

METHOD OF LEARNING AND CONTACT HOURS

A variety of techniques will be used to enhance your learning for this course. These include face-to-face lecture, discussion, exams, cases, in-class group activities, and internet research and guest speaker sessions. You are expected to come to every session prepared based on provided material. Weekly contact of this course is 3 hours.

ASSESSMENT ITEMS AND WEIGHTS

Students will have several opportunities to demonstrate their knowledge and understanding of the subject material taught in the class. Though much of the learning is actually achieved in-class, students are expected to complete certain assignment, quizzes, and mini projects to pass the subject. Students will be assessed according to the following criteria.

I. Mid Term Examination (30%)

Midterm exam will consist of applied questions, multiple choice and case studies / scenario Analysis.

II. Final Examination (50%)

The final exam will consist of application of concepts in terms of numerical, MCQ, case study, and questions on guest speaker sessions (if any)

III. Internals (20%)

Internal marks comprises of the following

a. Quizzes

During the semester, at least four quizzes will be given to the class. There will be no retake for those who missed the quiz.

b. Project/ Topic / Case Study Presentation

Class will be divided in to reasonable syndicates for case studies / topic presentation/ class project. Each syndicate will present the case / topic according to the recommended format.

QUALITY ASSURANCE

The completion of the course evaluation survey is mandatory and will be carried before the start of the final exam. The findings of the survey are used in improving the course as well as its delivery. The survey is conducted by quality enhancement cell of the university and is anonymous.

Semester-I		
Course Code	Title	Credit Hrs.
BBA-111	Principles of Accountings	3
BBA-112	IT in Business	3
BBA-113	Pak. Studies/ Islamic Studies	3
BBA-114	Introduction to Psychology	3
BBA-115	Freshman English-I	3
BBA-116	Business Mathematics-I	3
Total Credit Hours		18

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-111**

Course Name: **principle of Accounting**

COURSE DESCRIPTION/OBJECTIVES

The primary aim of Financial Accounting is to provide students with an introduction to the process and function of financial reporting. Whilst a large proportion of the course is aimed at understanding accounting as a process, taking a preparers' perspective, we will also seek to develop an understanding of the importance of the role of accounting in today's society.

LEARNING OUTCOMES

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

1. The language of accounting and financial reporting;
2. Complete Accounting Cycle
3. Preparation and the role of Journal, Ledger and subsidiary books
4. Preparation of balance sheet, profit and loss account and cash flow statement

Weeks	Course Contents
Week 1&2	Introduction: Purpose and Nature of Accounting, Various areas of Accounting, Forms of Business enterprises, Accounting Information users, GAAP, Accounting Systems. Accounting Terminology
Week 3,4,5,6	Recording Business Transactions: Types of Accounts. Debit & Credit Rules. Journal, Ledger, Trial Balance; Accounting equation.
Week -7	Measuring of Business Income: Preparation of Income Statement, Statement of Owner's Equity. Adjusting Process. Preparation of Balance Sheet, Closing Entries. Preparation of Work sheet,
MID TERM	
Week 9,10,11	Controlling Accounts & Subsidiary Ledger Accounts. Special Journal for Purchase & Sales, Purchase Returns & Sales Returns. Cash Receipts and Cash Payment Journal, Accounts Receivables & Accounts Payables

Week 12,13	Control of Cash Transactions and Bank Reconciliation Statement. Cash Book. Bank Reconciliation Statement.
Week 14&15	Capital & Revenue: Capital & Revenue Expenditures, Capital & Revenue Receipts, Capital & Revenue Profits, Capital & Revenue Losses.
Week- 16	Presentation Session
Final Examination	

RECOMMENDED TEXT BOOKS:

1. Robert F.Meigs and Walter B.Meigs: Accounting: The Basis for Business Decisions, McGraw Hill, Inc
2. Eric G. Flamholtz, Diana TroikFlamholtz, Michael A.Diamond: Principle of Accounting, Macmillan Publishing Co. New York

REFERENCE TEXT BOOK:

1. Frankwood: Business Accounting-I, Business Accounting-II
2. Meigs and Meigs, Accounting for Business Decision, 9th Edition/Latest Edition

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**
Credit hours: **03**
Course code: **BBA-112**
Course Name: **IT IN BUSINESS**

COURSE DESCRIPTION

Introduction: Definition of Computers, Types of Computers, Generation of Computers

- ⊕ **Hardware:** Hardware components and peripherals.
- ⊕ **Software:** Introduction and function of systems software, Application Packages, Level of languages

Windows – XP: Introduction and concept of Operating Systems, Function Accessories

MS – Word: Introduction to Word Processing. Inserting, deleting text, save and exit file, open and close file, copy and paste text. Find and replace contents, bold, underline, italic, font and font size, paragraph settings, bullets and numbering, border and shading, columns, tab setting, change case, header and footer, print preview and print, insert page, page break, date and time, spelling and grammar, mail merge, tables, insert/delete column and row.

MS –Excel: Introduction to spreadsheets, inserting data in a worksheet, save and exit file, open and close, cut copy and paste the data, formatting, cell, column, bold, italic, underline, font and font size, borders. Formula writing, print preview and print, insert: cell, row, column, pictures, full and filter data, generating charts, spell checker, find and replace.

MS – Power Point: Creating a basic presentation, building presentation, modifying visual elements, formatting and checking text, inserting objects, applying transitions,. Preparing handouts and slides for display.

MS – Access: Introduction to database, designing database files, commands in database, working with file, brows and edit, sort, indexing and filter printing and reporting, set command and functions, data importing and exporting, link with the files.

Text Books:

- Peter Norton: Introduction to Computers.
- Obrien: Management Information System
- David Olson: Management Information System

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-113**

Course Name: **ISLAMIYAT& PAKSTUDIES**

Course Description:

The course will focus attention upon the creation of Pakistan examining its several essential and other elements to understand its foundation and later on its function as a state system.

LEARNING OUTCOMES:

During the course, among other things, students will be able to

1. Understand the Ideology of Pakistan
2. Understand with clarity the several issues in its formation
3. Learn about the creation of Pakistan and several problems which were faced by the new nation
4. Learn about socio-political and economic development
5. Learn about the political and constitutional development of the country
6. Be acquainted with the foreign relations of Pakistan

COURSE CONTENTS:

WEEKS	COURSE CONTENTS
Week-1	Ideology of Pakistan, Pakistan Ideology Historical perspective of Pakistan Ideology
Week-2	Aligarh movement, Establishment of Pakistan, Land of Pakistan
Week-3	Geographic boundaries of Pakistan, Resources of Pakistan Division of Assets, Ayub Khan’s era, Creation of Bangladesh.
Week-4	Butto’s reforms, Zia’s era, Social structure of Pakistan, Literacy in Pakistan, Agriculture of Pakistan
Week-5	Industries of Pakistan, Foreign policy of Pakistan

Week-6	Pakistan and the Muslim World
Week-7	Pakistan and ECO, Pakistan and India
MID TERM	

عبادات: عبادت کی تعریف، اہمیت، قسمیں اور تفصیل
 قرآن پاک کی آیات: قَدْرًا مِّنَ الْمُؤْمِنِينَ خَالِدُونَ (المؤمنون - ۱۱)
 وَاذْكُرْ فِي الْكِتَابِ الْيَوْمَ الَّذِي اسْتَقْرَبْنَا مَكْرَهًا وَرَعْنَا
 امر بالمعروف ونہی عن المنکر

تعریف، اہمیت اور ضرورت اور طریق دعوت
 آیات: لَقَدْ خَرَجْنَاكَ خَيْرًا مِّنَ الْغَدَابَةِ وَأَكْرَهًا مِّنَ الْفِتْنَةِ (آل عمران - 110)
 وَأَوْعَىٰ أَيْ بِسَبِيلِ رَبِّكَ بِالْمُؤْمِنِينَ (النحل - 125)

وَلَمَّا تَتَمَكَّمُ الْمُظَلِّمُونَ (آل عمران - 104)
 اِحتماد امت (اخوت، باہمی ہمدردی)

اہمیت اور ضرورت
 قرآنی آیت: يَا أَيُّهَا الَّذِينَ آمَنُوا اصْبِرُوا (آل عمران - 103)
 وَأَمَّا الْمُؤْمِنُونَ أَخْوَفُ تَرْحَمُونَ (الحجرات - 10)
 احادیث: تَرَى الْمُؤْمِنِينَ وَكُنَّا

حقوق العباد (بنیادی انسانی حقوق)
 جان کا تحفظ: آیت: مَن أَمْلَأَ ذَكَابًا كَسْرُونَ (المائدہ - 32)
 ملکیت کا تحفظ: آیت: يَا أَيُّهَا الَّذِينَ آمَنُوا لَا تَسْرِبُوا (الحجرات - 11)
 عزت کا تحفظ: آیت: يَا أَيُّهَا الَّذِينَ آمَنُوا اجْتَنِبُوا رَجِيمًا (الحجرات - 12)

احادیث: اَلصُّفْرُ خَالِكٌ لِّمَنْ لَمَّا اَوْ مَسْلُومًا
 لَا تَحْلُلْ سَالِ اِسْرِعْ مَسْجِدَ الْاِسْلَامِ لِنَفْسِهِ
 يَا كَرِيمًا لِنَفْسِنَا نَانَ الْفَلَحِ الْكَلْبِ الْجَدِيدِ

فہرست مضامین
 اسلامیات لازمی
 حصہ اول
 ﴿قرآن وحدیث کا موضوعاتی مطالعہ﴾

بنیادی عقائد
 (الف) عقیدہ توحید آیات: لَوْ كَانَ قَبْضًا لَّخَدُّكَ يَخْلُقُونَ (الانبياء - 22)
 وَالطَّلَامُ لَمْ يَأْمُرْ الْبَقَرَةُ - 163
 إِنَّ فِي خَلْقِ السَّمَوَاتِ الْبَقَرَةُ - 164

(ب) عقیدہ رسالت آیات: مَا كَانَ لِلنَّبِيِّ (آل عمران - 79)
 وَمَا تَأْتِيهِمْ سَأَالٌ الْبَقَرَةُ - 164
 يَا أَيُّهَا الَّذِينَ آمَنُوا (المائدہ - 3)
 احادیث: اَلْاِيْمَانُ مِنْ تَوْحِيدٍ بِاللّٰهِ شُرْهُ
 اَلْقَلْبُ بِالْاِيْمَانِ رُؤُوَا
 اِنِّي الْاِسْلَامُ صَوْمِ مَضَانِ

(ج) عقیدہ آخرت
 آیات: يَا أَيُّهَا الَّذِينَ آمَنُوا (الحجرات - 5)
 وَالْقَوْلُ اِيْمَانًا الْبَقَرَةُ - 48

پچھٹا ہفتہ

حقوق اسواں (زمانہ جاہلیت اور زمانہ اسلام کا موازنہ)

آیات: مَنْ عَمِلْ صَالِحًا... مَا كَانُوا بِمَلَائِكَةٍ (النحل - 97)

لِلرِّجَالِ نَصِيبٌ... مِمَّا كَسَبُوا (النساء - 7)

سائواں ہفتہ:

سیرت طیبہ: مطالعہ سیرت نبی اور انکی ضرورت و اہمیت

آٹھواں ہفتہ:

نبی کریم ﷺ کے ولادت کے زمانے میں عربوں کی معاشی، معاشرتی، سیاسی اور مذہبی حالات

نواں ہفتہ:

قبل از نبوت کی زندگی کے اہم واقعات

دواں ہفتہ:

بہشت نبوی

گیارہواں ہفتہ:

دعوت و تبلیغ، انکارِ مائدہ کی مخالفت کے اسباب

بارہواں ہفتہ:

ہجرت حبشہ اور مدینہ

تیرہواں ہفتہ:

میںان مدینہ اور مؤخر حاقہ

چودھواں ہفتہ:

جہاد کی اہمیت اور غزوات و سرایا کا مختصر جائزہ

پندرہواں ہفتہ:

اسلامی تہذیب: اسلام سے پہلے برصغیر کی تہذیبی حالت

سولہواں ہفتہ:

آداب معاشرت: اسلامی تہذیب کے عالمی اثرات

RECOMMENDED / REFERENCE BOOKS:

1. IkrameRabbani: Pakistan Studies
2. Dr. JavaidIqbal: Ideology of Pakistan, Ferozsons, Rawalpindi

Mirpur University of Sciences & Technology **MUST Business School**

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-114**

Course Name: **Introduction to Psychology**

1. Introduction to Psychology

- a. Nature and Application of Psychology with special reference to Pakistan.
- b. Historical Background and Schools of Psychology (A Brief Survey)

2. Methods of Psychology

- a. Observation
- b. Case History Method
- c. Experimental Method
- d. Survey Method
- e. Interviewing Techniques

3. Biological Basis of Behavior

- a. Neuron: Structure and Functions
- b. Central Nervous System and Peripheral Nervous System
- c. Endocrine Glands

4. Sensation, Perception and Attention

Sensation

Characteristics and Major Functions of Different Sensations

- (i) Vision: Structure and functions of the Eye.
- (ii) Audition: Structure and functions of the Ear.

Perception

- (i) Nature of Perception
- (ii) Factors of Perception: Subjective, Objective and Social
- (iii) Kinds of Perception:

Spatial Perception (Perception of Depth and Distance)

Temporal Perception; Auditory Perception

Attention

- (i) Factors, Subjective and Objective
- (ii) Span of Attention
- (iii) Fluctuation of Attention
- (iv) Distraction of Attention (Causes and Control)

RECOMMENDED BOOKS

Atkinson R. C., & Smith E. E. (2000). *Introduction to psychology* (13th ed.). Harcourt Brace College Publishers.

Fernald, L. D., & Fernald, P. S. (2005). *Introduction to psychology*. USA: WMC Brown Publishers.

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Glassman, W. E. (2000). *Approaches to psychology*. Open University Press.

Hayes, N. (2000). *Foundation of psychology* (3rd ed.). Thomson Learning.

Lahey, B. B. (2004). *Psychology: An introduction* (8th ed.). McGraw-Hill Companies, Inc.

Leahey, T. H. (1992). *A history of psychology: Main currents in psychological thought*. New Jersey: Prentice-Hall International, Inc.

Myers, D. G. (1992). *Psychology*. (3rd ed.). New York: Wadsworth Publishers.

Ormord, J. E. (1995). *Educational psychology: Developing learners*. Prentice-Hall, Inc.

Mirpur University of Science & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-115**

Course Name: **Freshman English-1**

COURSE DESCRIPTION

This course has been designed to propel students to seek development of their basic linguistic skills through appreciation of English grammar and composition. This course provides the students Language skills for effective communication, organizational communication, the writing process, designing business documents, writing business correspondence, preparing reports, proposals, manuals and presentation, preparing employment and administrative messages, business terminology for marketing and trade, communicating with the customer

INDENTED LEARNING OUTCOMES

1. By the end of this course it is expected that the student will be able to:
2. To further develop student's skills in reading, writing, speaking and thinking.
3. To develop students „understanding and appreciation of English language and its use in effective communication and literature.
4. To develop student understands and appreciation of essay writing, short stories and will develop ability to evaluate and understand written material.
5. To develop effective business communication skills and enhance presentation skills.

Weeks	Course Contents
Week – 1	Grammar review
Week – 2	Vocabulary Development
Week – 3	Pronunciation
Week – 4	Drills
Week – 5	The psychology of effective communication
Week – 6	Principle of communication psychology
Week – 7	Report writing Presentation
MID TERM	
Week – 9	The need for business report
Week – 10	Effective reading skills development, Book reading, Research paper reading
Week – 11	Informational report

Week – 12	Analytical reports
Week – 13	Writing headings and sub-headings
Week – 14	Using visual aid
Week – 15	Proof reading
Week- 16	Presentation Session
Final Examination	

RECOMMENDED TEXT BOOKS:

1. Bov’ee D. Philips: Business Communication today
2. Stewart, Zimiber& Clark: Business English & Communication

REFERENCE TEXT BOOKS:

1. Himstreet&Batty:Business Communication
2. Kitty O Locker: Business & Administrative communication
3. Practical English Usage

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-116**

Course Name: **Business Mathematics-I**

COURSE DISCRIPTION:

This course is built upon the mathematical concepts, principles and techniques that are useful in business management. The main objectives of the course are to enhance students’ competency in application of mathematical concepts in solving business management problems and to improve their level of quantitative approach.

LEARNING OUTCOME

Upon the successful completion of this course, you should be able to:

1. Mathematical Function
2. Building and solving linear and quadratic equations
3. Types of functions
4. Matrices and its applications
5. Determinants and its applications

COURSE CONTENTS

Weeks	Course Contents
Week 1&2	Functions : Domain and Range Considerations, Restricted Domain and Range, Multivariate Functions, Types of Functions, Constant Functions, Linear Functions, Quadratic Functions, Cubic Functions, Polynomial Function, Rational Functions, (Application of the above functions in Business)
Week 3&4	Revenue, Cost and Profit Application: Revenue Applications, Cost Applications, Profit Applications, Graphical representation of Functions, Graphing Functions in two Dimensions
Week –5	Two- Variable Systems of Equations: Graphical Analysis, Slope- Intercept Relations, Graphical Solutions
Week 6&7	Linear Programming: Requirements (properties) of an LP problem, Basic assumptions of an LP- Problem, General formulation of LP Problems, Some examples to formulate of LP Problems, Solution of LP Problems, Explanation of the Graphical Method, Solving maximization Problems by using graphic method, Solving minimization Problems by using graphic method

MID TERM

Week 9&10	Matrix algebra: Introduction, Matrix addition and subtraction, Matrix multiplication, Determinant of matrix, Solution of linear equation by inverse of a matrix
Week 11&12	Marginal Approach to Profit Maximization: Marginal Revenue, Marginal Cost, Break - Even Models, Break Even Analysis
Week 13&14	Integral Calculus: Revenue and Cost Functions, Rules of Integration Applications Exponential and Logarithmic Functions: Application of Exponential Functions, Logarithms and logarithmic Functions
Week – 15	Interest and its Computation: Simple Interest, Compound Interest, The Power of Compound Growth, Single Payment Computation, Compound Amount, Present Value, Other Application Of the Compound Amount Formula, Effective Interest Rates
Week- 16	Presentation Session
Final Examination	

RECOMMENDED TEXT BOOKS

1. Applied Mathematics For Business, Economics, And The Social Sciences, Frank S. Bud Nick, (Fourth Edition).
2. Business Mathematics, Mirza Mohammad Hassan And Mohammad Ali Mirza.

REFERENCE Books:

1. Modern Mathematics With Applications To Business And The Social Sciences, Ruric E. Wheeler And W.D. Peeples, Jr (Fourth Edition).

Semester-II

BBA-121	Micro Economics	3
BBA-122	Business Mathematics-II	3
BBA-123	Business Ethics	3
BBA-124	Financial Accounting	3
BBA-125	Freshman English-II	3
	Total Credit Hours	15

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**
 Credit hours: **03**
 Course code: **BBA-121**
 Course Name: **Micro Economics**

COURSE DESCRIPTION

This course begins with a general introduction to economic ideas and methods and then proceeds to focus on microeconomic issues. The course aims at providing the students a solid understanding of basic microeconomic theories and the ability to apply those tools and ideas in real world. Main objective of the course is to equip the students with a solid knowledge, techniques of measurement, understanding with real world examples and practical application of Micro Economic issues and to enable them to demonstrate their ability to apply economic theory to a range of economic problems and effectively communicate their analysis.

LEARNING OUTCOMES

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

1. Economy, factor of productions and their scarcity of resources
2. Determinants, factors and law of demand and supply
3. Analyze the effect of market structure on firm behavior
4. Micro economic variables and their classification

WEEKS	Course Contents
1	Introduction Basic Concept of economics , Definition of Economics, Factors of Production, Types of Economies
2&3	Scarcity Problem The Economic Problem of Scarcity, Limited Resources and Goods, Goals of Market Oriented Economy, Concepts of Graph in Economics
4&5	Basic Elements of Supply and Demand Definition of Demand, Law of Demand, Assumptions, Limitations, Shifts in Demand, Curve, Individual and market Demand, Determinants of Demand, Elasticity of Demand, Income Elasticity, Price Elasticity, Cross Elasticity, Determinants of Elasticity, Definition of Supply, Law of Supply, Assumptions, Limitation, Shifts in Supply curve Determinants of Supply, Market Equilibrium, The Effects of Demand Shift on Equilibrium, The Effect of Supply shifts on Equilibrium
6&7	Demand and Consumer Behavior Introduction, Utility, Law of Diminishing Marginal Utility, Law of Equal and Marginal Utility, Indifference Curve Approach, It's Shape, Assumptions, Budget constraint, Income And Substitution Effects of a consumer
MID TERM	
9	Analysis of Cost Introduction, Total cost, Fixed Cost, Variable Cost, Marginal Cost, Average Cost, Average Fixed and Variable Cost
10&11	Behavior of Perfect Competitive Markets Markets, Kinds of markets, Behavior of Perfectly Competitive Market, Conditions of, Perfectly Competitive Market, Long and short Run Analysis and Short Comings

12	Monopolistic competition 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
13	Factor Pricing Introduction, Marginal Productivity theory, Explanations and Assumptions, Factors of Production
14	Labor Market Introduction, Efficiency of Labor, Demand for Labor, Supply of Labor
15	Land and Capital Characteristics of Land, Productivity of Land, Extensive Cultivation, Intensive Cultivation, Capital, Forms of capital, Productivity of Capital, Capital Formation
Week- 16	Presentation Session
Final Examination	

RECOMMENDED BOOKS:

1. Samuelson Pual and Nordhaus W.D “ Economics” Latest Edition, McGraw Hill
2. McConnel and Brue “Economics “Latest Edition” McRraw Hill.
3. G.P Gould and Ferguson “Microeconomics Theory” Latest Edition.
4. HabibullahVaseer “Elements of Economics” Latest Edition.

TEXT/REFERENCE BOOKS

1. *David M. Winch, Micro Economics: Problems and Solutions, Oxford University Press. (Latest Edition)*
2. Mc Connell & Brue, Economic 15th Edition., McGraw Hill, INC
3. Muhammad HussainChoudhry, Economic Theory Volume 1, Caravan Book House, Lahore 2002
4. Ruffin and Gregory, Principles of Economics, Illionois: Scott Foresman and Company, (Latest Edition)
5. Samuelson and Nordhaus, Economics, New Delhi, Tata McGraw Hill, (Latest Edition)
6. Scott and Nigro: Principles of Economics, New York; Macmillan Publishing Co., Inc., (Latest Edition)

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 122**

Course name: **Business Mathematics II**

COURSE DESCRIPTION

The scope of the course is to see the horizon of Mathematics & Statistics application in business and financial affairs. The course stresses business applications using arithmetic, algebra, and ratio-proportion and graphing.

Applications include payroll, cost-volume-profit analysis and merchandising mathematics. The course also includes Statistical Representation of Data, Correlation, Time Series and

Exponential Smoothing, Elementary Probability and Probability Distributions. This course stresses logical reasoning and problem solving skills.

INDENTED LEARNING OUTCOMES

At the conclusion of this course, the student should be able to:

1. Apply arithmetic and algebraic skills to everyday business problems.
2. Use ratio, proportion and percent in the solution of business problems.
3. Solve business problems involving commercial discount, markup and markdown.
4. Solve systems of linear equations graphically and algebraically and apply to cost volume profit analysis.
5. Apply Statistical Representation of Data, Correlation, Time Series and Exponential Smoothing methods in business decision making
6. Use elementary probability theory and knowledge about probability distributions in enveloping profitable business strategies.

COURSE CONTENT Week 01, 02

SET THEORY AND SYSTEM OF LINEAR EQUATIONS

- Set Theory, Types of sets
- Methods of Representing Sets Venn Diagram
- System of Linear Equations and its Applications
- Solution of Linear system of equations as well as solution by graphically method
- Quadratic Inequalities

Week 03, 04	<ul style="list-style-type: none"> • Sets and properties of sets • Slopes, distance between two points, graphi understanding • Rate, Ratio, proportion, percentage, Interest, depreciat and fraction. • Pie chart, bar chart and word problems • Real number and real line • Solution of linear equations involving one and t variables and presenting them in real line • Mathematical concepts in Business • Discount, profits and general understanding of business • Mathematics of merchandise
Week 05, 06	MATRICES <ul style="list-style-type: none"> • Introduction of matrices, addition, subtraction multiplication of matrices • Inverse of matrices and linear solution • Exponents and radicals • Solution of linear equations involving more than t variables • Introduction to optimization and linear programming
Week 07	DESCRIPTIVE STATISTICS <ul style="list-style-type: none"> • Introduction to Statistics • Constructing a Frequency Distribution • Graphing Frequency Distribution • Measures of Central Tendency • Percentiles, Deciles and Quartiles • Measures of Dispersion and skewness • Range and Semi-Interquartile Range • Coefficient of Variation • Chebysshev"s Inequality
Week 08	<p style="text-align: center;">Mid-Term</p>
Week 11	PROBABILITY <ul style="list-style-type: none"> • Definitions of Probability • Addition and Multiplication Rules of Probability • Probability Distribution • Discrete Probability Distribution • Expected Values and Variance • Continuous Probability Distribution • The Binomial Distribution • The Poisson Distribution • Hyper geometric Distribution • The Normal Distribution

Week 12	SAMPLING AND SAMPLING DISTRIBUTION <ul style="list-style-type: none"> • Population and Sample • Parameters and Estimators • Reasons for Sampling • Random Sampling • Stratified Random Sampling • Systematic Sampling • Cluster Sampling • Sampling Distributions • Point and Interval Estimation • Determination of Sample Size
Week 13	TESTING OF HYPOTHESIS <ul style="list-style-type: none"> • The rationale of Hypothesis Testing • Type of Errors • Testing Hypothesis about One Mean • Testing Hypothesis about Two Means • Testing Hypothesis about Proportions • Goodness of Fit Contingency Table Analysis
Week 14	REGRESSION AND CORRELATION ANALYSIS <ul style="list-style-type: none"> • The Functional Relationship between Two Variables • Scatter Diagram • Linear Correlation • Inferences Concerning Correlation Coefficient • The Linear Regression Equation • The Principle of Least Squares • Estimating Regression Equation • Coefficient of Determination Multiple Regression and Correlation Analysis
Week 15	TIME SERIES AND INDEX NUMBERS <ul style="list-style-type: none"> • Introduction to Time Series • Components of Time Series • Measures of Trend and Seasonal Variation • Time Series Analysis in Forecasting • Defining and Index Number • Un-weighted Aggregate Index • Price, Quantity and Value Indices • CPI and its Use
Week 16	Final Exam

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**
Credit hours: **03**
Course code: **BBA-123**
Course name: **Business Ethics**

COURSE DESCRIPTION:

The course “Business Ethics” will cover the various dimensions of the term ‘ethics’, particularly focusing on its application in the business world. Touching briefly on the philosophical perspective of business ethics, the course will cover ethics at three broad levels- the individual, the organizational and the global. Special emphasis will also be laid on identifying how business ethics contributes to improved organizational performance. A brief glimpse of how various functional practices promote ethical conduct will also be explored. In addition to this, an attempt will be made at enhancing the students’ awareness and decision-making skills needed to contribute to responsible business conduct. The students learn the characteristics of ethical issues in business. They become acquainted with the theoretical basis of business ethics: stakeholder-theory, theories of responsibility and normative ethical theory, intercultural ethics; as well as with theories and practices on the implementation of business ethics. This course introduces contemporary and controversial ethical issues facing the business community. Topics include moral reasoning, moral dilemmas, law and morality, equity, justice and fairness, ethical standards, and moral development. Upon completion, students should be able to demonstrate an understanding of their moral responsibilities and obligations as members of the workforce and society.

LEARNING OUTCOMES

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

1. Make ethical decisions.
2. Identify how ethical decisions affect various stakeholders
3. Generate ideas for programs and practices to solve ethical problems.
4. Use a variety of philosophical frameworks to explore ethical dilemmas.
5. Critically assess ethical arguments relevant to such issues.
6. Discuss the implications of some of the major ethical issues facing business and society

Week wise distribution of course contents

WEEK	TOPICS
Week 1-2	Ethical issues in Business: Foundation of Ethical Conflict, Classifications of Ethical , Issues, Ethical Issues Related to Participants and Functional Areas of Business, Recognizing an Ethical Issue Applying Moral Philosophies to Business Ethics: Moral Philosophy Defined, Moral Philosophy Perspectives
Week – 3	Social Responsibility: The Economic Dimension, The legal Dimension, The Ethical Dimension, The Philanthropic Dimension.
Week 4-5	An Ethical Decision-Making Framework: Ethical Issue Intensity, Individual Factors: Stages of Cognitive Moral Development, Corporate Culture, Significant others, Opportunity, Business Ethics Evaluations and Intentions, Using the Ethical Decision-Making Framework to Improve Ethical Decisions

WEEK	TOPICS
Week 6-7	Agriculture: Critical Issues An Overview and major Trends, Agricultural Pricing Policy, Rural Financial Markets and Agricultural Credits, ZTBL, Mechanization, Agricultural Income Tax
MID TERM	
Week -8 9-10	How the Organization Influences Ethical Decision Making: Organizational Structure and Business Ethics, The role of Corporate Culture in Ethical Decision-Making, Group Dimensions of Organizational Structure and Culture, Implications of Organizational Relationships for Ethical Decisions
Week 11	The Influence of Significant Others in the Organization: Interpersonal Relationships in organizations, Organizational Pressures and Significant Others, Leadership, Significant others and Ethical Behavior in Business The Role of Opportunity and Conflict: Opportunity, Conflict
Week 12-13	Development of an Effective Ethics Program: An Effective Ethical Compliance, Program, Codes of Ethics and Compliance Standards, High-Level Manager's Responsibility for Ethical Compliance Programs and the Delegation of Authority, Effective Communication of Ethical Standards, Establishing Systems to Monitor, Audit, and Enforce Ethical Standards, Continuous Improvement of the Ethical Compliance Program, The Influence of Personal Values in Business Ethics Programs, The Ethical Compliance Audit
Week- 16	Presentation Session
FINAL EXAMINATION	

RECOMMENDED BOOK:

1. Ferrell, O.C., and Fraedrich, John, Ethical Decision Making and Cases, New York: Houghton Mifflin

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-124**

Course name: **Financial Accounting**

COURSE DESCRIPTION

The primary aim of Financial Accounting is to provide students with an introduction to the process and function of financial reporting. Whilst a large proportion of the course is aimed at understanding accounting as a process, taking a preparers' perspective, we will also seek to develop an understanding of the importance of the role of accounting in today's society.

LEARNING OUTCOMES

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

1. The language of accounting and financial reporting;
2. Complete Accounting Cycle
3. Preparation and the role of Journal, Ledger and subsidiary books
4. Preparation of balance sheet, profit and loss account and cash flow statement.

Weeks	Course Contents
Week 1&2	Accounting Concepts: (Review) GAAP, The Consistency Principle, The Disclosure Principle, Materiality Principle, Conservatism Principal, International Accounting Standards-Overview.
Week 3&4	Partnership Accounts: Introduction,Formation, Admission & Liquidation, Division of Income,
Week 5,6,7	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,
MID TERM	
Week 9&10	Statement of Cash Flow: Introduction &Purpose,Classification of Cash Flow, Preparation of Cash Flow Statement
Week 11&12	Plant Assets & Depreciation: Categories of Plant Assets. Depreciation Methods MACRS Methods. Amortization & Depletion Methods
Week 13,14,15	Inventories: Introduction, Types of Inventories. Inventory costing Methods LIFO, FIFO, AVERAGE
Week- 16	Presentation Session
Final Examination	

RECOMMENDED / REFERENCE BOOKS:

1. Robert F.Meigs and Walter B.Meigs: Accounting: The Basis for Business Decisions, McGraw Hill, Inc
2. Eric G. Flamholtz, Diana TroikFlamholtz, Michael A.Diamond: Principle of Accounting, Macmillan Publishing Co. New York
3. Frankwood, Business Accounting-I and Business Accounting-II
4. M.A.Ghani, Principles of Accounting.
5. Fundamentals of Accounting, Aftab Ahmed

Mirpur University of Sciences & Technology **MUST Business School**

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-125**

Course name: **Freshman English-II**

COURSE DESCRIPTION/OBJECTIVE

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

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

INDENTED LEARNING OUTCOMES

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

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

COURSE CONTENTS

Weeks	Course Contents
Week – 1	Paragraph Writing
Week – 2	Comprehensions& Précis Writing
Week – 3	Dialogue Writing & Discussions and Presentations
Week – 4	Importance of web sites in business
Week – 5	How to launch a product
Week – 6&7	Political influences on the banking sector of Pakistan Fate of luck which plays important role in our industry
MID TERM	
Week – 9	Proof Reading&Letters& Paragraphs
Week – 10	Articles
Week – 11	How to make your sentences alive?
Week – 12	What is emphasis?& Emphasis by Weight
Week – 13	Grammatical Weight& Emphasis by Position
Week – 14	Emphasis by Separation and Isolation
Week – 15	Emphasis by Repetition
Week- 16	Presentation Session
Final Examination	

RECOMANDED BOOKS:

1. Business Communications by Wills
2. Exploring the World of English by Saadat Ali Shah.
3. Business Opportunities by Vicky Hollet

REFERENCE BOOKS:

1. Practical English Usage

Semester-III

BBA-231 Principles of Marketing	3
BBA-232 Macro Economics	3
BBA-233 Introduction to Sociology	3
BBA-234 Business Statistics-I	3
BBA-235 Business Communication	3
Total Credit Hours	15

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-231**

Course name: **Principles of Marketing**

COURSE DESCRIPTION

This course is designed to introduce basic principles and foundations of marketing with respect to a business organization. This course focuses on developing an understanding of key marketing concepts. Moreover, the objective of the course is to impart the conceptual knowledge tactical marketing mix decisions. Further it will provide the student with a comprehensive framework to evaluate marketing decisions and to create successful marketing initiatives.

LEARNING OUTCOMES

The students completing the course should be able to:

1. Understand the consumers and the marketplace,
2. Understand the marketing mix and its applicability in marketing decisions,
3. Understand the functions of marketing communication and discuss social responsibility and ethics in marketing.

WEEKS	Course Contents
1	Understanding Marketing and Marketing Process What is marketing? Marketplace and customer's needs Basic functions of marketing, Importance of marketing
2&3	Marketing Strategy: Building strong customers relationship Defining marketing role, Marketing strategy and marketing Mix, Managing the marketing efforts

4&5	Consumer Buying Behavior. What influence consumers behavior, Types of buying decision behavior, The buying decision process, The buying decision process for new products
6,7&8	Business markets and Business Buyers' Behavior Business markets, Business buying behavior, Stages in business buying process, Institutional and government markets
MID TERM	
9	Market Segmentation, Targeting and positioning for competitive advantage Market Segmentation, Market Targeting, Differentiation and positioning
10	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
11	New Product Development and Product Life Cycle Strategies. New product development strategies, New product development process, Product life cycle strategies
12	Developing pricing Strategies What is price?, Setting price, Price adjustment strategies, New-product pricing strategies, Price changes,
13	Marketing channels and Supply Chain Management. Nature and importance of marketing channels, Various marketing channels, Channel design decision, Channel management decision
14	Retailing and Wholesaling Types of retailers, Retailers marketing decision, The future of retailing, Types of wholesaling, Wholesalers marketing decision, Trends in wholesaling
15	Integrated Marketing Communication. The marketing communication mix, A view of communication process, Steps in developing effective communication, Socially responsible marketing communication
16	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
Final Examination	

Recommended/ Reference Books:

1. Michael J. E. Bruce, J. Walker, William J. Stanton "PRINCIPLES OF MARKETING"
2. McGraw Hill (11th Edition 1997)
3. K. Philip and Gray Arms, "The Principles of Marketing"
4. Thomas C. Kinnear, Kenneth L. Bernhardt, "PRINCIPLES OF MARKETING"
5. Kathleen A. Krentler, Honper Collin College Publishers (4th Edition)

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**
 Credit hours: **03**
 Course code: **BBA-232**
 Course name: **Macro Economics**

COURSE DESCRIPTION

This course begins with a general introduction to economic ideas and methods and then proceeds to focus on microeconomic issues. The course aims at providing the students a solid understanding of basic microeconomic theories and the ability to apply those tools and ideas in real world. Main objective of the course is to equip the students with a solid knowledge, techniques of measurement, understanding with real world examples and practical application of Micro Economic issues and to enable them to demonstrate their ability to apply economic theory to a range of economic problems and effectively communicate their analysis.

LEARNING OUTCOMES

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

5. Economy, factor of productions and their scarcity of resources
6. Determinants, factors and law of demand and supply
7. Analyze the effect of market structure on firm behavior
8. Micro economic variables and their classification

WEEKS	Course Contents
1	Introduction Basic Concept of economics , Definition of Economics, Factors of Production, Types of Economies
2&3	Scarcity Problem The Economic Problem of Scarcity, Limited Resources and Goods, Goals of Market Oriented Economy, Concepts of Graph in Economics
4&5	Basic Elements of Supply and Demand Definition of Demand, Law of Demand, Assumptions, Limitations, Shifts in Demand, Curve, Individual and market Demand, Determinants of Demand, Elasticity of Demand, Income Elasticity, Price Elasticity, Cross Elasticity, Determinants of Elasticity, Definition of Supply, Law of Supply, Assumptions, Limitation, Shifts in Supply curve Determinants of Supply, Market Equilibrium, The Effects of Demand Shift on Equilibrium, The Effect of Supply shifts on Equilibrium
6&7	Demand and Consumer Behavior Introduction, Utility, Law of Diminishing Marginal Utility, Law of Equal and Marginal Utility, Indifference Curve Approach, It's Shape, Assumptions, Budget constraint, Income And Substitution Effects of a consumer
MID TERM	
9	Analysis of Cost Introduction, Total cost, Fixed Cost, Variable Cost, Marginal Cost, Average Cost, Average Fixed and Variable Cost
10&11	Behavior of Perfect Competitive Markets Markets, Kinds of markets, Behavior of Perfectly Competitive Market, Conditions of, Perfectly Competitive Market, Long and short Run Analysis and Short Comings

12	Monopolistic competition 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
13	Factor Pricing Introduction, Marginal Productivity theory, Explanations and Assumptions, Factors of Production
14	Labor Market Introduction, Efficiency of Labor, Demand for Labor, Supply of Labor
15	Land and Capital Characteristics of Land, Productivity of Land, Extensive Cultivation, Intensive Cultivation, Capital, Forms of capital, Productivity of Capital, Capital Formation
Week- 16	Presentation Session
Final Examination	

RECOMMENDEDBOOKS:

5. Samuelson Pual and Nordhaus W.D “ Economics” Latest Edition, McGraw Hill
6. McConnel and Brue “Economics “Latest Edition” McRraw Hill.
7. G.P Gould and Ferguson “Microeconomics Theory” Latest Edition.
8. HabibullahVaseer “Elements of Economics” Latest Edition.

TEXT/REFERENCE BOOKS

7. *David M. Winch, Micro Economics: Problems and Solutions, Oxford University Press. (Latest Edition)*
8. Mc Connell & Brue, Economic 15th Edition., McGraw Hill, INC
9. Muhammad HussainChoudhry, Economic Theory Volume 1, Caravan Book House, Lahore 2002
10. Ruffin and Gregory, Principles of Economics, Illionois: Scott Foresman and Company, (Latest Edition)
11. Samuelson and Nordhaus, Economics, New Delhi, Tata McGraw Hill, (Latest Edition)
12. Scott and Nigro: Principles of Economics, New York; Macmillan Publishing Co., Inc., (Latest Edition)

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 233**

Course Name: **Introduction to Sociology**

COURSE DISCRIPTION

Sociology is the systematic and scientific study of human behavior in social setup. Sociology studies culture, government institutions, economic system and how these systems affect the human behavior. Business management students cannot efficiently handle the various managerial problems unless they have some background in sociology. The scope of sociology is an ever expanding phenomenon and a basic course in this field will help us to improve the quality of our lives and establishes a society based upon justice and equity.

LEARNING OUTCOMES

1. To make the students aware of recent trends in sociological thought.
2. To prepare people of this area to serve as intellectual resource base in this region
3. To enable the students to apply sociological knowledge for the economic and social betterment of Pakistan
4. To develop high quality professionals and social scientists that the committed to pursuit of excellence, and are endowed with vision, courage, and dedication.

Weeks	Course Contents
Week – 1	Introduction to Sociology: Meaning, Definition and Scope of Sociology, Utility/Importance of Sociology, Sociology as Science, Relationship of Sociology with other Social Sciences
Week – 2	Role of Sociologists: As a research Scientists, As a Policy Consultants, As a Teachers, As a Business Person Society: Meaning and Definition of Society, Characteristics of Society, Types of Society, Basis of Society
Week – 3	The Culture: Definition of Culture, Types of Culture, Culture and Society, Social and Cultural Change, Characteristics of Culture
Week – 4	Methods of Study: Cross Sectional Study, Longitudinal Study, Laboratory Study, Field Study, Observational Study
Week – 5	Social Stratification: Definition of Social Stratification, Types of Social Stratification, Classes, Definition of Class, General Classification of Class, Sociological Classification of Class, Caste, Definition of Caste, Characteristics of Caste, Difference between Class and Caste
Week – 6	Social Groups: Definition and Functions, Types of Groups, In and out groups, Primary and Secondary groups, Reference Groups, Formal and Informal Groups and Pressure Groups.
Week – 7	Social Mobility: Definition of Mobility, Types of Mobility, Horizontal Mobility, Vertical Mobility, Zero Mobility, Territorial Mobility/ Geographical, Different Factor Favorable to Social Mobility
MID TERM	
Week – 9	Social Institutions: Definition of Social Intuition, Elements of Social Intuition, Functions of Social Institution
Week – 10	Family Institution: Definition of Family, Characteristics of Family, Types/Classification of Families, Functions of Family Institution
Week – 11	Religious Institutions: Definition, Components of Religion, Beliefs, Symbols, Rituals, Sacred Objects, Functions of Religion, Religion of the World, Christianity, Judaism, Hinduism, Buddhism, Confucianism, Islam
Week – 12	Economic Institution: Definition of Economic Institution, Structure of Economic Institution, Characteristics of Economic Institution, Functions of Economic Institution
Week – 13	Political Institution: Definition of Political Institution, Structure of Political Institution, Formal and Informal, Main Branches of GovtJudiciary, Executives, Legislation
Week – 14	Educational Institution: Definition of Educational Institutions, Structure of Educational Institutions, Formal and Informal Education, Educational System
Week – 15	Sociology of Pakistan: Characteristics, Social Problems of Pakistan, Poverty as social problem, Crime as social problem, Pollution as Social Problem, Population Explosion as Social Problem, Urbanization as Social Problem
Week- 16	Presentation Session
Final Examination	

RECOMMENDED TEXT BOOKS

1. SOCIOLOGY-Paul B. Horton. And Chester L.Hunt. 6th Edition
2. SOCIOLOGY- John Macionis

REFERENCE TEXT BOOKS

1. DOWN TO EARTH SOCIOLOGY- James Henslin
2. SOCIOLOGY C. N. Shankar Rao
3. SOCIOLOGY AND SOCIAL PROBLEMS -- Prof. Abdul Hamid Taga

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**
 Credit hours: **03**
 Course code: **BBA 234**
 Course name: **Business Statistics-I**

COURSE DESCRIPTION

The main objectives of the course are to enhance students' competency in application of statistics to solve business management problems and to improve their level of quantitative sophistication for further advanced business analysis.

LEARNING OUTCOMES

At the conclusion of this course, the student will be:

1. Data description and data presentation in a business environment;
2. Measures of Central Tendency
3. Measure of Relative Dispersion
4. Use of index numbers
5. Basic probability concepts and probability distributions as an aid to business decision making.

COURSE CONTENTS

Weeks	Course Contents
Week 1&2	What is Statistics? Introduction to Statistics, Key Statistical Concept, Practical Application, How managers use Statistics
Week 3&4	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
Week 5&6	Numerical Descriptive Measures Measures of Central Location, Measures of Variability, Interpreting the Standard Deviation and Coefficient of Variation, Measures of Moments and Skewness
Week – 7	Index Numbers Simple and Composite Index Numbers, Main Steps in the Construction of Index Numbers of whole sale Prices, Fixed Base Method and Chain Base Method, Weighted and Un-weighted Index Numbers, Quantity Index Numbers
MID TERM	
Week 9&10	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
Week 11&12	Probability Introduction, Assigning Probabilities to events, Conditional Probability, Rules of Probability, Independent and Dependent Events
Week 13,14,15	Random Variables and Probability Distributions Introduction, Distribution Function, Discrete and Continuous Random Variables and its Density Functions, Binomial and Poisson probability Distributions, Normal Probability Distribution

Week- 16	Presentation Session
Final Examination	

RECOMMENDED/ REFERENCE BOOKS:

1. Introduction to Statistical Theory, Part 1, by Prof. Sher Muhammad Chaudhry.(2009 Edition)
2. Basic Statistics for Business and Economics by EARLK. BOWN AND MARTIN STARR
3. Introduction to Business Statistics 2004 Edition, Shamim Khan, Research and Development Center Peshawar
4. Spiegel, M.R. Schiller, J.L and Sirinivasan, R.L. (2000) “Probability and Statistics” 2nd ed. Schaums Outlines Series. McGraw Hill. N.Y.

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**
 Credit hours: **03**
 Course code: **BBA 235**
 Course name: **Business Communication**

COURSE DESCRIPTION

In this rapidly changing world communication has become very vital and important. Every time we have to contact each other for many reasons and without communication either for ourselves or on the behalf of the organization we cannot make progress in any sphere of life. Communication plays a major role in all human activity. It is part of our culture. Within the business community, public and private organizations, and the professions communication is associated with the more specific activities of interacting, informing, instructing and persuading. People who possess demonstrable skills in these activities are employed, prized and promoted. If businesses are to survive in an increasingly competitive and information-oriented environment they will need trained. Communicators, who can speak, write and interact with others efficiently, effectively and professionally. This course is intended to provide participants with advanced understanding of the concepts and principles of professional business communication and to support the development of their skills in interpersonal, spoken and business related communications through practice and feedback.

LEARNING OUTCOMES

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

1. Level of self-awareness and understanding of how self-awareness influences communication.
2. Analytical ability in relation to business communication.
3. Ability to communicate with others and in particular their conflict resolution and negotiation Skills.
4. Ability to communicate as a member of a team and identify and resolve communication Problems in teams. Understanding of communication patterns in organizations

Weeks	Course Contents
Week 1&2	The art of listening, The importance of listening Improving listening efficiency Effect of listening on other communication skill
Week 3&4	Listening & Job Success, Practice, Ready to respond every question. Meeting & Conference Participation: Qualities of effective speaking, Creating favorable

	impression, Enunciation, pronunciation
Week 5&6	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.
Week – 7	Preparing different resume for different jobs, What do your employer wants to Know about you, Covering letter, What should be there in covering letter?,
MID TERM	
Week 9&10	Planning & Writing: Business letter format & letter styled, Arrangement styles of letters, Punctuation styles for business letters, A final word
Week 11&12	The Psychology of Effective Communication: Principles of Communication Psychology.
Week 13,14,15	What do we know about Human Behavior, Non-verbal communication, Promoting Goodwill, Stimulating desired reaction?
Week- 16	Presentation Session
Final Examination	

RECOMMENDED / REFERENCE BOOKS:

1. Bov'ee D. Philips: Business Communication Today
2. Himstreet& Batty: Business Communication
3. Kitty O Locker: Business & Administrative communication. • Stewart, Zimiber&Clark: Business English & Communication
4. Murphy: Business Communication

Semester-IV		
BBA-241	Research Methods & Report Writing	3
BBA-242	Principles of Management	3
BBA-243	Marketing Management	3
BBA-244	Business Finance	3
BBA-245	Business Statistics-II	3
Total Credit Hours		15

Mirpur University Of Sciences And Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 241**

Course name: **Research Methods & Report Writing**

COURSE DESCRIPTION

The aim of this course is to provide the students with an insight into the process and management of Business Research. Students will be exposed to different business scenarios in which research becomes a vital tool and to a wide range of approaches used in Research Management. Knowing and understanding the systematic process will help in the development of necessary skills of research, management and what kind of issues /limitations are faced by organizations during this process. Through this subject the students will sharpen their skills for developing a research plan, planning and managing data collection, qualitative and quantitative data analysis, fundamentals of statistics, report writing and publishing research.

LEARNING OUTCOMES

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

1. To have the knowledge of the key terms and concepts in the business research process.
2. To enable the students to analyze business situations and apply basic qualitative skills to solve business problems and developing effective strategies.
3. To enable the students understand all the steps of Research Methodology and its application to real life business research situation.
4. To understand the scientific research process and awareness of various research dimensions.
5. To identify problem areas in the organization and to conduct research to help solve these problems.
6. To establish a strong understanding of both qualitative and quantitative research approaches.

Week wise distribution of course

Weeks	Course Contents
Week 1-3	INTRODUCTION Business, Definition, Characteristics, Types, Factors Promoting Business, Research, Definition, Characteristics, Types, the Need for Research, Business Research, Definition, Characteristics, Types and Need of Research in Business, who does the Research? Where and

	why Study Research? Need for Better Business Research and its Criteria Hall Marks of Scientific Research
Week 4&5	RESEARCH PROBLUM Problem, research problem, definition, causes, types, formulation, importance. The Research Process, the Theoretical Framework, its Components. The Variables of research problem, Executive Summary, Main Body, Summary and Conclusions, Plan of Action.
Week 4&5	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
Week – 6&7	RESEARCH DESIGN The Research Process the Research Design, Definition, eatures, Functions and Components Difference B/W Research Design, Proposal & Plan. The Experimental, Design. Sampling and Sample Definition, Features Types and Needs Population, Universe, Element and Sample Types of Sample/Sampling the Probability and Non Probability Sampling
MID TERM	
Week 9&10	RESEARCH INSTRUMENTS The Research Process: Research Instruments. Research Survey sample census Surveys and Pilot Surveys. Data Definition, Nature and Types Primary and Secondary Data. The Research Process Data Collection Sources, Methods and Settings. Interview Definition, Nature Features Types, Importance of Data Collection Methods Types of Interview and Their Respective Units and Demerits
Week 11&12	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.
Week 13-15	STATISTICAL TOOLS Statistical Terms and Test Used in Business Research Description Statistics. Measures of Central Tendency and Dispersion Frequencies Data Analysis and Interpretation Data Completion, Processing Editing, Coding, Representation. Data Analysis, Programming Validity and Reliability Data Interpretation Research Report Definition Components, types Research Report Format Title, Table of Contents, Introduction
Week – 16	Group Presentations
Final Examination	

RECOMMENDED / REFERENCE BOOKS

1. RESEARCH MYTHOLOGY FOR BUSINESS, --- UmmaSekaran, 2nd Edition JohniWrley Sons Inc. New York Year 2000
2. BUSINESS RESEARCH --- William Emmoy 1980 Edition Richard D. Irwin Inc. Illinois USA.
3. 3INTRODUCTION TO BUINESS RESEARCH--- Prof: Fazli Wahid, 2003 Additions, Research and Development Center Peshawar

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 242**

Course name: **Principles of Management**

COURSE DESCRIPTION

This course introduces the management of organizations to the students. The course explains the principles of management that have general applicability to all types of enterprises; management philosophy and decision making. It also explains the principles of planning, organizing, leading, and controlling and the recent concepts in management. The principles learned in this course will help in effectively working with and through others in an organization. In addition to this, the course will help students to learn theories of managements in local and international settings. Besides, the course will discuss the Islamic perspective of managing businesses and organizations.

LEARNING OUTCOMES

At the conclusion of this course, the student should be able to:

1. How organizations are managed. Further, they should hold informed conversations with functional specialists and understand how to draw effectively on their expertise in managing organizations.
2. Understand the principles and theories of management in local and international settings.
3. Understand and apply the Islamic perspective of managing businesses and organizations.
4. Integrate several of the disciplines studied
5. Demonstrate empirical investigative skills by producing an in-depth analysis of a management situation usually presented through case studies, resulting in recommendations for a program of action.

WEEKS	Course Contents	
1	An Overview of Management	Definitions of Management, Characteristics of Management, Different between Management and Administration.
2&3	Functions of Management	Functions a brief Treatment, Planning, Organizing, Staffing, Directing, Controlling, Coordination.
4&5	Principles of Management	Taylor's Principles, Fayol's Principles, General Principles, Importance and Scope of Management, Importance of Management, Scope of Management.
6,7&8	Nature of Management	Management as an art, Management as a Science, Management as a Profession.

MID TERM		
9	Planning	Definition, Nature and Characteristics, Importance of Planning, Limitations of Planning, Essentials of a good Plan, Steps in Planning Process, Types of Planning.
10&11	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.
12	Organizing	Nature and Importance of Organization, Steps in the Process of Organization, Formal and Informal Organization, Principles of Organization.
13	Communication	Definition of Communication, Process of Communication, Importance of Communication, Types of Communication, Barriers to Communication, Over Coming the Barriers, Characteristics of a good Communication System.
14	Staffing	Definition of Staffing, Sources of Recruitment, Steps in Selection Process, Orientation or Induction, Training and Education, Types and Methods of Training.
15	Directing / Direction, and Leadership	Definition, Nature and Importance, Principles & Techniques, Definition, Traits / Qualities of a Successful Leader, Leadership Styles, Function of Leader Ship.
16	Motivation Controlling	Meaning and Importance, Financial and Non Financial Incentives, Theory X and Theory Y, Maslow's Need Priority Model, Definition of Controlling, Characteristics of Controlling, Objectives of Controlling, Steps in the Process of Controlling, Essentials of an Effective Control System.
Final Examination		

Recommended/ Reference Books:

1. Terry, Prentice Hall USA "Principles and Practice of Management" (1998 Edition)
2. P.F. Duck Ker, Macmillan, London, "Practice of Management"(1997 Edition)
3. Prof. Fazli Wahid IBMS/CS Agricultural University Peshawar "Fundamentals of Management"(2004 Edition)

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 243**

Course name: **Marketing Management**

COURSE DESCRIPTION

This course is concerned with the development, evaluation, and implementation of marketing management in present day environments. The course deals primarily with an in-depth analysis of a variety of concepts, theories, facts, analytical procedures, techniques, and models. In implementing marketing management strategies the actors and activities may differ but a systematic framework and understanding of marketing management and strategy helps to design and implement the appropriate program? Accordingly the students will develop a solid foundation of the fundamental marketing decision-making tools and management of all of the elements of the marketing plan.

LEARNING OUTCOMES

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

1. Understand the nature and purpose of marketing in business.
2. Application of marketing concepts in different types of the business environments.
3. Understand the internal and external environment and decision making in both environments.
4. Determination of the market demand and development of the corporate strategy to fulfill this demand.
5. Apply and practice the concepts of marketing in the marketplace within the ethical standards of cultural diversity, religion and mankind.

Weeks	Course Contents
Week-1	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.
Week-2	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. 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.
Week-3	Consumer behavior What influence consumer behavior , Cultural factors, Social factors, Personal factors, Psychological factors
Week-4	Organizational markets Business markets v/s consumer markets, Market structure and demand, Institutional markets, Government markets
Week – 5	Turning marketing information in action Definition , Gathering information , Marketing database system, Marketing intelligence, Marketing research process, Steps involve in marketing research
Week – 6	Identifying market segments& targets Levels of market segmentation , Segment marketing, Niche marketing, Local marketing, Bases for segmenting consumer markets, geographic, demographic, psychographic, behavioral. Market targeting, Effective segmentation criteria , Evaluating & selecting the market segments, Additional considerations
Week – 7	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
MID TERM	
Week – 9	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
Week – 10	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
Week – 11	Wholesaling & Retailing Trends in wholesaling, Types of retailers, The retail environment, Marketing decisions

Week – 12	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
Week-13	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
Week-14	Personal selling and sales management Principles of personal selling, The six steps, Sales force structure, Sales force size, Managing sales force, Recruiting and selecting representatives, Training and supervising, Monitoring, evaluating
Week -15	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 selection pricing model, Step:6 selecting final price, Adopting price
Week – 16	Group Presentations
Final Examination	

RECOMMENDED / REFERENCE BOOKS

1. Philip Kotler Kevin lane kler, Araham Koshey, 13th edition
2. Mc-Graw Hill, Co, 11th edition
3. Marketing management; by Peter R Dickson, 2nd edition.
4. Marketing a strategic approach; Mc Coll-Kennedy & Kiel

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 244**

Course name: **Business Finance**

COURSE DESCRIPTION

This is a foundation course in finance, designed to develop the ability to use basic tools of analysis required by financial managers. The objective of this course is to enable student to understand the role of financial management in today's world, to learn the nature and workings of financial markets by acquiring skills in valuation techniques. Aim of the course is to give an overview and understanding of the characteristics of long term

Learning Outcomes

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

1. Role of finance manager and functions of business finance.
2. The basics form of financial statements.
3. Money, its value with respect to time, tools and techniques of time value of money for investing decisions.
4. Risk and return for investments and portfolio management.
5. Capital structure and concept of cost of capital.
6. Types of Loan, lease and cash management

Week Wise Distribution Of The Course Contents

Weeks	Course Contents
Week-1	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
Week 2&3	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
Week-4&5	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
Week – 6&7	RISK AND RETURN The concept of Risk, Risk Aversion, The Risk - Return relationship, The Types of Risks Firms Encounter
MID TERM	
Week 9&10	WORKING CAPITAL MANAGEMENT Overall Consideration of Working Capital, Characteristics of Current Assets
Week 11&12	FACTORS INFLUENCING WORKING CAPITAL REQUIREMENTS Nature of Business, Seasonality of Operations, Production Policy, Supply Conditions, Market Conditions, Working Capital Policy, Operating Cycle Analysis :
Week 13&14	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
Week – 15	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.
Week – 16	Group Presentations
Final Examination	

RECOMMENDED/ REFERENCE BOOKS

1. Financial management t.jgahagher and j.d.andrew, jr, mcgraw hill 1997
2. Foundation of financial management---geoffrey a. Hirt, richard d. Irwin, inc. Stanley b. Block, 1997.
3. Fundamental of financial management, eugene f. Brighjan seventh edition.
4. Fundamental of financial management, jamesc.vanhorne
5. Fundamental of financial management, rameshrao

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 245**

Course name: **Business Statistics-II**

COURSE DESCRIPTION

The scope of the course is to see the horizon of Mathematics & Statistics application in business and financial affairs. The course stresses business applications using arithmetic, algebra, and ratio-proportion and graphing.

Applications include payroll, cost-volume-profit analysis and merchandising mathematics. The course also includes Statistical Representation of Data, Correlation, Time Series and Exponential Smoothing, Elementary Probability and Probability Distributions. This course stresses logical reasoning and problem solving skills.

INDENTED LEARNING OUTCOMES

At the conclusion of this course, the student should be able to:

1. Apply arithmetic and algebraic skills to everyday business problems.
2. Use ratio, proportion and percent in the solution of business problems.
3. Solve business problems involving commercial discount, markup and markdown.
4. Solve systems of linear equations graphically and algebraically and apply to cost volume profit analysis.
5. Apply Statistical Representation of Data, Correlation, Time Series and Exponential Smoothing methods in business decision making
6. Use elementary probability theory and knowledge about probability distributions in enveloping profitable business strategies.

COURSE CONTENT Week 01, 02

SET THEORY AND SYSTEM OF LINEAR EQUATIONS

- Set Theory, Types of sets
- Methods of Representing sets ,Venn Diagram
- System of Linear Equations and its Applications
- Solution of Linear system of equations as well as solution by graphically method
- Quadratic Inequalities

Week 03, 04	<ul style="list-style-type: none"> • Sets and properties of sets • Slopes, distance between two points, graphical understanding • Rate, Ratio, proportion, percentage, Interest, depreciation and fraction. • Pie chart, bar chart and word problems • Real number and real line • Solution of linear equations involving one and two variables and presenting them in real line • Mathematical concepts in Business • Discount, profits and general understanding of business • Mathematics of merchandise
Week 05, 06	<p>MATRICES</p> <ul style="list-style-type: none"> • Introduction of matrices, addition, subtraction and multiplication of matrices • Inverse of matrices and linear solution • Exponents and radicals • Solution of linear equations involving more than two variables • Introduction to optimization and linear programming
Week 07	<p>DESCRIPTIVE STATISTICS</p> <ul style="list-style-type: none"> • Introduction to Statistics • Constructing a Frequency Distribution • Graphing Frequency Distribution • Measures of Central Tendency • Percentiles, Deciles and Quartiles • Measures of Dispersion and skewness • Range and Semi-Interquartile Range • Coefficient of Variation • Chebyshev's Inequality
Week 08	Mid-Term

Week 11

PROBABILITY

- Definitions of Probability
- Addition and Multiplication Rules of Probability
- Probability Distribution
- Discrete Probability Distribution
- Expected Values and Variance
- Continuous Probability Distribution
- The Binomial Distribution
- The Poisson Distribution
- Hyper geometric Distribution The Normal Distribution

Week 12	SAMPLING AND SAMPLING DISTRIBUTION <ul style="list-style-type: none"> • Population and Sample • Parameters and Estimators • Reasons for Sampling • Random Sampling • Stratified Random Sampling • Systematic Sampling • Cluster Sampling • Sampling Distributions • Point and Interval Estimation • Determination of Sample Size
Week 13	TESTING OF HYPOTHESIS <ul style="list-style-type: none"> • The rationale of Hypothesis Testing • Type of Errors • Testing Hypothesis about One Mean • Testing Hypothesis about Two Means • Testing Hypothesis about Proportions • Goodness of Fit Contingency Table Analysis
Week 14	REGRESSION AND CORRELATION ANALYSIS <ul style="list-style-type: none"> • The Functional Relationship between Two Variables • Scatter Diagram • Linear Correlation • Inferences Concerning Correlation Coefficient • The Linear Regression Equation • The Principle of Least Squares • Estimating Regression Equation • Coefficient of Determination • Multiple Regression and Correlation Analysis
Week 15	TIME SERIES AND INDEX NUMBERS <ul style="list-style-type: none"> • Introduction to Time Series • Components of Time Series • Measures of Trend and Seasonal Variation • Time Series Analysis in Forecasting • Defining and Index Number • Un-weighted Aggregate Index • Price, Quantity and Value Indices • CPI and its Use
Week 16	Final Exam

TEXT BOOKS:

1. Mansfield, E., *Statistics for Business & Economics: Methods and Applications.*
2. Danier, W. W., Terrell, J. C., *Business Statistics: Basic Concepts and Methodology*

Semester-V

BBA-351 Cost Accounting	3
BBA-352 Human Resource Management	3
BBA-353 Organizational Behavior	3
BBA-354 Financial Management	3
BBA-355 Business Law	3
Total Credit Hours	15

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 351**

Course name: **Cost Accounting**

COURSE DESCRIPTION/OBJECTIVE

The purpose of this course is to acquaint the students with basic concept of cost accounting, which enable them to use the accounting information system in an industrial and business environment. The course includes basic cost accounting cycle, cost classification and Cost accumulation procedures. The Course deals with examining Cost Accounting as a tool for providing information for manufacturing, internal reporting, external reporting as well as for managerial decision making. The broad course objectives are to help students to understand the central concepts of Cost Accounting, the methods of conducting data analysis preparation of reports for managerial decision making.

LEARNING OUTCOMES

After studying this course student will be able to understand:

1. Determining Costs: Of course, the overall objective of cost accounting is to find out what your products and/or jobs cost you to make or provide.
2. Control: Improving efficiency by controlling and reducing costs. To control the budget through classification and analysis is to control the costs.
3. Information: Knowing raw material stock levels, the work in progress, and the amount of finished goods is information provided through cost accounting that can be used immediately by management.
4. Increasing Efficiencies: The efficiency of any operation is only truly measured by the sum of its parts. As chaos shows, inefficiency in one area must eventually cause inefficiency in others. Cost accounting brings an understanding of the level of efficiency (or inefficiency) in all areas of manufacturing operations.
5. Determine the Selling Price: Through the detailed information provided by good cost accounting, you can find out an optimum selling price for your product and/or service under differing variables (seasonal, economic, distribution, etc.).
6. Operations Management: Where are your direct and in-direct costs being eaten up and why? With cost accounting, you can tweak operations policies to enhance the profitability of the work produced.
7. Financials: Cost accounting provides the opportunity for frequent production cost reviews, especially as they correlate with production output in relative terms. Again, routine cost accountings financials help realize the continuous improvement that reduces costs.

WEEK	TOPICS
Week – 1	Introduction The Nature and Concept of Cost Accounting, Classification of Cost and Financial Forecasting, Product Cost Accumulation System, Absorption Costing, Master Budget
Week 2&3	Job Order Costing System Cost Accumulation Procedure, Job Order Cost Accumulation Procedure , Cost Accounting Procedure for Material
Week -4	Cost Accounting Procedure for Labor Cost Accounting procedure for (F.O.H), Job order Cost Sheet
Week -5	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
Week -6	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
Week -7	Controlling and Costing Material Procedure for Material Procurement and Use, Material Costing Method, FIFO Method, LIFO, Average Methods, Perpetual Inventory System, Physical Inventory System
MID TERM	
Week-9	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
Week-10	Labour Performance report Organization for labour cost control, Procedure for Labour Costing, Incentive wage plan types, Requirement of wage plan, Purpose of wage plan
Week-11	Standard Costing Objectives of standard costing, Budgets and standard, Material, labour, F.O.H. cost standard, Analysis of variance
Week-12	Direct Costing Definition of direct costing, Facts of direct costing, Internal uses of direct costing, External uses of direct costing
Week-13	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
Week-14	Inventory Management Need for Inventory, Objectives of Inventory Management, Financial Objectives
Week-15	Operating Objective Different Levels of Inventory, Ordering Point, Minimum Level, Maximum Level, Average Stock Level, Danger Level, Economic Order Quantity, Factors Influencing the Different

WEEK	TOPICS
	Levels of Inventory
Week- 16	Presentation Session
FINAL EXAMINATION	

RECOMMENDED / REFERENCE BOOKS:

1. COST ACCOUNTING by HrngrnUsry, Hilton
2. COST ACCOUNTING by Ralphs. Polimeni, Frnk J. Favozz and Arthur H. Adelberg.

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**
 Credit hours: **03**
 Course code: **BBA 352**
 Course name: **Human Resource Management**

COURSE DESCRIPTION

Organizations succeed through efficient and effective use of resources; central to the resources is human resources. It is therefore imperative to know how organization maintain & retain its human resources. The course is designed to give students insight of theoretical perspective, concepts, issues and practices in human resource management. This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Since human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of the basic concepts of managing human resource and their applications in today’s organizations. The course is designed to help the students understand if western human resource management theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of managing human resource.

LEARNING OUTCOMES

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

1. Determineacomprehensive knowledge of the activities and decisions that inform the employment relationship and management including recruitment, selection, training, health and safety, employment laws, motivation, and productivity of employees.
2. Relationship between HRM theories with practical life and diverse culture.
3. Understand the different phases of HR process like planning, recruitment, selection, training, development, compensation, reward, compensation, bargain and negotiation.

WEEK WISE DISTRIBUTION OF COURSE CONTENTS

Weeks	Course Contents
Week 1&2	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
Week 3&4	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
Week – 5	RECRUITMENT & SELECTION Definition of Recruitment, Recruitment Process, Constraints and Challenges of Recruitment Process, Recruitment Channel, Selection Defined, Selection Process
Week – 6	EQUAL EMPLOYMENT OPPORTUNITY HRM in Global Environment Current Issues
Week – 7	PERFORMANCE APPRAISAL Introduction to Performance Appraisal, Uses of Performance Appraisal, Elements of Performance Appraisal Systems Appraisal Methods
MID TERM	
Week – 9	TRAINING AND DEVELOPMENT Difference between Training and Development, Steps to Training and Development
Week – 10	INTERACTIVE CONFLICTS AND NEGOTIATION SKILLS Individual Conflicts , Interpersonal Conflicts .Inter Group Behavior and Conflicts Organizational Conflicts , Negotiation Skills ,Traditional Negotiation Skills , Newly Emerging Skills
Week – 11	HEALTH & SAFETY AT WORK PLACE Introduction, Important of Health & Safety at Work, Health & Safety Policies & Implementation , Changing attitude to Health & Safety
Week – 12	COMPENSATION AND BENEFITS Objectives of Compensation Management, Challenges affecting Compensation
Week-13	MOTIVATION & REWARD SYSTEM Concept of motivation, Reward system, Motivation techniques, Employees Disciplines
Week 14,15	COLLECTIVE BARGAINING & INTERNAL EMPLOYEE RELATIONS The Collective Bargaining Process, Bargaining Issues A Global Perspective of IER
Week – 16	Group Presentations
Final Examination	

RECOMMENDED / REFERENCE BOOKS

1. Human Resource & Personnel, William B. Werther& Keith Davis
2. McGraw Hill.
3. HUMAN RESOURCE MANAGEMENT, Bernardin& Russell, latest Edition.
4. McGraw Hill.
5. ORGANIZATIONAL BEHAVIOR, Fred Luthans. Latest Edition, McGraw Hill.
6. Organizational Behavior, Robert Kreitner&Angelokinicki , Latest Edition, IR

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**
Credit hours: **03**
Course code: **BBA 353**
Course name: **Organizational Behavior**

COURSE DESCRIPTION

The course objective is to introduce students to topics in human behavior in business working environment. Motivation, leadership, job stress, group dynamics and interpersonal relationships

within the context of the work place are some of the issues covered in the course. Workers' attitudes, behaviors, and experiences are endlessly fascinating subjects that have a number of important implications, because organizations are an integral part of many people's lives. Unfortunately, misconceptions about how to manage people and run an organization abound. This course will provide a theoretical foundation that students can use to evaluate organizational phenomena and managerial practices. It will start at the individual level with topics such as learning, personality, interpersonal perception, values, ethics, and motivation. It will then examine how individuals fit together into groups and teams. Finally, the course will discuss organizational culture and structure, and examine how these concepts can influence behavior in the organization. This course will provide an opportunity to apply communication, teamwork, critical thinking, and information synthesis skills in many different ways.

LEARNING OUTCOMES

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

1. Understand the components of individual behavior and group behaviors in the organizational context.
2. Understand the relevance of the OB theories and practices, emphasized by Western texts, in local settings.
3. Understand the Islamic perspective of understanding and directing human behaviour towards achievement of goals.
4. Understand the causes of job dissatisfaction and stress as well as methods of improving job satisfaction and dealing with stress.
5. Analyze the impact of individuals and team behaviour on organizational productivity
6. Evaluate the impact of organizational structure, design, culture and change
7. Synthesize various theories of motivation and leadership and understand their application to workplace.

WEEK WISE DISTRIBUTION OF COURSE CONTENTS

Weeks	Course Contents
Week-1	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
Week-2	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
Week-3	PERCEPTUAL ORGANIZATION Impression Management, The Process of Impression Management, Employee Impression Management, Strategies
Week-4&5	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
Week – 6&7	JOB SATISFACTION Organizational Commitment, Meaning and the Outcomes of Organizational Commitment
MID TERM	
Week – 9	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
Week – 10	LEARNING PROCESS The Theoretical Processes of Learning, Behaviorist Theories , Social Learning Theories, Principles of Learning, Punishment and Reinforcement
Week – 11	POWER AND POLITICS

	The Meaning of Power, Classification of Power, Political implications of Power
Week – 12	CHANGE MANAGEMENT Introduction, What do you mean by Change? Change Models, Guidelines for Change Management
Week-13	STRESS The Meaning of Stress, Causes of Stress, Extra Organizational Stressors , Organizational Stressors, Group Stressors, Individual Stressors
Week-14	GROUPS AND TEAMS The nature of groups, Teams in the work place
Week -15	THE GREAT LEADERS /LEADERSHIP Leadership in the Environment, Leadership Styles
Week – 16	Group Presentations
Final Examination	

RECOMMENDED BOOKS:-

1. ORGANIZATIONAL BEHAVIOR—Fred Luthans, 8th Edition Irwin , McGraw Hill Publishers, (Latest Edition).
2. ORGANIZATIONAL BHEAVIOR— Robert Kriether, and AnnlgeloKinick , Irwin McGraw Hill Publisher,

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 354**

Course name: **Financial Management**

COURSE DESCRIPTION

The module aims at building competence in corporate finance further by extending the coverage in Business Finance module to include three more of the finance functions – financial planning and control, working capital management and financing sources. It continues to emphasize on strategic decision making techniques that best serve the interests of shareholders, which is to maximize the value of the company. Specific objectives include developing an understanding of the time value of money; using financial statements in decision making; and understanding the nature of financial markets, the cost of capital, valuation of stocks and bonds, management of short-term assets, short-term and long-term financing, capital markets, and multinational financial management

LEARNING OUTCOMES

The student should be able to:

1. describe and evaluate the basic features of financial markets
2. identify the basic components of nominal interest rates and use them to make expected return comparisons among assets
3. apply time value of money concepts to complex cash flow scenarios
4. price bonds and other fixed-income financial assets
5. understand the basics of the term structure of interest rates and the yield curve
6. determine the fundamental price for common stock, using the constant-growth dividend discount model
7. use the Capital Asset Pricing Model to quantify the risk-return tradeoff
8. determine a firm's weighted average cost of capital
9. evaluate alternative techniques for analyzing project opportunities and budgeting capital
10. apply the net present value criterion to complex capital budgeting problems

Weeks Course Contents

Week- 1 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

Week 2&3 The Time Value of Money an Overview

The Interest Rate, Simple Interest, Compound Interest, Compounding More Than Once a Year, Amortizing a Loan

The Valuation of Long Term Securities

Distinctions Among Valuation Concepts, Bond Valuation, Bonds With a Finite Maturity, Preferred Stock Valuation, Common Stock Valuation, Rates of Return (or Yields)

Week- 4 Financial Statement Analysis

Financial Statements, A Possible Framework for Analysis, Balance Sheet Ratios

Financial Planning and Forecasting

Cash-Flow Forecasting, Range of Cash-Flow Estimates

Forecasting Financial Statements, Statement of Cashflows

Week-5 Cash and Marketable Securities Management

Motives for Holding Cash, Speeding Up Cash Receipts, Slowing Down Cash

Payouts, Electronic Commerce, Outsourcing, Cash Balances to Maintain,

Investment in Marketable Securities

Week – 6&7 Accounts Receivable Management

Credit and Collection Policies

Analyzing the Credit Applicant

MID TERM

Week-9 Capital Budgeting

The Basics of Capital Budgeting, The Concept of Capital Budgeting, Capital Budgeting Process, Capital Budgeting Decision Making, The Pay Back Method ,The Net Present Value Method, The Internal Rate of Return Method

Week-10 Capital Budgeting

The Basics of Capital Budgeting, The Concept of Capital Budgeting, Capital Budgeting Process, Capital Budgeting Decision Making, The Pay Back Method ,The Net Present Value Method, The Internal Rate of Return Method

Week-11 Cost of Capital/Capital Structure

Creation of Value, Overall Cost of Capital of the Firm

Project-Specific and Group-Specific Required Rate of Return

Week

12&13 Operating and Financial Leverage

Operating Leverage, Financial Leverage, Total Leverage, Cash-flow Ability to Service Debt

Week

14&15 Receivables Management

Credit Policy , Credit Policy Variables, Credit Standards, Credit Period, Cash Discount, Collection Programme, Credit Evaluation, The Three C's of a Credit Applicant, Analysis of the Three C's , Credit Granting Decisions, Control of Receivables

Week – 16 Group Presentations

Final Examination

1. FINANCIAL MANAGEMENT --- T.J Gahagher and J.D.Andrew, Jr, Mcgraw Hill 1997.
2. FOUNDATION OF FINANCIAL MANAGEMENT---Geoffrey A. Hirt, Richard D. Irwin, Inc. Stanley B. Block, 1997.
3. FUNDAMENTALS OF FINANCIAL MANAGEMENT, Prasanna Chandra, Tata Mcgraw-Hill Publishing Company Limited, New Delhi
4. FUNDAMENTALS OF FINANCIAL MANAGEMENT James C. venhorne

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 355**

Course name: **Business Law**

COURSE DESCRIPTION

The course objective is to enable the students to have a sound grasp of the fundamentals of Commercial Law, particularly of those aspects which a businessman encounters in the performance of his professional obligations. This subject aims at introduction with the legal terminologies, judicial system of Pakistan and detailed familiarization of the students with the basic principles of the law of contract which is the mother of all business laws. It will further introduce with the concepts of partnership law, the sales of goods and the negotiable instruments.

LEARNING OBJECTIVES

1. To enable the students to know the legal requirement of the business
2. To make them understand how the different form of the businesses get registered
3. To give them the idea of requirement of law and its understanding in terms of contract, pledge, guarantee, negotiable instruments etc.
4. To know the process of filing business cases and the right of customers

Week wise distribution of course

WEEK	TOPICS
Week 1-2	CONTRACT ACT Definition of Contract, Agreement, Enforceability, Essentials of Contract, Kinds of valid Contract, According to Enforceability, According to Formation, According to Performance
Week – 3	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
Week 4-5	PERFORMANCE OF CONTRACT Performance of Single Promise, Performance of Joint Promises, Order of Performance of Reciprocal Promises, Mode of Performance
Week 6-7	BREACH OF CONTRACT Rescission of the Contract, Suit for Damages, Suit for Quantum Merit, Suit for Specific Performance, Suit for an Injunction

WEEK	TOPICS
MID TERM	
Week 9-10	INDEMNITY AND GUARANTEE Contract of Indemnity, Contract of Guarantee, Essential of Contract of Guarantee, Distinction between Indemnity and Guarantee, Discharge of Surety from Liability
Week-11	CONTRACT OF BAILMENT Definition & Parties to Bailment, Essential Features of Contract of Bailment, Duties of Bailee, Duties of Bailor, Termination of Bailment
Week-12	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 Un ascertained And future goods
Week 13-14	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
Week-15	OTHER BUSINESS RELATED LAWS Intellectual Property Laws
Week – 16	Group Presentation
FINAL EXAMINATION	

RECOMMENDED/ REFERENCE BOOKS

1. BUSINESS LAW, Khalid MehmoodCheema, 2004 Edition
2. MERCANTILE LAW, I.R Hashmi
3. MERCANTILE LAW, M.C. Shukla
4. Latest Acts And Publications

Semester-VI

BBA-361 Financial Institutions	3
BBA-362 Consumer Behavior	3
BBA-363 Money & Banking	3
BBA-364 Elective-I	3
BBA-365 Elective-II	3

Total Credit Hours 15

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 361**

Course name: **Financial Institutions**

COURSE DESCRIPTION:

The course is offered to orient the students with the understandings of the financial institutions and their working in international capital markets. Further, it introduces the students to the structure and functions of the financial systems and offers a practical perspective on the workings of these financial institutions. The module first provides an overview of the financial system, focusing on its main components, functions and operations; determination of interest rates and valuation of cash flows. Secondly, it covers financial markets including money markets, bond markets, mortgage markets, stock markets and derivatives markets. Thirdly, it introduces the basic elements financial institutions and their role in corporate finance and in the economy. The module therefore, is intended to enable students to understand the general functions and main features of important financial markets and institutions, and to be familiar with the structure and dynamics of the financial system in Pakistan and at international level.

LEARNING OUTCOMES

On completion of the course the students shall be able to demonstrate an understanding of the subject matter and financial environments, not only of the developed world but also of Pakistan. Specifically, the students should be able to;

1. Understand, analyze and critically examine the salient features of financial system and institutional framework.
2. Understand the financial instruments and the cash flow implications of various products.

3. Understand the regulatory framework, the world regulatory architecture shaping up. The strength and weaknesses of some of the regulations.

WEEKS	Course Contents
1	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
2&3	Determination of Interest Rate Loanable Fund Theory, Factors the affect Interest rate, Forecasting Interest rate
4,5&6	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
7&8	Equity Market Private equity, Public equity, Initial Public Offering, Secondary Stock Offering Stock Repurchases, Stock Exchanges, Monitory Publicly Traded Companies
MID TERM	
9&10	Markets Microstructure and Strategies Stock Markets Transactions, How stock Transactions are executed, Regulation of Stock Trading, Trading of International Stocks
11&12	Commercial Bank Operations Background on commercial banks, Bank sources of funds, Uses of Funds by Banks Off balance sheet activities, International Banking,
13&14	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
15&16	Securities Operations Services provided by securities firms, Regulation of securities firms, Risk of securities firms, Valuation of Securities firms,
Final Examination	

Recommended/ Reference Books:

1. Madura, Jeff, Financial Markets and Institution, South-Westren
2. FINANCIAL MARKETS, INSTITUTIONS AND MONEY--- Fredericl-S-Mishken (5th Edition) Harper Collins Publisher, New York.

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 362**

Course name: **Consumer Behavior**

Consumer Behavior

COURSE DESCRIPTION/OBJECTIVE

Consumer Behavior is designed for students who have some basic knowledge of marketing. The subject is aimed to develop students' conceptual and theoretical understanding of behavioral aspects of consumers and their strategic implications to marketers. Consumer Behavior is a course designed to enhance students understanding of how and why consumers purchase (or do not purchase) goods and services. It will combine both the theoretical concepts of consumer behavior and its application for marketing strategies related to private, public and non-profit sections. At the conceptual level it will seek to present and integrated framework around which major areas of consumer behavior can be understood and applied. This course will explore and identify market identities and various sources of influence with the way consumers think and learn from market related information. The knowledge and understanding gained from this course can be utilized in the market place to make rational decisions to satisfy consumer needs and wants and remain loyal to products.

LEARNING OUTCOMES

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

1. identify the major individual, social and cultural factors that affect consumers' decision making process
2. explain and analyze the major stages which consumers usually go through when making a consumption-related decision;
3. Understand the essence of how consumers make decisions and assess the relevant implications for marketing practitioners.
4. Studying this subject will also help develop students' critical thinking, appreciation of cross-cultural differences, and oral and written communication skills.

WEEK TOPICS

Week

1-2 Introduction:

Definition and objectives of Consumer Behavior, Application of CB to Marketing,

Week

3&4 Consumer and Market Segmentation:

Alternative Market Strategies, Demographic Segmentation, Usage Segmentation, Benefits Segmentation, Product Positioning

5-7 Week

Environmental Influence on CB:

Family, Culture and Sub-culture, Social class, Reference group, Adoption and Diffusion of Innovation

MID TERM

Week

9-10 Consumer Decision of CB:

Problem Recognition, Information Search and Evaluation, Purchase Process, Postpurchase Behavior

Week

11-12 Organizational Buying Behavior:

Nature of Organizational Buying, Influence on Organizational Buying Behavior, Organizational Buying Decision

Week- 13 Consumer Innovation And Adaptation Process

Week- 16 Presentation Session

FINAL EXAMINATION

Mirpur University of Sciences & Technology **MUST Business School**

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 363**

Course name: **Money & Banking**

COURSE DESCRIPTION/OBJECTIVES:

In the wake of recent financial crisis, monetary system has grown out of historical circumstances. Economic analysis convinces us that to some extent our institutions cannot be other than what they are. For example, we may not have to use paper currency, but clearly some kind of medium of exchange is essential to run any economic system. Once conventions establish themselves as institutions, they dictate what purposes in fact can be served. An important objective of this course is to investigate the principal financial institutions involved in our macro economy. This course provides an overall perspective on the monetary and financial institutions. Monetary institutions can only be understood if one knows the magnitudes of the economic variables associated with them.

LEARNING OUTCOMES

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

1. The concept of the money, money demand & supply
2. Monetary theories the impact of monetary variables on real variables
3. The role of central bank and Instruments of monetary policy
4. The concept of trade deficit, exchange rates, and the impact of capital inflows (and capital outflows)
5. The Islamic perspective on money and banking

WEEK WISE COURSE CONTENTS

WEEK TOPICS

Week 1-2 Introduction: Barter System, Difficulties in Barter System, Definition of Money, Types of Money, Functions of Money, Evolution of the Payments System.

Week 3-5 The demand for Money: Quantity theory of Money

a. Fisher Version

b. Cambridge Version

Keynes Liquidity Preference theory:

a. Transaction demand b. Precautionary Demand c. Speculation Demand

i. Friedman's Modern Quantity Theory of Money

ii. Distinguishing between the Friedman's and Keynes Theory.

Week 6-7

Aggregate Demand and Supply Analysis: Aggregate Demand, Monetarist view of Aggregate Demand, Keynesian View of Aggregate Demand, Aggregate Supply, Shifts in Aggregate Demand Curve and Aggregate Supply Curve, Equilibrium in Aggregate Demand and Aggregate Supply, Short Run and Long Run Equilibrium.

MID TERM

Week 9-10 Central Banking:

Definition, Function of Central Bank, Credit Control and Central a. Banking b. Finance Market, Role of Central Bank in Developing Countries

Week 11 Commercial Banking: Definition, Types of Commercial Banks, Functions of Banks, Essentials of Sound Banking System, Credit Creation by Commercial Banks

Week 12-13 Money and Capital Markets: Introduction, Money Market Instruments, Capital Market Instruments, Financial Intermediaries, Role of Financial Intermediaries in Economic Growth.

Week 14-15 The International Monetary Fund:

The Origin of IMF, Objectives of the Fund, IMF and LDCs, Pakistan and the IMF

The World Bank:

Introduction, Borrowing and Lending Activities, Capital Structure, International Development Association (IDA), The International Finance Corporation (IFC), The Multinational Investment Guarantor Agency (MIGA)

Week- 16 Presentation Session

FINAL EXAMINATION

RECOMMENDED BOOKS;

1. Money, Banking and Financial Markets by Mishkin, Latest Edition
2. Monetary Economics by M.L. Jingan

Semester-VII	
BBA-471 Strategic Management	3
BBA-472 Operations Management	3
BBA-473 Managerial Accounting	3
BBA-474 Elective-III	3
BBA-475 Elective-IV	3
Total Credit Hours	15

Mirpur University of SCIENCES AND TECHNOLOGY
MUST Business School

Discipline: **BBA**
 Credit hours: **03**
 Course code: **BBA 471**
 Course name: **Strategic Management**

COURSE DESCRIPTION

The course is meticulously designed to enable students to make structural and performance analysis of competitive forces and to position a firm to gain strategic advantages in various business and organizational context. Through assignment of a wide variety of business-cases-study, the course attempts to develop knowledge-integrated analytical understanding of practical issues associated with the formulation, selection and implementation of business strategy choices. The course also helps the students to understand the relevance of Western strategic management theories and practices to the local settings. In addition, the course discusses the Islamic perspective of formulating, implementing, and managing organizational strategies.

LEARNING OUTCOMES

- By the end of this course it is expected that the student should be able to
1. Develop a framework of analysis to enable them to identify central issues and problem in complex, comprehensive case; to suggest alternative course of action; and present well supported recommendations for future action
 2. Develop conceptual skills so that students are able to integrate previously learned aspects of corporations.
 3. Understand the relevance of the strategic management theories and practices, underscored by Western academicians and practitioners, in local settings.
 4. Understand the Islamic perspective of formulating, implementing, and managing strategic decisions.
 5. Develop skills to analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions.

6. Bridge the gap between theory and practice and developing an understanding of when and how to apply the concepts and techniques learned in earlier courses in marketing, accounting; finance, management, production and information systems
7. Develop a better understanding of the present and future environment in which corporations must function.
8. Develop analytical and decision making skills for dealing with complex conceptual problems in an ethical manner

COURSE CONTENT Week 01, 02

AN OVERVIEW

- Strategic management: Definition and process
- Key terms in Strategic Management
- The nature of strategic decisions.
- The strategy managers: the role and tasks.
- Strategic planning and its benefits and pitfalls

Week 03, 04

**STRATEGY FORMULATION
: Vision and Mission**

- The business vision & mission
- Importance of vision and mission
- Components of mission statement
- Writing and evaluating mission statement.

Week 05

STRATEGY FORMULATION: EXTERNAL & INTERNAL ASSESSMENT

- Operating environment scanning
- Structural analysis of competitive forces
- The structure and performance of the industry as a whole.
- The structure and performance of individual competitors.
- Company situation analysis.
- Financial diagnosis
- Other functional areas diagnosis
- Existing strategies audit
- SWOT analysis

<p>Week 06</p>	<p>STRATEGIES IN ACTION</p> <ul style="list-style-type: none"> • Long-term Objectives • Types of Strategies • Integration Strategies • Intensive Strategies • Diversification Strategies • Defensive Strategies • Michael Porter's Generic Strategies • Means for achieving Strategies • Strategic Management in non-profit and Organization • Strategic Management in small firms
<p>Week 07</p>	<p>STRATEGY FORMULATION: ORGANIZATION AL PR</p> <ul style="list-style-type: none"> • The strategy-making hierarchy <ul style="list-style-type: none"> • Corporate strategy • Line of business strategies • Functional strategies • Operating strategies • The factors shaping strategy • Strategy and ethics • The basic strategy-making approaches.
<p>Week 08</p>	<p>STRATEGY ANALYSIS AND CHOICE</p> <ul style="list-style-type: none"> • A comprehensive strategy formulation framework • The input stage • The matching stage <ul style="list-style-type: none"> • SWOT Matrix <ul style="list-style-type: none"> • Space Matrix • BCG Matrix • IE Matrix • The Grand Strategy Matrix • The decision <ul style="list-style-type: none"> • QSPM Matrix • Strategy choice criteria <ul style="list-style-type: none"> • Consistency tests • Clarity of goals • Appropriate timing • Flexibility • Management commitment <ul style="list-style-type: none"> • The politics of strategy choice
<p>Week 09</p>	<p>STRATEGY IMPLEMENTATION</p> <ul style="list-style-type: none"> • Analyzing strategy-change • Analyzing organizational structure • Analyzing organizing culture

- Developing an effective reward structure
- Exerting strategic leadership
- Selecting an implementation approach
- Implementing strategy and evaluating the results
- Annual objectives and policies
- Resource allocation
- Managing conflicts

Week 10	STRATEGIES EVALUATION <ul style="list-style-type: none"> • Evaluation Framework • Characteristics of an effective evaluation system • Contingency planning • Auditing • 21st century challenges in Strategic Management
Week 11	STRATEGIC CONTROL <ul style="list-style-type: none"> • The strategic control process • The management information system (MIS) control • Top management & strategic control
Week 12	A CASE ANALYSIS FRAMEWORK <ul style="list-style-type: none"> • Diagnosis and record of the current situation • Identification and record of the strategic problems • Formulation and evaluation of alternative course • Selection of an action plan and set of recommendations • How to avoid pitfalls in case analysis • Communication of case analysis <ul style="list-style-type: none"> • The written report • The oral presentation and discussion

Week 13, 14	A CASE STUDY ASSIGNMENT <ul style="list-style-type: none"> • The students are required to study 10 cases during the course work. A case-study is assigned to a group of 2 to 3 students. Aside from the submission of the written analysis, the students have to make the oral presentation in the class.
Week 15	Project Presentations
Week 16	Course Wrap Up and Recap

RECOMMENDED BOOKS

- Certo & Peter; Strategic Management: Concepts & Applications, R House Business Division.
- Johnson Schol, Exploring Corporate Strategy, Prentice Hall
- Fried. R. David, Strategic Management, Prentice Ha

Mirpur University of SCIENCES AND TECHNOLOGY

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 472**

Course name: **Operations Management**

COURSE DESCRIPTION/OBJECTIVE

This course is designed to provide the student with an understanding of the foundations of the operations function in both manufacturing and services. The course will analyze operations from both the strategic and operational perspectives and highlight the competitive advantages that operations can provide for the organization. The goal of the course is to help students become effective managers in today's competitive, global environment. The course will examine operations as a competitive weapon, demand forecasting, supply-chain management, aggregate planning, inventory systems, just-in-time systems and material requirements planning.

INDENTED LEARNING OUTCOMES

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

1. Describe operation management areas of responsibility and the contribution of operations management to an organization.
2. Use computer analysis to produce a linear regression forecasting model.
3. Explain the concept of supply-chain management and the requirements and design of a successful supply chain.
4. Develop an operational aggregate plan following a chase strategy, level strategy or mixed strategy.
5. Describe inventory systems for independent demand and the costs and benefits of carrying inventory.
6. Identify the characteristics of JIT (just-in-time) systems that enable the realization of the JIT philosophy.
7. Identify the key concepts of materials planning for dependent demand using MRP (material requirement planning).

COURSE CONTENTS

Week 01, 02

INTRODUCTION

- o Introduction to Operations Management
- o Competitiveness, Strategy, and Productivity

- Decision Making
- Transportation models
- Waiting lines models
- Learning curves

Week 04, 05	SYSTEM DESIGN <ul style="list-style-type: none"> • Product and Service Design: Reliability • Strategic Capacity Planning for Products and Services: Decision Theory • Process Selection and Facility Layout: Linear Programming • Design of work systems: Learning Curves Location Planning and Analysis: The Transportation Model
Week 06	QUALITY <ul style="list-style-type: none"> • Management of Quality • Quality Control: Acceptance Sampling
Week 07	INVENTORY MANAGEMENT AND SCHEDULING <ul style="list-style-type: none"> • Inventory Management • Aggregate Planning • MRP and ERP • JIT and Lean Operations: Maintenance • Scheduling
Week 09, 10	SUPPLY CHAIN MANAGEMENT <ul style="list-style-type: none"> • Supply Chain Strategies • Vendor selection, Internet purchasing, Supplier quality and reliability • Benchmarking • Types of Facilities and location analysis techniques • Transportation and distribution system
Week 11, 12	<ul style="list-style-type: none"> • PROJECT MANAGEMENT • WAITING LINES AND SIMULATIONS
Week 13, 14	LAYOUT STRATEGY <ul style="list-style-type: none"> • Basics layouts • Designing process layouts • Designing product layouts • Warehousing and storage layouts • Assembly line balancing • Hybrid Layouts
Week 15	Final Project (Report Submission & Presentations)

TEXT BOOKS

- Operations Management, International Edition, Eighth Edition, by William J Stevenson, Publisher: McGraw-Hill
- Jay Heizer & Barry Render, Operations Management, Latest Edition, Prentice Hall

REFERENCE BOOKS

Operations Management by William J. Stevenson
Operations Management for MBAs by Jack R. Meredith and Scott M. Shafer
Operations Management 10th Edition) (Pearson Custom Business Resources) by Jay Heizer and Barry Render
Operations Management: Creating Value Along the Supply Chain by Robert S. Russell and Bernard W. Taylor

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 473**

Course name: **Managerial Accounting**

MANAGERIAL ACCOUNTING

Introduction: Managerial accounting: A perspective, Cost terms, concepts and classification, Responsibility accounting and cost allocation concepts: Responsibility accounting centers and performance reports, Cost flows and accumulation: The basic cost flow model, Cost accumulation: Merchandising, Manufacturing and Services organization, Costing systems: Job order-costing systems, Process costing system, Hybrid product costing system, Cost management systems., Cost behavior and estimation: Cost behavior patterns, Cost estimation methods and Account analysis, Cost – volume – profit analysis: The break even point, CVP analysis, CVP with multiple products, Cost structure and leverage analysis, Standard costing systems: Standard costs and control, Setting cost standards, Overhead application in a standard costing system, Differential cost analysis: Differential costs versus variable costs, Differential costs versus total costs, Cost analysis for pricing, Variable costing: Variable costing versus full absorption costing, Appropriateness of variable costing & full absorption costing methods, Flexible budgeting
Budgeting & monitoring

Text Books:

- Charles T. Hongren Introduction to Managerial Accounting Prentice Hall, International.
- Ronald W. Hilton Managerial Accounting McGraw Hill.
- Garrison: Managerial Accounting McGraw Hill.
- Charles Brandom Managerial Accounting: Strategy & Control, McGraw Hill.

Semester-VIII

BBA-481 Project/ 2 Courses	6
BBA-482 Entrepreneurship	3
BBA-483 Total Quality Management	3
BBA-484 Elective-V	3
BBA-485 Elective-VI	3
Total Credit Hours	18

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 481**

Course name: **Project/ 2 Courses**

COURSE DESCRIPTION

This course aims at imparting knowledge about the project planning and the concepts related to projects planning and management. The concepts and tools such as plan, organize, implement, and evaluate a project are thought in this course. The purpose of this course is to expose students to the real-life issues in project management, and equip them with necessary tools to resolve these issues. Use of quantitative techniques is supplemented by softer skills of leadership and human resource management.

LEARNING OUTCOMES

At the end of the course, a student should be able to develop:

1. The understanding of issues in each phase of project life cycle,
2. Necessary analytical skills to successfully select, design, implement, control, and terminate projects of varying complexities,
3. Appreciation of complex human issues in project management.

WEEKS	Course Contents	
1	INTRODUCTION	Definition, Understanding Project Management, The relationship between Project Management & General Management.
2&3	PROJECT SELECTION	Determining Feasibility, Factors for Project Selection Process, External Factors & Internal Factors, Quantitative Factors & Qualitative Factors.
4&5	PROJECT SELECTION MODELS	The Project Model, Phases of Project Management, Criteria/Checklist for Project Selection, Types of Project Selection Models.
6,7&8	PROJECT PLANNING	Programs & Projects, Planning Components, Preliminary coordination, Work plans, Work Breakdown Structure (WBS), Action Plans, Linear Responsibility Chart, Schedules, Status Reporting.
MID TERM		
9	BUDGETING	Estimating Project Budgets.
10&11	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.
12	TIME PLANNING	Project Scheduling, Types of Scheduling, Gantt chart, Program Evaluation Review Technique (PERT), Critical Path Method (CPM).
13	PROJECT CONTROL	Elements for Project Control, Requirements for Control System, Levels of control processes, Characteristics of a successful control system.
14	PROJECT AUDITING	Definition & Purpose of Auditing, Construction and use of Audit Report, Project Audit Life Cycle.
15&16	PROJECT TERMINATION PROCESS	Completion & Handover, Closing down Project Systems Reviews, Relocation of Staff, Disposal of Surplus Assets, The Final Report.
Final Examination		

Recommended/ Reference Books:

1. Harvey Maylor, "Project Management" Pearson Education Ltd,(3rd edition) Singapore. 2005).
2. Daniel D. Roman, "Managing Projects: A System Approach". Elsevier Publishing Co. New York. (1999)
3. Jack R. Meredith & Samuel J. Mantel, "Project Management: A Managerial Approach. John Wiley & Sons Inc: (1995)
4. James P. Lewis, "Fundamentals of Project Management". McGraw Hills Co. New York. (1994).
5. Khawaja Amjad Saeed, "Regional Management Cases". Institute of Business Management, Lahore. (1999).

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 482**

Course name: **Entrepreneurship**

COURSE DESCRIPTION

The objective of the course is too elucidating the role of creativity, entrepreneurial and innovative business activities and their management, within a domestic and global environment. The course aims to engender critical analytical skills, creative problem solving in the development and evaluation of new venture ideas while understanding both the opportunities and constraints faced by entrepreneurs. This course facilitates development of skills in conceptualizing, developing, and implementing advertising programs consistent with a formulated marketing strategy. The framework of advertising is used to expose students to various concepts, tools, and techniques utilized in making better advertising decision by competing in a comprehensive project. This course is about learning of risk and failure and growing from it. It is about learning to forge one's ideas into workable business concepts, commit them to paper, and flesh them out into a reasonable form that can be tested to see if it could stand up to the demands of the market. The students must write at a top level, argue the potential of their ideas, and convince investors that their ideas are worth being born in the marketplace.

LEARNING OUTCOMES

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

1. Develop an idea for a new venture;
2. Research its potential and understand the risks associated;
3. Undertake marketing, positioning, and customer development;
4. Prepare an analysis of the financial requirements and build a financial strategy for the new venture, including incremental appreciation of the equity base;

5. Plan for the execution and management of all the relevant functional areas of new venture including operations, supply chain, information systems, and human resources etc.
6. Identify and prepare legal documents, IP policy, contracts, etc. and
7. Develop a comprehensive business plan for their venture

Week wise distribution of course

Weeks Course Contents

Week- 1 Defining Entrepreneurship:

Creation economic organization, dimensions of entrepreneurship.

Week2&3 The Macro Environment for Entrepreneurship: process of environmental analysis, sources of opportunities, industry and market structure.

Week4&5 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.

Week – 6&7 The International Environment: the macro environment of international entrepreneurship, international entrepreneurial strategies, international organization behavior.

MID TERM

Week-9 Business Plan and Entrepreneurial Strategy: entry wedges, resource based strategies, strategy and industrial environment

Week-10 Marketing New Ventures: the marketing of entrepreneurship interface, marketing concepts and orientation, marketing strategy and sales forecasting.

Week-11 Element of New Ventures: creating the organization

Week

12&13 SME Definition: Importance of SME, SME in Pakistan

Week14&15 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

Week – 16 Group Presentations

Final Examination

RECOMMENDED / REFERENCE BOOKS

1. SMALL BUSINESS MANAGEMENT A CASE STUDY APPROACH, Devid Stokes, Latest Edition.
2. Mare J.Dollinger Entrepreneurship: Strategies and Resources. Austen Press.

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 483**

Course name: **Total Quality Management**

COURSE DESCRIPTION/OBJECTIVE

This course will present the various TQM frameworks, concepts, and quality improvement tools necessary for implementing the quality culture that characterizes world-class organizations. This course examines the concepts of TQM as systematic process in the context of continuous improvement and quality management initiatives that improves customer satisfaction. The course covers methodologies and tools that will aid the student to understand how TQM can be used as a strategic tool that helps the organization achieve a competitive advantage in a global economy. Total Quality Management (TQM) is a comprehensive and fundamental rule or belief for leading and operating an organization, aimed at continually improving performance over the long term by focusing on customers while addressing the needs of all stakeholders. It is both a philosophy and a set of guiding principles that represent the foundation of a continuously improving organization. The bottom line of TQM is results: increased productivity, efficiency, customer satisfaction/delight, and world-class performance. This course will present the various TQM frameworks, concepts, and quality improvement tools necessary for implementing the quality culture that characterizes world-class organizations of the 21st century.

INDENTED LEARNING OUTCOMES

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

1. Implement the principles and concepts inherent in a Total Quality Management (TQM) approach to managing a manufacturing or service organization.
2. Understand the philosophies--including similarities and differences--of the gurus of TQM in order to better evaluate TQM implementation proposals offered by quality management organizations and consultants.
3. Successfully implement process improvement teams trained to use the various quality tools for identifying appropriate process improvements.
4. Assess exactly where an organization stands on quality management with respect to the ISO 9000 quality management standard and the Baldrige Award criteria.
5. Develop a strategy for implementing TQM in an organization.

COURSE CONTENTS

Week 01, 02	INTRODUCTION TO TOTAL QUALITY MANAGEMENT <ul style="list-style-type: none"> • Definition of TQM • Overview of quality and dimensions of quality • TQM framework • Quality Gurus and their contribution to TQM • Obstacles in implementing TQM program in an organization
Week 03, 04	Role Of Top Management In Implementing TQM <ul style="list-style-type: none"> • Quality statements • Importance of Communication in implementing TQM program
Week 05, 06	RELATIONSHIP OF CUSTOMER SATISFACTION AND QUALITY IMPROVEMENT
Week 07, 08	ROLE OF EMPLOYEES TEAMWORK AND EMPLOYEE EMPOWERMENT INITIATIVES FOR SUCCESSFUL TQM PERFORMANCE
Week 09, 10	PERFORMANCE MEASURES FOR TQM <ul style="list-style-type: none"> • Typical measurements (cost, time ,HR, marketing, administrative measures and so on) • Criteria for choosing performance measures and building performance excellence
Week 11, 12	QUALITY MANAGEMENT SYSTEM Benefits of ISO registration ISO Series of Standards Environmental management system (ISO 14000)
Week 13, 14	SATISTICAL PROCESS CONTROL <ul style="list-style-type: none"> • Introduction to SPC • Basic SPC Tools
Week 15	Final Project (Report Submission & Presentations)

TEXT BOOKS:

1. John S. Oakland (2005) Total Quality Management, (3rd edition), Butterworth - Heinemann, An Imprint of Elsevier, Linacre house, Jordan Hill, Oxford, 200 Wheeler Road, Burlington.
2. Suburban Ramsey (2005) Total Quality Management, Tata McGraw-Hill Publishing Company Limited, Delhi

REFERENCE:

1. Foster, T. S. (2006). *Managing quality: An integrative approach* (2nd ed.). Upper Saddle, NJ: Prentice – Hall.
2. Sadikoglu, E. (2004, September). Total quality management: Context and performance. *The Journal of Academy of Business, Cambridge*, 5 (1/2), 364-

Elective Courses

ACCOUNTING & FINANCE		
Course Code	Title	Credit Hrs.
BBA-360	Advanced Financial Accounting	3
BBA-367	Auditing Theory & Practice	3
BBA-368	Analysis of Financial Statements	3
BBA-369	International Finance	3
BBA-370	Investment Analysis and Portfolio Management	3
BBA-470	Financial Markets	3
BBA-477	Risk Management	3
BBA-478	Islamic Banking	3
BBA-479	Investment Banking and Financial Services	3

Mirpur University of Sciences & Technology MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA 360**

Course name: **Advanced Financial Accounting**

COURSE DESCRIPTION/OBJECTIVES

The primary aim of Financial Accounting is to provide students with an introduction to the process and function of financial reporting. Whilst a large proportion of the course is aimed at understanding accounting as a process, taking a preparer's perspective, we will also seek to develop an understanding of the importance of the role of accounting in today's society.

LEARNING OUTCOMES

After studying this course the student will be able to understand: 117

1. The language of accounting and financial reporting;
2. Complete Accounting Cycle
3. Preparation and the role of Journal, Ledger and subsidiary books
4. Preparation of balance sheet, profit and loss account and cash flow.

COURSE CONTENT

<p>Week 01</p>	<p>Accounting and its role</p> <ul style="list-style-type: none"> • Development of accounting • Accounting Theory and Conceptual framework • Accounting Defined • Why study Accounting • Financial statements • Major fields of Accounting • Accounting as a Career • Question for Class Discussions
<p>Week 02</p>	<p>Basic Accounting Concepts</p> <ul style="list-style-type: none"> • The Entity Concept • The Reliability (or Objectivity) principle • The cost Principle • The Going-Concern Assumptions • The Stable Currency Assumptions • Ethics-the-Most Fundamental Principle of Accounting
<p>Week 03 & 04</p>	<p>The recording process</p> <ul style="list-style-type: none"> • The Recognition Issue • The Valuation Issue • The Classification Issue • The Recording Process • Analysis of Transaction • The Journal • The Ledger • Balancing the Accounts • Trial Balance • Limitations of Trial Balance • Chart of Accounts
<p>Week 05</p>	<p>The year and adjustments and financial statements</p> <ul style="list-style-type: none"> • Recording Revenue and Expenses • Accounting Period • Need for Adjusting Entries • Adjusting Entries Illustrated • Preparation of Financial Statements
<p>Wek 06</p>	<p>Accounting for trading organization</p> <ul style="list-style-type: none"> • The Purchase Function • Accounting for Purchase • Accounting for Stock and Cost of Goods Sold • Periodic System • Closing Entries.

	<ul style="list-style-type: none"> • Perpetual System • The Accounting for Sales • Worksheet • Preparation of financial Statements • Departmental Accounts
Week 07	Accounting Systems <ul style="list-style-type: none"> • Developing a System • Special Journal • Subsidiary Journal • Special Journal and Posting Process • Posting from the Cash Book • General Journal
Week 08	Cash and temporary investment <ul style="list-style-type: none"> • Nature and Composition of Cash • Cash Management and Control • Maintaining Bank Account • Steps in Preparing the Bank Reconciliation • Over the counter receipts • Short term investments
Week 09 & 10	Accounting for debtors and stock <ul style="list-style-type: none"> • Accounting Treatment of Bad Debts • Direct write-Off Method • Aging Schedule • Percentage of Sales Method • Recoveries of Bad debts • Stock • Measurement of Stock Quantity • Measurement of Stock Cost • Perpetual Stock System • Periodic Stock System • First in First out • Last in First out
Week 11	Mid-Term
Week 12	Accounting for property, plant and equipment <ul style="list-style-type: none"> • Property, Plant and Equipment • Lum-sum Purchase • Subsequent Expenditure • Depreciation • Units-of-Output Method • Reducing-Balance Methods • Sum-of-the-years-digits Method • Revaluation • Review of Useful life • Intangible Assets and Amortization • Wasting Assets and Depletion • Demonstration Problem
Week 13	Accounting for companies

	<ul style="list-style-type: none"> • The Company • Types of Company • Formation of a Public Limited Co, • Classes of Shares • Ordinary Shares • Preference Shares • Issuance of Shares • Market Value of Shares • Share Capital and Share Premium • No Par Value Share
Week 14	Company final Accounts <ul style="list-style-type: none"> • Published Annual Report • The contents of the Published Accounts • Dividends • Reserve • Dividend payment process • Profit and Loss Appropriation Account
Week 15	Company final Accounts <ul style="list-style-type: none"> • Alteration of Capital • Bonus Shares • Right Issue • Stock Splits • Treasury Stock
Week 16	Final Exam

TEXT/REFERENCES BOOKS

1. Williams, Haka, Bettner: Financial & Managerial Accounting, Latest Edition, Prentice Hall
2. Professor Muhammad Ammanullah Khan: Financial Accounting, Latest Edition
3. Frank Wood's: Business Accounting 1, Eleventh Edition
4. Meigs and Meigs, Accounting for Business Decision, 9th Edition/Latest Edition.

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-367**

Course Name: **Auditing Theory & Practice**

Course description and objectives

The overarching goal of this course is to help you develop a deeper understanding of theory and research in the area of career development and planning and to demonstrate how such

knowledge is pertinent for the effective management of your own career. An in-depth understanding of caree

LEARNING OUTCOMES

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

1. Better manage your own careers in general and prepare your job search process in particular.
2. Conceptualise, implement, and complete a project in a team.
3. Articulate awareness and insights about your strengths and growth areas and develop practical strategies to apply these insights in managing your own career development.
4. Identify and describe a career path that best suits your values, interests, personality, and skills.
5. Identify factors influencing employees and their careers.
6. Compare and contrast the various theories of career choice and development.
7. Develop an in-depth understanding of theory and research in career development.

WEEKS	Course Contents
1	Introduction and course overview
3-4	Resume Writing & Acing the Interview
5-6	Personality
7-9	Networking for Success & Presentation Skills
Midterm	
10-12	Career Decision Making Social Issues surrounding careers
13-14	Communication and interpersonal issues in organisations Power and influence
15-16	Graduate Panel & Negotiation Managing your Career : Goal Setting and Proactivity
Final Examination	

Recommended/ Reference Books:

- Baruch, Y. 2004. Managing careers: Theory and practice. England: Pearson Education.
- Bright, J., & Earl, J. 2004. Resumes that get short-listed. Australia: Allen.
- Brown, D. 2007. Career information, career counseling, and career development (9th ed.). Boston: Pearson

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**
Credit hours: **03**
Course code: **BBA-368**
Course Name: **Analysis of Financial Statements**

COURSE DESCRIPTION

The module aims at building competence in corporate finance further by extending the coverage in Business Finance module to include three more of the finance functions – financial planning and control, working capital management and financing sources. It continues to emphasize on strategic decision making techniques that best serve the interests of shareholders, which is to maximize the value of the company.

INDENTED LEARNING OUTCOMES

At the end on this course the student will be able to understand:

1. Role of financial planning and control– financial forecasting and cash budgeting tools – in planning for the firm’s short term financial requirements
2. Working capital and its components, applications of different techniques that managers can use to manage various aspects of working capital – cash and liquidity, credit and receivables, inventories, etc.
3. Short term sources of financing
4. Long term financing –venture capital, equity, debentures etc
5. Different theories of capital structure, their predictions about optimal capital structure and the limitations of using debt in the firms’ capital structure

COURSE CONTENT

Week 01	Meaning and Scope of Financial Management. <ul style="list-style-type: none">• Finance and financial management• Scope of Financial management• Business organizations• Organization of the finance function• Finance management vs. other managerial functions
Week 02	The Finance manager and the financial environment <ul style="list-style-type: none">• Financial markets• Financial institutions• The roles of the finance manager

	<ul style="list-style-type: none"> • Goals of the firm • Agency problems and their mitigation
Week 03 & 04	<p>“Time Value of Money” Calculate the future value (FV) or present value (PV) of single sum of money; Calculate the interest rate or time period for single-sum problems; Calculate the FV or PV of an annuity and an annuity due; Calculate the payments, interest rate, or time period for annuity and annuity-due problems. Calculate the value, cash flow, or interest rate in a perpet problem; Calculate the FV or PV of a series of uneven cash flows compound or discount the Cash flows); Adapt all FV and PV calculations to other-than-annual compounding periods; Compute the solution for various time value of money problems.</p> <p>“Bond and Their Valuation” Who Issues Bonds, Key Characteristics of Bonds Bond Valuation, Bond Yields Bonds with Semiannual Coupons Assessing the Riskiness of a Bond Default Risk, Bond Markets</p>
Week 05	<p>“Share and Their Valuation” Legal Rights and Privileges of Common Stockholders Types of Ordinary Stock The Market for Ordinary Stock Ordinary Stock Valuation Share Market Equilibrium Actual Share Prices and Returns Preferred Shares</p>
Week 06	<p>“Risk and Return” Stand Alone Risk The Trade Off between Risk and Return Risk in a Portfolio Context The Relationship between Risk and Rates of Return Physical Assets versus Securities Some Concerns about Beta and the CAMP Volatility Versus Risk</p>
Week 07	<p>INVESTMENT APPRAISALS</p> <ul style="list-style-type: none"> • Types of investment projects • Investment process

	<ul style="list-style-type: none"> • Non-discounted appraisal techniques • Discounted Cash flow techniques • A comparison of the NPV and the IRR methods
<p>Week 08</p>	<p>“Analysis of Cash Flows”</p> <p>The student should be able to</p> <p>Explain the relevance of cash flows to analyzing business activities;</p> <p>Describe the elements of operating cash flows;</p> <p>Describe the elements of investing cash flows;</p> <p>Describe the elements of financing cash flows;</p> <p>Classify a particular item as an operating cash flow, an investing cash flow, or a Financing cash flow;</p> <p>Compute, explain, and interpret a statement of cash flows, using the direct method and the indirect method;</p> <p>Compute free cash flow.</p>
<p>Week 09</p>	<p>“Analysis of Inventories”</p> <p>The student should be able to</p> <p>compute ending inventory balances and cost of goods sold using the LIFO, FIFO, and average cost methods to account for product inventory;</p> <p>Explain the usefulness of inventory and cost-of-goods-sold data provided by the LIFO, FIFO, and average cost methods when prices are stable versus when prices are rising;</p> <p>Discuss the impact of LIFO and FIFO (in periods of rising prices and stable or increasing inventory quantities) on a company’s cost of goods sold, income, cash flow, and working capital;</p> <p>Describe the effects of adjustment from LIFO to FIFO on inventory balances, cost of goods sold, and income;</p> <p>Compute and describe the effects of the choice of inventory method on profitability, liquidity, activity, and solvency ratios;</p> <p>Discuss the two reasons why a LIFO reserve might decline during a period and</p> <p>Discuss the implications of such a decline for financial analysis.</p>
<p>Week 10</p>	<p>“The Investment Setting”</p> <p>The student should be able to</p> <p>Calculate the holding-period return;</p> <p>Calculate the holding-period yield;</p> <p>Calculate both the arithmetic mean return and the geometric mean return;</p> <p>Calculate the expected return;</p> <p>Calculate the variance and standard deviation of return;</p> <p>Calculate the coefficient of variation for an investment;</p> <p>Calculate the expected rate of return for a stock or a stock market series, using Estimates of ending values and dividen</p>

	payments.
Week 11	<p align="center">“The Cost of Capital</p> <p>The student should be able to</p> <p>Explain why the cost of capital used in capital budgeting should be a weighted average of the costs of various types of capital the company uses and not the cost of the specific financing used to fund a particular project;</p> <p>Define and calculate (1) the component cost of debt, (2) the component cost of preferred stock, (3) the component cost of retained earnings (three different methods), and (4) the component cost of newly issued stock or external equity;</p> <p>define the target (optimal) capital structure;</p> <p>Define and calculate a company’s weighted-average cost of capital.</p>
Week 12	<p align="center">“The Basics of Capital Budgeting”</p> <p>The student should be able to</p> <p>define capital budgeting;</p> <p>describe and calculate four methods used to evaluate capital projects: payback period, discounted payback period, net present value (NPV), and internal rate of return (IRR);</p> <p>explain the NPV profile;</p> <p>explain the relative advantages and disadvantages of the NPV and IRR methods, particularly with respect to independent versus mutually exclusive projects;</p> <p>Describe and calculate the modified IRR (MIRR);</p> <p>Explain the “multiple IRR problem” and the condition that cause the problem;</p> <p>Explain why NPV, IRR, and MIRR methods can produce conflicting rankings for capital projects.</p>
Week 13	<p align="center">“Cash Flow Estimation and Other Topics in Capital Budgeting”</p> <p>The student should be able to</p> <p>Distinguish between cash flows and accounting profits;</p> <p>Define the following terms and discuss their relevance to capital budgeting:</p> <p>incremental cash flow, sunk cost, opportunity cost, externalities, and cannibalization;</p> <p>Define an expansion project and a replacement project;</p> <p>Determine by NPV analysis whether a replacement project should be undertaken;</p> <p>Define initial investment outlay, operating cash flow over the project’s life, and terminal-year cash flow, and compute the NPV measure for an expansion project and a replacement project;</p> <p>Compare two projects with unequal lives, using both the replacement chain and equivalent annual annuity approaches;</p> <p>Discuss the effects of inflation on capital budgeting analysis.</p>
Week 14	<p align="center">“Risk Analysis and the Optimal Capital Budget”</p> <p>The student should be able to</p>

	<p>Distinguish among three types of project risk: stand-alone, corporate, and market; Distinguish among sensitivity analysis, scenario analysis, and Monte Carlo simulation as risk analysis techniques; Describe how the security market line is used in the capital budgeting process; Describe the pure play and accounting beta methods for estimating individual project betas.</p>
<p>Week 15</p>	<p>“Capital Structure and The student should be able to Define target capital structure and optimal capital structure; Describe, and state the impact of changes in, factors that influence a company’s capital structure decision; Explain business risk and financial risk and discuss factors that influence each risk; Explain and calculate the effects of changes in sales or earnings before interest and taxes (EBIT) on earnings per share for companies with differing amounts of debt financing; Define operating leverage and explain how it affects a project or company’s expected rate of return; Calculate the breakeven quantity of sales and determine the firm’s gain or loss at various sales levels; Define financial leverage; Calculate degree of operating leverage, degree of financial leverage, and degree of total leverage; Describe the relationship between financial leverage and financial risk; Discuss why the use of greater amounts of debt in the capital structure can raise both the cost of debt and the cost of equity capital; Describe how changes in the use of debt can cause changes in the company’s earnings per share and in the stock price; Distinguish between the value of a company and the value of the company’s common stock; Explain the effect of taxes and bankruptcy costs on the cost of capital, the optimal capital structure, and the Modigliani and Miller (MM) capital structure irrelevance proposition; Compare the MM capital structure irrelevance proposition and the trade-off theory of leverage; Describe how a company signals its prospects through its financing choices.</p>
<p>Week 16</p>	<p>Financial forecasting Keeping Track of forecasts Sales Forecast Financial Statement Forecasting: Constant Ratio Method The AFN Formula Forecasting Financial Requirements When the Balance Sheet</p>

	<p>Ratios Are Subject to Change Other Techniques for Forecasting Financial Statements Computerized Financial Planning Models</p>
Week 17	<p>Managing Current Assets Working Capital Terminology Alternative Current Asset Investment Policies The Concept of Zero Working Capital Cash Management The Cash Budget Cash Management Techniques Marketable Securities Inventory costs Inventory Control Systems Receivables Management Credit Policy Setting the Credit Period and Standards Setting the Collection Policy</p>
Week 18	<p>Financing Current Assets Sound Working Capital Requires Appropriate Financing Alternative Current Asset Financing Policies Advantages and Disadvantages of Short-Term Financing Accruals Account Payable (Trade Credit) Short-Term Bank Loans The Cost of Bank Loans Choosing a Bank Commercial Paper Use in short-Term Financing</p>

RECOMMENDED BOOKS

- Ross, S.A., Westerfield, R. W. & Jordan, B. D. (2006) *Fundamentals corporate finance*. 7th edition. New York: McGraw Hill
- Eugene F. Brigham: *Fundamentals of Financial Management*
- Jones, *Financial Management*
- White, Sondhi and Fried, *Analysis of Financial Statements*.

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-369**

Course Name: **International Finance**

COURSE DESCRIPTION:

The course is offered to orient the students with the understandings of the financial institutions and their working in international capital markets. We will examine the patterns and the mechanisms of international trade and international finance. Further, it introduces the students to the structure and functions of the financial systems and offers a practical perspective on the workings of these financial institutions.

LEARNING OUTCOMES

On completion of the course the students shall be able to demonstrate an understanding of the subject matter and financial environments.

1. Have a general knowledge of international economics. Describe the main questions in international economics and the main components of international trade and international finance. Explain the impact of each key component; and analyze the critique of the applicability of models.

2. Apply the international economic concepts, principles, and models to analyze global phenomena and relevant policy debates, conduct economic analysis of the world economy and society, and carry out independently applied research on international economic problems.

3. Analyze qualitatively and quantitatively basic international trade and finance problems, apply your knowledge to practical situations and make wise economic decisions, and adapt to changes in business and social environments and professional requirements Locate, gather, and organize information using appropriate information technology and systems.

Course Contents	
WEEKS	
1	International trade and gains from trade; The Ricardian model
2&3	The specific factors model and the standard trade model
4,5&6	Globalization and inequality
7&8	The transfer problem
MID TERM	
9&10	Trade policy – Tariffs A case study of trade policy
11&12	Inter-temporal trade and the current account Current account adjustment and real exchange rates (with application to the Pakistan current account deficit) The Foreign exchange market and currency speculation
13&14	Money and exchange rates, PPP, and the real exchange rate The Mundell-Fleming model and exchange rate regimes
15&16	Financial crises and currency crises
Final Examination	

Recommended/ Reference Books:

- Madura, Jeff, Financial Markets and Institution, South-Western
- FINANCIAL MARKETS, INSTITUTIONS AND MONEY--- Fredericl-S-Mishken (5th Edition) Harper Collins Publisher, New York.
- Giddens, Anthony. Runaway world: how globalization is reshaping our lives, Routledge. (2000)
- Kremer, Michael, and Eric Maskin. "Globalization and Inequality." October 2006.

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-370**

Course Name: **Investment Analysis and Portfolio Management**

COURSE DESCRIPTION/OBJECTIVE

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

LEARNING OUTCOMES

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

1. Understand the operations of financial markets;
2. To analyze the various types of assets including equities, fixed income securities, and derivatives.

COURSE CONTENT

Week 01	Investment Settings
Week 02	Organization And Functioning Of Securities Market
Week 03	Security market indicator series
Week 04	Introduction to efficient market hypothesis
Week 05	An introduction to portfolio management
Week 06	An introduction to asset pricing models
Week 07	Analysis of financial statements

Week 08	
Week 09	Security valuation
Week 10	Stock market analysis
Week 11	Industry analysis
Week 12	Company analysis and stock valuation
Week 13	Technical analysis
Week 14	Introduction to behavioral finance
Week 15	Introduction to financial derivatives
Week 16	Forwards, Futures, Options & Swaps
	Project/Revision

TEXT BOOK

1. Jones. P. Charles; Investment: Analysis & Management, John Wiley

REFERENCE BOOKS

1. Sharpe, Alexander and Bailey; Investments, Prentice Hall.
 - Bodie, Kanye & Marcus; Investment, McGraw Hill.
 - Radcliff; Investment: Concepts Analysis Strategy, Addison Wesley..

Mirpur University of Sciences & Technology MUST Business School

Discipline: **BBA**
Credit hours: **03**
Course code: **BBA-47-**
Course Name: **Financial Markets**

COURSE DESCRIPTION:

The course is offered to orient the students with the understandings of the financial institutions and their working in international capital markets. Further, it introduces the students to the structure and functions of the financial systems and offers a practical perspective on the

workings of these financial institutions. The module first provides an overview of the financial system, focusing on its main components, functions and operations; determination of interest rates and valuation of cash flows. Secondly, it covers financial markets including money markets, bond markets, mortgage markets, stock markets and derivatives markets. Thirdly, it introduces the basic elements financial institutions and their role in corporate finance and in the economy. The module therefore, is intended to enable students to understand the general functions and main features of important financial markets and institutions, and to be familiar with the structure and dynamics of the financial system in Pakistan and at international level.

LEARNING OUTCOMES

On completion of the course the students shall be able to demonstrate an understanding of the subject matter and financial environments, not only of the developed world but also of Pakistan. Specifically, the students should be able to;

1. Understand, analyze and critically examine the salient features of financial system and institutional framework.
2. Understand the financial instruments and the cash flow implications of various products.
3. Understand the regulatory framework, the world regulatory architecture shaping up. The strength and weaknesses of some of the regulations.

WEEKS	Course Contents
1	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
2&3	Determination of Interest Rate Loanable Fund Theory, Factors the affect Interest rate, Forecasting Interest rate
4,5&6	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
7&8	Equity Market Private equity, Public equity, Initial Public Offering, Secondary Stock Offering Stock Repurchases, Stock Exchanges, Monitory Publicly Traded Companies
MID TERM	
9&10	Markets Microstructure and Strategies Stock Markets Transactions, How stock Transactions are executed, Regulation of Stock Trading, Trading of International Stocks
11&12	Commercial Bank Operations Background on commercial banks, Bank sources of funds, Uses of Funds by

	Banks Off balance sheet activities, International Banking,
13&14	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
15&16	Securities Operations Services provided by securities firms, Regulation of securities firms, Risk of securities firms, Valuation of Securities firms,
Final Examination	

Recommended/ Reference Books:

1. Madura, Jeff, Financial Markets and Institution, South-Westren
2. FINANCIAL MARKETS, INSTITUTIONS AND MONEY--- Fredericl-S-Mishken (5th Edition) Harper Collins Publisher, New York.

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-477**

Course Name: **Risk Management**

COURSE DESCRIPTION/OBJECTIVE

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

LEARNING OUTCOMES

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

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

COURSE CONTENT

Week 01	Introduction to risk management
Week 02	Risk and return
Week 03	Why are financial intermediaries special
Week 04	Risks of financial intermediation
Week 05	Interest rate risk
Week 06	Market risk
Week 07	Credit risk
Week 08	Mid-term Exam
Week 09	Off-balance-sheet risk
Week 10	Technology and other operational risks
Week 11	Foreign exchange risk
Week 12	Sovereign risk, Liquidity risk
Week 13	Insurance
Week 14	Options, caps, floors, and collars
Week 15	Swaps, Futures and forwards
Week 16	Securitization

RECOMMENDED TEXTBOOK

Saunders, A. and M. Cornett. 2008. *Financial institutions management: A risk management approach*, 6th ed. Boston: McGraw-Hill.

Harrington, S. and G. Niehaus. 2004. *Risk management and insurance*, 2nd ed. Boston: McGraw-Hill.

Rivai, V., A. Veithzal, and F. Idroes. 2007. *Bank and financial institution management: Conventional and Sharia System*. Jakarta: Rajawali Pers..

Mirpur University of Sciences & Technology MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-478**

Course Name: **Islamic Banking**

COURSE DESCRIPTION

The course basically deals with the introduction of those commercial laws which are directly or indirectly related to Business. It includes a short study of contract law, partnership Act, companies ordinance and Negotiable instrument

The emphasis in this course is to introduce the students with the basic concepts of conventional business law and its implementation in the contemporary financial institutions. The course is outlined in such a way to show the basic philosophy of conventional Business Law along with some example from case study.

LEARNING OUTCOMES

At the conclusion of this course, the student will be:

1. To provide basic philosophy of conventional Business Law so to enable a student to critically analyze these laws with those present in other legal system.
2. At the conclusion of this course, the student will be:
3. To know about the basic concepts of conventional business law.
4. To know about basic aspect of conventional Business Law
5. To explain that how such different aspects can be practically applied in the modern market
6. Can determine various hurdles in the way of implementation of such Laws in the modern market
7. Can put forward some suggestion that how such hurdles can be removed
8. Can describe easily advantages of conventional Business Law in the business activities
9. Can describe disadvantages of conventional Business Law
10. Can determine that how business can be made profitable in the eyes of philosophy of such Laws
11. Can compare the conventional Business Law with other conventional business laws.

COURSE CONTENT

Week 01	Definition and classification of Laws, over view of general an commercial terms, Business Entities such as sole proprietorship, partnership and joint stock companies
Week 02	Definition of a contract, Essential elements of a valid contra Legal provision governing offers ,communication, acceptanc or counter offer, consideration, agreement, lawful purpose, parties to the contract and their intent to create contractual obligations
Week 04	Definition and Essential Elements of a partnership, partnership deeds, rights and duties of partners, partnership distinguished from sole proprietorship and the companies
Week 05	Individual and Joint liabilities of the partners for the firm debts, principles governing ownership of the firm"s asset and distribution of profits, implied and specific authority of the partners, principle of holding out, Dissolution of the partnership
Week 06	Concept of limited liability and Juristic person Requirement and process of incorporation, Effects of incorporation, types of joint stock companies by nature and formation, Ownership and management of the companies
Week 07	Rights of the shareholders, Rights ,power and duties of the Board of Directors, Statutory provisions governing the election of Directors, meeting of the shareholders and the board of Directors, disclosure requirements and the financial statements

Week 09	Listed vs. non listed companies, advantages and disadvantages of listing, listing requirements of Stock Exchange. salient provision of Code of Corporate Governance, Brief discussion of Securities and Exchange Commission Of Pakistan as the corporate watch dog
Week 09	Mid -term exam
Week 10	Definition, Nature of the contract of sale, conditions and warranties, Definition ,Nature of the contract of sale condition and warranties
Week 11	Transfer of property ,performance of the contract of sale, Delivery of the goods, Unpaid seller and auction sale, Consignment basis, Delivery against advance payment ,supply against letter of credit, types of letter of credit
Week 12	Laws relating to indemnity, guarantees, bailment, hyphothetication, pledge and Mortgage, agency agreement
Week 13	Evolution of Banks, types of banks, major function of banks, Negotiable instruments Act ,Definition ,characteristics of Negotiable instruments,
Week 14	Bill of Exchange and promissory Notes, parties to instrument, negotiation and endorsement, liabilities of the parties, payment and discharge of liabilities
Week 15	Revision
Week 16	Final exam

RECOMMENDED BOOKS

Dr. Khwaja Amjed saeed, Mercantile and Industrial Laws in Pakistan, Edition Institute of Business Management.

Nazir Ahmad Shaheen, Practical approach to the Companies Ordinan Latest Edition, PLD.

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-479**

Course Name: **Investment Banking and Financial Services**

COURSE DESCRIPTION/OBJECTIVE

The objective of the course is to study theory and empirical evidence relevant for portfolio management. An emphasis is placed on understanding how an investment professional would allocate funds in a hypothetical portfolio. Major topics include estimation of capital market parameters, trade-off between risk and return, optimal portfolio selection, equilibrium asset pricing models, and delegated portfolio management. Emphasis will be put on development of

techniques that should be part of the tool kit of those interested in becoming professional investors and/or researchers in finance. The course material is tilted heavily towards equity markets since there are separate courses that cover fixed income markets and derivative securities. This course is designed to primarily address the needs of advanced students in an MBA program.

LEARNING OUTCOMES

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

1. Understand the operations of financial markets;
2. To analyze the various types of assets including equities, fixed income securities, and derivatives.

COURSE CONTENT

Week 01	Investment Settings
Week 02	Organization And Functioning Of Securities Market
Week 03	Security market indicator series
Week 04	Introduction to efficient market hypothesis
Week 05	An introduction to portfolio management
Week 06	An introduction to asset pricing models
Week 07	Analysis of financial statements
Week 08	Security valuation
Week 09	Stock market analysis
Week 10	Industry analysis
Week 11	Company analysis and stock valuation
Week 12	Technical analysis
Week 13	Introduction to behavioral finance
Week 14	Introduction to financial derivatives
Week 15	Forwards, Futures, Options & Swaps
Week 16	Project/Revision

TEXT BOOK

1. Jones. P. Charles; Investment: Analysis & Management, John Wiley & Sons.

REFERENCE BOOKS

1. Sharpe, Alenander and Bailey; Investments, Prentice Hall.
2. Bodie, Kanne & Marcus; Investment, McGraw Hill.
3. Radcliff; Investment: Concepts Analysis Strategy, Addison Wesley.

MARKETING		
Course Code	Title	Credit Hrs.
BBA-480	Advertising	3
BBA-486	Strategic Marketing	3
BBA-487	Export Marketing	3
BBA-488	Social Marketing	3
BBA-489	International Marketing	3
BBA-490	Sales Management	3
BBA-491	Brand Management	3
BBA-492	Seminars in Marketing	3

Mirpur University of Sciences & Technology
MUST Business School

Credit hours: **03**

Course code: **BBA-480**

Course Name: **Advertising**

COURSE DESCRIPTION

This course is designed to develop an understanding about the role of communications in the marketing mix. The course covers different types of promotional tools, media and methodologies of integrated marketing communication process. Students will learn an analytical approach to the study of marketing communications including how to integrate all of the marketing communication elements and how this is critical to an organization's success.

COURSE GOALS

The major objectives of the course are:

- To introduce students to the principle and basic concept of marketing communication process in a streamlined integrated marketing strategy.
- To provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities.
- To analyze and evaluate the fast-changing field of advertising and promotion which affects global marketing, society and economy.
- To develop positive communication skills by extending the marketing communication approaches and techniques into effective marketing strategy and programs which are necessary to communicating to target audiences?

LEARNING OUTCOMES

Knowledge and Understanding

Successful students will have a knowledge and understanding of:

- how to develop and understanding of the function of IMC and analyze the role of the IMC practitioner in an organization by applying logical and strategic thinking to solving communication problems (IDA).

COURSE CONTENT

Week beginning:	Activities/Topics/Assignments:
Week 01	Introduction to Marketing Communications Strategy <ul style="list-style-type: none"> • Course objectives • Expected outcomes • Content and assignments Integrated Marketing Communications (IMC) Integrated Brand Promotion (IBP) Communications process and the structure of the advertising industry.
Week 02	Advertising in Business and Society <ul style="list-style-type: none"> • The evaluation of advertising • Social, ethical, and Regulatory aspects of advertising and marketing communications.
Week 03 & 04	Advertising, IBP, and Consumer Behaviour <ul style="list-style-type: none"> • Consumer buyer behaviour • The purchase decision • Marketing segmentation and positioning • Advertising planning (international) and cultural barriers • Advertising plan and its context • Communications vs. Sales objectives
Week 05	Market Segmentation, Positioning, and the Value Proposition <ul style="list-style-type: none"> • Identifying market segments • The positioning & repositioning strategy • The value proposition Due date: Assignment #1, Essay Assignment
Week 06	The Advertising Plan <ul style="list-style-type: none"> • The basic component • Setting advertising objectives • Setting advertising budgets • The role of advertising agency Message Strategy <ul style="list-style-type: none"> • A review of information processing process • Categories of message strategy

	<ul style="list-style-type: none"> • Brand strategy
Week 07 & 08	<p>Message Strategy (continued)</p> <ul style="list-style-type: none"> • Verbal vs. visual messages • Types of advertising appeal
Week 09	READING WEEK
Week 10	<p>Media Planning Strategy</p> <ul style="list-style-type: none"> • Objective setting and strategy for advertising and promoting the brand • Media planning process • Media types: print, TV, and radio • The internet
Week 11	<p>Sales promotion</p> <ol style="list-style-type: none"> 5. Sales promotion defined 6. Consumer sales promotion 7. Trade sales promotion 8. The risks of sales promotion 9. Support media and promotional aids 10. Point-of-Purchase advertising 11. Event sponsorship
Week 12	<p>Direct Marketing</p> <ul style="list-style-type: none"> • The evolution of direct marketing • Database marketing • Media applications in direct marketing
Week 13	<p>Public Relation and Corporate Advertising</p> <ul style="list-style-type: none"> • Public relation • Corporate advertising • Integrated brand promotion <p>Building the brand and growing the business</p>
Week 14	Recap
Week 15	Due date: Assignment #3, Marketing Communications Plan

TEXT BOOKS

1. Rushton, A., Croucher, P., and Baker, P. (2007). The handbook of Logistics and Distribution Management (3rd Ed.), McGraw Hill.

2. Additional Readings:

3. Ballou, R. H. (2006). Business Logistics Management, (6th ed.), New Jersey Prentice-Hall International, Inc.

4. Arnold, J. R. & Chapman, S. N. (2001). Introduction to Materials Management. (4th ed.), New Jersey: Prentice Hall.

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**
Credit hours: **03**
Course code: **BBA-486**
Course Name: **Strategic Marketing**

COURSE DESCRIPTION/OBJECTIVE

Marketing management course is geared toward providing an understanding of the rationale for marketing decisions from a managerial perspective and the manipulation of marketing mix to achieve business goals. Practically marketing management encompasses activities such as demand creation and Stimulation, positioning, product differentiation, and product and brand management among others. All these activities involve planning, analysis, and decision-making. This course will require the integration of theory and practice. Students will have to make strategic marketing decisions based on analytical techniques they have learned in this course. They will have to devise a marketing plan that is based on a sound conceptual framework, and with a focus on its practical applicability.

LEARNING OUTCOMES

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

1. Define and understand the nature and purpose of effective marketing management in the marketplace.
2. Identify and apply the marketing concepts, processes and activities within appropriate types of business environment.
3. Identify and analysis the environmental factors (internal and external) that have implication for marketing management and will affect the marketing decisions.

COURSE CONTENT

Week 01	MARKETING: AN OVERVIEW <ul style="list-style-type: none">• Definitions• The evolution of marketing management.• The marketing concept and social responsibility.• The importance and scope of marketing.• The basic functions of marketing.
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Week 02, 03	MARKETING INFORMATION SYSTEMS. <ul style="list-style-type: none"> • Concept and components of marketing information systems. • marketing intelligence system. • marketing research system. • analytical marketing system. • marketing decision support system.
Week 04 & 05	CONSUMER MARKETS AND CONSUMER BEHAVIOUR ANALYSIS <ul style="list-style-type: none"> • Demographic dimensions of consumer market. • Behavioral dimensions of consumer market. • The consumer's decision process. • The buyer's decision process. • The industrial market, the reseller market and the Government market. • Organizational markets and their buying objectives & structures.
Week 06 & 07	STP MARKETING <ul style="list-style-type: none"> • An overview of marketing opportunities and target markets • Market segmentation concept patterns & procedure • Dimensions to segment consumer and industrial markets • Market targeting and product positioning
Week 08 & 09	PRODUCT MARKETS STRATEGIES <ul style="list-style-type: none"> • Basic concepts of product planning. • The product life cycle: Stages and marketing strategies. • New product planning and development. • Product-mix strategies. • Branding, packaging and labeling.
Week 10 & 11	PRICING STRATEGIES AND POLICIES <ul style="list-style-type: none"> • Procedure for price setting. • Methods of setting prices. • Price-adaptation strategies
Week 12 & 13	<ul style="list-style-type: none"> • MARKETING CHANNEL DECISIONS • Channel - design decisions.
Week 14 & 15	<ul style="list-style-type: none"> • PROMOTIONAL STRATEGIES • Effective advertising programs.
Week 16	CONCLUDING SESSION AND EXAMS

RECOMMENDED TEXT/REFERENCE BOOKS:

1. Philip Kotler, Marketing Management, Analysis, Planning, Control, Prentice Hall.
2. William J. Stanton & Charles Futrell, Fundamentals of Marketing, McGraw Hill.
3. Jagdesh Sheth and Dennis E. Garrett, Marketing Management: A Comprehensive Reader, South Western Publishing.
4. E. Jerome McCarthy & William. D. Pareanth, Basic Marketing: Managerial Approach, IRWIN.

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-487**

Course Name: **Export Marketing**

COURSE DESCRIPTION/OBJECTIVE

Marketing management course is geared toward providing an understanding of the rationale for marketing decisions from a managerial perspective and the manipulation of marketing mix to achieve business goals. Practically marketing management encompasses activities such as demand creation and Stimulation, positioning, product differentiation, and product and brand management among others. All these activities involve planning, analysis, and decision-making.

This course will require the integration of theory and practice. Students will have to make strategic marketing decisions based on analytical techniques they have learned in this course. They will have to devise a marketing plan that is based on a sound conceptual framework, and with a focus on its practical applicability.

LEARNING OUTCOMES

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

1. Define and understand the nature and purpose of effective marketing management in the marketplace.
2. Identify and apply the marketing concepts, processes and activities within appropriate types of business environment.
3. Identify and analysis the environmental factors (internal and external) that have implication for marketing management and will affect the marketing decisions.
4. To analyze and seek to identify gaps in the needs and wants of the customer so that appropriate strategy can be proposed to create customer value through competitive advantage.
5. Apply and practice the concepts of marketing in the marketplace within the ethical standards of cultural diversity, religion and mankind.

COURSE CONTENT

<p>Week 01</p>	<p>MARKETING: AN OVERVIEW</p> <ul style="list-style-type: none"> • Definitions • The evolution of marketing management. • The marketing concept and social responsibility. • The importance and scope of marketing. • The basic functions of marketing.
<p>Week 02, 03</p>	<p>MARKETING INFORMATION SYSTEMS.</p> <ul style="list-style-type: none"> • Concept and components of marketing information systems. • marketing intelligence system. • marketing research system. • analytical marketing system. • marketing decision support system.
<p>Week 04 & 05</p>	<p>CONSUMER MARKETS AND CONSUMER BEHAVIOUR ANALYSIS</p> <ul style="list-style-type: none"> • Demographic dimensions of consumer market. • Behavioral dimensions of consumer market. • The consumer's decision process. • The buyer's decision process. • The industrial market, the reseller market and the Government market. • Organizational markets and their buying objectives & structures.
<p>Week 06 & 07</p>	<p>STP MARKETING</p> <ul style="list-style-type: none"> • An overview of marketing opportunities and target markets • Market segmentation concept patterns & procedure • Dimensions to segment consumer and industrial markets • Market targeting and product positioning
<p>Week 08 & 09</p>	<p>PRODUCT MARKETS STRATEGIES</p> <ul style="list-style-type: none"> • Basic concepts of product planning. • The product life cycle: Stages and marketing strategies. • New product planning and development. • Product-mix strategies. • Branding, packaging and labeling.
<p>Week 10 & 11</p>	<p>PRICING STRATEGIES AND POLICIES</p> <ul style="list-style-type: none"> • Procedure for price setting.
	<ul style="list-style-type: none"> • Methods of setting prices. • Price-adaptation strategies

Week 12 & 13	<ul style="list-style-type: none"> • MARKETING CHANNEL DECISIONS • Channel - design decisions.
Week 14 & 15	<ul style="list-style-type: none"> • PROMOTIONAL STRATEGIES • Effective advertising programs.
Week 16	CONCLUDING SESSION AND EXAMS

RECOMMENDED TEXT/REFERENCE BOOKS:

1. Philip Kotler, Marketing Management, Analysis, Planning, Control, Prentice Hall.
2. William J. Stanton & Charles Futrell, Fundamentals of Marketing, McGraw Hill.
3. Jagdesh Sheth and Dennis E. Garrett, Marketing Management: A Comprehensive Reader, South Western Publishing.
4. E. Jerome McCarthy & William. D. Pareanth, Basic Marketing: Managerial Approach, IRWIN.

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**
Credit hours: **03**
Course code: **BBA-488**
Course Name: **Social Marketing**

COURSE DESCRIPTION

This course is designed to develop an understanding about the role of communications in the marketing mix. The course covers different types of promotional tools, media and methodologies of integrated marketing communication process. Students will learn an analytical approach to the study of marketing communications including how to integrate all of the marketing communication elements and how this is critical to an organization’s success.

COURSE GOALS

The major objectives of the course are:

- To introduce students to the principle and basic concept of marketing communication process in a streamlined integrated marketing strategy.
- To provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities.
- To analyze and evaluate the fast-changing field of advertising and promotion which affects global marketing, society and economy.
- To develop positive communication skills by extending the marketing communication approaches and techniques into effective marketing strategy and programs which are necessary to communicating to target audiences?

LEARNING OUTCOMES

Knowledge and Understanding

Successful students will have a knowledge and understanding of:

how to develop and understanding of the function of IMC and analyze the role of the IMC practitioner in an organization by applying logical and strategic thinking to solving communication problems (IDA),

Week 01	<p>Introduction to Marketing Communications Strategy</p> <ul style="list-style-type: none"> • Course objectives • Expected outcomes • Content and assignments <p>Integrated Marketing Communications (IMC) Integrated Brand Promotion (IBP) Communications process and the structure of the advertising industry.</p>
Week 02	<p>Advertising in Business and Society</p> <ul style="list-style-type: none"> • The evaluation of advertising • Social, ethical, and Regulatory aspects of advertising and marketing communications.
Week 03 & 04	<p>Advertising, IBP, and Consumer Behaviour</p> <ul style="list-style-type: none"> • Consumer buyer behaviour • The purchase decision • Marketing segmentation and positioning • Advertising planning (international) and cultural barriers • Advertising plan and its context • Communications vs. Sales objectives
Week 05	<p>Market Segmentation, Positioning, and the Value Proposition</p> <ul style="list-style-type: none"> • Identifying market segments • The positioning & repositioning strategy • The value proposition <p>Due date: Assignment #1, Essay Assignment</p>
Week 06	<p>The Advertising Plan</p> <ul style="list-style-type: none"> • The basic component • Setting advertising objectives • Setting advertising budgets • The role of advertising agency <p>Message Strategy</p> <ul style="list-style-type: none"> • A review of information processing process • Categories of message strategy

	<ul style="list-style-type: none"> • Brand strategy
Week 07 & 08	<p>Message Strategy (continued)</p> <ul style="list-style-type: none"> • Verbal vs. visual messages • Types of advertising appeal
Week 09	READING WEEK
Week 10	<p>Media Planning Strategy</p> <ul style="list-style-type: none"> • Objective setting and strategy for advertising and promoting the brand • Media planning process • Media types: print, TV, and radio • The internet
Week 11	<p>Sales promotion</p> <p>12. Sales promotion defined</p> <p>13. Consumer sales promotion</p> <p>14. Trade sales promotion</p> <p>15. The risks of sales promotion</p> <p>16. Support media and promotional aids</p> <p>17. Point-of-Purchase advertising</p> <p>18. Event sponsorship</p>
Week 12	<p>Direct Marketing</p> <ul style="list-style-type: none"> • The evolution of direct marketing • Database marketing • Media applications in direct marketing
Week 13	<p>Public Relation and Corporate Advertising</p> <ul style="list-style-type: none"> • Public relation • Corporate advertising • Integrated brand promotion <p>Building the brand and growing the business</p>
Week 14	Recap
Week 15	Due date: Assignment #3, Marketing Communications Plan

TEXT BOOKS

1. Rushton, A., Croucher, P., and Baker, P. (2007). The handbook of Logistics and Distribution Management (3rd Ed.), McGraw Hill.
2. Additional Readings:
3. Ballou, R. H. (2006). Business Logistics Management, (6th ed.), New Jersey Prentice-Hall International, Inc.
4. Arnold, J. R. & Chapman, S. N. (2001). Introduction to Materials Management. (4th ed.), New Jersey: Prentice Hall.

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-489**

Course Name: **International Marketing**

This course provides the manager's perspective in the fields of international payments, international trade, and the analyzation of investments. Emphasis is given to the materials and concepts that illuminate the strategies, structure, practices, and effects of multinational enterprises. The topics to be covered are: The Nature of International Business Management; Marketing to Customers with Diverse Cultural Backgrounds; Operations in Diverse Political and Legal,

COURSE CONTENTS

Week 01, 02,	THE NATURE OF INTERNATIONAL BUSINESS <ul style="list-style-type: none">• Why study global business• The process of internationalization• Theories of internationalization• Regional trading blocs
Week 03,	CULTURAL INFLUENCES ON INTERNATIONAL BUSINESS <ul style="list-style-type: none">• Importance of culture• The elements of culture• Evaluating cultural differences• Culture and MNC'S
Week 04, 05	THE INTERNATIONAL ECONOMIC ENVIRONMENT <ul style="list-style-type: none">• Economic systems• Economic structure• International organizations (WTO, UNO, IBRD

	<p>IMF, OPEL EU)</p> <ul style="list-style-type: none"> • Theories of international trade • Theories of international investment. • The balance of payment • Free trade versus protection • Techniques of protection • Trade in services
Week 06	<p>THE INTERNATIONAL POLITICAL AND LEGAL ENVIRONMENT</p> <ul style="list-style-type: none"> • Political factors • The international legal environment • The conflict of laws • Arbitration • Uniform laws • Economic and Political Integration
Week 07	<p>THE MULTINATIONAL COMPANY</p> <ul style="list-style-type: none"> • The pros and cons of multinationals • Control of MNC activities • MNC conflict with national government • Techniques of host country control • UNCTAD codes • The OECD codes
Week 08, 09	<p>DIRECT FOREIGN INVESTMENT</p> <ul style="list-style-type: none"> • Trends in direct foreign investment • Reasons for direct foreign investment • Strategies for direct foreign investment • Acquisitions • Cross border mergers and takeovers • Transaction cost analysis
Week 10, 11	<p>INTERNATIONAL TECHNOLOGY TRANSFER</p> <ul style="list-style-type: none"> • Reasons for technology transfer • Licensing and franchising • Legal aspects of franchising • Patent violations • Protection of trade mark • International agreements concerning intellectual property
Week 12	<p>INTERNATIONAL LOGISTICS AND DISTRIBUTION</p> <ol style="list-style-type: none"> 1. Sea transport, air transport, rail and road transport 2. INCOTERMS 3. Warehousing 4. Distribution channels 5. Use of agents and distributors 6. Agency contracts 7. Special Distribution problems
Week 13	<p>INTERNATIONAL FINANCIAL MANAGEMENT</p> <ul style="list-style-type: none"> • The international monetary system

	<ul style="list-style-type: none"> • Exchange rates • International capital markets • Management of foreign exchange risk • Bills of exchange, letters of credit and factoring
Week 14	INTERNATIONAL BUSINESS ENTRIES. 5. Exporting 6. Joint ventures 7. Subsidiaries 8. Locating export markets 9. International marketing research 10. International market segmentation
Week 15	Final Project (Report Submission & Presentations)

TEXTBOOK

1. Roger Bennett. International Business 2nd edition, Financial Times Pitman publishing.

REFERENCE BOOK

1. Cinchona, Michael. R Romaine, Ilkka.A (2001) Global Business, 3rd Edn, South- Western

2. Claude M. Jonnard, International Business and Trade: Theory, Practice, and Policy, International Business Series,

Mirpur University of Sciences & Technology **MUST Business School**

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-490**

Course Name: **Sales Management**

COURSE DESCRIPTION/OBJECTIVE

This course introduce you the issues, strategies, relationships that relate to the jobs developing sustainable revenue through well mange sales and business related activities. You will become the acquainted managing the sales force and helping them sell. Special emphasis is put developing a sales program, managing strategic account relationship, team development, diversity in work force, sales force automation, problem solving skills and financial issues. This course focuses on the activities and the problems on the first line field sales manager. Subject includes organizing the sales force, recruiting, training, personal selling, compensation and motivation for the sales force, forecasting territory designee evaluation and the control of the sales force.

INDENTED LEARNING OUTCOMES

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

1. To successfully managing a sales team requires a set of skills, techniques and Behaviors which actual sales experience does not provide.
2. To make the transition into sales management a success by introducing key practices and good habits in all the areas in which a sales manager is expected to perform.
3. To support the specialized roles within the sales function. Definition and ongoing maintenance of competency models, foundational curriculums required, delivery methods required and measurement strategies.
4. Sales learning, with respective HR Business Partners (HRBP) and other Learning Partners, to define learning and performance solutions/programmes, which drive business, results. Maintains external perspective/network of best practices and benchmarks for Sales L&D.
5. Annual assessment and plan for new/changing requirements to meet needs of business specific Human Capital Plans (as defined with HRBP and Sr. Learning Partners). Assesses synergies across business units and provide input into priorities, opportunities for

Week 01	Selling and Sales Management, Challenges in the Market, Sales Managers Job, etc
Week 02	Marketing and Sales Evolution, Sales Environment; Customer, Competition, Economics, Legal, Demography, etc
Week 03	Personal Selling, Relationship Selling, Seven Steps of Selling, etc
Week 04	Sales Leadership and Management, Activities of Sales Managers, Roles, Responsibilities, Skills, Authority, etc
Week 05	Organizational Buying and Purchasing, Difference b/w Individual and Organizational Buying, Buying Process, Negotiation Skills, etc
Week 06	Organizational Buying and Purchasing, Difference b/w Individual and Organizational Buying, Buying Process, Negotiation Skills, etc
Week 07	Sales Organization, Sales Force Types and Structures, Independent Sales Agents, etc
Week 08	MID-TERM EXAMINATION
Week 09	Sales Organization, Sales Force Types and Structures, Independent Sales Agents, etc
Week 10	Recruitment and Selection, Importance, Planning, Assessing, Recruiting, etc
Week 11	Training, Needs Assessment, Setting Objectives, Training topics, Formalized Program, etc
Week 12	Compensation, Reward System Management, Financial Rewards, Non-Financial Rewards, Other considerations, Relationship b/w Motivation and Compensation.
Week 13	I Evaluation, Criteria for Performance Measurement, Performance Appraisal, Comparing Actual with Standard, Evaluating Teams, etc
Week 14	Motivating the Sales Team, Models of Motivation Process, Job-Related Factors, Individual Related Factors, Motivational Theory, etc

Week 15	Sales process
Week 16	Conclusion Session Terminal Exam (to be announced by the University)

RECOMMENDED TEXT BOOKS

1. Eugene M. Johnson, David L., Kurtz & Eberhard E. Scheming McGraw Hill Sales Management; Concepts Practices and Case, 2nd edition.

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-491**

Course Name: **Brand Management**

COURSE DESCRIPTION

Strategic Marketing Management is an advance level Marketing course. The aim of the course is to build the analytical and strategic thinking. It helps student understand how companies compete and achieve competitive advantage. It builds upon the basic concepts of marketing, which the students have learned in their previous semester – and to prepare students to grasp the complex issues of specialized courses like Business policy, Brand Management etc. In this course students are exposed to a dynamic world of marketing activities. Analysis, tools and trick of trade are taught by giving real life examples from both Pakistan's and international corporate world. It also addresses various issues and trends prevailing in the Pakistani industry.

The course is taught using books, articles and case-study method with stress upon practical application of the concepts. Various exercises, surveys and projects are given to help the students understand and apply what they have learned.

After taking this course students are better equipped, both mentally and academically; they understand various terms and concepts and understand how and when to apply them. It prepares them to take on the real life challenges and to add value to the organization for which they will work..

Week 01, 02	Introduction to SM PEST Analysis <ul style="list-style-type: none">• identify various trends in the Macro environment• impact of Macro environment changes on any given industry
Week 03, 04	Porter Analysis <ul style="list-style-type: none">• multi dimensional nature of competition• industry analysis using the five forces model• KSFs of an Industry
	<ul style="list-style-type: none">• value creation and appropriation takes place in an industry.
Week 05, 06	Competitor analysis <ul style="list-style-type: none">• strategies of competitors• identify good vs bad competitor
Week 07	Competitor analysis <ul style="list-style-type: none">• Leader follower and challenger strategies• making strategies

Week 08	Company analysis RBV <ul style="list-style-type: none"> Value chain analysis company"s strength weaknesses and capabilities
Week 09	MID TERM
Week 10, 11	Customer Analysis and Strategy Segmentation targeting and Positioning <ul style="list-style-type: none"> process of segmentation and targeting developing effective positioning strategies
Week 12, 13	Segmentation, Targeting, Positioning (STP) 2 Product and Growth Strategies Pricing Strategies Promotion and IMC Distribution strategies
Week 14, 15	Conclusion Session Terminal Exam (to be announced by the University)

RECOMMENDED BOOKS

- Marketing Strategy and Competitive Advantage By Hooley, Piercy & Nicoulaud, 4th Edition.*
- Marketing Strategy Folder*

Mirpur University of Sciences & Technology MUST Business School

Discipline: **BBA**
Credit hours: **03**
Course code: **BBA-492**
Course Name: **Seminars in Marketing**

COURSE DESCRIPTION

Strategic Marketing Management is an advance level Marketing course. The aim of the course is to build the analytical and strategic thinking. It helps student understand how companies compete and achieve competitive advantage. It builds upon the basic concepts of marketing, which the students have learned in their previous semester – and to prepare students to grasp the complex issues of specialized courses like Business policy, Brand Management etc.

In this course students are exposed to a dynamic world of marketing activities. Analysis, tools and trick of trade are taught by giving real life examples from both Pakistan"s and international corporate world. It also addresses various issues and trends prevailing in the Pakistani industry.

The course is taught using books, articles and case-study method with stress upon practical application of the concepts. Various exercises, surveys and projects are given to help the students understand and apply what they have learned.

After taking this course students are better equipped, both mentally and academically; they understand various terms and concepts and understand how and when to apply them. It prepares them to take on the real life challenges and to add value to the organization for which they will work.

LEARNING OUTCOMES

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

1. Ability to integrate various Marketing concepts
2. Ability to develop a Marketing plan
3. Ability to think strategically
4. Ability to analyze the impact of various Marketing activities on sales and profitability of an organization.

Week 01, 02	Introduction to SM PEST Analysis <ul style="list-style-type: none"> • identify various trends in the Macro environment • impact of Macro environment changes on any given industry
Week 03, 04	Porter Analysis <ul style="list-style-type: none"> • multi dimensional nature of competition • industry analysis using the five forces model • KSFs of an Industry
Week 05, 06	Competitor analysis <ul style="list-style-type: none"> • strategies of competitors • identify good vs bad competitor
Week 07	Competitor analysis <ul style="list-style-type: none"> • Leader follower and challenger strategies • making strategies
Week 08	Company analysis RBV <ul style="list-style-type: none"> • Value chain analysis • company's strength weaknesses and capabilities
Week 09	MID TERM
Week 10, 11	Customer Analysis and Strategy Segmentation targeting and Positioning <ul style="list-style-type: none"> • process of segmentation and targeting • developing effective positioning strategies
Week 12, 13	Segmentation, Targeting, Positioning (STP) 2 Product and Growth Strategies Pricing Strategies Promotion and IMC Distribution strategies
Week 14, 15	Conclusion Session Terminal Exam (to be announced by the University)

RECOMMENDED BOOKS

1. *Marketing Strategy and Competitive Advantage* By Hooley, Piercy & Nicoulaud, 4th Edition.
2. *Marketing Strategy Folder*

HUMAN RESOURCE MANAGEMENT & MANAGEMENT		
Course Code	Title	Credit Hrs.
BBA-493	Management of Public Enterprises	3
BBA-494	Conflict Management	3
BBA-495	Change and Innovation Management	3
BBA-496	Training & Development	3
BBA-497	Seminars in Management	3
BBA-498	Recruitment and Selection	3
BBA-499	Compensation and Benefits Management	3
BBA-356	Industrial Relations Management	3

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-493**

Course Name: **Management of Public Enterprises**

COURSE DESCRIPTION/OBJECTIVE

This course provides the manager's perspective in the fields of international payments, international trade, and the analyzation of investments. Emphasis is given to the materials and concepts that illuminate the strategies, structure, practices, and effects of multinational enterprises. The topics to be covered are: The Nature of International Business Management; Marketing to Customers with Diverse Cultural Backgrounds; Operations in Diverse Political and Legal Environments; Finance in the International Marketplace; Human Resources and Employees of Diverse Cultural Backgrounds; and Strategy and Structure of International or Global Enterprises.

INDENTED LEARNING OUTCOMES

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

1. Develop an understanding of the worldwide developments and foundations for international business and the cultural context for managing in an overseas environment.
2. Develop an understanding of the Macroeconomic and political changes that have taken place in the era of Globalization and beyond Globalization.
3. Investigate the political economy of international business, trade and investment.
4. Describe and explain trade and the investment environment in which international business transactions occur.
5. Develop an understanding of the global monetary framework in which international business transactions are conducted.
6. Develop an understanding of the Foreign Exchange Market in which international business transactions can be affected.

7. Develop an understanding of the benefits and risks of the global capital market on international business transactions.
8. Examines the strategies and structures that firms adapt in order to compete effectively in the international business environment.
9. Examine the strategies and functions of international management in the areas of managing political risk, negotiations, planning, organizing international operations, decision making and controlling.
10. Develop an understanding of the horizons of international business and Management in the areas of social responsibility and ethics in the era of globalization.
11. Provide a blend of solid research based information compiled with real world current events and interesting application examples that help explain and reinforce important international topics

Week 01, 02,	THE NATURE OF INTERNATIONAL BUSINESS <ul style="list-style-type: none"> • Why study global business • The process of internationalization • Theories of internationalization • Regional trading blocs
Week 03,	CULTURAL INFLUENCES ON INTERNATIONAL BUSINESS <ul style="list-style-type: none"> • Importance of culture • The elements of culture • Evaluating cultural differences • Culture and MNC'S
Week 04, 05	THE INTERNATIONAL ECONOMIC ENVIRONMENT <ul style="list-style-type: none"> • Economic systems • Economic structure • International organizations (WTO, UNO, IBRD)

	<p>IMF, OPEL EU)</p> <ul style="list-style-type: none"> • Theories of international trade • Theories of international investment. • The balance of payment • Free trade versus protection • Techniques of protection • Trade in services
Week 06	<p>THE INTERNATIONAL POLITICAL AND LEGAL ENVIRONMENT</p> <ul style="list-style-type: none"> • Political factors • The international legal environment • The conflict of laws • Arbitration • Uniform laws • Economic and Political Integration
Week 07	<p>THE MULTINATIONAL COMPANY</p> <ul style="list-style-type: none"> • The pros and cons of multinationals • Control of MNC activities • MNC conflict with national government • Techniques of host country control • UNCTAD codes • The OECD codes
Week 08, 09	<p>DIRECT FOREIGN INVESTMENT</p> <ul style="list-style-type: none"> • Trends in direct foreign investment • Reasons for direct foreign investment • Strategies for direct foreign investment • Acquisitions • Cross border mergers and takeovers • Transaction cost analysis
Week 10, 11	<p>INTERNATIONAL TECHNOLOGY TRANSFER</p> <ul style="list-style-type: none"> • Reasons for technology transfer • Licensing and franchising • Legal aspects of franchising • Patent violations • Protection of trade mark • International agreements concerning intellectual property
Week 12	<p>INTERNATIONAL LOGISTICS AND DISTRIBUTION</p> <ol style="list-style-type: none"> 8. Sea transport, air transport, rail and road transport 9. INCOTERMS 10. Warehousing 11. Distribution channels 12. Use of agents and distributors 13. Agency contracts 14. Special Distribution problems
Week 13	<p>INTERNATIONAL FINANCIAL MANAGEMENT</p> <ul style="list-style-type: none"> • The international monetary system

	<ul style="list-style-type: none"> • Exchange rates • International capital markets • Management of foreign exchange risk • Bills of exchange, letters of credit and factoring
Week 14	INTERNATIONAL BUSINESS ENTRIES. 11. Exporting 12. Joint ventures 13. Subsidiaries 14. Locating export markets 15. International marketing research 16. International market segmentation
Week 15	Final Project (Report Submission & Presentations)

TEXTBOOK

Roger Bennett. International Business 2nd edition, Financial Times Pitman publishing.

REFERENCE BOOK

Czinkota, Michael. R Ronkainen, Ilkka.A (2001) Global Business, 3rd Edn, South- Western
Claude M. Jonnard, International Business and Trade: Theory, Practice, and Policy, International Business Series.

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-494**

Course Name: **Conflict Management**

COURSE DESCRIPTION/OBJECTIVE

This course provides the manager's perspective in the fields of international payments, international trade, and the analyzation of investments. Emphasis is given to the materials and concepts that illuminate the strategies, structure, practices, and effects of multinational enterprises. The topics to be covered are: The Nature of International Business Management; Marketing to Customers with Diverse Cultural Backgrounds; Operations in Diverse Political and Legal Environments; Finance in the International Marketplace; Human Resources and Employees of Diverse Cultural Backgrounds; and Strategy and Structure of International or Global Enterprises.

INDENTED LEARNING OUTCOMES

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

1. Develop an understanding of the worldwide developments and foundations for international business and the cultural context for managing in an overseas environment.

2. Develop an understanding of the Macroeconomic and political changes that have taken place in the era of Globalization and beyond Globalization.
3. Investigate the political economy of international business, trade and investment.
4. Describe and explain trade and the investment environment in which international business transactions occur.
5. Develop an understanding of the global monetary framework in which international business transactions are conducted.
6. Develop an understanding of the Foreign Exchange Market in which international business transactions can be affected.
7. Develop an understanding of the benefits and risks of the global capital market on international business transactions.
8. Examines the strategies and structures that firms adapt in order to compete effectively in the international business environment.
9. Examine the strategies and functions of international management in the areas of managing political risk, negotiations, planning, organizing international operations, decision making and controlling.
10. Develop an understanding of the horizons of international business and Management in the areas of social responsibility and ethics in the era of globalization.
11. Provide a blend of solid research based information compiled with real world current events and interesting application examples that help explain and reinforce important international topics.

Week 01, 02,	THE NATURE OF INTERNATIONAL BUSINESS <ul style="list-style-type: none"> • Why study global business • The process of internationalization • Theories of internationalization • Regional trading blocs
Week 03,	CULTURAL INFLUENCES ON INTERNATIONAL BUSINESS <ul style="list-style-type: none"> • Importance of culture • The elements of culture • Evaluating cultural differences • Culture and MNC'S
Week 04, 05	THE INTERNATIONAL ECONOMIC ENVIRONMENT <ul style="list-style-type: none"> • Economic systems • Economic structure • International organizations (WTO, UNO, IBRD)

	<p>IMF, OPEL EU)</p> <ul style="list-style-type: none"> • Theories of international trade • Theories of international investment. • The balance of payment • Free trade versus protection • Techniques of protection • Trade in services
Week 06	<p>THE INTERNATIONAL POLITICAL AND LEGAL ENVIRONMENT</p> <ul style="list-style-type: none"> • Political factors • The international legal environment • The conflict of laws • Arbitration • Uniform laws • Economic and Political Integration
Week 07	<p>THE MULTINATIONAL COMPANY</p> <ul style="list-style-type: none"> • The pros and cons of multinationals • Control of MNC activities • MNC conflict with national government • Techniques of host country control • UNCTAD codes • The OECD codes
Week 08, 09	<p>DIRECT FOREIGN INVESTMENT</p> <ul style="list-style-type: none"> • Trends in direct foreign investment • Reasons for direct foreign investment • Strategies for direct foreign investment • Acquisitions • Cross border mergers and takeovers • Transaction cost analysis
Week 10, 11	<p>INTERNATIONAL TECHNOLOGY TRANSFER</p> <ul style="list-style-type: none"> • Reasons for technology transfer • Licensing and franchising • Legal aspects of franchising • Patent violations • Protection of trade mark • International agreements concerning intellectual property
Week 12	<p>INTERNATIONAL LOGISTICS AND DISTRIBUTION</p> <p>15. Sea transport, air transport, rail and road transport</p> <p>16. INCOTERMS</p> <p>17. Warehousing</p> <p>18. Distribution channels</p> <p>19. Use of agents and distributors</p> <p>20. Agency contracts</p> <p>21. Special Distribution problems</p>
Week 13	<p>INTERNATIONAL FINANCIAL MANAGEMENT</p> <ul style="list-style-type: none"> • The international monetary system

	<ol style="list-style-type: none"> 1. Exchange rates 2. International capital markets 3. Management of foreign exchange risk 4. Bills of exchange, letters of credit and factoring
Week 14	INTERNATIONAL BUSINESS ENTRIES. <ol style="list-style-type: none"> 1. Exporting 2. Joint ventures 3. Subsidiaries 4. Locating export markets 5. International marketing research 6. International market segmentation
Week 15	Final Project (Report Submission & Presentations)

TEXTBOOK

Roger Bennett. International Business 2nd edition, Financial Times Pitman publishing.

REFERENCE BOOK

Czinkota, Michael. R Ronkainen, Ilkka.A (2001) Global Business, 3rd Edn, South-Western

Claude M. Jonnard, International Business and Trade: Theory, Practice, and Policy International Business Series..

Mirpur University of Sciences & Technology

MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-495**

Course Name: **Change and Innovation Management**

LEARNING OBJECTIVES

- The difference between invention, innovation and innovation management
- What innovation management is
- Why the ability to innovate and innovation management are vital core competencies for every manager
- Why innovation should pervade the organization's entire value chain, both direct and indirect
- The three reasons why innovation is crucial in order for organizations to survive and thrive
- How innovation energizes managers and workers, raises growth and profit, and helps companies survive

Why innovation processes work best when they are structured, organized and disciplined

- Why in-the-box thinking leads to out-of-the-box creativity
- What the four innovation ‘voices’ are
- How to use the five arithmetic creativity templates
- What product profiles are, how to build them, and how to use them for innovation
- How to use empathic design
- How and why customers can be great innovators
- How to adapt one of the five innovative-process templates to your organization
- What the inspiration/perspiration ‘eutectic point’ is
- What the six myths about creativity are and why they are false

Text Book.

Innovation management by Shlomo Maital & D.V.R. Seshadri.

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-496**

Course Name: **Training & Development**

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.

LEARNING OUTCOMES

Upon completion of this course, students will possess the following competencies:

1. Understanding of the issues in managing the training and development function and its relation to corporate objectives and performance.
2. Ability to design training programs including consideration of training needs and objectives, principles of learning, appropriate selection and use of training methods, management development methods, and career development methods, transfer of training to the job, evaluation of training, costing of training programs.
3. Awareness of ethical and equity issues affecting training and development in organizations.

4. Ability to conduct a training needs analysis including job analysis, person analysis, and organization analysis.
5. Write measurable training objectives incorporating expected learning outcomes;
6. Understanding of principles of adult learning including theories of motivation, trainee ability and aptitude, knowledge and skill acquisition and retention, and transfer of training to the workplace as they relate to the design of effective training and development programs.
7. Awareness of a variety of training and development methods, the advantages and disadvantages of each method, and ability to select and use appropriate methods to design an effective learning experience.
8. Understanding of issues in training evaluation, including the cost/benefits (utility) of training, ability to design a training evaluation procedure, and ability to use the results to improve training programs and/or make appropriate decisions concerning the training and development function.
9. Ability to determine cost/benefits (utility) of training programs, including determination of training costs and resources and quantifying benefits of training in order to provide relevant information to corporate decision makers and to facilitate in making decisions affecting the training function on such issues as developing in-house vs. purchasing of training programs, relative cost-effectiveness of various training programs, and improving training utility.
10. Awareness of various approaches to training, different kinds of training programs, and topical issues concerning the training function; and In-depth familiarity with a specific training topic selected by the student.

Week 01, 02	Introduction & Organization The Training & Development Process Organizational Learning
Week 03	Learning & Motivation
Week 04, 05	The Needs Analysis Process Training Design
Week 06, 07	Training Implementation and Delivery Transfer of Training
Week 08	Training Methods I
Week 09	Mid-term Exam
Week 10	Training Methods II
Week 11, 12	Training Evaluation Ch. 11 Costs and Benefits
Week 13, 14	Training Programs Ch. 13 Training Trends & Best Practices
Week 15, 16	Final Project (Report Submission & Presentations)

RECOMMENDED BOOK

1. Creative Training Techniques Handbook by Robert W. Pike, CSP..

Mirpur University of Sciences & Technology MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-497**

Course Name: **Seminars in Management**

COURSE DESCRIPTION

Strategic Marketing Management is an advance level Marketing course. The aim of the course is to build the analytical and strategic thinking. It helps student understand how companies compete and achieve competitive advantage. It builds upon the basic concepts of marketing, which the students have learned in their previous semester – and to prepare students to grasp the complex issues of specialized courses like Business policy, Brand Management etc.

In this course students are exposed to a dynamic world of marketing activities. Analysis, tools and trick of trade are taught by giving real life examples from both Pakistan"s and international corporate world. It also addresses various issues and trends prevailing in the Pakistani industry.

The course is taught using books, articles and case-study method with stress upon practical application of the concepts. Various exercises, surveys and projects are given to help the students understand and apply what they have learned.

After taking this course students are better equipped, both mentally and academically; they understand various terms and concepts and understand how and when to apply them. It prepares them to take on the real life challenges and to add value to the organization for which they will work.

LEARNING OUTCOMES

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

1. Ability to integrate various Marketing concepts
2. Ability to develop a Marketing plan
3. Ability to think strategically
4. Ability to analyze the impact of various Marketing activities on sales and profitability of an organization

Week 01, 02	Introduction to SM PEST Analysis <ul style="list-style-type: none"> • identify various trends in the Macro environment • impact of Macro environment changes on any given industry
Week 03, 04	Porter Analysis <ul style="list-style-type: none"> • multi dimensional nature of competition • industry analysis using the five forces model • KSFs of an Industry

	<ul style="list-style-type: none"> • value creation and appropriation takes place in an industry.
Week 05, 06	Competitor analysis <ul style="list-style-type: none"> • strategies of competitors • identify good vs bad competitor
Week 07	Competitor analysis <ul style="list-style-type: none"> • Leader follower and challenger strategies • making strategies
Week 08	Company analysis RBV <ul style="list-style-type: none"> • Value chain analysis • company"s strength weaknesses and capabilities
Week 09	MID TERM
Week 10, 11	Customer Analysis and Strategy Segmentation targeting and Positioning <ul style="list-style-type: none"> • process of segmentation and targeting • developing effective positioning strategies
Week 12, 13	<i>Segmentation, Targeting, Positioning (STP) 2</i> Product and Growth Strategies Pricing Strategies Promotion and IMC Distribution strategies
Week 14, 15	Conclusion Session Terminal Exam (to be announced by the University)

RECOMMENDED BOOKS

1. *Marketing Strategy and Competitive Advantage* By Hooley, Piercy & Nicoulaud, 4th Edition.
2. *Marketing Strategy Folder*

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-498**

Course Name: **Recruitment and Selection**

COURSE DESCRIPTION:

This course will provide a conceptual and operational understanding of the key aspects of human resources staffing functions, including job analysis, recruitment, assessment, selection, and performance evaluation. At the completion of this class, students should be able to design and implement an effective and legally defensible staffing system tailored to organizational requirements. They should also be able to evaluate existing staffing programs for efficaciousness and legal compliance.

LEARNING OUTCOMES

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

1. Understand the basic processes and principles related to organizational staffing.
2. Understand the Canadian legal environment as it relates to recruitment and selection of human resources.
3. Understand the scientific foundation of recruitment and selection research and practice.
4. Appreciate the contribution of recruitment and selection practices to organizational effectiveness.
5. Recognize the importance of having the results of empirical research on recruitment and selection informs the use of these practices in organizational settings.
6. Appreciate the influence of individual, job-related, and organizational characteristics on the attraction of job applicants.
7. Know the advantages and disadvantages of various types of psychological tests that may be used in the selection of human resources.
8. Know the limitations of traditional employment interviewing methods and the advantages of structured employment interviews.
9. Critically evaluate the recruitment and selection practices being used by organizations.
10. Contribute to the improvement of an organization's recruitment and selection practices.

These learning objectives will be accomplished through lectures, videos, discussions, and projects.

COURSE CONTENTS

Week 01, 02	Introduction to Recruitment and Selection
Week 03	Measurement, Reliability and Validity
Week 04, 05	Legal Issues
Week 06	Job Analysis and Competency Models
Week 07	Recruitment & Selection and Job Performance
Week 08	Midterm Exam
Week 09, 10	Recruitment
Week 11	Applicant Screening
Week 12	Ability Tests and Personality Assessment
Week 13	Performance Tests, Assessment Centers, Integrity Testing, Drug Testing, Graphology
Week 14	The Selection Interview
Week 15	Strategies for Selection Decision Making

RECOMMENDED TEXT BOOK

Diane Arthur *Recruiting, Interviewing, selecting and orienting new employees*
Latest Edition.

Mirpur University of Sciences & Technology MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-499**

Course Name: **Compensation and Benefits Management**

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

INTENDED LEARNING OUTCOMES

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

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

Week 01	Introduction Meeting present human resource requirements What is HRM Why HRM is important
Week 02	Emerging Human resource management challenges. Trends in HRM Global vs local HRM practices
Week 03	HRM from Islamic and indigenous perspective Basic Islamic philosophy of managing human resource
Week 04	Conducting Job analysis. HR Planning Job Description Job Specification

Week 05	Staffing Recruiting and selecting employees recruitment techniques, Sources of recruitment, Selection tests and Interviewing techniques
Week 06	Employee development Performance appraisals Performance management
Week 07	Training and development training the employees Types of training Technique of training
Week 08	MID-TERM EXAMINATION
Week 09	Developing careers Career growth
Week 10	Project Description and discussion
Week 11	Compensations Managing compensation Types of compensation
Week 12	Rewarding performance Pay for Performance
Week 13	Designing and administering benefits Types of benefits
Week 14	Employee relations
Week 15	Project Presentations
Week 16	Conclusion Session Terminal Exam (to be announced by the University)

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-357**

Course Name: **Human Resource Development**

COURSE DESCRIPTION

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

compare and contrast the human resource practices suggested in their text books and the practices critical for achieving success from indigenous perspective.

INDENTED LEARNING OUTCOMES

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

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

Week 01	Introduction Meeting present human resource requirements What is HRM Why HRM is important
Week 02	Emerging Human resource management challenges. Trends in HRM Global vs local HRM practices
Week 03	HRM from Islamic and indigenous perspective Basic Islamic philosophy of managing human resource
Week 04	Conducting Job analysis. HR Planning Job Description Job Specification
Week 05	Staffing Recruiting and selecting employees recruitment techniques Sources of recruitment Selection tests and Interviewing techniques
Week 06	Employee development Performance appraisals performance management
Week 07	Training and development Training the employees Types of training Technique of training
Week 08	MID-TERM EXAMINATION

Week 09	Developing careers Career growth
Week 10	Project Description and discussion
Week 11	Compensations Managing compensation Types of compensation
Week 12	Rewarding performance Pay for Performance
Week 13	Designing and administering benefits Types of benefits
Week 14	Employee relations
Week 15	Project Presentations
Week 16	Conclusion Session Terminal Exam (to be announced by the University)

RECOMMENDED BOOKS

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

Mirpur University of SCIENCES AND TECHNOLOGY **MUST Business School**

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-358**

Course Name: **Occupational Health and Safety**

Course Description:

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

Learning Outcomes:

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

1. Identify hazards in the home or workplace that pose a danger or threat to their safety or health, or that of others.
2. Control unsafe or unhealthy hazards and propose methods to eliminate the hazard.
3. Present a coherent analysis of a potential safety or health hazard both verbally and in writing, citing the Ontario Occupational Health and Safety Regulations as well as supported legislation.

4. Discuss the role of health and safety in the workplace pertaining to the responsibilities of workers, managers, supervisors.
5. Indicate a comprehension of the changes created by WHMIS legislation in everyday life.
6. Identify the decisions required to maintain protection of the environment, home and workplace as well as personal health and safety.

Course Content:

1. Personal Health and Safety - personal health and safety at home and in the workplace
- blood borne virus, hepatitis B, HIV - dermatitis, skin care
2. Personal Safety - emergency first aid treatment - reaction to accidents - reporting of accidents
- pro-active procedures when accidents occur - cleaning the accident site - personal safety wear and protective equipment
3. Accidents & Their Effect on Industry - costs of accidents - work accident costs and rates
- time lost - work injuries, parts of the body injured on the job -chemical burn injuries
- Carpal Tunnel Syndrome Injuries - Drugs and Alcohol in the Workplace
4. Theories of Accidents-(Essay-Select 1 of the following theories) - Domino Theory of Accident Causation - Human Factors Theory of Accident Causation-Accident/Incident Theory of Accident Causation -Epidemiological Theory of Accident Causation -Systems Theory of Causation
- Combination Theory of Accident Causation
5. WHMIS Workplace Hazardous Material Information System - routes of entry into the body of toxic materials - general safety precautions - cleaning chemical spills - MSDS sheets
6. Falling, Impact, Acceleration and Lifting Hazards - correct lifting techniques - selecting correct lifting procedures in the workplace - safety equipment - safe storage of materials at home and in the workplace - dealing with manual handling
7. Workers Compensation -injuries and workers compensation - workers' compensation legislation
- resolution of workers' compensation disputes
8. Roles of Health and Safety Personnel - the modern health and safety team - health and safety manager - engineers and safety
9. Stress and Safety - workplace stress defined - sources of workplace stress - human reaction to workplace stress - measurement of workplace stress - shift work, stress and safety - improving safety by reducing stress - stress in safety managers- stress and workers compensation
10. Mechanical Hazards and Safeguarding - common mechanical injuries - safeguarding defined
- lockout/tag out systems - taking corrective action
11. Heat and Temperature Hazards - the body's response to heat - heat stress and its prevention
- overview of cold hazards - preventing cold stress
12. Fire Hazards - sources of fire hazards - fire dangers to humans - detection of fire hazards
- reducing fire hazards - development of Fire Safety Standards - fire safety myths - fire hazards defined
13. Noise and Vibration Hazards - hazards levels and risks - identifying and assessing hazardous noise conditions - noise control strategies - vibration hazards

14. Preparing for Emergencies - first aid in emergencies - reporting accident
15. Promoting Safety - safety committees
16. Health and Safety Training - rationale for health and safety training

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**
Credit hours: **03**
Course code: **BBA-359**
Course Name: **International Business**

COURSE DESCRIPTION/OBJECTIVE

This course provides the manager's perspective in the fields of international payments, international trade, and the analyzation of investments. Emphasis is given to the materials and concepts that illuminate the strategies, structure, practices, and effects of multinational enterprises. The topics to be covered are: The Nature of International Business Management; Marketing to Customers with Diverse Cultural Backgrounds; Operations in Diverse Political and Legal Environments; Finance in the International Marketplace; Human Resources and Employees of Diverse Cultural Backgrounds; and Strategy and Structure of International or Global Enterprises.

INDENTED LEARNING OUTCOMES

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

1. Develop an understanding of the worldwide developments and foundations for international business and the cultural context for managing in an overseas environment.
2. Develop an understanding of the Macroeconomic and political changes that have taken place in the era of Globalization and beyond Globalization.
3. Investigate the political economy of international business, trade and investment.
4. Describe and explain trade and the investment environment in which international business transactions occur.
5. Develop an understanding of the global monetary framework in which international business transactions are conducted.
6. Develop an understanding of the Foreign Exchange Market in which international business transactions can be affected.
7. Develop an understanding of the benefits and risks of the global capital market on international business transactions.
8. Examines the strategies and structures that firms adapt in order to compete effectively in the international business environment.
9. Examine the strategies and functions of international management in the areas of managing political risk, negotiations, planning, organizing international operations, decision making and controlling.
10. Develop an understanding of the horizons of international business and Management in the areas of social responsibility and ethics in the era of globalization.

11. Provide a blend of solid research based information compiled with real world current events and interesting application examples that help explain and reinforce important international topics

<p>Week 01, 02,</p>	<p>THE NATURE OF INTERNATIONAL BUSINESS</p> <ul style="list-style-type: none"> ● Why study global business ● The process of internationalization ● Theories of internationalization ● Regional trading blocs
<p>Week 03,</p>	<p>CULTURAL INFLUENCES ON INTERNATIONAL BUSINESS</p> <ul style="list-style-type: none"> ● Importance of culture ● The elements of culture ● Evaluating cultural differences ● Culture and MNC'S
<p>Week 04, 05</p>	<p>THE INTERNATIONAL ECONOMIC ENVIRONMENT</p> <ul style="list-style-type: none"> ● Economic systems ● Economic structure ● International organizations (WTO, UNO, IBRD)

	<p>IMF, OPEL EU)</p> <ul style="list-style-type: none"> • Theories of international trade Theories of international investment. • The balance of payment Free trade versus protection Techniques of protection • Trade in services
Week 06	<p>THE INTERNATIONAL POLITICAL AND LEGAL ENVIRONMENT</p> <ul style="list-style-type: none"> • Political factors The international legal environment The conflict of laws • Arbitration Uniform laws Economic and Political Integration
Week 07	<p>THE MULTINATIONAL COMPANY</p> <ul style="list-style-type: none"> • The pros and cons of multinationals Control of MNC activities • MNC conflict with national government Techniques of host country control • UNCTAD codes The OECD codes
Week 08, 09	<p>DIRECT FOREIGN INVESTMENT</p> <ul style="list-style-type: none"> • Trends in direct foreign investment Reasons for direct foreign investment • Strategies for direct foreign investment Acquisitions Cross border mergers and takeovers Transaction cost analysis
Week 10, 11	<p>INTERNATIONAL TECHNOLOGY TRANSFER</p> <ul style="list-style-type: none"> • Reasons for technology transfer Licensing and franchising • Legal aspects of franchising Patent violations Protection of trade mark • International agreements concerning intellectual property
Week 12	<p>INTERNATIONAL LOGISTICS AND DISTRIBUTION</p> <p>22. Sea transport, air transport, rail and road transport INCOTERMS</p> <p>23. Warehousing Distribution channels Use of agents and distributors</p> <p>24. Agency contracts Special Distribution problems</p>
Week 13	<p>INTERNATIONAL FINANCIAL MANAGEMENT</p> <ul style="list-style-type: none"> • The international monetary system • Exchange rates • International capital markets • Management of foreign exchange risk • Bills of exchange, letters of credit and factoring
Week 14	<p>INTERNATIONAL BUSINESS ENTRIES.</p> <p>Exporting Joint ventures Subsidiaries Locating export markets</p> <p>International marketing research International market segmentation</p>
Week 15	<p>Final Project (Report Submission & Presentations)</p>

TEXTBOOK

1. Roger Bennett. International Business 2nd edition, Financial Times Pitman publishing.

REFERENCE BOOK

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2. Claude M. Jonnard, International Business and Trade: Theory, Practice, and Policy, International Business Series.

Mirpur University of Sciences & Technology
MUST Business School

Discipline: **BBA**

Credit hours: **03**

Course code: **BBA-350**

Course Name: **Strategic Human Resource Management**

Objectives

The goal of this course is to provide students with the knowledge and skills that they can use to effectively manage human resources to achieve organizational goals. In order to achieve this goal, students will:

- Take a strategic approach to human resource management.
- Assess the global human resources environment in which your organization operates.
- Forecast the human resource needs of your organization or department.
- Do a job analysis and competency audit of your organization and/or department.
- Identify competency gaps in your organization or department.
- Provide feedback to employees to help them reach personal and organizational goals.
- Use powerful "coaching" questions to help employees attain personal and organizational goals.
- Use competency-based recruitment and selection techniques.
- Manage and motivate employees using the basic principles of strategic human resource management.

Course Outline

- Module 1: The External Environment and Your Organization
- Module 2: Understanding Your Human Resources Customers
- Module 3: Understanding the Flow of People
- Module 4: Performance Management
- Module 5: Building Human Resources Strategy

Maximum Completion

14 weeks (online participation required)

Required Text and Materials

1. Schwind, H., Das, H., Wagar, T., Fassina, N., and Bulmash, J. *Canadian Human Resource Management: A Strategic Approach*. 10th ed. Toronto: McGraw-Hill Ryerson, 2013.
2. Collins, J. *Good to Great: Why Some Companies Make the Leap...and Others Don't*. HarperCollins Publishers Inc, 2001.