**PRINCIPLES OF ACCOUNTING (BA-311)**

**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.

**COURSE CONTENT**

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| **Week 01** | **Accounting and its role**   Development of accounting   Accounting Theory and Conceptual framework   Accounting Defined   Why study Accounting   Financial statements   Major fields of Accounting   Accounting as a Career |
| **Week 02** | **Basic Accounting Concepts**   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   Qualitative characteristics of Financial statements |
| **Week 03 & 04** | **The recording process**   The Recognition Issue   The Valuation Issue   The Classification Issue   The Recording Process   Analysis of Transaction   The Journal   The Ledger   Balancing the Accounts |
| **Week 05 &06** | **Preparation of Financial Statements**   Preparing Trial Balance   Locating and correcting errors in recording process   Preparing Profit and Loss Account and Balance Sheet |
| **Week 06** | **The adjusting and closing entries**   Need for Adjusting Entries   Recording adjusting entries   Preparing adjusted trial balance   Recording closing entries   Preparing post-closing trial balance   Preparing work-sheet   Preparation of Financial Statements |
| **Week 07** | **MID TERM EXAMS** |
| **Week 08 & 09** | **Accounting for trading organization**   The Purchase Function   Accounting for Purchases and Sales   Return and allowances   Periodic System |

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|  |  Perpetual System   Worksheet   Preparation of financial Statements   Departmental Accounts |
| **Week 10 & 11** | **Accounting Systems**   Developing a System   Subsidiary Journals   Subsidiary ledgers   Cash Book   Petty cash book   Control Accounts |
| **Week 12** | **Cash and temporary investment**   Nature and Composition of Cash   Cash Management and Control   Maintaining Bank Account   Bank Reconciliation   Short term investments |
| **Week 13 & 14** | **Accounting for debtors and stock**   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 |
| **Week 15 & 16** | **Accounting for property, plant and equipment**   Property, Plant and Equipment   Lump-sum Purchase   Subsequent Expenditure   Depreciation methods   Revaluation   Review of Useful life   Intangible Assets and Amortization   Wasting Assets and Depletion |
| **Week 17** | **PRESENTATION / ASSIGNMENT** |
| **Week 18** | **FINAL TERM EXAMS** |

**TEXT/REFERENCE 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

**BUSINESS COMMUNICATION (BA 323)**

**COURSE DESCRIPTION**

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

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

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

**Course Goals**

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

· Describe the process of communication within business organizations

· Demonstrate effective listening behaviour

· Use language and nonverbal communication to communicate effectively

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

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

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

minimum of 500 words

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

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

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

· Translate the content of written reports into an oral format

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

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

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

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

**Indented Learning Outcomes**

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

1. Level of self-awareness and understanding of how self-awareness influences communication.

2. Analytical ability in relation to business communication.

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

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

5. Understanding of communication patterns in organizations

**Course Content**

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| **Week 01** | **Communication in Organizations**  · The basic communication process  · Language  · Nonverbal communication  · Listening  · Role of culture and diversity on communication in the workplace |
| **Week 02** | **Qualities of communication within business organizations**  · Methods of communicating in business organizations  · Written  · Oral  · Electronic |
| **Week 03** | · Benefits of effective communication in your career  · Challenge of communication in the global market |
| **Week 04** | · Background to intercultural communication  · A concept of culture  · An intercultural communication model  · National cultural variables  · Education/law and regulations/economics/politics/religion/social norms/language |

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| **Week 05** | · Business communication and the technology  · Managing information within organizations  · History of technological developments |
| **Week 06** | · Challenges to the organization made by new technologies  · E-mail  · Understanding the internet  · Establishing security  · Other communication technologies |
| **Week 07** | **MID TERM EXAMS** |
| **Week 08** | · Managing information outside organizations  · Managing crisis communication  · The process of preparing effective business messages  · Strategies for improving oral presentations  · Strategies for an effective nonverbal delivery  · Strategies for reducing stage fright  · Signs of discomfort |
| **Week 09** | · Interviewing  · Interview purposes  · Interviewee‟s responsibilities  · Interviewer‟s responsibilities  · Telephoning |
| **Week 10** | · The process of preparing effective business messages  · Five planning steps  · Indirect (inductive) approach  · Beginning and endings  · Opening paragraphs/closing paragraphs |
| **Week 11** | · Self Disclosure and Trust  · Forming groups for presentation/essay; self-  · disclosure and trust |
| **Week 12** | · Persuasive Communication  · Group Presentations; Persuasive  · Communication |
| **Week 13** | · Conflict Resolution and Negotiation  · Group Presentations; conflict and negotiation |
| **Week 14** | · Working in Teams for Success Group Presentations;  working in teams |
| **Week 15 & 16** | · Confidence Building, how to be impressive Personality |
| **Week 17** | **· Project Presentations/ ASSIGNMENT** |
| **Week 18** | **FINAL TERM EXAMS** |

**BUSINESS STATISTICS (BA 325)**

**COURSE DESCRIPTION/OBJECTIVE**

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.

**INDENTED 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**

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| **Week 01** | INTRODUCTION  · Definition  · Descriptive Statistics & Inferential Statistics  · Statistics Applications in Business |
| **Week 02** | DATA CONDENSATION AND PRESENTATION  · Data  · The Data Array and Frequency Distribution  · Relative Frequency Distribution  · Cumulative frequency distribution  · Graphical Representation |
| **Week 03** | DATA CONDENSATION AND PRESENTATION  · Graphical Representation  o Pie Chart  o Frequency Bar Chart  o Frequency Histogram  o Frequency Polygon  o Ogive |

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| **Week 04 & 05** | MEASURES OF CENTRAL TENDENCY FOR GROUPED  AND UNGROUPED DATA  · Means: (Arithmetic, Geometric, Harmonic)  · The Median  · The Mode  · Quartiles |
| **Week 05 & 06** | MEASURES OF DISPERSION FOR GROUPED AND  UNGROUPED DATA  · Range  · Mean absolute deviation  · Variance  · Standard Deviation  · Relative Dispersion |
| **Week 07** | **MID TERM EXAMS** |
| **Week 08** | INDEX NUMBERS  · Defining an Index Number  · Un-weighted Aggregates Index  · Weighted Aggregates Index  · Average of Relative Methods  · Quantity and Value Indices |
| **Week 09** | SETS  · Basic Sets and Subsets  · Operations on sets  · Venn Diagram |
| **Week 10 & 11** | PERMUTATION AND COMBINATION  · Successive event principle  · Permutations for all or part of elements of a set  · Permutation of the objects ranged in circle  · Combination |
| **Week 12 & 13** | PROBABILITY AND LAWS OF PROBABILITY  · Basic concepts  · Addition rules of probability  · Conditional Probabilities  · Multiplication rule of probability |
| **Week 14** | MATHEMATICAL EXPECTATION  · Expected value.  · Expected monetary value.  · Decision criterion utility & Expected Utility. |

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| **Week 15 & 16** | PROBABILITY DISTRIBUTION  · Basic concept  · Types of Probability Distribution.  · Random variables  · The Binomial distribution  · The Poisson Distribution  · The Normal Distribution  · Distribution of continues Random variable.  · Sample regression and correlation |
| **Week 17** | **PRESENTATION/**  **ASSIGNMENT** |
| **Week 18** | **FINAL TERM EXAMS** |

**TEXT/REFERENCE BOOKS**

1. David, S Moore et.al, Introduction to the Practice of Statistics, 6th Edition WH.

Freeman.

2. Levin I. Richard., Statistics for Management, 4th ed; McGraw Hill.

3. Engle wood Cliffs, New Jersey, Prentice Hall International, 1987.

4. Michael J. Evans & Jeffrey S. Rosenthal, Probability and Statistics , WH Freeman

5. Starr K. Martian & Sobal Gross Marion, Statistics for Business and Economics,

1st Ed; New York, McGraw Hill, International, 1983.

6. Walpole, R, Introduction to Statistics, Edition 3

7. Shaum and Seigel, Statistics for Business (Latest Edition)

**MANAGEMENT (BA 322)**

**COURSE DESCRIPTION AND GOALS**

This is an introductory course about the management of organizations. It provides instructions on principles of management that have general applicability to all types of enterprises; basic management philosophy and decision making; principles involved in planning, organizing, leading, and controlling; and recent concepts in management. The principles learned in this course will allow the student to effectively work with and through others in an organization. The course will also encourage the students to explore and inquire the applicability of western management principles and theories in local settings. Besides, the course will discuss the Islamic perspective of managing businesses and organizations.

**INTENDED LEARNING OUTCOMES**

This course will cover the basic managerial functions of planning, organizing, leading, and controlling, We will also try to learn the evolution and best practices which are been used in today‟s modern era.

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

1. Hold informed conversations with functional specialists and understand how to draw effectively on their expertise in managing organizations.

2. Understand the relevance of the western management principles and theories, for local settings.

3. Understand the Islamic perspective of managing businesses and

organizations.

4. Apply course concepts and theory in a practical context.

5. Integrate several of the disciplines studied

6. Demonstrate empirical investigative skills by producing an in-depth analysis of a management situation usually presented through case studies, resulting in recommendations for a programme of action.

7. Recognise the need to take a holistic approach to performance improvement rather than a narrowly functional approach.

**PLAN OF EDUCATIONAL METHODOLOGY TO BE USED COURSE CONTENT (SEMESTER)**

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| **Week 01** | Introduction to Management  Organization, The management Process |
| **Week 02** | The History and evaluation of Management  Organizational theories and different approaches to management |
| **Week 03** | The organizational Culture and the Manager  The external environment and the Manager  The internal environment and the manager |
| **Week 04** | Foundations and basic elements of Planning  Process of planning and MBO Effective strategic planning |
| **Week 05** | Decision Making  The manager‟s role as decision maker  Decision making process |
| **Week 06** | Basics of Strategic Management  Case of Strategic Management  Strategic management process  Organizational Structure  Types of organizational structures |

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| **Week 07** | **MID TERM EXAM** |
| **Week 08** | Case Decision-making |
| **Week 09** | Human Resource Management  HRM processes |
| **Week 10** | Motivation its theories  Current issues in Motivation |
| **Week 11** | Team work and Group Behaviour  Case of team and team work |
| **Week 12** | Leadership and its characteristics  Leadership styles and behaviours |
| **Week 13** | The process of Control  The Control Standards |
| **Week 14** | Case of Controlling  Presentation |
| **Week 15 & 16** | Staffing  Presentation |
| **Week 17** | **PRESENTATION / ASSIGNMENT** |
| **Week 18** | **FINAL TERM EXAM** |

**ASSESSMENT CRITERIA**

Assessment will be based on nature of the course and teacher‟s preference

**RECOMMENDED TEXT BOOKS**

1. Mary Coulter & Robbins, Management, International ed.

**PRINCIPLES OF MARKETING (BA 324)**

**COURSE DESCRIPTION/OBJECTIVE**

This course is designed to introduce foundations of marketing as they relate to the whole business enterprise. This course will focus on developing an understanding of key marketing concepts.

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

**LEARNING OUTCOMES**

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

1. Understand the marketplace and the consumers.

2. Understand the elements in marketing mix and their application in marketing decisions.

3. Outline the functions of marketing communication.

4. Discuss social responsibility and ethics in marketing.

5. Understand the importance of customer relationship in marketing and the creation of customer value.

**COURSE CONTENT**

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| **Week 01** | INTRODUCTION TO MARKETING  · Marketing and the Society  · Importance and scope of marketing  · Definition of marketing  · Nature and concept of marketing |
| **Week 02** | MARKETING ENVIRONMENTS  · The Marketing environment  o Macro environment  o Micro environment  · Environmental scanning and monitoring |
| **Week 03** | MARKETING & STRATEGY  · Strategic planning  · Strategic marketing planning  · Forecasting marketing demand |
| **Week 04** | MARKETING DECISIONS  · Information required for marketing decisions  · Reasons for obtaining information  · Marketing research |

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| **Week 05** | CONSUMER BEHAVIOUR  · Information for purchase decisions  · Consumer decision process  · Influence of social and psychological factors  · Market implications |
| **Week 06** | MARKET SEGMENTATION AND TARGETING  · Factors for Segmentation  · Selecting the target market  · Developing the positioning and target market strategies |
| **Week 07** | **MID TERM EXAMS** |
| **Week 08** | PRODUCTS AND SERVICES  · Definition of product and services  · Classification of consumer goods  · Classification of business goods  PRODUCT DEVELOPMENT AND LIFE CYCLE  · Product development process and commercialization  · Product life cycle stages and its implications |
| **Week 09** | PRICING  · Overview of pricing  · Importance of pricing  · Break even analysis  · Factor effecting pricing decisions |
| **Week 10** | SETTING THE PRICE AND RELATING STRATEGIES  · Pricing objectives  o Sale based objectives  o Profit based objectives  · Status quo Pricing  · Price strategy |
| **Week 11** | PRICING TECHNIQUES AND THEIR APPLICATIONS  · Cost based pricing  · Cost plus pricing  · Target pricing  · Floor pricing |
| **Week 12** | DISTRIBUTION  · Importance of distribution channels  · Selecting a channel of distribution  · Retail functions in distribution  · Recent trends in wholesaling and retailing |
| **Week 13** | PROMOTION  · Importance and types of promotion  · Channels of communication  · Objectives, budgeting and promotional mix  · Legal environments of promotion |
| **Week 14** | ADVERTISEMENT AND PUBLICITY  · Scope of advertisement and publicity |

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|  | · Characteristic of advertisement and publicity  · Development, planning and implementation of advertising plan  · Evaluating the success and failure of promotional plan |
| **Week 15& 16** | INTRODUCTION To E-BUSINESS  · Introduction  · Different trends  · Rules of doing e-business  · E-business application in the market |
| **Week 17** | **PRESENTATION / ASSIGNMENT** |
| **Week 18** | **FINAL TERM EXAMS** |

**RECOMMENDED TEXT BOOKS**

1. Philip Kotler, Principles of Marketing (Latest Edition)

2. David Jobber, Principles of Marketing (Latest Edition)

3. Jerome McCarthy & William, D. Pareanth, Basics Marketing, (Latest Edition)

**MARKETING MANAGEMENT (BA 434)**

**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.

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**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 (SEMESTER 3)**

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| **Week 01** | **MARKETING: AN OVERVIEW**  · Definitions  · The evolution of marketing management.  · The marketing concept and social responsibility.  · The importance and scope of marketing.  · The basic functions of marketing. |
| **Week 02/03** | **MARKETING INFORMATION SYSTEMS.**  · 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 BEHAVIOR ANALYSIS**  · 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** | **STP MARKETING**  · 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 07** | **MID TERM EXAMS** |

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| **Week 08 & 09** | **PRODUCT MARKETS STRATEGIES**  · 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**  · Procedure for price setting.  · Methods of setting prices.  · Price-adaptation strategies  · One-price and flexible-price polices.  · Price level policies over the product life cycle.  · Initiating and responding to price changes. |
| **Week 12 & 13** | **MARKETING CHANNEL DECISIONS**  · Channel - design decisions.  · Channel - management decisions.  · Channel dynamics. |
| **Week 14 & 15** | **PROMOTIONAL STRATEGIES**  · Effective advertising programs.  · Sales promotion and public relations programs.  · The strategic personal selling process.  · Strategic sales-force management. |
| **Week 16** | **PRESENTATION / ASSIGNMENT** |
| **Week 17** | **FINAL TERM 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.

**FINANCIAL MANAGEMENT (BA 442)**

**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

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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 (SEMESTER 3)**

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| **Week 01** | **Meaning and Scope of Financial Management.**  · 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**  · Financial markets  · Financial institutions  · The roles of the finance manager  · Goals of the firm  · Agency problems and their mitigation |

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| **Week 03 & 04** | **“Time Value of Money’’**  Calculate the future value (FV) or present value (PV) of a 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 perpetuity problem;  Calculate the FV or PV of a series of uneven cash flows (i.e., 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.  **“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 |
| **Week 05** | **“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  **“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 |
| **Week 06** | **INVESTMENT APPRAISALS**  · Types of investment projects  · Investment process  · Non-discounted appraisal techniques  · Discounted Cash flow techniques  · A comparison of the NPV and the IRR methods |
| **Week 07** | **MID TERM EXAMS** |

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| **Week 08** | **“Analysis of Cash Flows’’**  The student should be able to  Explain the relevance of cash flows to analyzing business activities;  Describe the elements of operating cash flows; Describe the elements of investing cash flows; Describe the elements of financing cash flows;  Classify a particular item as an operating cash flow, an investing cash flow, or a Financing cash flow;  Compute, explain, and interpret a statement of cash flows, using the direct method and the indirect method;  Compute free cash flow. |
| **Week 09** | **“Analysis of Inventories’’**  The student should be able to  compute ending inventory balances and cost of goods sold using the LIFO, FIFO, and average cost methods to account for product inventory;  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; 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;  Describe the effects of adjustment from LIFO to FIFO on inventory balances, cost of goods sold, and income; Compute and describe the effects of the choice of inventory  method on profitability, liquidity, activity, and solvency ratios; Discuss the two reasons why a LIFO reserve might decline during a period and  Discuss the implications of such a decline for financial analysis. |
| **Week 10** | **“The Investment Setting’’**  The student should be able to Calculate the holding-period return; Calculate the holding-period yield;  Calculate both the arithmetic mean return and the geometric mean return;  Calculate the expected return;  Calculate the variance and standard deviation of return; Calculate the coefficient of variation for an investment; Calculate the expected rate of return for a stock or a stock market series, using Estimates of ending values and dividend payments. |
| **Week 11** | **“The Cost of Capital**  The student should be able to  Explain why the cost of capital used in capital budgeting |

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|  | 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;  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; define the target (optimal) capital structure;  Define and calculate a company‟s weighted-average cost of capital. |
| **Week 12** | **“The Basics of Capital Budgeting’’**  The student should be able to define capital budgeting;  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);  explain the NPV profile;  explain the relative advantages and disadvantages of the NPV and IRR methods, particularly with respect to independent versus mutually exclusive projects;  Describe and calculate the modified IRR (MIRR);  Explain the “multiple IRR problem” and the condition that can  cause the problem;  Explain why NPV, IRR, and MIRR methods can produce conflicting rankings for capital projects. |
| **Week 13** | **“Cash Flow Estimation and Other Topics in Capital**  **Budgeting’’**  The student should be able to  Distinguish between cash flows and accounting profits; Define the following terms and discuss their relevance to capital budgeting:  incremental cash flow, sunk cost, opportunity cost, externality, and cannibalization;  Define an expansion project and a replacement project; Determine by NPV analysis whether a replacement project should be undertaken;  Define initial investment outlay, operating cash flow over a project‟s life, and terminal-year cash flow, and compute each measure for an expansion project and a replacement project; Compare two projects with unequal lives, using both the replacement chain and equivalent annual annuity approaches; Discuss the effects of inflation on capital budgeting analysis. |
| **Week 14** | **“Risk Analysis and the Optimal Capital Budget’’**  The student should be able to  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 |

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|  | budgeting process;  Describe the pure play and accounting beta methods for estimating individual project betas. |
| **Week 16** | **Financial forecasting** Keeping Track of forecasts Sales Forecast  Financial Statement Forecasting: Constant Ratio Method  The AFN Formula  Forecasting Financial Requirements When the Balance Sheet  Ratios Are Subject to Change  Other Techniques for Forecasting Financial Statements  Computerized Financial Planning Models |
| **Week 17** | **Managing Cure net Assets**  Working Capital Terminology  Alternative Current Asset Investment Policies |

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|  | 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  **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 |
| **Week 18** | **FINAL TERM EXAMS** |

**RECOMMENDED BOOKS**

1. Ross, S. A., Westerfield, R. W. & Jordan, B. D. (2006) *Fundamentals of corporate finance*. 7th edition. New York: McGraw Hill

2. Eugene F. Brigham: Fundamentals of Financial Management

3. Jones, Financial Management

4. White, Sondhi and Fried, Analysis of Financial Statements.

**BUSINESS RESEARCH METHODS (BA 553)**

**COURSE DESCRIPTION**

This course is designed to give an overview of the principles and methods of business research: identification of research question, development of theoretical framework and model, securing the respondents, making a test investigation, sampling, collecting data, types and errors of collected data, tabulating and analyzing the information, interpreting the findings and stating the conclusion through a series of class projects. Practical experience is offered to the students on how research techniques and procedures are applied to solve the business problems. This course is also designed to encourage the students to explore the application of theories that have been predominantly developed in Western cultures by using different research method techniques. An understanding of the relevance of Western research for local practice would help students to explore various business related problems and their plausible solutions from indigenous perspective. The course will also help the students in understanding the importance of the business research as a management decision tool and in dealing with various business-related theoretical and applied problems.

**INTENDED LEARNING OUTCOMES**

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

1. Recognize the importance of research as a first step in Business Studies.

2. Translate basic/applied business issues into appropriate academic research questions.

3. Understand the links between the issues being investigated and the method of investigation.

4. Understand the relevance of Western research in providing solutions to the local managers by investigating the dominant theories business education.

5. Understand the governing principles in the qualitative and the survey research traditions, the merits and limitations of each, and of their independent and supporting roles in business contexts.

6. Use different software for statistical analysis and interpretation including

SPSS, Amos, and E-Views etc.

7. Understand and apply the skills required to design and conduct research studies using qualitative and/or survey methods.

8. Acquire the ability to interpret research results and establish the substantive

meaning and implications of the findings for managerial practice.

**COURSE CONTENT**

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| **Week 01** | The Role of Business Research  What is business research  Why it is important |
| **Week 01** | The relevance of Western theories and research for local  managers  How theories are developed  Why context is important in social sciences |
| **Week 02** | The research process: An overview  What are the key steps in research process  Types of research |
| **Week 03** | Problem Definition and the Research Proposal  Contents of research proposal  Writing effective r  ]  esearch proposals |

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| **Week 04** | Exploratory Research and Qualitative analysis  Qualitative research and theory building |
| **Week 05** | Survey Research: An Overview  Survey method and business research |
| **Week 06** | Survey Research: Basic Method of Communication with  Respondents |
| **Week 07** | **MID TERM EXAMS** |
| **Week 08** | Measurement and Scaling Concepts  Types of measures  Types of scales  Attitude Measurement  Types of attitudes and their relevant scales |
| **Week 09** | Questionnaire Design  Open ended questions  Close ended questions |
| **Week 10** | Sample Designs and Sampling Procedures  Types of Sampling  Relevance of sampling technique to research question |
| **Week 11** | Determination of Sample Size |
| **Week 12** | Basic Data Analysis: Descriptive Analysis  Entering data in SPSS |
| **Week 13** | Univariate Analysis  Using SPSS for univariate analysis |
| **Week 14** | Bivariate Analysis: Tests of Differences  Tests of mean differences  ANOVA |
| **Week 15** | Data analysis and interpretation  Regression analysis using SPSS CFAs and Path analysis using Amos |
| **Week 16** | The Research Report  Contents of a research paper  Managerial decision making and Research  Policy implications for managers |
| **Week 17** | **Final term exams** |

**RECOMMENDED BOOKS**

1. *William G. Zikmund,* ***Business Research Methods****, Latest Edition, Thomson*

*Learning*

**COST ACCOUNTING (BA 555)**

**COURSE DESCRIPTION/OBJECTIVE**

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. The importance of Cost Accounting as a first step in the Manufacturing process.

2. Cost Accounting and explain its purpose within an organization.

3. The steps involved in the Accumulation of Total Cost in different departments.

4. Financial accounting and Cost Accounting.

5. Cost data for the decision making of the higher management.

6. Product costing preparation and process costing analysis.

7. Cost of production and cost of goods sold statements for onward reporting to financial statements.

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| **COURSE CONTENT Week 01** | Cost Accounting Concepts and Objectives. |
| **Week 02** | Financial Statements The bases for planning and control |
| **Week 03** | Costs: Concepts, Uses and Classification |
| **Week 04-06** | Job Order Costing, Process Costing: |
| **Week 07** | **Mid term exams** |
| **Week 08-09** | Planning and Control of Factory Overhead. |
| **Week 10** | Joint and byproduct casting. |
| **Week 11** | Planning and Control of Materials. |
| **Week 12** | Planning and Control of Labor. |
| **Week 13** | Value Cost and Profit Analysis. |
| **Week 14-15** | Differential Cost Analysis |
| **Week 16** | **Project/ Presentations** |
| **Week 17** | **FINAL TERM EXAMS** |

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**TEXT BOOKS:**

1. Matz Usry latest Edition, Cost Accounting: Planning and Control

*2.* Matz, Hammer Usry (1985) 9th edition Cost Accounting *South-western*

*Publishing Co*

3. Garrison H. Ray, Noreen W. Eric (2004) 10th edition Managerial Accounting,

*Irwin*

**MANAGERIAL ECONOMICS (BA 551)**

**CAPSULE STATEMENT**

Managerial Economics is a key branch of economics at graduate level. This is

basically applied microeconomics though it uses macroeconomic variables also. The subject matter deals with the economic theory and its application in business management. The course provides a unifying theme of managerial decision making around the theory of the firm. It examines the process whereby a firm can reach optimal managerial decisions in the face of constraints in today‟s dynamic market. It covers a variety of topics such as demand Analysis, Estimation and forecasting, market structure, production and cost analysis, pricing practices, economic optimization and risk analysis.A strong grasp of the principles that govern the behavior of economic agents (firms, individuals and government) is a vital managerial talent.

The course provides practical guidelines to students to analyze in depth the managerial decisions in the market. It enables students to comprehend the complexity, risk element, and key success in business.

A sound background of mathematical and statistical tools makes the understanding of the subject matter more interesting and easier.

**LEARNING OUTCOMES**

After completing this course participants must be able to:

1. Understand the key role of managers in decision making

2. Analyze firm‟s decision making process

3. Examine how a firm achieves its aims and objectives most efficiently

4. Understand functioning of different markets

5. Meet the challenges of the risky businesses

6. Formulate price strategies in different markets

7. Become confident in making managerial decisions

**CALENDAR ACTIVITIES**

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| **Session** | **Topic (s)** |
| **WEEK 1, 2** | · The nature and scope of Managerial Economics.  · Management Problem  · Effective Management  · Theory of firm  · The objective of the Firm  · Constrains faced by a firm  · Business vs. Economic profit  · Theories of Economic profit |
| **WEEK 3, 4** | Advanced Demand Analysis  · The Market Demand Function  · Total and Marginal Revenue  · Sensitivity analysis  · Computation of Price, Income and Cross price Elasticity of Demand by two Methods  · Uses and Application of Price, Income and Cross-Price Elasticity of demand  · Some other Demand Elasticity |
| **WEEK 5** | Advanced Demand Analysis  · Price elasticity, Marginal Revenue and Total Revenue  · Optimal Pricing Policy under given price elasticity |
| **WEEK 6** | Demand estimation by Regression Analysis  · Simple Linear and Multiple Linear Regression Models  · Significance of estimated coefficients and model  · Forecasting power of a Regression Model Use of R2 |
| **WEEK 7** | **Mid term exams** |
| **WEEK 8** | Demand Forecasting  · Quantitative Methods for Forecasting  · Best Forecasts |
| **WEEK 9, 10** | Economic Optimization  · Mathematical tools for derivatives  · Unconstrained vs. Constrained Optimization  · The substitution vs. the Lagrange Methods of Optimization |

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| **WEEK 11, 12** | Production Analysis  · Production Function  · Total, Marginal and average Products in case of single and two variable inputs  · Marginal Revenue Product and Optimal Employment of Inputs  · Returns to scale vs. Returns to factor |
| **WEEK13** | Cost Analysis  · Explicit and Implicit Costs  · Incremental and Sunk Costs  · Short-Run vs. Long-Run Costs  · Economies of Scale and Economies of Scope  · Learning Curves  · Breakeven Analysis  · Degree of Operating Leverage |
| **WEEK14** | Pricing Practices  · Markup Pricing and profit maximization  · Mark up on costs and price  · Optimal markup on price and cost  · Price discrimination |
| **WEEK15** | Risk Analysis  · Economics Risk vs. Uncertainty  · Various types of risk  · Expected Profit of a Project  · Absolute vs. Relative Risk  · Beta as Measure of Risk  · Managerial Applications |
| **WEEK16** | **PRESENTATION/ ASSIGNMENT** |
| **WEEK 17** | **FINAL TERM EXAM** |

**TEXT BOOK:**

1. Mark Hirschey (2009), “Managerial Economics”, Thomson: South Western

**ADDITIONAL READINGS:**

1. William F. Samuelson, Stephen G. Marks (2003), Managerial Economics

Fourth Edition, Wiley.

2. Lila J. Truett and Dale B. Truett (19989), Managerial Economics: Analysis, Problems, Cases , International Thomson Publishing

3. Micheal Baye (2002), “Managerial Economics and Business Strategy”, Irvin

Publishers.

4. Dominick Salvatore (latest edition), “Managerial Economics in a Global

Economy”, McGraw Hill.

5. Petersen, Lewis and Jain (2006), “Managerial Economics” Pearson: Education.

6. Abdul R. Butt (2006), “Least Squares Estimation of Econometric Models”,

(Revised Edition), National Book Foundation, Pakistan.

**ENTREPRENEURSHIP (BA 565)**

**COURSE DESCRIPTION/OBJECTIVES**

With more than half of the new jobs being created in the world economy by small businesses, the particular problems and experiences encountered in starting and developing new enterprises are clearly worth studying.

This course of Entrepreneurship has been designed to provide the participants with an overall understanding of the concept of entrepreneurship and small business management. Participants will be prepared to start, survive, and succeed in their own businesses.

For those who consider becoming part of a big traditional business, while working for someone else, as a viable career option, it is hoped that participation in this course will orient them towards thinking and acting more entrepreneurially and creatively in the big business ambiance. Thus, regardless of their future plans and hopes, this course can benefit them greatly in how they think and act, from an entrepreneurial viewpoint, in the future.

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

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

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**LEARNING OBJECTIVES**

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

1. develop an idea for a new venture;

2. research its potential and understand the risks associated;

3. undertake marketing, positioning, and customer development;

4. prepare an analysis of the financial requirements and build a financial strategy for the new venture, including incremental appreciation of the equity base;

5. plan for the execution and management of all the relevant functional areas of new venture including operations, supply chain, information systems, and human resources etc.

6. identify and prepare legal documents, IP policy, contracts, etc. and

7. develop a comprehensive business plan for their venture;

**COURSE CONTENTS**

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| **Session** | **Topic** |
| WEEK.  1 | ENTREPRENEURSHIP: AN EVOLVING CONCEPT  · Entrepreneurship – A perspective  · Emerging Trends: The Internet and E-Commerce  · ENTREPRENEURIAL OPPORTUNITIES  · The evolution of Entrepreneurship  · The myths & approaches to entrepreneurship |
| 2 | UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT  · Comparative analysis entrepreneurship in other countries  · Strategic Objectives  · Competitor Analysis |
| 3 | UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT  · STP Strategies  · Marketing Mix Strategies |
| 4 | UNDERSTANDING THE ENTREPRENEURIAL PERSPECTIVE IN INDIVIDUALS  · The Entrepreneurial Perspective  · The Dark side of Entrepreneurship  · Entrepreneurial Motivation  ENTREPRENEURIAL PERSPECTIVE IN ORGANIZATIONS – CORPORATE  ENTREPRENEURSHIP  SOCIAL ENTREPRENEURSHIP AND THE ETHICAL CHALLENGES OF  ENTREPRENEURSHIP |
| 5 | INNOVATION: THE CREATIVE PURSUIT OF IDEAS  · Opportunity Identification: The search for New Ideas  · Entrepreneurial Imagination and Creativity  · The role of Creative Thinking  · Arenas in Which People Are Creative  · Innovation and the Entrepreneur  · The Innovation Process |
| 6 | PATHWAYS TO ENTREPRENEURIAL VENTURES  · The Pathways to New Ventures for Entrepreneurs  · Creating New Ventures |

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|  | · Acquiring an Established Entrepreneurial Venture  · Franchising: The Hybrid  LEGAL CHALLENGES FOR ENTREPRENEURIAL VENTURES  · Legal Challenges for the Entrepreneurial Venture  · Intellectual Property Protection: Patents, Copyrights, and  Trademarks  · Identifying Legal Structures for Entrepreneurial Ventures  · Sole Proprietorships  · Partnerships  · Corporations  · Specific Forms of Partnerships and Corporations  · Understanding Bankruptcy |
| 7 | **Mid term exam** |
| 8 | SOURCES OF CAPITAL FOR ENTREPRENEURIAL VENTURES  · The Entrepreneur‟s Search for Capital  · Debt Versus Equity  · The Venture Capital Market  · Informal Risk Capital: “Angel” Financing |
| 9 | ASSESSMENT OF ENTREPRENEURIAL PLAN  · The Challenge of New- Venture Start-Ups  · Pitfalls in Selecting New Ventures  · Critical Factors for New-Venture Development  · Why New Ventures Fail  · The Evaluation Process |
| 10 | MARKETING CHALLENGES FOR ENTREPRENEURIAL VENTURES  · The Marketing Concept for Entrepreneurs  · Marketing Research  · Inhibitors to Marketing Research  · Internet Marketing  · Developing the Marketing Concept  · Developing a Marketing Plan  · Pricing Strategies |
| 11 | FINANCIAL PREPARATION FOR ENTREPRENEURIAL VENTURES  · The Importance of Financial Information for Entrepreneurs  · Understanding the Key Financial Statements  · Preparing Financial Budgets  · Pro Forma Statements  · Capital Budgeting  · Break-Even Analysis  · Ratio Analysis |
| 12 | DEVELOPING AN EFFECTIVE BUSINESS PLAN  · What is a Business Plan?  · Pitfalls to Avoid in Planning  · Benefits of a Business Plan  · Developing a Well- Conceived Business Plan  · Elements of a Business Plan  · Updating the Business Plan  · Presentation of the Business Plan: The “Pitch”  · |

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| 13 | STRATEGIC ENTREPRENEURIAL GROWTH  · The Nature of Strategic Planning in Emerging Firms  · Strategic Planning  · The Lack of Strategic Planning  · The Value of Strategic Planning  · Managing Entrepreneurial Growth  · Venture Development Stages  · The Entrepreneurial Company in the Twenty-First Century  · Building the Adaptive Firm  · The Transition from an Entrepreneurial Style to a Managerial  Approach  · Understanding the Growth Stage  · Unique Managerial Concerns of Growing Ventures  · The International Environment: Global Opportunities  · Achieving Entrepreneurial Leadership in the New Millennium |
| 14 | VALUATION OF ENTREPRENEURIAL VENTURES  · The Importance of Business Valuation  · Underlying Issues When Acquiring a Venture  · Due Diligence  · Analyzing the Business  · Establishing a Firm‟s Value  · Term Sheets in Venture Valuation  · Additional Factors in the Valuation Process |
| 15 | HARVESTING THE ENTREPRENEURIAL VENTURE  · Harvesting the Venture: A Focus on the Future  · The Management Succession Strategy  · Key Factors in Succession |
| 16 | **PROJECTS/ PRESENTATIONS** |
| 17 | **Final term exams** |

**RECOMMENDED TEXT BOOK**

1. Entrepreneurship – Theory Process Practice, Donald F. Koratko 8th Edition

(South Western - Cengage Learning)

**MONEY & BANKING (BA 564)**

**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

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**COURSE CONTENT**

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| **Week 01-02** | **MONEY:**  · Nature  · Definition and Functions.  · Types of Money  · Evolution of Fiat Money |
| **Week 03-04** | **DEMAND FOR MONEY:**  · The transactions precautionary and speculative motives.  · Factors affecting the demand for money. |
| **Week 05-06** | **SUPPLY OF MONEY: TYPES OF MONEY:**  · The concept M1 to M4  · The process of money creation and sources. |
| **Week 07** | **MID TERM EXAMS** |
| **Week 08** | **MONETARY THEORIES**  · The crude Quantity Theory  · Modern Quantity Theory  · Inventory Theoretic Approach |
| **Week 09-10** | **CENTRAL BANKING**  · Functions of central bank  · The central reserve system  · Modern banking and creation of money.  · Control of Credit & money by the Central Bank and the instruments used for it |
| **Week 11-12** | **COMMERCIAL BANKING:**  · Commercial bank and its functions  · Commercial banks and payment system  · Commercial banks and money stock  · The organizations and structure of banks  · Lending to business firms  · Policies and procedures |
| **Week 13-14** | **FOREIGN EXCHANGE AND TRADE**  · Foreign exchange determination  · Theory of international trade  · Import/export and letters of credit  · Trade financing |
| **Week 15** | **Islamic Perspective of money and banking** |
| **Week 16** | **Presentations / assignments** |
| **Week 17** | **Final term exams** |

**TEXT/REFERENCE BOOKS**

1. Mishkin, Frederic. S, The Economics of Money and Banking and Financial

Markets, 8th edition, Pearson Education

2. Meenai, S. A. Money and Banking in Pakistan, Karachi, Oxford University

Press.

3. Lucket, D. G., Money & Banking, McGraw Hill.

4. Mc Connell & Brue, Economic 15th Edition., McGraw Hill, INC

5. Rose, Peter S., Commercial Bank Management, McGraw Hill.

6. Zamir Iqbal & Abbas Mirakhos, An introduction to Islamic finance.

**Auditing BA-684**

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| **Course Name: Auditing** | | **Course Code: BA-684 (F)** |
| **Course Structure: Lectures** | | **Credit Hours: 3** |
| **Prerequisites:** | | |
| **Course Description**  Audit comprises a fundamental component of the recurrent and strategic activities of nearly all professional occupations. While a small group of jobs focus exclusively on internal and external audit tasks, the majority of commerce graduates will utilize the principles and practices of risk assessment, internal control, systems evaluation and forensic accountability in their professional lives. This course thus aims to provide an introduction to the principles and practices of auditing. In this context, it will also outline and critically examine contemporary audit issues and challenges.  **Intended Learning Outcomes**  On successful completion of this course students should be able to:  1) Demonstrate an understanding of fundamental audit concepts  2) Apply a range of audit procedures  3) Apply auditing standards  4) Demonstrate an understanding of the legal context within which auditing occurs  5) Demonstrate an understanding of professional ethics and be able to apply the profession's code of ethics  6) Undertake research on significant auditing issues  7) Apply critical thinking skills and solve auditing problems through the use of case studies  8) Understand how to stay abreast of developments in auditing theory and practice  9) Demonstrate an understanding of the role of auditing in society  10) Work in a collegiate manner. | | |
| **Week** | **Module** | |
| **Week 1** | Introduction to auditing, and an overview of the auditing process | |
| **Week 2** | Management's responsibility for the preparation of financial reports | |
| **Week 3 & 4** | Fundamental audit concepts | |
| **Week 5 6** | **The audit engagement**  Client acceptance  Planning the audit | |
| **Week 7** | **Mid term exams** | |
| **Week 8** | Testing controls | |
| **Week 9 10 & 11** | Substantive tests of transactions and balances  Completion and review | |
| **Week 12** | Audit Sampling | |
| **Week 13** | Audit Completion | |
| **Week 14** | Audit Reporting | |
| **Week 15** | The professional and regulatory environment:  \* Ethics  Regulation of auditing and legal liability  Other Assurance Services  Contemporary issues in auditing | |
| **Week 16** | **Presentations** | |
| **Week 17** | **Final Term Examinations** | |
| **Recommended Books**  Auditing and Assurance Services in Australia (6th Edition).  Authors: Gay, G. and Simnett, R.  Date of Publication: 2015  Publisher: McGraw-Hill Australia  Understanding the New Auditing Standards Related to Risk Assessment  American Institute of Certified Public Accountants 2006. New York | | |

**Islamic Banking and Finance**

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| **Course Name:** Islamic banking and Finance | | **Course Code:BA-682 (F)** |
| **Course Structure: Lectures** | | **Credit Hours:** 3 |
| **Prerequisites:** | | |
| **Course Objective**  This course aims to provide a deep insight to the study of Islamic Finance. At the end of this course, candidates would be expected to understand different instruments of Islamic finance, their utility and importance in equal distribution of wealth and creation of a balanced economic system. | | |
| **Week 1** | **Introduction**   * Belief in Devine Guidance * Difference between Capitalist and Islamic Economy * Asset Backed Financing * Capital and Entrepreneur * Present practices of IslamicBanks | |
| **Week 2** | **Musharakah**   * Introduction * The concept of Musharakah * The Basic Rules of Musharakah * Distribution of profits * Sharing of loss * The Nature of the Capital | |
| **Week 3** | **Management Of Musharakah**   * Termination of Musharakah * Termination without Closing Business | |
| **Week 4** | **Mudarabah**   * Business of the Mudarabah * Distribution of the Profit * Termination of the Mudarabah * Combination of Musharakah and Mudarabah | |
| **Week 5** | **Diminishing Musharakah**   * Introduction * House Financing on the basis of diminishing Musharakah * Diminishing Musharakah for Carrying Business of Services * Diminishing Musharakah in Trade | |
| **Week 6** | **Murabahah**   * Murabahah * Some Basic Rules of Sale * Bai’ Mu’ ajjal ( sale on deferred payment) | |
| **Week 7** | **MID TERM EXAMS** | |
| **Week 8** | **Ijarah**   * Ijarah * Basic Rules of Leasing * Determination of Rental * Lease as a mode of finanacing | |
| **Week 9** | * The Commencement of Lease * Different Relations of the Parties * Expenses consequent to ownership | |
| **Week 10** | **Salam and Istisna**   * Salam and Istisna * Meaning of Salam * Conditions of Salam * Salam as a Mode of Financing | |
| **Week 11** | * Istisna * Difference between Istisna and Salam | |
| **Week 12&13** | * Difference between Istisna and Ijarah * Time of delivery * Istisna as a Mode of Financing | |
| **Week 14** | **The Principle of Limited Liability**   * The Principle of limited liability * Waqf * Baitul-Mal * Joint Stock | |
| **Week 15** | **Performance of Islamic Banks**   * The performance of Islamic Banks * Evaluation | |
| **Week 16** | * **Viva / Presentations** | |
| **Week 17** | **Final Presentations** | |
| **Recommended Book**  *An Introduction to Islamic Finance* by Muhammad Taqi Usmani, latest edition | | |

**Leadership (HR)**

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| **Course Name: Leadership** | | **Course Code:BA-675(H)** |
| **Course Structure:** | | **Credit Hours:3** |
| **Prerequisites:** | | |
| **Objectives**  Leadership is not a new concept and has been discussed for years. One main difference between leadership and management is the process of obtaining results through individuals. Management relates to planning, organizing, controlling and implementing work to obtain desired results. Leadership takes the process a step further by involving how the employees think and feel. Leadership has been conceived as the focus of group processes, as a matter of personality, as a matter of inducing compliance, as the exercise of influence, as particular behaviors, as a form of persuasion, as a power relation, as an instrument to achieve goals, as an effect of interaction, as a differentiated role, as initiation of structure, and as many combinations of these definitions. Effective leaders are critical to the success of an organization, and leadership development is important to develop good leaders  This course examines the vital role that leadership plays at all levels within a business organization. Students will discover the importance of leadership potential as a key to sustained professional and organizational excellence. Exposure to thought-provoking cases, exercises and literature will heighten students‟ awareness of the need to develop strong leadership skills in dealing with dynamic and culturally diversified organizations and communities of global world.  **Intended Learning Outcomes (ILOs)**  After studying this course the students should be able to:  1. Explain the underlying theories and current research findings for effective leadership behaviors in the workplace.  2. Apply different leadership styles to lead effectively in their personal and professional settings.  3. Explore, articulate and synthesis leadership choices in making business decisions and ethical judgments.  4. Evaluate others as well as their own leadership and managerial potential.  5. Identify the individual & situational characteristics that affect leadership effectiveness.  6. Develop effective leaders and followership. | | |
| **Course Outline** | | |
| **Week** | **Module** | |
| **Week 1** | Introduction to leadership   * Definition, leadership managerial roles, interrelationships among the levels of leadership analysis, types of leadership theories | |
| **Week 2, 3 & 4** | Leaders as an individual’s: *A personal side of Leadership*   * Leader’s personality, traits and attitudes * Different leadership styles (University of Iowa Leadership Styles, The University of Michigan Leadership Model, The Ohio State University Leadership Model) * Leading through Vision * Transactional, transformational and charismatic leadership | |
| **Week 5** | Contingent Perspective of Leadership | |
| **Week 6** | Ethics and Morality of leaders | |
| **Week 7** | **Mid Term Examinations** | |
| **Week 8** | Followership   * Effective follower and types of followers   Followers development  Leadership Communication, Coaching and Conflict management | |
| **Week 9** | Leading through Power & Politics | |
| **Week 10 & 11** | Motivation   * Theories of motivation   Team leadership and self-managed teams | |
| **Week 12** | Strategic Leadership and Change management | |
| **Week 13 & 14** | Contemporary issues in leadership | |
| **Week 15** | Revision | |
| **Week 16** | **Presentations/ Assignment** | |
| **Week 17** | **Final Term Examinations** | |
| **Recommended Books:**  `In order to develop a diverse, practical and comprehensive approach towards leadership, literature, exercises and cases will be used from following books. Therefore, The Leadership Experience (Richard L. Daft) will be used as text book. All the material taken from journals, research papers, newspapers or sources other than these books will be provided in advance.   * Leadership Theory, application and skill development (4th edition) by Lussier Achua. * The Leadership Experience, by Richard L. Daft. 3rd or latest edition. Thomson, South-western. (Text Book) * The Heart of Leadership, by Robert E. Staub. 12 Practices of Courageous   Leaders | | |

**Training and Development**

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| **Course Name: Training and Development** | | **Course Code:BA-674(H)** |
| **Course Structure: Lectures** | | **Credit Hours:3** |
| **Prerequisites:** | | |
| **Objectives**  Training and development in organizations is usually defined as planned activities directed at enhancing the learning of job-relevant knowledge, skills and attitudes by members or employees of the organization. Almost invariably, the goal is to improve on-the-job performance so as to enhance the overall effectiveness of the organization and/or to increase the likelihood that organizational goals will be reached. This course will familiarize students with the training and development function  Topics covered in this course will include: training needs assessment, the development of specific training objectives, the planning and delivery of instruction, relevant learning principles, and the development and implementation of criteria and procedures for evaluation of training. Thus the course provides a general framework for examining and revising existing training programs and for establishing new, viable training programs. In addition, special training topics will be explored based on students' interests.  **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 | | |
| **Course Outline** | | |
| **Week** | **Module** | |
| **Week 1 & 2** | **Introduction & Organization**   * What is training * Training design process * Organizational Learning | |
| **Week 3** | What is learning   * Learning theories * Learning process * Learning style | |
| **Week 4&5** | The Needs Analysis Process   * Why is it necessary * Causes and outcomes * Who will participate * Advantages and disadvantages * Methods used in process * Need assessment process * Competency model | |
| **Week 6** | Transfer of Training   * Model of transfer process * Theories of transfer of training * Work environment characteristics which influence the transfer * Four models of knowledge sharing | |
| **Week 7** | **Mid Term Examinations** | |
| **Week 8,9** | Traditional methods   * Presentation methods * Hands on methods   On the job training | |
| **Week 10** | Traditional methods   * Group building methods * Action learning * Choosing training methods | |
| **Week 11&12** | Other methods of training   * Technology influence on training and learning * Technology and multimedia * Types of learning environment * Computer based learning * E-learning * Blended learning * Simulations and types * Distance learning | |
| **Week 13&14** | Training Evaluation   * Evaluation process * Outcomes used in evaluation training programs * Evaluation designs * Costs and Benefits | |
| **Week 15** | Training Trends  Training and Development From a Change Model Perspective  Key issues in implementing change  Managers’ misconceptions about training | |
| **Week 16** | Presentations | |
| **Week 17** | **Final examinations** | |
| **Recommended Books:**   * Employee Training & Development (5th edition) by Raymond. A Noe * Training & Development (N. Ramaswami) 1992 * Management training in organizations (Ishwar Dayas) 1989 * Training strategy (Martyn Sloman) 1996 * Applied Psychology in KRM, Wayne F. CASCIO (Fifth Edition) * Creative Training Techniques Handbook by Robert W. Pike, CSP | | |

**STRATEGIC MANAGEMENT (BA 672)**

**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.

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**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 (SEMESTER 3)**

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| **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 |

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| **Week 06** | **STRATEGIES IN ACTION**   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 Government  Organization   Strategic Management in small firms  **STRATEGY FORMULATION: ORGANIZATION AL PROCESS**   The strategy-making hierarchy   Corporate strategy   Line of business strategies   Functional strategies   Operating strategies   The factors shaping strategy   Strategy and ethics   The basic strategy-making approaches |
| **Week 07** | . **Mid term exams** |
| **Week 08** | **STRATEGY ANALYSIS AND CHOICE**   A comprehensive strategy formulation framework   The input stage   The matching stage   SWOT Matrix   Space Matrix   BCG Matrix   IE Matrix   The Grand Strategy Matrix   The decision   QSPM Matrix   Strategy choice criteria   Consistency tests   Clarity of goals   Appropriate timing   Flexibility   Management commitment   The politics of strategy choice |
| **Week 09** | **STRATEGY IMPLEMENTATION**   Analyzing strategy-change   Analyzing organizational structure   Analyzing organizing culture |

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|  |  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**   Evaluation Framework   Characteristics of an effective evaluation system   Contingency planning   Auditing   21st century challenges in Strategic Management |
| **Week 11** | **STRATEGIC CONTROL**   The strategic control process   The management information system (MIS) and strategic control   Top management & strategic control |
| **Week 12** | **A CASE ANALYSIS FRAMEWORK**   Diagnosis and record of the current situation   Identification and record of the strategic issues and key problems   Formulation and evaluation of alternative course of actions   Selection of an action plan and set of recommendation   How to avoid pitfalls in case analysis   Communication of case analysis   The written report   The oral presentation and discussion |
| **Week 13, 14** | **A CASE STUDY ASSIGNMENT**   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** | **Course Wrap Up and Recap** |
| **Week 16** | **Presentation/ assignment** |
| **Week 17** | **Final term exams** |

**RECOMMENDED BOOKS**

*1. Certo & Peter; Strategic Management: Concepts & Applications, Random*

*House Business Division.*

*2. Johnson Schol, Exploring Corporate Strategy, Prentice Hall*

*3. Fried. R. David, Strategic Management, Prentice Hall.*

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**REFERENCE BOOKS**

1. Williamson & Cooke; Strategic Business Analysis; Butterworth Heinman.

2. Campbell, Stenhouse & Housten; Business Strategy: An Introduction, Butterworth Heinman.

3. Saeed Amjad Khawaja; Managerial Policy; Institute of Management

Sciences.

4. Thomous, Strickand, Strategic Management, BPI. IRWIN

5. Hitt, Ireland, and Hoskisson: Strategic Management; McGraw Hill.

**Compensation Management (HR)**

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| **Course Name: Compensation Management** | | **Course Code: BA-685 (H)** |
| **Course Structure: Lectures** | | **Credit Hours:** 3 |
| **Course Description**  The modern business and non-profit organizations demand high caliber of human resource providers and planners equipped with sound knowledge of personnel policies and procedures to motivate the workforce for higher efficiency and maximum productivity. In considering the demand, this course is designed to given an overview of current ideas and issues in Human resource development. The core objective of the course is to provide students with clear thinking and understanding of how to appraise and compensate human resource.  Learning Outcomes  Upon successful completion of the course a student will be able to:   * Understand key concepts and theories from compensation. * Apply key course concepts to actual compensation problems in firms. * Understand how to conduct basic statistical analysis on compensation data. * Understand how to interpret basic statistical analysis of compensation data. * Understand how workers behave strategically in response to the structure of, and changes in, the compensation system. * Understand how the various features of compensation systems influence the composition of workers attracted to the firm. * Understand how the various features of compensation systems influence retention and turnover. * Understand key issues in performance measurement for the purpose of compensation. * Understand the relationship between compensation and other aspects of the HR function. * Understand the implications of the legal and institutional landscape for compensation systems. * Analyze a firm’s compensation system, evaluate its strengths and weaknesses, and propose changes to improve it.   **Course Contents** | | |
| **WEEK** | **MODULE** | |
| **Week 01&02** | * Wage concepts and Theories * Methods of Wage Payments * Wage Differentials | |
| **Week 03&04** | * Wage-Fixation-Machinery * Wage structure * Wage Policy (With Reference to Pakistan) | |
| **Week 05&6** | * Wage Legislation * Minimum Wages act 1948 * The payment of wages 1936 | |
| **Week 7** | **Mid Term Examination** | |
| **Week 08 &09** | * The Payment of Bounus Act 1965 * The equal Remuneration Act, 1976 | |
| **Week 10 & 11** | Compensation and Security | |
| **Week 12** | Managing Employee Compensation | |
| **Week 13** | Incentive Compensation | |
| **Week 14** | Employee Benefits  Safety and Health | |
| **Week 15** | * Internal Assessment * Conclusion Session | |
| **Week 16** | **Presentations / assignments** | |
| **Week 17** | **Final Examinations** | |
| **Recommended Books**  Dr. Panday and Rostogi, Public: 1997, Wage & Salary Administration.  Managing Human Resources, Chruden/Sherman, Seventh Ed: 1987  Hamid Book of Wage & Salary Administration, Second Ed: Editor-Milton L. Rock | | |