: MGT-113
Credit Hours: 03
Total Week: 16
Total Hours: 48

COURSE OBJECTIVES

Training and development in organizations is usually defined as planned activities directed at enhancing the learning of job-relevant knowledge, skills and attitudes by members or employees of the organization. Almost invariably, the goal is to improve on-the-job performance so as to enhance the overall effectiveness of the organization and/or to increase the likelihood that organizational goals will be reached. This course will familiarize students with the training and development function.

Topics covered in this course will include: training needs assessment, the development of specific training objectives, the planning and delivery of instruction, relevant learning principles, and the development and implementation of criteria and procedures for evaluation of training. Thus the course provides a general framework for examining and revising existing training programs and for establishing new, viable training programs. In addition, special training topics will be explored based on students' interests.

METHOD OF INSTRUCTION

The instructor will cover the core of the course content in lectures and through class discussions and practical exercises. In addition, students will be expected to select a special topic in the training area for class presentation and for their typed report (which may be based on the presentation). Whether these presentations are made individually or in groups will depend on class size. Your instructor will act primarily as a resource person. The benefits you will derive from this course will therefore depend on your interest, your choice and willingness to work, and on the amount of time you allocate. Reading of the text and research/professional journals is definitely expected.

COURSE CONTENTS
• THE TRAINING AND DEVELOPMENT PROCESS
• ORGANISATION LEARNING
• THE NEED ANALYSIS PROCESS
• TRAINING DESIGN
• OFF THE-JOB TRAINING METHODS
• ON THE JOB TRAINING METHODS
• TECHNOLOGY BASED TRAINING METHODS
• TRAINING IMPLEMENTATION AND DELIVERY
• THE COST AND BENEFITS OF TRAINING
• TRAINING EVALUATION AND TRAINING PROGRAMS
• MANAGEMENT DEVELOPMENT
• TRAINING TRENDS AND BEST PRACTICES

EVALUATION

17. Class Presentation and assignments (topic selected by student) 20%

18. Midterm Exam (in class) 15%

19. Final Exam 55% Exam Schedule

20. Internal marks 10%

REQUIRED COURSE MATERIALS AND READINGS

1- Effective Training, By P Nick Blanchard, James W Thacker 3rd Edition


Internet And Library Sources