

**QUAID-E-AZAM COLLEGE OF COMMERCE
UNIVERSITY OF PESHAWAR**

Masters in Human Resource Management

Program Brief:

Normal Duration:	Two Year (Four Semesters)
Total Credit Hours:	72
Compulsory Courses:	27 Credit Hours
Elective Courses:	12 Credit Hours
Major Courses:	30 Credit Hours
Internship/Research Project:	03 Credit Hours
Credit/Course:	All courses will be of 03 Credit Hours
Eligibility:	B.Com./BBA/ BSc/BA or equivalent with at least any ONE of the following subject with at least second division (45% marks): i) Economics, ii) Statistics, iii) Mathematics

Semester 1:

MGT 511	Principles of Management
HRM 512	Human Resource Management
FIN 513	Financial Management
MKG 514	Principles of Marketing
PHI 515	Logic and Critical Thinking
ACC 516	Principles of Accounting

Semester 2:

RMT 522	Business Research Methods
MGT 525	Global Business Environment
Elective-I	
Elective-II	
Two Courses (06 Credit Hours) from Major	

Semester 3:

MGT 632	Organizational Behavior
Elective-III	
Four Courses (12 Credit Hours) from Major	

Semester 4:

Elective-IV	
Four Courses (12 Credit Hours) from Major	

Any One of the following:

MGT 642	Internship
MGT 643	Research Project/Thesis

Elective Courses:

COMP 511	Introduction to Information Technology
MGT 512	Fundamentals of Business
MAT 521	Business Mathematics
ECO 516	Micro-Economic Theory
LAW 523	Commercial Law
COM P 524	E-Business
ECO 526	Macro-Economic Theory
MGT 526	Strategic Management
MAT 631	Quantitative Techniques for Business
MGT 631	Project Management

COMP 631	Computer Based Business Information Systems
LAW 631	Industrial Law
ISL 641	Islamic Injunctions about Business
COMP 641	Web Designing for Business Applications
ENV 641	Resource Conservation and Planning Management
MGT 644	Supply Chain Management
MGT 645	Production and Operations Management
MGT 646	Small and Medium Enterprise Development

Major Courses:

Human Resource Management:

HRM 631	Training and Development
LAW 631	Industrial Law
HRM 632	Compensation and Benefits Management
HRM 633	Human Resource Information Systems
HRM 634	International Human Resource Management
HRM 635	Change Management
HRM 641	Research Methods for Human Resource Management
HRM 642	Industrial Relations
HRM 643	Total Quality Management
HRM 644	Strategic Human Resource Management

Outlines

COMPULSORY COURSES

MGT 511 Principles of Management

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

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

Principles of Management
Taylor's Principles
Fayol's Principles
General Principles

Importance and Scope of Management
Importance of Management
Scope of Management

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

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

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

Communication
Definition of Communication
Process of Communication
Importance of Communication
Types of Communication
Barriers to Communication
Over Coming the Barriers
Characteristics of a good Communication System

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

Directing / Direction
Definition
Nature and Importance
Principles & Techniques

Leadership
Definition
Traits / Qualities of a Successful Leader
Leadership Styles
Function of Leader Ship

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

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

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

Recommended Text:

1. Harold Koontz, Heinz Weihrich, Management 10th Edition 1995 New York McGraw-Hill Inc.

Additional Readings:

1. Robbins Stephen P., Mary Coulter *Management* 7th Edition 2002 New Jersey Prentice Hall.
2. Donnelly, Gibson, Ivancecich *Fundamentals of Management* 9th Edition 1993 London IRWIN.
3. Steers, Ungson, Mowday *Managing Effective Organization*, International Edition 1993 Boston, Kent Publishing Company.

FIN 513 Financial Management

1. The Role of Financial Management
 - Introduction
 - What is Financial Management
 - The Goal of the firm

- Organization of the Financial Management Function
- 2. The Business, Tax and Financial Environment
 - The Business Environment
 - The Tax Environment
 - The Financial Environment
- 3. The Time Value of Money
 - The Interest Rate
 - Simple and Compound Interest
 - Amortizing a loan
- 4. The Valuation of Long Term Securities
 - Distinction Among Valuation Concept
 - Bond Valuation
 - Preferred Stock Valuation
 - Common Stock Valuation
 - Rates of Return (OR Yield)
- 5. Working Capital Management Current Asset Management
 - Working Capital Terminology
 - Alternative Current Asset Investment Policy
 - The Cash Conversion Cycle
 - Cash Management and Techniques
 - Marketable Securities
 - Inventory Management
 - Accounts Receivable Management and Credit idicy
- 6. WCM Short-Term Financing
 - Alternative Current Asset Financing pdicies
 - Advantage/Disadvantages of short term Financing
 - Sources of short term Financing
 - Accruals/Payables
 - Short term Bank loans and its costs.
- 7. Risk and Return: the Basics
 - Investment Returns
 - Stand Alone Risk
 - Risk in portfolio context
 - Calculating Beta coefficients
 - The Relationship between Risk and Rates of Return
 - Physical Assets Vs Securities
 - Some Concerns about Beta and CAPM
 - Volatility Vs Risk
- 8. Financial Statement Analysis: Ratio Analysis

Recommended Text:

1. Brigham, E.F. and Ehrhardt, M.C., (2002), *Financial Management: Theory and Practice* (10th Edition), HarCourt College Publishers

Additional Readings:

1. Brigham. E.F and Houston. J.F (1998), *Fundamental of financial Management*, (8th Edition) Philadelphia: Dryden.
2. Ross. S.A and Wester Field . R.W and Jordan. B.D (1995), *Fundamental of Corporate Finance*, (3rd Edition), Chicago, Richard.D Irwin.
3. Van James C. and Wachouicz John M (1998), *Fundamentals of Financial Management* (10th Edition)

PHI 515 Logic and Critical Thinking

- a. Introduction to Logic
 - Definition, Logic as a Science and an art
 - Its relationship with Psychology, Grammar and metaphysics
 - Scope of Logic, Value and Use of Logic
- b. Thoughts and Arguments
 - The Laws of Thoughts, Premises and Conclusion
 - Diagrams for Single Arguments, Recognizing Arguments
- c. Horizons of Logic
 - Likelihood, Intension, Deduction, Induction
 - Truth and Validity, Problem Solving
- d. Consistency and Beliefs
 - Consistent Set of Beliefs, Beliefs and Words, Declarative Sentences
 - Ambiguity, Predictable, Propositions and their Divisions
 - Three basic functions of Language and Discourse
 - The Forms of Discourse, Emotive Words
 - Kinds of Agreement and Disagreement.
- e. Testing for Consistency and Validity
 - Fallacies of Relevance, Fallacies of Ambiguity, Extensions and Intension
 - Rules for Definition by Genus and Difference, Arguments by Analogy
 - Appraising Analogical Arguments, Building Complex Sentences
- f. Logical Analysis
 - Analysis of Complex Sentences, Interpretations
- g. Experiments and Survey
 - Mill's Methods of Experimental Inquiry, Methods of Agreement
 - Methods of Difference, and Joint Method of Agreement and Difference
 - Methods of Residues and Methods of Concomitant Variation.
- h. Inference and Syllogisms
 - Immediate Inference, Existential Import
 - Symbolism and Diagrams for Categorical Propositions
 - Categories for Syllogisms, Venn diagram Techniques for Testing
 - Syllogisms, Rules and Fallacies, Symbolic Logic, Conditional Statements

Recommended Books:

1. Irving M. Copi (1996) Introduction to Logic
2. Karamat Hussain, A Textbook of Deductive Logic.

ACC 516 Principles of Accounting

1. Introduction.

- i) Bookkeeping --- The Basis of Accounting.
- ii) Accounting Mechanics: The Double Entry System.
- iii) Classes of Accounts.
- iv) Rules for Debit & Credit.
- v) Accounting Concepts and Conventions

2. Journal and Ledger.

- i) The Journal.
 - a) Advantages of using a Journal.
 - b) Sub-division of Journal/Subsidiary Books of Accounts
- ii) The Ledger.

- a) Sub-division of Ledger.
- b) Standard Form of Ledger Account.
- c) Running Balance Form of Ledger Account.
- d) Sequence and Number of Ledger Accounts.
- e) The Mechanics of Posting.
- f) Balancing Ledger Accounts.

3. **The Trial Balance.**

- i) Definition.
- ii) Objectives in Drawing up a Trial Balance.
- iii) Defects of a Trial Balance.
- iv) Errors disclosed by a Trial Balance.
- v) Errors, which are not disclosed by the Trial Balance.
- vi) Construction of a Trial Balance.
- vii) Methodology of Locating Errors.
- viii) Suspense Account.
- ix) Rules for Preparing the Trial Balance from Given Ledger Balances.
- x) Treatment of Closing Stock in Trial Balance.
- xi) Correction of Trial Balance.
- xii) The Adjusted Trial Balance.

4. **Capital and Revenue Items.**

- i) Capital and Revenue Expenditure.
 - a) Rules for determining Capital Expenditure.
 - b) Rules for determining Revenue Expenditure.
- ii) Deferred Revenue Expenditure.
- iii) Capital and Revenue Receipts.
- iv) Capital and Revenue Profits.
- v) Capital and Revenue Losses.

5. **Bad Debts, Provision for Bad Debts and Doubtful Debts.**

- i) Introduction.
- ii) Estimating Bad Debts.
- iii) Effects of not providing for future Bad Debts.
- iv) Accounting for Bad Debts.
- v) Accounting for Provision for Bad Debts.
- vi) Provision for Discount on Debtors.
- vii) Reserve for Discount on Creditors.
- viii) Recovery of Bad Debts.
- ix) Treatment of Bad Debts recovery in the books of buyer.

6. **Final Accounts.**

- i) Trading Account.
- ii) Profit and Loss Account.
- iii) Various Types of Adjustments in Final Accounts
- iv) Balance Sheet.
- v) Distinction between Profit & Loss and Balance Sheet.
- vi) Form of a Balance Sheet.
- vii) Assets and their Classification.
- viii) Liabilities and their Classification.
- ix) Uses of Balance Sheet.
- x) Limitation of Balance Sheet.

7. **Rectification of Errors.**

- i) Types of Errors.
- ii) Rectification of Errors before preparation of Trial Balance.

- iii) Rectification of Errors after preparation of Trial Balance.
- iv) Suspense Account.
- v) Rectification of Errors after the preparation of Final Accounts.

8. **Bank Reconciliation Statement (BRS).**

- i) Definition.
- ii) Causes of Difference in Bank Book and Pass Book.
- iii) Need for Bank Reconciliation Statement.
- iv) Preparation of Bank Reconciliation Statement:
 - a) Where causes of difference are given.
 - b) Where causes of difference are not given, but extract of the cashbook and passbook are given
 - c) To prepare the B.R.S. according to the Accountant's Method

Recommended Text:

1. Mukherjee A and Hanif M, (1995), *Modern Accountancy*, New Dehli, Tata McGraw-Hill Publishing Company Limited

Additional Readings:

1. Baker,RE, Lembke,VC and King, TE (1996) *Advanced Financial Accounting* (3rd Edition)
New York: McGraw Hill
2. Shukla,MC and Grewal,TS (1992) *Advanced Accounts* (12th Revised Edition) New Dehli SChand and Comapany

RMT 522 Business Research Methods

1. The Role of Business Research
 - i) Scope of Business Research
 - ii) Business Research Defined
 - iii) Basic Research and Applied Research
 - iv) Managerial Value of Business Research
 - v) Need of Business Research
 - vi) Major Topics for Research in Business
 - vii) Business Research is a Global Activity
2. Theory Building
 - i) Goals of Theory
 - ii) The Meaning of Theory
 - iii) Concepts
 - iv) Nature of Proposition
 - v) The Scientific Method
 - vi) An Example of a Theory
 - vii) Verifying Theory
 - viii) Generation of Theories
 - ix) Overview of the Scientific Method
 - x) Practical Value of Theories
3. Problem Definition and the Research Proposal
 - i) The Nature of the Business Problem
 - ii) Importance of Proper Problem Definition
 - iii) The Process of Problem Definition
 - iv) How Much Time Should be Spent Defining the Problem
 - v) The Research Proposal
 - vi) Anticipating Outcomes

4. Exploratory Research and Qualitative Analysis
 - i) Exploratory Research – Defined
 - ii) Reasons for Conducting Exploratory Research
 - iii) Categories of Exploratory Research
 - iv) Focus Group Interview
 - v) Projective Techniques
 - vi) Depth Interview

5. An Overview of Survey Research
 - i) The Nature of Surveys
 - ii) Errors in Survey Research
 - iii) Respondent Error
 - iv) Administrative Error
 - v) Rule-of-Thumb Estimates for Systematic Error
 - vi) What can be done to Reduce Survey Error?
 - vii) Classifying Survey Research Methods
 - viii) Total Quality Management and Satisfaction Surveys
 - ix) Implementing Total Quality Management

6. Observation Methods
 - i) When is Observation Scientific
 - ii) What can be Observed
 - iii) The Nature of Observation Studies
 - iv) Observation of Human Behavior
 - v) Supplementary Evidence
 - vi) Direct Observation
 - vii) Observing Social Settings
 - viii) Ethical Issues in Human Observation
 - ix) Content Analysis
 - x) Mechanical Observation

7. Measurement and Scaling
 - i) Concepts
 - ii) Rules of Measurement
 - iii) Nominal Scale
 - iv) Ordinal Scale
 - v) Interval Scale
 - vi) Ratio Scale
 - vii) Reliability
 - viii) Validity
 - ix) Sensitivity

8. Sample Designs and Sampling Procedures
 - i) Sampling Terminology
 - ii) What Sample
 - iii) Practical Sampling Concepts
 - iv) Random Sampling Error and Nonsampling Error
 - v) Probability versus Nonprobability Sampling
 - vi) Nonprobability Sampling
 - vii) Probability Sampling
 - viii) Appropriate Sample Design

9. Descriptive Statistics
 - i) The Nature of Descriptive Analysis
 - ii) Tabulation
 - iii) Cross-Tabulation

- iv) Data-Transformation
- v) Tabular and Graphic Methods of Displaying Data
- vi) Computer Programs for Analysis
- vii) Interpretation

Recommended Text:

1. Zikmund, W.G. (2000), *Business Research Methods* (6th Edition), Orlando, The Dryden Press: Harcourt College Publishers

Additional Readings:

1. Chaudhary Sher Muhammad and Kamal Shahid (1996), *Introduction to Statistical Theory* (6th Edition), Lahore, Ilmi Kitab Khana
2. Rao, K.V , (1993), *Research Methodology in Commerce and Management*, New Delhi India, Sterling Publishers Private Limited.
3. Walpole, Ronald E. (1982), *Introduction to Statistics* (3rd edition), New York, The Macmillian Publishing Company.

MGT 632 Organizational Behavior

Introduction to Organization Behavior
 The Challenges to the Modern Management
 Theoretical Framework of OB & OB Model

Foundations of Individual Behavior
 Learning Process
 The Theoretical Processes of Learning
 Behaviorist Theories
 Social Learning Theories
 Principles of Learning, Punishment and Reinforcement

Values, Attitudes & Job Satisfaction
 Dimensions of Values across the culture
 Attitudes concerned with OB

Personality & Emotion
 Personality determinants
 Personality attributes that influence OB
 Achieving personality Fit
 The big FIVE Model
 Dimensions of emotions
 Emotions and OB application

Communication, Perception and Individual Decision Making
 The Perception Process: making Person perception/ judgment
 Errors or Short cuts in judging others & Avoidance

- Selective Perception
- Halo Effects
- Projection
- Contrast Effects
- Stereotyping

Applications of Perception in OB

Job Satisfaction
 Organizational Commitment

Meaning and the Outcomes of Organizational Commitment

Motivation needs, Processes and Contents

The Meaning of Motivation

Primary Motives

Secondary Motives

General Motives

Content Theories of Motivation

Maslow's Need Hierarchy Theory

Herzberg's Two Factors Theory

Adlerfer's ERG Theory

Groups in organization

Group formation

Organizational Culture and politics

Interactive Conflicts and Negotiation Skills

Individual Conflicts

Interpersonal Conflicts

Inter Group Behavior and Conflicts

Negotiation Skills

Stress: Causes Effects and Coping Strategies

The Meaning of Stress

Causes of Stress

Extra Organizational Stressors

Organizational Stressors

Group Stressors

Individual Stressors

Effects of Stress (Physical, Psychological & Behavioral)

Coping Strategies for Stress

Individual Coping Strategies

Organizational Coping Strategies

Recommended Text:

1. Buchanan, D. & Huczynski, A. (1997), *Organizational Behavior: An Introductory Text* (3rd Edition), New York, Prentice Hall

Additional Readings:

1. Luthans, Fred (2001), *Organizational Behavior* (9th Edition), New York, Mc-Graw Hill.
2. Jrald Greenberg and Robert A. Baron (2003), *Behavior in Organizations: Understanding and Managing the Human Side of Work*, (8th Edition), New York, Prentice Hall
3. Stephen P. Robbins (2003), *Organizational Behavior* (10th Edition), New-York, Prentice Hall

HUMAN RESOURCE MANAGEMENT COURSES

HRM 631 Training and Development

Introduction to T & D

- Nature
- Strategic role
- Historical background

Organization and management of training

- The role of training manager, line manager, and chief executive.
- Models of organizing the training department
- Management of the training function
-

Determining the training needs

- Methods of needs assessment
- Needs assessment process
- Scope of needs assessment

Learning: Theories and program design

- Learning outcomes
- Learning theories
- Learning process
- Considerations in designing effective training programs

Training media and methods:

- Job instruction
- Classroom instruction
- Group methods
- Case study
- Role playing
- Simulation
- E-learning
- Choosing a training method

Applications in training:

- Organization development
- Executive development
- Communication training

Training facilities & Group norms:

- Space requirements
- Electrical system
- Furnishings and equipments
- Administrative and operational support
- Group norms and their influence on training

Training evaluation:

- Reasons for evaluation
- Evaluation process
- Types of evaluation designs

Special issues in T & D:

- Legal issues
- Cultural issues
- Managing workforce diversity
- Developing managers with dysfunctional behaviors
-

The future of training and development:

- New technologies
- Virtual training
- Outsourcing

Recommended readings:

1. Robert L. Craig. Training and Development Handbook. *McGraw-Hill Book Company*..
2. Raymond A. Noe. Employee Training & Development. McGraw-Hill Higher Education.

HRM 632 Compensation and Benefits Management

1. Introduction to Compensation and Benefits
2. Strategy, Rewards, and Behaviour
3. Strategic Framework for Compensation
4. Behavioural Framework for Compensation
5. Components of Compensation Strategy
6. Formulating the Compensation Strategy
7. Evaluating Jobs: Evaluation Process and Point Method
8. Evaluating the Market
9. Evaluating Individuals
10. Designing Performance Pay
11. Designing Indirect Pay
12. Managing the Compensation System

Recommended Text

Long, R.J. (2006). *Strategic Compensation in Canada* (3rd ed.). Toronto, ON: Nelson.

HRM 633 Human Resource Information Systems

1. Human Resources and Human Resource Management Systems.
2. Planning a Human Resource Management System.
3. Managing a Human Resource Management System.
4. Applicant and Employment Management.
5. Compensation.
6. Benefits.
7. Employee and Industrial Relations.
8. Training & Development.
9. H. Resources Planning.
10. Payroll.

Recommended Text

Ceriello.V. R. and Freeman. C (1991): Human Resource Management System. Strategies, Tactics and Techniques. Newyork. Maxwell, Mac Millan.

HRM 634 International Human Resource Management

Introduction – HRM to International HRM

Introduction to the module, differences between HRM and IHRM, factors affecting IHRM.

International HRM, Challenges and Approaches

Key issues in IHRM, challenges to IHRM, main approaches to IHRM, issue of nationality, local versus global.

IHRM, National culture and Cross-cultural Communication

Meaning, elements, and dimensions of national culture, cross-cultural encounters, cultural profiles, cross-cultural communication – issues and way out.

Diversity Management

What and why of diversity, dimensions of diversity, reasons for increasing diversity, management of diversity and challenges and barriers to managing diversity at the work place.

HR Issues in Expatriation and Repatriation

Reasons for the use of expatriates, why expatriates fail, management of expatriates (recruitment, training and development), and repatriation.

HR Issues in Acquisitions & Mergers and Joint Ventures

What, why, how and when of international alliances, basic assumptions about mergers and acquisitions, issues related to failure, success and different stages of mergers and acquisitions, HR issues in each stage and how to succeed in international alliances.

HR Issues in Business Negotiations

What, why and how of international business negotiation (IBN)? Context and process of IBN, management of IBN and contributions of HRM in the same.

HR Outsourcing

What, why, why not, developing a contract and management of HRO.

Recommended Texts:

Brewster, C., Sparrow, P. and Vernon, G. (2007) *International Human Resource Management*. London: CIPD.

Dowling, P. J., Festing, M. and Engle, A. (2008) *International Human Resource Management*. London: Thomson.

HRM 635 Change Management

Meaning of Change
Need for Change
Managers as Change Agents

The Manager Role in Organizational Change
Changes you Choose
Changes That Choose You
Three Key Skills

Clearing Common Myths About Change
It will go Away
It Will Help if I Raise My Voice Against It
The Change Always Bring Something Bad For Me
It is Not for Me, I Will Keep on Doing the Things as I Was Doing Before.
All Problems Prove that this Change is not Good

Our Leaders are not Honest, They Know a Lot More Than are Telling
Our Leaders do not Really Care About us
I am not in a Position o Making Difference
The Don't Know what They are Doing
These Changes are Not Really Necessary.

People Response to Ineffective Change
A Model of Change
Personal Change
Corporate Change
Societal and Other Marco Change

What does it Take From Each of Us to Bring Change
Stay Ethical
Do the Right Things, Not Always the Good One
Listen to Your Inner Self But Also Talk it with Other
Prepare to be Punished for Your Honesty

Do not Sacrifice Principles
Accept the Responsibility of Your Behaviors
Do not Ignore the Small Things
Encourage, Don't Discourage the "Right Ones"
Make Mistakes, But Every Time a New One
Practice what you Preach

Becoming the Master of our Destiny
Managing your Emotions
Replacing Negative Beliefs with a Positive Ones
Changing Undesirable Behaviors and Actions

Theoretical Models
Force Field Analysis
Gap Analysis (Delta Analysis)
Innovative Change
NACA Cycle
Systems Theory
Pendulum Theory
Grief Cycle
The Change Matrix
Levels of Change
Organizational Change
Environmental Change
Stages of Change

Assessing Employees with the Change Matrix
Using the Change Matrix
Dealing with Denial
Dealing with Resistance
Allowing Adaptation
Increasing Involvement

Successful Leadership Strategies
Be a Change Agent
Use Head and Heard, Both
Avoid Surprise

Get Resistance Out and Respond Quickly and Positively
Keep a Positive Attitude
Focus on Short-Term Objective
Establish Priorities

Clarify Job and Performance Standards
Promise Change and Sell it
Raise the Performance Standards
Encourage Risk Taking and Initiative
Delegate and Empower
Create Safe and Supportive Environment
Build and Rebuild Morale
Provide Additional Training

Reward People
Encourage Easy Communication
Find Problems Don't Ignore Them
Retain Your Good People
Become a Counselor
Reduce the Stress Level
Support the Higher Management
Build Teams

Leadership Skills in Solving Problems
Being Role Models
Being Ethical
Being Good Communicators and Persuasive
Building Follower Ship
Staying Self-Disciplined

Having Credibility
Having Good Stamina
Being Committed
Taking the Blame and Sharing the Credit

Recommended Book

Lynn B. Fossom, Understanding Organizational Change (Converting Theory to Practice)---
Crip Publications INC. Los Altos, California.

HRM 641 Research Methods for Human Resource Management

1. An Empirical Approach to Human Resource Research
2. Data Analysis for HR Research
3. Understanding Organization through Qualitative Research
4. Criterion Development at Individual Level
5. Defining and Measuring Effectiveness at the Individual Level
6. Defining and Measuring Effectiveness at the Organizational Level
7. Assessing the Potential for Effective Performance
8. Assessing Employee Attitudes and Performance
9. Evaluation Organizational Interventions

Recommended Text:

Schmitt, Neal W and Klimoski, Richard J (1991), Research Methods in Human Resource Management, South-Western

HRM 642 Industrial Relations

1. Approaches to Industrial Relations.
2. The Content of Industrial Relations.
3. Concept and Values in Industrial Relation.
4. Structure of Industrial Relation in Pakistan.
 - a. Theoretical Frame work of Trade Unions in Industrial Relations.
 - b. Sociology of legal Relations of Trade Unions and Industrial Relations.
 - c. Trade unionism in Pakistan and Industrial of Statistics.
 - d. Trade unions law and Practice & Right to Strikes.
 - e. Trade Unionism post & Present.
 - f. Industrial Relations-Social Background.
 - g. Collective Bargaining, Conciliation and Labour Jurisprudence.
 - h. Workers Participation in 14gt.

Recommended Texts:

Khan.B.A. (1992), Structure of Industrial Relations in Pakistan. Karachi, Royal Books Company.

Salman. M. (1998); Industrial Relations; Theory and Practice (3rd Edition) Hertfordshire. Prentice Hall.

HRM 643 Total Quality Management

1. Total Quality Management.
2. Quality Management Concepts.
3. The Three Views of Quality.
4. The Five Functions of Quality Management.
5. Quality Planning.
6. Quality of Design.
7. Organizational Structure and Design.
8. Human Resource Management and Total Quality Management.
9. Culture and Change Management.
10. Quality and Control.
11. Statistical Process Control.

Recommended Text:

James; P (1996). Total quality Management. Hertford Shire. Prentice-Hall

HRM 644 Strategic Human Resource Management

Introduction:

- An overview of HRM
- The strategic approach to HRM
- HRM models
- Role of HR in strategy formulation

The external and global environment for HR:

- Strategic choices
- Components of the external environment
- The impact of globalization—change and diversity

Job analysis:

- Strategic choices
- Job analysis process

- Methods of job analysis
- Output of job analysis
- Uses of job analysis data

Recruitment and Selection:

- Strategic choices
- Recruitment methods
- The selection process
- The validity and reliability issues in selection techniques

Orientation, Training, and Development:

- Components of an orientation
- The training process
- Training methods

Performance appraisal:

- Performance appraisal process
- Methods of performance appraisal
- Common problems with appraisal systems

Unions and strategic bargaining:

- Strategic choices
- Pros and cons of unionization
- Union strategic choices
- The collective bargaining process

Strategic restructuring and the virtual organization:

- Restructuring options
- The virtual organization

Recommended readings:

1. Anthony W.P., Kacmar K.M., and Perrewe` P.L. (2002). *Human Resource Management: A Strategic Approach*. Harcourt College Publishers.
2. Walton J. (1999). *Strategic Human Resource Development*. Prentice Hall International.

ELECTIVE COURSES

COMP 524 E-Business

Introduction to E-business

Difference between e-commerce vs. e-business. The basics of an electronic business. E-business trends. Administrative and technological implications of electronic businesses. The new role of today's organizations administrators that plan to use the Internet to conduct businesses. Analysis of an electronic business with regards to economy changes, trends, consumer, and competition Benefits for customers and ultimately the country when applying Internet technology in the businesses.

E-business opportunities

Types of business. Innovation in business. Presence of national and international businesses. Search for opportunities in order to develop an electronic business. Evaluation for-profit and non-for profit business being aware of ethical values and being committed to the community.

Elements of the business

E-business architecture application framework. Evolution of the sales process. Business forces that define the need for Selling Chain Management, How to Construction of an e-Business architecture application framework for a company. Adoption of an adequate integrated applications framework according to the needs of electronic businesses, and of the sales processes that benefit this type of business

Customer Relationship Management

The Basics of CRM. Management of customer life cycle: acquisition, enhancement and retention. Competition in CRM processes: Cross-selling, Up-selling, direct marketing, customer service and support, field sales, management of retention
Next-Generation of CRM applications. Building the CRM Infrastructure
Analysis of the selling chain of a company and value recommendation for CRM's analyzed. The importance of technology selection and required investment in order to be successful in the on-line world

Swot Analysis

Determination of Strengths, Weaknesses, Opportunities, and Threats of/for the business. Guide to carry out a SWOT Analysis. Use of computer applications to analyze business opportunities. Detection of the different elements of the SWOT Analysis. Creation of the revenue model of the business as a product of the SWOT analysis.

Enterprise Resource Planning

The Basics of Enterprise Resource Planning. Impact of Enterprise Architecture Planning when implanting an ERP. Support of the commercial ERP's (COTS ERP's) to companies. ERP implementation. Trends in the applications of ERP's. Analysis and benchmark of ERP's characteristics from different vendors. Impact of ERP applications in companies.

Supply Chain Management

The Basics of Supply Chain Management. Electronic Supply Chain Management
Future of Electronic Supply Chain Management. Implementing Supply Chain Management. Advantages and disadvantages of the Supply Chain models

E-procurement

Definitions of procurement. Problems associated to procurement. Applications for electronic procurement (e-procurement). A roadmap for e-procurement in electronic operations.

Knowledge Management

the Basics of Knowledge Management (KM) Applications. Types of Knowledge Management Applications. Technological elements for the support of Knowledge Management Applications. Roadmap for Knowledge Management Applications framework. Creation of a comparative matrix that expresses the characteristics of KM Applications. The importance of KM Applications in the international environment of electronic businesses.

Internet Marketing

Creating Marketing Strategy for Online Business, Collection Designing Tips, Advertising on Internet, CRM. Registration of Websites with Search Engines

Business Design

Self-diagnosis of a business. Analysis and definition of the Value Chain
Definition of the specific goals of the business. Roadmap for a transition into an electronic business. Structuring of an electronic business according to an established guide. Electronic Business Models: Store Front Model, On Line Shopping Model, Dynamic Pricing Model, Auction, Brain Power and Other Models.

Online Monetary Transactions

On Line Payment Procedures, Bank & Third Parties Involvement, Credit Cards & E-Wallets, Other Payment Techniques.

Implementing the E-business

E-Business strategy formulation. Considerations to take e-Business design and strategy into action. Creation of an implementation plan. Differences between business case and business plan. Analysis of case studies to ponder different applications considering a set of priorities. Analysis and resolution of cases for the observation of applications of agreement to a scheme of priorities.

Books Recommended

1. Ravi Kalakota & Marcia Robinson, E-Business Roadmap for Success, Addison Wesley Publishing 1999.
2. Alter, Steven (2002): Information Systems - The Foundation of e-Business, ISBN 0-13-043242-3
3. Turban E & King D (2003): Introduction to E-Commerce,
4. Chaffey, Dave (2002): E-Business and E-Commerce Management,
5. Deitel, Deitel & Nieto, E-Business and E-Commerce "How to Program"

MGT 526 Strategic Management

The Strategic Management Process: An Overview

What Is Strategy?

The Tasks of Strategic Management

The Tasks of Strategic Management

Strategic Management Process

Dimensions of Strategic Decisions

LEVELS OF STRATEGY

Characteristics of Strategic Management Decisions

Formality in Strategic Management

The Strategy Makers

Benefits of Strategic Management

Establishing Company Direction:

Developing a Strategic Vision,

Setting Objectives, and Crafting a Strategy

A Firm's Responsibilities to Its Stakeholders

3-Reasons: Why Managers Should Concern about Socially Responsible Behavior of Firms

- A company's right to exist depends on its responsiveness to the external environment
- Federal, State and local Governments threaten increased regulation if business does not evolve to meet changing social standards
- A responsive corporate social policy may enhance a firm's long-term viability. The long run profit maximization is linked with CSR.

Industry and Competitive Analysis

Evaluating Company Resources and Competitive Capabilities

Strategy and Competitive Advantage

Strategies for Competing in Globalizing Markets

Business Models and Strategies in the Internet Era

Implementing and Executing Strategy: Building Resource Capabilities and Structuring the Organization

Implementing and Executing Strategy: Budgets, Policies, Best Practices, Support Systems, and Rewards

Implementing and Executing Strategy: Culture and Leadership

Case studies

Prescribed Text:

1. Pearse, John A. Robinson Richard B. *Strategic Management, Formulation, Implementation and Control*: 6th Edition, 1997, New York McGraw-Hill.

Additional Readings:

1. Alex Miller, Dess Gregory G. *Strategic Management*: 2nd Edition, 1996, New York McGraw-Hill.
2. Hill Charles W.L. Jones Gareth R. *Strategic Management*: 3rd Edition, 1995, New Jersey Houghton Mifflin.

COMP 631 Computer Based Business Information Systems

1- MS ACCESS.

- ii) Introduction to MS Access.
 - a) The Database Window.
 - b) Tables.
 - c)
 - i- Creating Table Structure.
 - ii- Modifying Table Structure.
 - iii- Saving Tables.
 - iv- Defining Primary Key.
 - v- Entering data into the table.
 - vi- Using Table Wizard for creating table.
- iii) Filters.
 - a) Purpose.
 - b) Types of Filters.
 - i- Filter by Selection.

- ii- Filter excluding Selection.
 - iii- Filter For.
 - iv- Advanced Filter.
 - v- Form Filter.
- iv) Managing the Database.
 - a) Find and Replace Command to search and/or replace Data in the table.
 - b) Data Validation.
- v) Query.
 - a) Purpose.
 - b) Types of Query along with their respective functions.
 - i- Select Query.
 - ii- Append Query.
 - iii- Update Query.
 - iv- Append Query.
 - v- Delete Query.
 - vi- Cross-tab Query.
 - vii- Make-Table Query.
- vi) Forms.
 - a) Using Form to enter the data into the table.
 - b) Creating a Form.
 - c) Designing a Form.
 - d) Using Form Wizard to Create the Form.
 - e) Creating relationship between tables.
 - i- One-to-One Relations.
 - ii- One-to-Many Relations.
- vii) Reports.
 - a) Definition/Purpose.
 - b) Creating Reports from tables and queries.
 - c) Designing Reports.
 - d) Using Reports to output the data on the printer.
 - e) Using Report Wizard.
- viii) Macros.
 - a) Definition/Purpose.
 - b) Using Macros to execute different actions.
 - c) Creating a Macro.
 - d) Creating a command button.
- ix) Modules.
 - a) Definition/Purpose.
 - b) Creating a module (this topic may be taught at the time of teaching MS Visual Basic).

2- MS Excel for Managers

- x) General Overview of Basic MS Excel
 - a) Functions and formulas
 - b) Sheets and Sheets Linking
 - i- Absolute
 - ii- Relative
 - iii- Hyperlink
- xi) Advanced Excel
 - a) Excel for Business Managers
 - i- Preparation of Profit and Loss Accounts.
 - ii- Preparation of Balance Sheets
 - iii- Preparation of Cash Flow Statement
 - iv- Preparation of Invoices and Vouchers
- xii) Generating Graphs.

xiii) Print in Excel

Prescribed Texts:

- 1- Microsoft Office Access 2007 Step by Step
- 2- Data Analysis in Plain English with Microsoft Excel, By Harvey J. Brightman.

MGT 631 Project Management

1. Project in Contemporary Organization.
2. Project Initiation.
3. The Project Manger.
4. Project Selection
5. Project Organization
6. Project Planning.
7. Conflicts and Negotiation.
8. Scheduling.
9. Resource Allocation
10. Monitoring and Information Systems
11. Project Control.
12. Project Auditing.

Recommended Texts:

Merdith. J.R and Mantel. S.J (2002) Project Management: A Managerial Approach. (4th Edition), India. John Wiley and Sons.

ISL 641 Islamic Injunctions about Business

1. INTRODUCTION
 - i) Modern economic considerations and religious ideologies
 - ii) The basis of Islamic economic system
 - a) Contracts
 - b) Ownership
 - c) Permissible vs. Non-Permissible sources of income
 - d) Directives about trade
 - e) Directives about expenditures: Permissible vs. Non-Permissible expenditures
2. ZAKAH
 - i) Zakah is obligatory
 - ii) Beneficiaries of zakah
 - iii) Impact of zakah on the economy
 - a) Circulation of money
 - b) Alleviation of poverty
 - iv) Zakah and social welfare
 - v) Commandments of Zakah
 - vi) Zakah on Shares of Companies
 - vii) Difference between zakah and tax
3. RIBA
 - i) Definition of Riba
 - ii) Quranic injunctions about Riba
 - iii) Selected Sayings of the Holy Prophet (sallaho-alaihe-wa-sallam) about Riba
 - iv) Riba, Usury and Interest
 - a) View of the Islamic Ideology Council
 - b) Decision of Shari'ah Court

- v) Evils of Riba
 - a) Moral Evils
 - b) Social Evils
 - c) Economic Evils
- vi) Criticism on Need and Economic Benefits of Riba
- vii) Difference between Riba and Trade
- 4. SAFEGUARDING THE PUBLIC INTERESTS
 - i) Hoardings – Definition
 - ii) Prohibition in Islam
 - a) Quranic Injunctions
 - b) Sayings of the Holy Prophet (sallaho-alaihe-wa-sallam)
 - c) Hoardings and attitude of Caliphs
 - d) Hoardings and attitude of Companions of the Holy Prophet
 - iii) Hoardings and Jurists Opinions
 - iv) Hoardings and Government Intervention
 - v) Purchasing Stock before it reaches the Market
 - vi) Agents shall not deceive principals
 - vii) Prohibition of selling of goods not owned/ in possession
 - viii) Prohibition of selling immoral goods/products
 - ix) Prohibition of transactions causing confusion and conflict

Recommended Books

1. Islam main Riba ki Hurmat aur Bila Sood Bankari, (2003) by Shari'ah Academy Internationala Islamic University Islamabad
2. Islam ka Tassar-e-Milkiat-o-Mall, (2003) by Shari'ah Academy International Islamic University Islamabad
3. Islam ka Nizam-e-Masarif,(September 1993) by Shari'ah Academy International Islamic University Islamabad
4. Islam ka Tassar-e-Mu'aahida, (2003)by Shari'ah Academy International Islamic University Islamabad
5. Ahkam-e-bai, by Muhammad Tahir Mansoori, Idara Tahqiqat-e-Islami, International Islamic University Islamabad
6. Prof. Khurshid Ahmad. Mu'aashiat-e-Islam, Idara Ma'arif Islami Karachi

COMP 641 Web Designing for Business Applications

- I- Internet and World Wide Web (WWW) Basics
- II- Online Home Based Business
- III- Use of Internet in Business (e-commerce)
- IV- Browsers:
 - 1- FireFox
 - 2- Chrome
 - 3- Internet Explorer
 - 4- Safari
- V- Introduction to Search Engines (Google, Ask.com, Yahoo.com, Bing)
- VI- Introduction to Websites
- VII- Steps for Web Designing
- VIII- Before You Start a Website
 - 1- Web Hosting
 - 2- Domains
 - 3- Privacy
 - 4- Lagal
- IX- Web Pages
 - 1- HTML
 - 2- Page Linking
 - 3- Building a Web Site

- X- Web page Designing Tools
 - 1- Front Page
 - 2- Dreamweaver
 - 3- MS Word
- XI- Web Servers
- XII- Apache
- XIII- IIS

Project: Building a Website for Your Business

- XIV- Dynamic Vs Static Pages
 - 1- Server Side programming
 - a. Basic PHP
 - b. Basic ASP.Net
 - 2- Client side programming
 - a. Basic Javascript
- XV- Connecting a Page to the Database
 - 1- Connecting to MySql using PHP
 - 2- Connecting to Access in ASP.Net

Recommended Books:

- 1- An Introduction to HTML and JavaScript: for Scientists and Engineers by David R. Brooks (Paperback - July 5, 2007)
- 2- The Essential Guide to Dreamweaver CS4 with CSS, Ajax, and PHP (Essentials) by David Powers (Paperback - Dec. 1, 2008)

ENV 641 Resource Conservation, Planning and Management

Natural Resources

Classification of Natural Resources

Pakistan in the context of the Global Environment

Global Environment Problems and Pakistan Contribution to Them

Global Environment Issues—Implication for Pakistan
Global Climate Change

Third World Problems in the Transition of Sustainable
Development

Soil Loss

Desertification

Deforestation

Urban Growth

The State of Pakistan Environment

Land

Agricultural Production

Degradation of Soil and Land

Water Erosion

Wind Erosion

Salinity and Sodcity

Water Logging

Flooding

Water

Surfaced Water Resource

Limits to Water Availability
Water Diversion and Loss

Ground Water Resources
Water Use Problems
Agriculture Levels and Efficiency
Physical Problems of Irrigation

Fisheries
Land Trends and Levels of Efforts
Assessment of Sustainable Yields and Potential

Bio-Diversity and Natural Resources
Protective Measures
Economic and Social Significance
Trend in Level and Conditions

Mineral Resources
Energy
Energy Supply
Fossil Fuels
Hydel Power
Non Commercial Energy Sources
Environmental Impacts

Cultural Heritage
Extent and Condition
Pressure and Constraints
People

Livestock
Significance of Livestock Production Norms
Livestock Resources
Grazing Livestock: Quality vs. Quantity

Human Settlements
Form, Size and Structure
Quality of Life
Health and Transport
Urban Sprawl on Agriculture Land

Pollution
Water Pollution
Domestic and Human Waste Water Discharge
Industrial Waste Water Discharge

Vehicle Emissions and Urban Air Pollution
Industrial Emissions
Recreation and Tourism

Government Initiatives
Current Approaches to Natural Resource Management
Current Approaches to Environment Conservation
Current Approaches to Women in Development

Recommended Text:

The Pakistan National Conservation (PNCS), Environment & Urban Affairs division,
Government of Pakistan Published --- UNDP.

MGT 644 Supply Chain Management

1. Operations and Supply Chain Strategy, Customer Requirements and the Competitive Position (including alignment) of a Firm
2. Demand Management (including forecasting)
3. Capacity and Yield Management
4. Process Design (including continuous, repetitive, batch, and job shop operations, and projects)
5. Process Improvement (including process flows, variability reduction, set-up reduction, lean operations)
6. Product Design and Quality Management (including six sigma, statistical quality control, and process capability)
7. Performance Measurement and the Human Side of Operations
8. Inventory Management, Purchasing, MRP, and Enterprise Systems
9. Supply Chain Management (including dynamics)
10. Project Management

Recommended Text:

1. Chopra, S., P. Meindl (C&M). 2006. *Supply Chain Management (3rd Edition)*. Pearson Prentice Hall, New York.
2. Stadtler, H., C. Kilger. 2004. *Supply Chain Management and Advanced Planning: Concepts, Models, Software and Case Studies (3rd Edition)*. Springer-Verlag, Berlin, Germany.

MGT 645 Production and Operations Management

Introduction of Operation Management

The Operations Function

Other functions of Marketing, Finance, Supporting functions and Interdependence of functions

Providing Products and Services, Manufacturing and non-Manufacturing Operation, Challenges to Service Operation

Manager's Role in Operations

Activities and Skills and Operations Manager for Success

Operation Strategy

Strategy Provides Focus

Strategy Formulation, Internal and External Conditions

Different Operations and Different Strategies

Operations is a Vital Element in Strategy

Strategy Decisions for Operation

Positioning, Application and other Strategy

Product Design, an Important Strategy Factor

Product Design, in Manufacturing and

Non-Manufacturing Operations

Aggregate Capacity Planning

Plan and Forecasts

Strategies for Non-Uniform Demand
Approaches to Aggregate Planning
Bottom-up Aggregate Planning
Production, Detected Scheduling and Resource Planning

Top-down Aggregate Planning
Selecting an Aggregate Planning Horizon
New Product Design
Origin of New Product
Product Life-Cycle
Research and Development and its Organization

Designing Products, Services and Pr
New Product Design
Origin of New Product
Product Life-Cycle
Research and Development Process

The Product Development Process
Product Reliability and Design Process
Modular Design and Standardization
Manufacturing Process technology
Ways of Organizing Process Flows

Flexible Manufacturing System
Designing Services and Service Process
Service Process Matrix
Scheduling and Controlling Manufacturing Operations
Moving from Plan to Reality

The Nature Job- Shop Manufacturing
Job Shop Scheduling and Production Control
Production Activity Control with MRP
Production Control for Repetitive Manufacturing

Just-In-Time Production
Uniform Production Rate
The Kanban System
Small Lot Sizes, Quick and Inexpensive Setup

Multi Skilled Workers and Flexible Facilities
Quality, Maintenance and System
Layout Planning and Concept
Types of Manufacturing and Service Operations

Basic Layouts
Developing the Product Layout Model and Behavior
Facility Location
The Importance of Location

Competition, Cost and Hidden Effects
Location, Decisions, and Systems View
Location Factors
Markets-Related, Tangible Cost and Intangible Factors

Location Evaluation Methods

General Steps in Location Selection
Grouping of Service Areas
Break-Even Analysis
Point Rating
Transportation Method
Review
Presentation & Viva
Examination

Point Rating
Transportation Method
Review
Presentation and Viva
Examination

Recommended Texts:

1. James-B-Dilworth, (3rd Edition) McGraw Hill Corporation.
2. Evert, Adams-Jr and Ronald-J-Ebert, Production and Operations Management McGraw Hill Corporation.

MGT 646 Small and Medium Enterprise Management

Small & Medium Enterprise Definition
Problems of Definition
Role in 3rd world World Countries

Entrepreneur, Entrepreneurship
Towards Successful Entrepreneurship
The Model Entrepreneur

Motivation for Starting a Business
Pull Influence
Push Influence

The Birth of New Business
When to Set up
Where to Set up

Which Sector to Choose
Small in Innovation

Seven Sources for Innovative Opportunity
Presentation

Best Quality Management Practice
In Small Medium Enterprise

Job Creation and Career Building
In Small Medium Enterprise

Management Information System (MIS)
For Small Medium Enterprise

Customer Relation Management
In Small Medium Enterprise

Strategy of Success of
Small Medium Enterprise

Use of Resources
Operation, People, Marketing, Finance

Identification of Target Market
Target Market, Bottom up rather than Top Down
Identifying Targets than New customers

Interactive Marketing Methods
The Entrepreneurial Marketing Mix
Word of Mouth Marketing

Interactive Marketing Communication
Personal Methods
Impersonal Methods

Entrepreneurial Marketing
4Is Rather than 4Ps

Recommended Books

Siropolis.N (1994). Small Business management (5th Edition), New Jarsey; Houghton Mifflin
Devid Stokes, Small Business Management: A Case Study Approach, 3rd Edition