

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. 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&2	<b>Introduction</b> The Nature and Concept of Cost Accounting, Classification of Cost. Financial and Cost Accounting differences, Product Cost Accumulation System and its Features
Week 3&4	<b>Financial Statements:</b> Advantages and objectives of cost Accounting, cost elements, Cost and Expense, cost center, cost unit, cost object. Cost of goods sold, Income statement
Week -5	<b>Methods of costing :</b> Job order costing, process costing, Contract costing, Batch costing, Standard costing, Marginal costing, Total costing,
Week -6&7	<b>Process Costing</b> Characteristics of Process Costing, Procedure of Process Costing, Cost of Production Report, Equivalent Production, Unit Cost for Material, Labor and F.O.H, Normal Loss of Unit
Week -8 &9	<b>Controlling and Costing of Material</b> Procedure for Material Procurement and Use, Material Costing Method, FIFO Method, LIFO, Average Methods,
<b>MID TERM</b>	
Week -10&11	<b>Job order costing :</b> Introduction of job order costing, Job cost sheet , Cost Accounting Cycle , Job order costing vs Process costing
Week-12&13	<b>Cost Audit:</b> Meaning of cost audit, Types of cost audit, objectives of cost audit, advantages of cost audit, functions of cost auditor, rights of cost auditor, duties of cost auditor, cost audit vs. financial audit, Qualification and disqualification of Cost auditor, Qualified and unqualified report, Cost audit report,
Week-14	<b>FOH Variance:</b> Analysis of variance, Spending & efficiency variance, overall variance. Material purchase and usage variance, price variance, Labour variance
Week-15	<b>Labour cost-Costing &amp; Accounting :</b> <b>Material control-Determining &amp; Minimizing Cost:</b> Different Levels of Inventory, Ordering Point, Minimum Level, Maximum Level, Average Stock Level, Danger Level, Economic Order Quantity, Factors Influencing the Different Levels of Inventory
Week-16	<b>Presentation Session</b>

**RECOMMENDED / REFERENCE BOOKS:**

1. Cost Accounting By Jain Narang
2. Cost Accounting By Matz & Usry
3. Cost Accounting By Dr. Zahid Mehmood

**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. Determine a comprehensive 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

<b>Weeks</b>	<b>Course Contents</b>
Week 1&2	<b>THE HUMAN RESOURCE FRAMEWORKS</b> Introduction to Human Resource Management, Objectives of Human Resource Management, Human Resource Management Activities, Internal and external challenges
Week 3&4	<b>HR PLANNING AND JOB ANALYSIS</b> Predicting need for Human Resources, Factors Shaping Organization Demand for Human Resources, Forecasting Techniques for Human Resource, Career Planning Defined, Advantages of Career Planning, Major Actions Aiding Career Development, Job analysis process in detail, Position analysis Questionnaire technique, Elaborating some typical sections of Job Description, Uses of Job analysis in organizational functioning,
Week – 5	<b>RECRUITMENT &amp; SELECTION</b> Definition of Recruitment, Types of recruitment, Advantages and disadvantages of varying recruitment types, Sources of recruitment, Recruitment Process, Selection Defined, Selection Process, Induction defined
Week – 6	<b>EQUAL EMPLOYMENT OPPORTUNITY</b> HRM in Global Environment Current Issues, Resolving the issues in the dynamic world
Week – 7	<b>PERFORMANCE APPRAISAL</b> Introduction to Performance Appraisal, Uses of Performance Appraisal, types of performance appraisal methods (in detail)
<b>MID TERM</b>	
Week – 9	<b>TRAINING AND DEVELOPMENT</b>

	Difference between Training and Development, Steps of training, Types of training methods, advantages of training
Week – 10	<b>INTERACTIVE CONFLICTS AND NEGOTIATION SKILLS</b> Individual Conflicts , Interpersonal Conflicts .Inter Group Behavior and Conflicts Organizational Conflicts , Negotiation Skills ,Traditional Negotiation Skills , Newly Emerging Skills
Week – 11	<b>HEALTH &amp; SAFETY AT WORK PLACE</b> Introduction, Important of Health & Safety at Work, Health & Safety Policies & Implementation , Changing attitude to Health & Safety
Week – 12	<b>COMPENSATION AND BENEFITS</b> Objectives of Compensation Management, Challenges affecting Compensation
Week-13	<b>MOTIVATION &amp; REWARD SYSTEM</b> Concept of motivation, Reward system, Motivation techniques, Incorporating Motivation in rewarding
Week 14,15	<b>COLLECTIVE BARGAINING &amp; INTERNAL EMPLOYEE RELATIONS</b> The Collective Bargaining Process, Bargaining Issues A Global Perspective of IER
Week – 16	<b>Group Presentations</b>
<b>Final Examination</b>	

#### **RECOMMENDED / REFERENCE BOOKS**

1. Fundamentals of Human Resource management by David A. DeCenzo, Stephen P Robbins

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

Discipline: **BBA**

Credit hours: **03**

Course code:**BBA 353**

Course name:**Organizational Behavior**

#### **COURSE DESCRIPTION**

This course is designed to introduce the students to basic mechanics and dynamics of organizations which mainly emphasize the relationships between organizations and people in term of their perception, motivation, background differences and the ways they behave in organization.

In general terms, the goal of this course is to facilitate improvements in managerial and organizational effectiveness through an understanding and appreciation of the field of organizational behavior. Our efforts will focus on important variables and dynamics at three levels: individual, group and organizational. At the individual level we will examine individual behavior and differences, learning, perception, personality, motivation and stress. At the second level we will study group and inter groups/behavior creativity and team decision making. Power, conflict, leadership and communication. At the organizational level we will review the basics of organizational culture, organizational change and development, structure and design and employment relationship and career management. Throughout the

course we will integrate the potential moderating efforts of relevant cross-cultural variables on managerial perceptions.

### 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 behavior 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&2	<b>INTRODUCTION TO ORGANIZATION BEHAVIOR</b> Introduction to the nature and study of Organization Behavior, Disciplines that contribute to the Organization Behavior Field, Historical Background of Organization Behavior, Challenges and opportunities of Organization Behavior, Theoretical foundation of Organization Behavior and an Evidence-Based Approach
Week-3&4	<b>PERCEPTION</b> The Nature and Impact of Perception, Sensation versus Perception, Sub Processes of Perception, Perceptual Selectivity and errors, Factors affecting Perception (Perceiver, Target, Situation and their characteristics), Attribution theory, its part and errors, Impression Management, The Process of Impression Management, Strategies and Practice Session
Week-5&6	<b>PERSONALITY</b> Personality: Determinants of Personality, the Myers-Briggs Type Indicator (MBTI), Big Five Personality Model, Other Personality traits, Practice session to find out personality traits
Week-7&8	<b>ATTITUDES</b> The Nature and Dimensions of Attitudes, Components of Attitude, Behaviors and Attitudes, Barriers towards changing Attitudes and Ways of changing Attitudes, Discussion Session on whether attitude follow behavior or behavior follow attitude, Work-Related Attitudes (Job Satisfaction - Factors affecting Job Satisfaction, Responses towards Job Dissatisfaction, Job Involvement, Organizational Commitment and its types And Organizational Citizenship Behaviors)
<b>MID TERM</b>	
Week – 9&10	<b>STRESS</b> The Meaning of Stress, Causes of Stress - Extra Organizational Stressors , Organizational Stressors, Group Stressors, Individual Stressors, Types of Stress, Effects of Stress (Physiological, Psychological and Behavioral), Coping strategies of Stress (Individual and Organizational level)
Week – 11&12	<b>CONFLICT AND NEGOTIATION</b> Conflict, School of thoughts about Conflict, Types of Conflict (Functional and Dysfunctional), Levels of Conflict (Intrapersonal, Interpersonal and Intergroup conflicts and their types), Conflict Management Styles (Conflict Handling Model) Negotiation, Framing and Reframing, Causes for Failure of Negotiation, Traditional and Modern techniques of Negotiation.
Week – 13	<b>LEARNING PROCESS</b>

	Theories of Learning, Principles of Learning- Punishment and Reinforcement
Week – 14	<b>POWER AND POLITICS</b> The Meaning of Power, Power and Influence, Types of Power, Political strategies to acquire Power
Week – 15	<b>MOTIVATION NEEDS &amp; PROCESSES</b> The Meaning of Motivation, Primary Motives, Secondary Motives, Theories of Motivation- Maslow's Need Hierarchy Theory, Herzberg's Two Factors Theory, Adlerfer's ERG Theory, Vroom's Expectancy Theory, Adams' Equity Theory, Locke's Goal-Setting Theory
Week –16	<b>Group Presentations</b>
<b>Final Examination</b>	

### RECOMMENDED BOOKS:-

1. ORGANIZATIONAL BEHAVIOR—Fred Luthans, 8<sup>th</sup> Edition, Irwin , McGraw Hill Publishers (Latest Edition).
2. ORGANIZATIONAL BEHAVIOR—Stephen P. Robbins, 9<sup>th</sup> Edition, New Jersey, Prentice- Hall (Latest Edition).

## 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

#### RECOMMENDED/ REFERENCE BOOKS

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 it 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	<b>CONTRACT ACT</b> Definition of Contract, Agreement, Enforceability, Essentials of Contract, Kinds of valid Contract, According to Enforceability, According to Formation, According to Performance
Week – 3	<b>OFFER AND ACCEPTENCE</b> Essentials of Valid Offer, Revocation of Offer, Acceptance, Definition, Essentials of Valid Acceptance, Revocation of Acceptance, Communication of Offer, Acceptance and Revocation



<b>WEEK</b>	<b>TOPICS</b>
<b>Week 4-5</b>	<b>PERFORMANCE OF CONTRACT</b> Performance of Single Promise, Performance of Joint Promises, Order of Performance of Reciprocal Promises, Mode of Performance
<b>Week 6-7</b>	<b>BREACH OF CONTRACT</b> Rescission of the Contract, Suit for Damages, Suit for Quantum Merit, Suit for Specific Performance, Suit for an Injunction
<b>MID TERM</b>	
<b>Week 9-10</b>	<b>INDEMNITY AND GUARANTEE</b> Contract of Indemnity, Contract of Guarantee, Essential of Contract of Guarantee, Distinction between Indemnity and Guarantee, Discharge of Surety from Liability
<b>Week-11</b>	<b>CONTRACT OF BAILMENT</b> Definition & Parties to Bailment, Essential Features of Contract of Bailment, Duties of Bailee, Duties of Bailor, Termination of Bailment
<b>Week-12</b>	<b>CONTRACT OF SALES OF GOODS</b> 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
<b>Week 13-14</b>	<b>NEGOTIABLE INSTRUMENTS</b> 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
<b>Week-15</b>	<b>OTHER BUSINESS RELATED LAWS</b> Intellectual Property Laws
<b>Week – 16</b>	<b>Group Presentation</b>
<b>FINAL EXAMINATION</b>	

#### **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

