

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Business Communication & Report Writing
Course Code:	MBA 101
Semester:	1
Credit Hours:	3
Pre-requisites	
:	
Follow-up:	Core Course
Course Type:	

Contents

Week 1:

Understanding the Foundations of Business Communication

Week 2:

The Seven C's of Effective Business Communication

Week 3:

Communication in Terms

Week4,5:

Business Communication in Global, Ethical & Technology context

Week 6:

Writing Bad-News Messages

Week 7:

Message Design: Planning, Writing & Completing

Writing Persuasive Messages

Week 8:

Writing Routine, Goods News and Good will Messages

Week 9:

MID TERM EXAMS

Week 10:

Writing Letters, Memos, E-Mail, and other Brief Messages

Week 11:

Applying three steps writing process

Short and Long Reports and Proposals

Planning Business Reports and Proposals

Week 12:

Writing Business Reports and Proposals

Completing Business Reports and Proposals

Week 13:

Searching for Employment: the job application process

Writing Resume and Application Letters

Week 14:

Strategies for Oral Communication

Week 15:

Designing and Delivering Oral Presentations

Week 16:

Writing Employment Messages and Interviewing for Jobs and Follow Up.

Books Recommended

1. **Effective Business Communication**
By Murphy (Latest Edition)
2. **Business Communication Today** By Bovce Thill Schatzman (Latest Edition)

3. **Reference Material**

English for Business, A Functional Approach by J.C Chilver

Practical English Usage by Michal Swan

A Practical English Grammar by Aj Thomson & A.V. Martinet

Basic Business English by Robert F. Barry

The Mayfield Handbook for Technical Writing

<http://web.mit.edu/odsue/waeengineering/Mayfield/toe.html>

Proposed Course Outline

Hailey College of Banking & Finance (HCBF)

University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Business Mathematics
Course Code:	MBA 102
Semester:	1
Credit Hours:	3
Pre-requisites:	
Follow-up:	
Course Type:	Core Course

Business Mathematics

Introduction:

Business ownership requires more than skill in creating a product or talent at providing a *service*. *Overseeing* the finances of your company is key to *survival* and success. Understanding basic business mathematics is necessary for profitable operations and accurate record keeping. Knowing how to add, subtract, multiply, *divide*, round and use percentages and fractions is the minimum you need to price your product and meet your budget. If math is not your strength, partner with someone who can take over that role or hire a trusted employee to help your operation stay in the black and grow responsibly.

Week	Lecture	Contents
1	1	Mathematic Expressions Writing equation, fractions, percentages
	2	Algebraic expressions, ratios
2	1	Equation of straight line Demonstrate understanding of equation of a straight line.
	2	Demonstrate adequate understanding of <i>various</i> forms of the equation of a Straight line.
3	1	Quadratic Equation Demonstrate adequate command of solving simple equations
	2	Including two simultaneous equations and quadratic equations
4	1	Coordinate system Demonstrate understanding of the coordinate system
	2	The coordinate system and be able to prepare graphs of linear equations
5	1	Factorization of equations including factorization by completion of squares Perform multiplication and division operations on linear and quadratic equations.
	2	Solve quadratic equations by factoring and by completing the square method,
6	1	Simple and Compound Interest Calculate interest value using simple interest
	2	Calculate interest <i>value</i> using compound interest

7	1	Present value Calculate the present value of a future cash sum using formula.
	2	Calculate the net present value (NPV) of a project.
8	1	Future values Calculate future values using both simple interest.
	2	Calculate future values using both compound interest
9		Mid-term Examination
10	1	Annuities Calculate the present value of an annuity using tables.
	2	Calculate the present value of an annuity by a formula.
11	1	Fundamentals' of matrices, addition, subtraction, multiplication, inverse of matrices Demonstrate an adequate knowledge of matrix algebra (addition, subtraction and multiplication).
	2	Calculate the determinant, adjoint and inverse of a matrix.
12	1	Make use of the properties of determinants while calculating determinants.
	2	Solve simultaneous linear equations. Matrix Inverse Method.
13	1	Linear programming Demonstrate adequate expertise in transforming a business problem into a system of linear programming.
	2	Identify constraints and cost minimization
14	1	Profit maximization functions.
	2	Calculus, Derivative Principles of Derivation
15	1	Demonstrate an adequate understanding of rules of differentiation.
	2	Maximum vs. Minimum Conditions
16	1	Make use of differentiation techniques in determining marginal functions.
	2	Calculate revenue, cost and profit of a marginal unit using differentiation techniques.

Reference Books:

- 1) Mathematics of Economics and Social Sciences by Budnick
- 2) Mathematical Economic by E. T. Dowling
- 3) Business Mathematics by T. Lucy

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Principal of Management
Course Code:	MBA 103
Semester:	1
Credit Hours:	3
Pre-requisites:	
Follow-up:	
Course Type:	Core Course

Contents

A: Concepts (80%) 64 Marks

Week 1: Introduction: Understanding Basic Concepts,

Week 2: Role of Manager, Function of Management

Week 3: Ethics in Management, , Environment Constraints

Week 4: Organization Culture and its issues Clerical and

Week 5: Neo Clerical theories of Management.

Week 6: Decision Making,

Week 7: Process and Problems

. Week 8: Planning Process and its importance,

Week 9:

MID TERM EXAMS

Week 10: Types of Planning Establishing Goals, Contemporary issues in Planning.

Week 11: Developing plans

Week 12: Management by Objectives,

Week 13: Organization Structure and design; Basic Concepts for designing organizational structure, Line of Staff Authority.

Week 14: Relationships, Decentralization and Delegation of Authority and Responsibility.

Week 15: Defining Control approaches to design Control System Control Process,

Week 16: Organizational performance. Tools for controlling performance.

B: Cases for Analysis (20%) From Robbins Book (16 Marks)

Books Recommended

- I. Management by Stephen P. Robbins & Marry Coulter (Latest Edition)**
- 2. Management by Kontz. MC Graw Hill Publication(Latest Edition)**
- 3. Management- Text & Cases by Prof. Dr. Khawaja Amjad Saeed (Latest Edition),
Lahore: Khawaja Publications.**

Proposed Course Outline
Haile); College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program: .	MBA 3.5
Course title:	Financial Accounting
Course Code:	MBA 104
Semester:	1
Credit Hours:	3
Pre-requisites:	
Follow-up:	
Course Type:	Core Course

Accounting - Information for Decision Making

- | | |
|---------------|---|
| Week 1 | <ul style="list-style-type: none">• Accounting Information- A mean to an end• Types of Accounting Information• Accounting Systems and their Functions• Users of Accounting Information |
|---------------|---|

The Accounting Equation

- | | |
|----------------------|--|
| Week 2& 3 | <ul style="list-style-type: none">• Accounting Equation and Elements of Accounting Equation• Introduction of Balance Sheet• . Introduction of Income Statement• Introduction of Statement of Cash Flow• Users of Financial Statements• Forms of Business Organization |
|----------------------|--|

The Recording Process

- | | |
|---------------|--|
| Week 4 | <ul style="list-style-type: none">• The recognition issue• The valuation issue• The classification issue• The recording process• Analysis of transaction• The journal• The ledger• Balancing the accounts• Preparing Trial balance |
|---------------|--|

The adjusting and closing entries

- | | |
|---------------------------|--|
| Week 05 ,06&07 | <ul style="list-style-type: none">• Need for adjusting entries• Recording adjusting entries• Preparing adjusted trail balance• Preparing Financial Statements• Recording closing entries• 'Preparing post-closing trial balance |
|---------------------------|--|

Merchandising Activities

- | | |
|--------------|--|
| Week8 | <ul style="list-style-type: none">• . Accounting for purchases and sales• Return and allowances |
|--------------|--|

	<ul style="list-style-type: none"> • Periodic system • Perpetual system
Week 9	<ul style="list-style-type: none"> • MID TERM EXAM
Week 10	Financial Assets <ul style="list-style-type: none"> • Cash management and control (subjective only) • Bank reconciliation statements
Week 11,12 & 13	Accounting for Receivables <ul style="list-style-type: none"> • Accounting treatment of bad debts • Direct write off methods • Aging schedule • Percentage of sales method • Recoveries of bad debts • Short term investment/marketable securities
Week 14 & 15	Accounting for property plant and equipment <ul style="list-style-type: none"> • -Acquisition of Plant • Lump sum purchase • Depreciation methods- straight line and Declining-Balance • Disposal of Plant Assets • Review of useful life • Introduction of Intangible assets and amortization • Introduction of Wasting assets and depletion (subjective -on ly)
Week 15& 16	Liabilities <ul style="list-style-type: none"> • Current liabilities- AIP, NIP, amortization of notes payable, Payroll Liabilities, Unearned Revenue • Long term liabilities- Installment Notes Payable, • Current maturity of long term liability • Amortization table
Week 17	Stock holders' equity: paid in capital <ul style="list-style-type: none"> • Corporation • Formation of a corporation • Introduction of paid in capital of a corporation (Subjective only)
Week 18	Final exams

Books Recommended

Financial And Managerial Accounting: The Basis for Business Decisions (Latest Edition Available) by Williams I.R, Haka S.F Bettner M.S Meigs R.F. McGraw-Hili Irwin.

College Accounting: A Practical Approach (9th edition) by Slatter. Prentice Hall Business Publishing (Latest Edition).

Business Accounting - I by Frank Wood and Alan Songster (Latest Edition)

College Accounting by Haddock, Brock, Hahn and Reed. (Latest Edition)

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Information Technology for Business Executives
Course Code:	MBA 105
Semester:	1
Credit Hours:	3
Pre-requisites:	
Follow-up:	
Course Type:	Core Course

Week-1 and 2

Introduction of Information Technology

What is IT, Computer Classifications, Software and hardware, Input devices, Output devices, Storage devices, Processors, Other Devices

Week-3

Computer Languages

Different types of computer Languages, Compilers, Interpreters, Assembler, debuggers, loader

Week-4 and 5

Database Management System

DBMS Components and Architecture, DBMS languages its benefits and Limitation, RDBMS Components and Architecture, benefits and Limitation

Week-6,7 and 8

Information System

Introduction to IS, Process improvements, Future Direction, Managerial Functions. Types of IS (MIS, TPS, DSS, EIS, Expert Systems), IS Security and Control

MIDTERM EXAM

Week-09, 10 and 11

Data Communication

Data communication Model, Internet and Intranet, Topologies, Computer Networking and its types"

Week-12

Electronic Commerce

E Business Process Model, E commerce Tracks its applications, components and potential benefits, E commerce security, Digital divide and Critical Success Factor

Week-13 and 14

Software Development Life Cycle

Need of SDLC Phases and different types of SDLC, Software Quality Assurance, Implementation, Post Implementation Review and Software Maintenance,

Week-15

Enterprise Resource Planning

Introduction, Benefits of ERP, Difficulty in implementation,

Week-16

Microsoft Office

Different features of MS word, Excel and Power point

Recommended Books:

- 1. Managing Information Technology in Business Enterprise by James A.O.Brien
Latest Edition, McGraw Hill.**
- 2. Management Information system by Kenneth C.Laudon, Jane P.Laudon, Latest Edition,
Prentice Hall.**
- 3. Information Technology for Business Executives by Dr. Khawaja Amjad Saeed, Latest
Edition, Khawaja Publications.**

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course Title:	Cost & Management Accounting
Course Code:	MBA 201
Semester:	2
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	Core Course

Week-1

- ☐ Introduction to Cost and Management Accounting
- ☐ Management Accounting Vs Financial Accounting
- ☐ Cost Management System

Week-2

- ☐ Basic Cost Term Concept
- ☐ Cost of Goods Sold Statement
- ☐ Income Statement

Week-3&4

- ☐ Product Costing and Service Costing
- ☐ Flow of cost in manufacturing firms
- ☐ Types of product costing system
- ☐ Concept of overhead application
- ☐ Under/Over applied overheads
- ☐ Overhead application rate

Week-5&6

- ☐ Accumulation of Cost in job order cost system
- ☐ JOB order cost sheet
- ☐ Preparing bids prices
- ☐ Practice questions

Week-7&8

- ☐ Activity analysis, Cost behavior and cost estimation
- ☐ Cost behavior patterns
- ☐ Using cost behavior pattern to predict costs
- ☐ Cost estimation

Week-9&10

- ☐ Cost Volume Profit Analysis
- ☐ Breakeven Point
- ☐ Break even Chart
- ☐ Margin of Safety
- ☐ Why Important

- Week-11&12

- ☐ Budgetary Control System, Govt. Budgets Vs Corporate Budgets
- ☐ Operational Budgets
- ☐ Cash Budgets
- ☐ Master Budgets
- ☐ Zero Based Budgeting

Week-13&14

- ❑ Standard Costing and Performance Measurement
- ❑ Setting standards for Materials, Cost, Labor cost, FOH Variance Calculation Analysis
- ❑ Preparing and Evaluating Performance Reports

Week-15&16

- - ❑ Using Accounting Information Managerial Decisions like: Make Vs Buy Decision
 - ❑ Accepting or rejecting a special order Dropping or Adding a Product
 - ❑ Comprehensive problem discussion and revision
- - ❑ Comprehensive practice and testing before final term exams
- - ❑ Cash Receivable and Inventing Management, Optional Cash Policy, Credit Policy, Economic Order Quantity, Optimal Capital Structure.

Books Recommended

- 1- Managerial Accounting by Ronald W. Hilton (Latest Edition)
- 2- Managerial Accounting by Matz & Usry (Latest Edition)
- 3- Cost Accounting by Dr. Zahid Mahmood, Muhammad Arshad Awan Sultan Mahmood.

Proposed Course Outline

Hailey College of Banking & Finance (HCBF)

University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Micro Economics
Course Code:	MBA 202
Semester:	2
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	Core Course

Week	CONTENTS:
1.	The Nature and Scope of Economics: Definition of economics, different schools of thoughts, micro vs macroeconomics, positive vs. normative economics.
2.	Islamic, market, command and mixed economics.
3.	Demand: Individual vs. market demand determinates of market demand. The demand schedule, movement and shift in market demand.
4.	Supply: Individual vs. market supply, firm vs. industry, determinants of market supply. The supply curve, movement and shifts in market supply.
5.	Market Equilibrium: Kinds of market, conditions for stability of market equilibrium, impact of shift in demand and supply on market equilibrium,
6.	Behavior of competitive firm, efficiency and equity of market, decision in competitive market, rationing by prices, price ceiling and price floors programs.
7.	Elasticity of Demand and Supply: own price, income and cross elasticity, price elasticity of demand and price elasticity of supply, short run vs. long run electricity, Application of elasticity to major economic issues.
8.	Consumer Behavior and Utility Maximization: Approaches to consumer behavior and cardinal and ordinal approach.
9.	Cardinal approach: Law of diminishing marginal utility, Law Equi-Marginal utility, Substitution' and income effect, consumer choice and budget constraint.
10.	Production and Business Organization. 'The law of diminishing returns, the law of constant returns, law of increasing returns
11.	Costs of production: relevant cost, opportunity cost, explicit vs. implicit cost incremental vs. sunk costs, short-run costs, average. and marginal cost, economics of scale vs. economics of scope: Link between production and costs.
12.	Equilibrium of perfectly competitive firm in the short and long run,
13.	Monopoly, equilibrium of a monopoly firm in the short and long run, costs and benefits of monopoly.
14.	Market Structure: monopolistic competition, Oligopoly,
15.	Factor Market: Marginal productivity theory of resource demand, determinants of resource demand elasticity of resource demand and optimal combination of resources.

Books Recommended

Brue, McConnel, Economics (International Edition)
 Samuelson Nordhaus, Economics (Latest Edition) .
 Campbell R. McConnel and Stanley, I. Bruce Economics (Principles, Problems and policies)

Reference Material

1. To be informed and provided by resource

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program: -
Course title:
Course Code:
Semester:
Credit Hours:
Pre-requisites:
Follow-up:
Course Type:

MBA 3.5
Principles of Banking
MBA 203
2
3
-
-
Core Course

	Syllabus to be covered	Course contents	Weeks
			16 Weeks
	Introduction to banking	Origin and evolution of banking Types of banks Types of banking system	1
	Commercial bank	Concepts and functions of commercial bank Role of commercial bank in economic development Bank failure Cash reserve	2
	Banker customer relationship	Banker and customer relationship Rights and duties of banker and customer Termination of contractual relation	3
	B.ank account	Types of bank accounts Account opening procedure Know your customer	4
	Negotiable instruments	Cheque Bill-of exchange Promissory note Legal conditions Kinds of endorsement Features of bank draft	5,6

	E-banking Credit creation	Products of E-banking Advantages and disadvantages of E-banking Credit creation by commercial bank Credit creation process and limitations	7,8
		MID TERM EXAM	9
	advances	Types and features of bank advances Principles of lending Mortgage Pledge hypoyhication	10
	Letter of credit	Types of letter of credit Procedure of opening letter of credit Problems faced by Pakistani exporters	11
	State bank of Pakistan	Importance and evolution of state bank of Pakistan Functions of state bank of Pakistan Role of state bank of Pakistan in economic development Monetary policy	12,13
	Islamic banking	Introduction to Islamic banking Islamic banking vs. conventional banking modes of financing of Islamic bank	14
		Revision and final exam	15,16

Recommended text books

1. Banking & finance (for post graduate students) by. Prof. Riaz Ahmed Mian (Latest Edition)
I.ahore, Azeem Academy

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)·
University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Principles of Marketing
Course Code:	MBA 204
Semester:	2
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	Core Course

Contents

A: Concepts (75 Marks]

Week 1 & 2

- . **Introduction to Marketing**
Definition of marketing, marketing process: its scope and understanding, consumer needs and customer satisfaction and other basic concepts in understanding marketing

Week 3

- Marketing Strategy**
Development of Marketing Strategy and Marketing Plan, building customer relationships and customer driven marketing strategy, developing an integrated marketing mix

Week 4

- Marketing Environment**
Microenvironment, macro environment, responding to marketing environment

Week 5

- Managing Marketing Information**
. Marketing information system, assessing marketing information needs, internal data base, marketing intelligence, marketing research, analyzing and using marketing information

Week 6 & 7

- Buyer Behavior**
Model of consumer behavior, characteristics affecting consumer behavior, buyer decision process, the model of business buyer behavior

Week 8

- Segmentation, Targeting and Positioning**
Major segmentation variables, requirements for *effective* segmentation,' market targeting, differentiation and positioning

Week 9

Mid Term

Week 10 & 11

Product

Levels and classification of product and *services*, product and *service* decisions, branding strategy, nature and characteristics of *services*, product life cycle strategies

Week 12 & 13

Pricing

Considerations and approaches, pricing strategies

Week 14

Placement

Value delivery network, nature and importance of Marketing Channels, channel behavior and organization, channel design and management decisions, logistic functions

Week 15 & 16

. Promotion

Promotion mix, integrated marketing communications, steps in developing *effective* marketing communication, promotional tools, push vs. pull strategy

Week 17

Personal Selling

Personal selling process, sales promotion tools and *objectives*, Trade promotions

Week 18

Final Term

B: Cases (25 Marks)

Case studies, preferably from Pakistan covering aspects of Marketing.

Books Recommended

Philip Kotler / Kevin Keller: Marketing Management Latest Edition

Marketing: Cases by Prof. Dr. Khawaja Amjad Saeed, Lahore: Khawaja Publications. Latest Edition.(Edited)

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Business Statistics
Course Code:	MBA 205
Semester:	2
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	Core Course

1. Introduction:

Understanding statistics is essential to understand research in the social and behavioral sciences. In this course you will learn the basics of statistics; not just how to calculate them, but also how to evaluate them. This course will also prepare you for the next course - the course Inferential Statistics. In the first part of the course we will discuss methods of descriptive statistics.

You will learn what cases and variables are and how you can compute measures of central tendency (mean, median and mode) and dispersion (standard deviation and variance).

Next, we discuss how to assess relationships between variables, and we introduce the concepts correlation and regression. The second part of the course is concerned with the basics of probability: calculating probabilities, probability distributions and sampling distributions. You need to know about these things in order to understand how inferential statistics work.

Course Topics:

Week	Lecture	Topic
1	1	Collection and tabulation of data Classify different types of data.
	2	Perform data collection through various methods.
2	1	Organize and summarize data and present it as a frequency distribution.
	2	Presentation through graphs, charts and diagrams, including stem and leaf display, box and whisker plot Present data using a simple bar chart, a multiple bar chart and a component bar chart.
3	1	Construct pie charts, histograms, frequency polygons, ogives, stem and leaf displays and box and whisker plots.
	2	Analyze graphical representations of data.
4	1	Measures of Central Tendency. ; Calculate various measures of central tendency such as Mean
	2	Properties of Arithmetic Mean
5	1	Median ,Mode
	2	Geometric and Harmonic Means
6	1	Measure of Dispersion Standard Deviation

	2	Coefficient of Variation
7	1	Index numbers, Weighted index numbers, Concept of purchasing power Define the index number and its types.
	2	Use different formulae/methods to calculate various types of index number.
8	1	Analyze the uses and limitations of index numbers.
	2	Use of index numbers to deflate or inflate a series and explain the result
9		Mid-term
10	1	Simple Linear Regression Understanding of the basic concept of regression lines and how they are used.
	2	Use least squares linear regression to construct a regression line
11	1	Correlation Calculate and analyze coefficients of correlation and determination
	2	Properties of Correlation Coefficient
12	1	Probability Promotion and communication, rules of counting
	2	Understand the definition of probability and other basic terms as well as their applications
13	1	Use the addition rule while calculating probabilities.
	2	Mutually exclusive events
14	1	Non-mutually exclusive events
	2	Identify the difference between mutually exclusive and non-mutually exclusive events
15	1	Binomial distribution Account for the assumptions that underlie the Binomial distribution
	2	Demonstrate the use of Binomial distribution to calculate probabilities
16	1	Normal distribution Demonstrate the use of normal distribution including the use of tables.
	2	Demonstrate the application of the normal distribution to calculate probabilities

Recommended Text:

- . Introduction to Statistical Theory (Part-L) **by** Sher Muhammad Ch. & Dr. Shahid Kamal.
Statistical Theory by Walpol

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program: MBA 3.5
 Course Title: Business Law
 Course Code: MBA 301
 Semester: 3
 Credit Hours: 3
 Pre-requisites: -
 Follow-up: -
 Course Type: Core Course

Syllabus to be covered		Course contents	Weeks
		1. Sources and Types of Law 2. Contract Law 3. Bailment 4. Agency 5. Sales of Goods Act 6. Partnership 7. Arbitration 8. Revision	16 Weeks
8.	Sources and types of law	1. Sources of Business Law 2. Law of Contract 3. Kinds of Contract	1,2
9.	Contract Law	1. Essential of Contract 2. Offer 3. Acceptance 4. Consideration 5. Capacity of Parties 6. Free Consent 7. Void Agreements 8. Breach of Contract 9. Discharge of Contract 10. Quasi Contract	3,4,5 &6
10.	Bailment	1. Definition , 2. Essentials and Types 3. Rights and Duties of Bailor and Bailee 4. Termination of Bailment	7,8
11.			

MID TERM EXAM

9

12.	Agency	1. Definition 2. Essential Elements 3. Creation of Agency 4. Rights and Duties of an Agent and Principal 5. Termination of Agency	10
13.	Sales of Goods Act 1930	1. Sale and Agreement to Sell 2. Condition & Warranty 3. Implied Conditions and Warranties 4. Caveat Emptor 5. Unpaid Seller	11,12
13.	Partnership Act 1932	1. Essentials 2. Partnership Deed 3. Rights, Duties and Liabilities of Partners 4. Registration of Firm 5. Kinds of Partners 6 . Dissolution of Firm	13,14& 15
14.	Arbitration	Arbitration Power for companies to refer matter to Arbitration. Power to compromise with creditors and members	16
15.	Revision	Revision of important Topics of the course outline	17
		FINAL EXAM	18

RECOMMENDED BOOKS

1. Dr. Khwaja Amjad Saeed, Mercantile andIndustrial Lawsin Pakistan Latest Edition, Institute of Business Managem-ent.'
2. Nazir Ahmad Shaheen, Practical.approach to the Companies Ordinance, Latest Edition, PLD.

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course Title:	Financial Management
Course Code:	MBA 302
Semester:	3
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	Core Course

Weeks

1st	Meaning, Nature and Scope of Finance functions. Functions of Financial Management, Goals of financial Management, Viz. Profit Maximization and wealth Maximization Importance and Responsibilities and Financial Management
2nd&3rd	Accounting and Finance a comparison. Review of Financial Statements, Income Statements and Balance Sheet, published reports of quoted companies.
4th&5th	Cash flow statement Objectives and Analysis Preparation of Cash flow as per International Accounting Standard: Operating activities Investment Activities and Financing Activities.
6th&7th	Time value of Money, Calculation of Present Value, Future value, Simple and Compound Interest, Discount Factor.
8th&9th	Concept of Leverage, Operating Leverage Financial Leverage
10th	Leasing / Lease Financing, Concept of Leasing Types of Leasing, Lease versus Loan.
11th	Mergers and Acquisitions
12th&13th	Interest Rates and Bond Valuation
14th	Dividend Policy
15th&16th	Overview of Analysis of Financial Statements

Books Recommended

- 1- Principles of Financial Management by Lawrence J. Gitman (Latest Edition)
- 2- Financial Management by T.J. Gahagber & J.D. Andrew (Latest Edition)

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Macro Economics & Economy of Pakistan
Course Code:	MBA 303
Semester:	3
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-Core Course
Course Type:	

Week	CONTENTS
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- | | |
|--|---|
| | <ol style="list-style-type: none">1. Macro Economics: introduction to macroeconomics, Issues, objective and instruments of macroeconomics,2. Macro-Economic framework and performance of Pakistan & Experience3. Agriculture sector, importance, problems and remedies, Pakistan Agriculture policies4. Manufacturing sector, importance, problems and remedies, Pakistan manufacturing policies5. National income, concepts measurement, nominal and real GDP economic growth, Pakistan GDP performance in different years.6. Circulation flow of national income, Businesses cycle.7. Financial Sector, Islamic Financial system, Critical review of Pakistan Financial Sector
8. Unemployment and its types. Ohms Law. Pakistan manpower policies, Pakistan Labor policies
9. Inflation, measuring, types and effects. Measures to control inflation in Pakistan10. Monetary policy, its objectives and tools, monetary policy of Pakistan11. Fiscal policy, its objectives and tools, Fiscal policy of Pakistan12. Commercial policies its objectives and tools, Commercial policy of Pakistan
13. Income inequality and poverty. Vicious circle of poverty, Poverty reduction program in Pakistan
14. Balance of trade and balance of payment. Reasons for the adverse BOP situation in Pakistan, History of Pakistan Balance of Payment performance
15. Infrastructural sector policies in-Pakistan |
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Books Recommended

1. Macro Economics by Mankiev
2. The Economy of Pakistan by Prof. Syed Nasir, Latest Edition
3. -

Reference Material

1. To be informed and provided by resource person

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Logic and Critical Thinking
Course Code:	MBA 304
Semester:	3
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-Core Course
Course Type:	

Contents

Week 1

- Define of Logic
- Logic as Study of thought
- Logic in terms of Art and Sciences

Week 2

- Premises and Conclusion
- Basic Terms
- The order of Premises and Conclusion
- Conclusion Indicators and Premises Indicators
- Argument in Context

Week 3

- Diagram for single Arguments
- Agreements and Disagreements of Attitude

Week 4

- The Language
- Three Basic Functions of Language
- Discourse Serving Multiple Functions
- Three Forms of Discourse

Week 5

- Emotive words and the logic of Emotions

Emotively Neutral Language

Week 6

Truth and Validity Test Construction (Standardization and Generalization)
Problem Solving
Creativity Thinking and Invention

Week 7

Fallacies
Fallacy of Relevance
Fallacy of Ambiguity

Week 8

Definition
Purpose of Definition
Types of Definition

Week 9

MID TERM EXAMS

Week 10

Proposition
Kinds of Proposition
Categorical Proposition
Quality, Quantity and Distribution

Week 11

The Traditional Square of Opposition
Contradictories-
Contraries
Sub Contraries
Sub alternation
The Sequences of Opposition
Existential Import

Week 12

_ - . Categorical Syllogisms

Standard form Categorical Syllogisms
Major, Minor and Middle Terms
Mood
Figure
Venn diagram

Week 13

Symbolic Logic.
The Value of Special symbols
The Symbols for Conjunction, negation and Disjunction

Week 14

Analogy
Arguments by analogy
Appraising Analogical Arguments

Week 15

Science and Hypothesis
The Value of Science
Problem and its Solution (Deduction)

Week 16

- The Method of Deduction
The Formal proof of Validity
The Rule of Replacement
Proof of Invalidity
Reliability and Reliability

Books Recommended

- 1- .introduction to Logic
Irvin Copi, Latest Edition

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Human Resource Management
Course Code:	MBA 305
Semester:	3
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	core Course

Week	Contents
1	Introduction to Human Resource Management
	What Is Human Resource Management? Why Is Human Resource Management Important to All Managers? Trend Shaping, New Approaches to Organizing & Impact of Globalization on HR
2 & 3	Human Resource Management Strategy and Analysis
	Strategic Planning Human Resource Management Strategy and Analysis Top Managers Role in Strategic Planning Strategic Human Resource Management Strategic Human Resource Management Tools
4	Job Analysis and the Talent Management Process
	Uses of Job Analysis Information Methods for Collecting Job Analysis Information Job Description, Job Specification
5	Personnel Planning and Recruiting
	Strategy and Workforce Planning Forecasting Personnel Needs (Labor Demand). Supply of Inside Candidates Supply of Outside Candidates
6&7	Employee Testing and Selection
	Person and Job/Organization Fit Reliability vs. Validity Types of test and their different classifications Background Investigations and Reference Checks
8	Interviewing Candidates
	Basic Types and Classification of Interview Structured Versus Unstructured Interviews One-to-one versus Panel Interview Planning and Conducting Interview
	Mid-Term -

9 & 10	Training and Development
	Purposes of Employee Orientation and The Orientation Process Aligning Strategy and Training Conducting the Training Needs Analysis Designing the Training Program On-the-Job Training and Off-the -Training Evaluation of Training
11 & 12	Performance Management and Appraisal
	The Performance Appraisal Process Performance Management & Goals and Performance Standards Who Should Do the Appraising? Techniques of Performance Appraisal Problems and Solutions
12 & 13	Career Management
	Careers Terminology, Career Development Methods Career Development Approaches, Personal Develop Plan Role and Responsibilities of Employee, Manager, & Employer
14	Compensation
	Basic Factors Determine Pay Rates Job Evaluation Methods Market Competitive Pay Plan
15	Incentives
	Incentive Program Reasons for Incentive Plans Failure Designing Effective Incentive Pay Plan
16	Labour Law
	Industrial Relation Commission of Pakistan Procedure of Labour Court of Pakistan. Etc.

Books Recommended

- 1- Human Resource Management by. Gary Dessler, Latest Edition.
- 2- Personnel Management (HRM / HRD) Latest Edition by Prof. Dr. Khawaja Amjad Saeed, Lahore:
Khawaja Publications, Latest Edition.

. Reference Material

- 1- The English Newspapers (especially The Dawn), The Economics, The Time
- 2- Internet - The Relevant Institutional Web Pages

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Business Research Methods
Course Code:	MBA401
Semester:	4
Credit Hours:	3
Pre-requisites:	
Follow-up:	
Course Type:	Core Course

Contents

Week 1

Business Research Introduction

Definition, types and importance, factors promoting business research, the need for research

Week 2

The Manager and Business Research

Why should the manager know research? research in functional areas of business, internal and external researcher

Week 3

Scientific Research

Hall Marks of Scientific Research, Hypothetico-Deductive method

Week 4

Research problem

Broad problem area, preliminary data gathering, literature review, problem definition

Week 5

Theoretical Framework

Components, the variables, definition and types

Week 6

Hypothesis Development

Definition, statement, formats

Week 7 & 8

The Research Design

Study purpose, *investigation* types, *levels* of researcher interference, study setting, unit of analysis, time horizon

Week 9

Midterm

Week 10 & 11

Measurement of Variables

Operational definition, scales and types of scales, goodness of measures, reliability, validity

Week 12

Sampling

Population element, population frame, sampling, probability sampling, non probability sampling

Week 13 & 14

Data Collection Methods settings

Data definition, nature and types primary and secondary, data collection sources, methods and

Week 15

Data Analysis and Interpretation

Data completion, processing edition, coding, representation, data analysis, programming validity and reliability, data interpretation -

Week 16

. Research Report Writing

Research report format title, table of contents, introduction, executive summary, main body, summary and conclusions, plan of action

Reference Books:

1. Research Methods for Business, ---Umma Sekaran (Latest Edition).
- '2. Business Research ---William Emmoy 1980 Edition Richard D. Irvin Inc. Ilinios USA. ,
- 3 .. Introduction to Business Research ---Prof. Fazli Wahid Additions, Research and Development Center, Peshawar.

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course Title:	Organizational Behavior
Course Code:	MBA 402
Semester:	4
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	Core Course

<u>WEEK</u>	<u>TOPIC</u>
1	What is OB? Basic Concepts Management Managerial Roles Organizational Structure
2	Intuition and Systematic Study Concept of OB Globalization Quality and Productivity Customer Services
3	More Concepts Diversity Improve People Skills Empowerment Innovation and Change Work Life Conflicts Temporariness Issues Work Environment
4	OB Model Dependent and Independent Variables Individual Level variables Group Level Variables Organizational Level Variables
5	Demographic Characteristics Age Gender Tenure Race Class More

WEEK**TOPIC****6****Ability**

Intellectual Abilities and Dimension
Physical Abilities
The Ability-Job Fit

7**Learning Strategies**

Definition
Theories of Learning

- Classical
- Operant
- Social

8**MID TERM****Behavior shaping and its method**

Positive Reinforcement
Negative Reinforcement
Punishment
Extinction
Schedule Reinforcement

10**Attitudes**

Components
Major Job Attitudes
Job Satisfaction, enlargement, commitment, organization support
Other attitudes

11**Personality**

Determinants
Personality Traits
MBTI
The Big Five Model

12**Values**

Importance
Types
Hofstede's Framework
The GLOBE Framework

13**Work Place**

Linking Personality and Values
Person Job fit
Person Organization Job fit

14**Motivation**

Definition
Early Theories

- Hierarchy Theory
- Theory, Theory Y
- Two Factor Theory

WEEK**TOPIC****15****Contemporary Theories**

- McClelland's Theory
- ERG Theory
- Goal Setting Theory

16**Theories Continued**

- Self-Efficacy
- Reinforcement
- Equity Theory
- Expectancy Theory

Recommend Books

Organizational behavior, (Robins and Judge) Latest Edition

Organizational behavior (Schermerhorn, Hunt, Osborne, Uhlir, Biers) Latest Edition

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
' . University of the Punjab, Lahore

Program: .	MBA 3.5
Course title:	Inferential Statistics
Course Code:	MBA 403
Semester:	4
Credit Hours:	3
Pre-requisites:	
Follow-up:	
. Course Type:	Core Course

1. Introduction:

This course consists of an introduction to methods of inferential statistics - methods that help us decide whether the patterns we see in our data are strong enough to draw conclusions about the underlying population we are interested in. We will "discuss confidence intervals and significance tests.

Course Topics:

Week	Lecture	Topic
1	1	Simple random sampling Understand the terms, population and sample.
	2	Explain methods for selecting a simple random sample Classify different types of data. .
2	1	Define and construct a sampling distribution of the sample means.
	2	Calculate the mean and standard deviation of a sampling distribution of sampling means
3	1	Testing of hypothesis for population means: Demonstrate the use of hypothesis testing.
	2	Demonstrate the use of hypothesis testing, significance testing and testing a hypothesis.
4	1	Demonstrate the use of significance testing .
	2	Perform hypothesis test of population means based-on small samples. ;
5	1	Perform hypothesis test of population means based on large samples.
	2	Difference-between population means and Hypothesis Testing Perform hypothesis tests of the difference between two population means based on small and large samples
6	1	Population proportion and difference between two population proportion Perform hypothesis tests of the difference between two population proportions.'
	2	Select appropriate distributions i.e., t for constructing a confidence interval for a population mean

7	1	Select appropriate distributions i.e., z for constructing a confidence interval for a population mean
	2	Perform hypothesis tests of the difference between two population means based on small.
8	1	Perform hypothesis tests of the difference between two population means based on large samples
	2	Mixed Question Practice
9		Mid-term
10	1	Single population variance based on test of Chi-square Basics of tests of fitness
	2	Use the Chi-square distribution to perform tests of goodness of fit
11	1	Basics of test of independence
	2	Use the Chi-square distribution to perform tests of independence
12	1	Confidence interval for estimating population means, proportions and variance, and differences between proportions means, proportions and variance Concept of confidence interval
	2	Construct the confidence interval for population means
13	1	Concept of comparison of two samples
	2	Construct the confidence interval for population difference of means.
14	1	Construct the confidence interval for population difference of proportion.
	2	Practice questions
15	1	Problems of determination of sample size for the study of population mean Calculate a sample size for an interval estimate of a population mean.
	2	Practice questions
16	1	Problems of determination of sample size for the study of population proportion Calculate a sample size for an interval estimate of a population proportion.
	2	Practice Questions

Recommended Text:

- Introduction to Statistical Theory {Part-2} .. by Sher Muhammad Ch. & Dr. Shahid Kamal.
- Statistical Theory by Walpol

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Consumer Behavior (Specialization Marketing)
Course Code:	MBA404
Semester:	4
Credit Hours:	3
Pre- requisites:	-
Follow-up:	-
Course Type:	-

Consumer Behavior

Course Introduction:

Consumer Behavior (CB) is a course designed to enhance students understanding of how and why consumers purchase (or do not purchase) goods and services. It will combine both the theoretical concepts of consumer behavior and its application for marketing strategies related to private, public and non-profit sections. At the conceptual level it will seek to present and integrated framework around which major areas of consumer behavior can be understood and applied.

This course will explore and identify market identities and various sources of influence with the way consumers think and learn from market related information. The knowledge and understanding gained from this course can be utilized in the market place to make rational decisions to satisfy consumer needs and wants and remain loyal to products.

Objectives:

The objective of this course is to affiliate students with different aspects of consumer attributes. It enables students to learn about specific' needs of consumers. It provides a good foundation for specializing in Marketing.'

Course Topics:

Week	Lecture	Topic
1	1	INTRODUCTION Defining Consumer Behavior The decision making process
	2	Applying consumer behavior knowledge to Marketing Management,
2	1	CONSUMERS AND MARKET SEGMENT Market Aggregation & Market Segmentation
	2	Lifestyle and Psychometric Segmentation Usage Segmentations
3	1	Benefit Segmentation Product Positioning
	2	CONSUMER BEHAVIOR AND CULTURE

		Define Culture" Characteristics of Culture
4	1	Cross Cultural Understanding of Consumer Behavior
	2	SOCIAL CLASS Process of Social Stratification
5	1	Nature of Social Class
	2	Social Class Measurement and Categorization Social Class Life Style
6	1	FAMILY Significance of the Family in Consumer Behavior
	2	Family Lifecycle
7	1	Family Purchase Decision
	2	PERSONALITY AND SELF-CONCEPT Personality Theories and Application
8	1	Psychographies
	2	Self-Concept
9		Mid-term
10	1	MOTIVATION & INVOLVEMENT Nature and Role of Motives
	2	Classifying Motives
11	1	Motive Arousal
	2	INFORMATION PROCESS Information Acquisition
12	1	Perceptual Encoding
	2	Marketing Implication
13	1	ATTITUDE Introduction, basics
	2	Attitude and Characteristics of Attitude
14	1	Functions of Attitude
	2	Sources of Attitude Development
15	1	MODELING AND RESEARCHING CONSUMER Modeling Behavior
	2	Models of Consumer Behavior
16	1	Application on 4 Ps
	2	" Same

Recommended textbooks:

1. Loudon and Bitta, Consumer Behavior, Latest Edition
2. Hawkins, Mothersbaugh and Best, Consumer Behavior, Latest Edition
3. Shifman and Kanuk, Consumer Behavior, Latest Edition

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	International Marketing (Specialization Marketing)
Course Code:	MBA 405
Semester:	4
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	-

1. Introduction:

This is an advance level course for MBA program. The main objective of this course is to disseminate knowledge regarding the International Marketing. It also aims at developing the understanding of the subject in relation to domestic marketing, global marketing, Multinational marketing, export marketing and International trade.

The text will highlight the IMP, International marketing principles, that are prevalent in today's international marketing activities. Students will actively participate in exploring the fundamentals of IMP via study of the text book supplemented by discussion of real world examples. Classes will focus on classroom participation, using current business cases and student projects. Upon completion of this course, students will have covered the key basics of promotion and understand the importance of the total integration of all marketing efforts for the basic understanding of the subject. Course material will equip students with basic skills to critically understand theoretical concepts.

2. Objectives of the course:

After studying this course the participants should be able:

- To understand the various concepts used in International and global marketing.
- To evaluate and compare various theories of International Marketing.
- To identify the appropriate international marketing Strategy and implement the same
- To learn corporate promotion planning and campaign development for MNCs, and global companies
- To develop communication, creative and media strategy
- To understand trade barriers, legal complications, social, cultural and religious aspect of International marketing.

Course Topics:

Week	lecture	Topic
1	1	Nature of International Marketing Process of international marketing International dimensions of marketing Domestic marketing vs. international marketing
	2	Multinational Corporations The process of Internationalization
2	1	Trade Theories and Economic Development Basis for international trade Factors endowment theory
	2	The competitive advantage of nations A critical evaluation of trade theories
3	1	Trade Distortion and Marketing Barriers Protection of local industries Government: A contribution to protectionism
	2	Marketing barriers: Tariffs Non-Tariff Barriers
4	1	Political Environment Types of Government
	2	Types of Economic System
5	1	Culture Culture and its characteristics Influence of culture on consumption
	2	- Influence of culture on thinking process Influence of culture on communication process
6	1	Foreign Market Entry Strategies Foreign direct investment Exporting Licensing
	2	Management contract Joint venture Manufacturing
7	1	Assembly operation Acquisition Strategic alliances
	2	Product Strategies: Basic Decision and Product Planning New product development
8	1	Product adoption Market segmentation
	2	Theory of international product life cycle (IPLC)
9		Mid-term

10	1	Branding and Packaging Decisions Branding decisions
	2	Branding levels and alternative
11	1	Channels of Distribution Direct and Indirect Selling Channels Types in intermediaries: direct channels
	2	Types of intermediaries: indirect channels Channel development
12	1	Channel adaptation
	2	Channel decisions
13	1	Promotion Strategies Promotion and communication
	2	Promotion mix
14	1	Personal selling
	2	Publicity Sale promotion
15	1	Pricing Strategies: Basic Decisions Pricing decisions
	2	Alternative pricing strategies
16	1	Dumping
	2	Price distortion

Recommended Text:

- International Marketing - Analysis and Strategy, Third edition, By: Sak Onkvisit and John J Shaw.
- Global Marketing (Svend Hollensen) 6th Edition

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course Title:	Analysis of Financial Statements
Course Code:	MBA 406
Semester:	4
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	-

Week	Topic
1st.	An overview of Financial Statements
2nd	Investment - Concepts Essentials
3rd	Investment – Bonds & Fixed Investment
4th	Capital Budgeting Techniques, Pay Back Period, IRR
5th	Exercise on Capital Budgeting Techniques, Pay Back Period, IRR
6th	Financial Analysis of Specialized Institution- Bank
7th	Financial Analysis of Specialized Institution - Insurance
8th	Review & Revision

Mid-Term Examination

Week	Topic
9th	Financial Analysis of Income Statement of manufacturing concern
10th	Financial Analysis of Balance Sheet
11th	Financial Analysis continued
12th	Cash Flow Analysis
13th	Working Capital Management
14th	Break Even Analysis
15th	Stock Market Operation
16th	Review & Revision

Final Examination

Text Book/s	Financial Analysis by Charles H Gibson
Reference Material	Financial Management by Van Horne.

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Financial Institutions and Markets (Specialization Finance)
Course Code:	MBA 407.
Semester:	4
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	Core Course

Unit 1. Introduction to Financial Assets and Markets'

Week 1

- 1.1 Financial Assets
- 1.2 Equity Market
- 1.3 Debt Market
- 1.4 Foreign Exchange Markets

Week 2

- 1.5 Commodity markets
- 1.6 Role of Financial intermediaries,
- 1.7 Regulations of financial markets

Unit 2. Markets Classification

Week 3

- 2.1 The Primary Market
- 2.2 Secondary Market
- 2.3 Money Market

Week 4

- 2.4 Capital Market
- 2.5 Function of Secondary Markets
- 2.6 Function of Money Markets

Unit 3: Financial Institutions

Week 5

- 3.1 Banks & their Types
- 3.2 Mutual Funds
- 3.3 Insurance Companies
- 3.4 Leasing Companies

· Week 6

- 3.5 Investment Finance Companies
- 3.6 DFI's
- 3.7 Modarba
- 3.8 House Finance Companies
- 3.9 Venture Capital Funds

Week 7

- 3.10 Private Equity Funds
- 3.11 Pension Funds
- 3.12 Hedge Funds
- 3.13 Savings Centers

Unit 4. Role of Regulators

'Week 8

- 4.1 State Bank of Pakistan
- 4.2 Securities and Exchange Commission of Pakistan
- 4.3 The Ministry of Finance
- 4.4 NBFCs Rules 2003 & 2008
- 4.5 Prudential Regulations for Banks

Week 9

Mid

Unit 5. Money Market Securities

Week 10

- i. Government securities
- ii. Corporate. securities
- iii. Treasury Bills
- iv. Commercial Paper

Week 11

- v. Bankers Acceptances
- vi. Large - Denomination negotiable CDs
- vii. Repurchase Agreements.
- viii. Federal Funds

Unit 6. Foreign Exchange Market

Week 12

- 6.1 Foreign Exchange Rates
- 6.2 Foreign - Exchange Risk
- 6.3 Spot Market
- 6.4 Currency futures Contracts

Unit 7. Commodity Market

Week 13

- 7.1. Features of a commodity market
- 7.2. Contracts in a commodity markets
- 7.3. Pakistan Mercantile Exchange limited
- 7.4. Trading' in PMEX
- 7.5. Commodity markets' and futures contracts

Unit 8. Insurance Companies

Week 14

- 8.1. Risk management and insurance
- 8.2. Principles of insurance
- 8.3. Types of insurance companies
- 8.4. Working of insurance companies
- 8.5. Advantages of insurance

Unit 9. Equity Market

Week 15

- 9.1. Structure of the Equity Markets
- 9.2. Stock market index
- 9.3. Types of orders

Week 16

- 9.4. Types of accounts
- 9.5. Preferred Stocks
- 9.6. Listing at stock market
- 9.7. Stock Market Indicators

Recommended Book:

Money and Capital Markets by Peter S. Rose

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Corporate Law
CourseCode:	MBA 501
Semester:	5
Credit Hours:	3
Pre-requisites:	
Follow-up:	
Course Type:	Core Course

Syllabus to be covered	Course contents	Weeks
8. Introduction	1. Introduction and History of Corporate Law	16 Weeks
9. Definitions	1. Articles 2. Associated Companies 3. Body Corporate 4. Central Depository 5. Company 6. Company Limited by Share 7. Company Limited by Guarantee 8. Debentures 9. Holding Company 10 . Listed Company 11.~ember 12. Memorandum 13. Modarba 14. Participatory Redeemable Capital 15. Private Company 16 Prospectus 17. Public Company 18. Redeemable Capital 19 Security 20. Share 21. Special Resolution 21. Subsidiary Company 22. Chief Executive 23. Documents 24. Director 25. Financial Year 26. Officer 27. Prescribed 28. Secreta~'ry 29. Stock Exchange 30. Schedule Bank.	1
10. Formation of Companies	Role of Promoters in the formation of a Comp-any Important documents required for the registration of a company Registration Process Certificate of incorporation	2,3 4
11. Types of Share Capital	Authorized Share Capital. Issued Share Capital Subscribed Capital 1- Called u-p Capital Paid Up Capital	5,6

12.	Prospectus	Matters to be stated in Prospectus Approval, issue and registration of Prospectus Statement in lieu of Prospectus	7,8
13.		MID TERM EXAM	9
13.	Meetings	Statutory Meeting of the Company Annual General Meeting of the Company Extraordinary General Meeting of the Company Ordinary Resolution Special Resolution Extended Notice Resolution	10,11,12
14.	Directors	Appointment of Directors Powers of Directors Retirement of Directors <i>Removal of Directors</i>	13,14, 15
15.	Doctrines	1. Doctrine of Indoor Management 2. Doctrine of Ultra Vires 3. Doctrine of Corporate Veil 4. Doctrine of Constructive Notice	16
16.		REVISION	17
17.		FINAL EXAM	18

Recommended text books

Company Law in Pakistan by Dr. Khawaja Amjad Saeed

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Management Information System
Course Code:	MBA 502
Semester:	5
Credit Hours:	3
Pre-requisites:	
Follow-up:	
Course Type:	Core Course

Week -1 and 2

Information Systems

Definitions, Types ofInformation Systems, Expanding Roles ofIS, Classification of IS,IS as Discipline, IS Opportunities and Challenges

Management Information Systems

Introduction, IS and Decision Making, MIS and Technology, MIS and Business, MIS Careers, MIS Opportunities and Challenges

Week-3

Strategic Management

Concept of strategic information, internal sources of strategic information, importance of external sources

Week-4

Information Systems in Organizations

Role of information in organizations, diversity of types of IS within an organization, relationships between IS and business functions, relationships between IS and business . processes, business value of TS'

Week-5

Enhancing Management Decision Making

Decision Support Systems and its types, components of a decision-support system, characteristics of group decision-support systems, characteristics of executive-support systems

Week-6

Information Systems Security and Control

Traditional systems Vs Information Systems, impact of Information System vulnerability, why Information Systems are vulnerable, Controls for Information System vulnerabilities, technologies used to control Information Systems vulnerabilities

Week-7 and 8

Electronic Commerce

Challenges, Internet Technology & The Digital Firm, Internet Technology & The Digital Firm, Business-To-Consumer (B2C), Business-To-Business (B2B), Consumer-To-Consumer (C2C), Functional Applications, Challenges & Opportunities

Strategic Planning Model

Introduction, Characteristics of good Strategic Plan, Strategic Planning Model "A BCD E"

MIDTERM EXAM

Week-9

Network topologies and transmission media

Categories of Topology, Transmission Mode, Categories of Networks, OSI Model, Classes of Transmission Media, Transmission Impairments, Performance of network

Week-10 and 11

Transaction Processing System

Financial Information System Model, Characteristics of Functional Information Systems, Four Major Types of Information Systems, Transaction Processing Systems, Transaction Processing Cycle, Objectives of TPS, purpose of TPS, TPS Structure, TPS Methods, TPS Functions, Order Processing Systems

Week-12

Database Management Systems

Database management approaches, Database Advantages, Database queries, Converting Business Questions to Queries, Normalization, Database Administration, Database Security, Closed Vs Open Systems, Redundant Array of Independent Disks, Data Dictionary

Week-13 and 14

Office Automation Systems

, Introduction, Advantages, Types,

System Development Life Cycle:

Preliminary Investigation, Requirements analysis or system analysis, Design of System Development of Software, System Testing, Implementation and Maintenance, SDLC Models, Software Maintenance

Week-15

Executive Information Systems

Characteristics of Executive information systems, Contrasting EIS and DSS, Developing EIS

Management Reporting Systems

Characteristics of Management Reporting Systems, Reporting by Management Report Systems, Types of Management Reporting Systems

Week-16

*Expert-Systems and **Applied Artificial Intelligence***

Characteristics of AI Systems, Capabilities of Expert Systems, Applications of Expert Systems, Roles in Expert System Development, Benefits and Limitations. of Expert Systems

Recommended Books:

1. Management Information System Strategy and Action by Thomas Case and Charles Parker, Latest Edition.
2. Management Information System by James A.O.Brien, Latest Edition.
3. Management Information Systems by T.Lucey.' Latest Edition -.

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Production Operation Management
Course Code:	MBA 503
Semester:	5
Credit Hours:	3
Pre-requisites:	
Follow-up:	
Course Type:	Core Course

Contents

- The field of operation Management; historical development of operations management
- Operation strategy and competitiveness
- Product and service Design
- Facilities Location
- Capacity Planning
- Process and Layout
- Quality Management
- Work Systems
- Aggregate Planning
- Scheduling
- Material Requirement
- Just-in Time Production Systems
- Supply Chain Management
- Inventory Management
- Waiting Line Management

Books Recommended

1. Operations Management, (Process & Value Chain), Lee Krajewski, Larry Ritzman, Manoj Mathotre (Latest Edition)
2. Operations Management for Competitive Advantage, Chase, R.B., N.T. Aquilano and F.R Jacobs (Latest Edition)

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course Title:	Retail Management (Specialization Marketing)
Course Code:	MBA 504
Semester:	5
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	Core Course

1. Introduction:

The exciting field of retail management and fashion merchandising is flourishing with new opportunities to enhance customer service and discover new innovative ways to buy, develop and sell products, The evolution of the domestic and global retail marketplace and continuous advances in technology have created a multitude of options for consumers to receive goods and services without even leaving their front door, This course outline developed to help students to think outside the box along with having excellent decision and problem solving skills, impeccable customer service, and leadership skills to create a successful retail business,

Course Topics:

Week	Lecture	Topic
1.	1	An Overview of Strategic Retail Management' Reason for Studying Retail Special Characteristics of Retail Management
	2	The Importance 'of Developing, Planning and Applying a Retail Strategy Developing Merchandise Plan
2	1	Developing Organizations For:mat and Processes Level of Formality, Degree of Centralization, Organizational Breath,
	2	Personal Resources" Functions Performed~ Staffing
3	1	Devising Merchandise Plans' . Forecasts, Innovations, Assortment,
	2	Brands, Timing, Allocation

4	1	Implementing Merchandise Plan Gathering Information, Selecting and Interacting with Merchandise Source, Evaluation Merchandise, Negotiation Purchase.
	2	Concluding Purchase, Receiving and Stocking Merchandise, Reordering Merchandise, Re-evaluation on a Regular basis.
5	1	Inventory Management Inventory Levels, Merchandise Security,
	2	Reverse Logistics, Inventory Analysis.
6	1	Financial Merchandise Management The Cost Method Retail Methods
	2	Design Control Units Sales Forecasting Inventory Level Planning
7	1	Reduction Planning Planning Purchase Planning Profit Margin
	2	Unit Control Systems Physical Inventory Systems Perpetual Inventory System Unit Control System in P-ractice
8	1	Promotional Strategy Advertising Public Relations
	2	Personal Selling Sales Promotion
9		Mid-Term

10	1	Site Selection: Types of Locations The Isolated Store The Unplanned Business District The Planned Shopping Centre,
	2	Location and Site Evaluation Pedestrian Traffic Vehicular Traffic Parking Facilities Transportation Term of Occupancy
11	1	Human Resource Management Issues in Retail Management Specifying Tasks to be Performed Divide Task Among Channel Members and Customers
	2	Group Task into Jobs Classifying Jobs Developing Organizational Chart
12	1	Identifying and Understanding Customers: Consumer Demographic and Lifestyles Consumer Demographic Consumer Lifestyle Retailing Implementations of both
	2	Shopping Attitude and Behavior Attitude towards Shopping Where people Shop Consumer Decision Process
13	1	Retail Institutions by Store-Based Strategy Mix: Consideration in Planning a Retail Strategy Mix The Wheel of Retailing Scrambled Merchandising
	2	The Retail Lifecycle
14	1	How Retail Institutions are Evolving Merger, Diversification, and Downsizing Cost Containment and Value-Driven Retailing
	2	Rural Retaining in Pakistan Particularly Rural Areas of Punjab
15	1	Retail Institutions Characterized by Ownership Independent Chain Franchising
	2	Leased Department Vertical Marketing System Consumer Cooperations
16	1	Web, Non-store-Based, and Other Form of Nontraditional Retailing The Domain of Direct Marketing Emerging Trends
	2	The Steps in a Direct Marketing Issues Facing Direct Marketers

Recommended Text:

- Retail Management - A Strategic Approach, 11th Edition, By: Barry Berman and Joel R, Evans
- Retail Business Kit for Dummies (A Practical Approach) Published by Dummies Series.
- Retail Success by George Whalen

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course Title:	Advertising & Promotional Strategies (Specialization Marketing)
Course Code:	MBA 505
Semester:	5
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	-

Introduction:

Advertising and other form of promotions are influencing everyone to some degree in the modern world. Organizations in both public and private sector are learning to communicate more effectively and efficiently with the target audience. This course will give the students an overview of advertising and promotional era that affects the organizations' success. To recognize the importance of the role of advertising and promotion in today's business, one must try to understand the basic concepts relating to advertising and promotion and to get the maximum benefit out of that.

Course Objectives and Learning Outcomes:

The objectives of this course are to enable students to:

- 1- To give students, a hands-on-approach on the advertising concepts.
- 2- To provide the students with an exposure to the emerging advertising techniques and strategies and how these techniques are being used with other promotional techniques.
- 3- To equip the students with IMC (integrated marketing communication) concepts and its utilization over time.
- 4- To provide the students with a flavor of international brand management.
- 5- To understand the strategies of creating effective communication campaigns.

Contents:

<u>WEEK</u>	<u>TOPIC</u>
1	Introduction to Advertising Advertising definition, types of advertising, functions of advertising, the key players, evolution of advertising.
2	Advertising's Role in Marketing Key Marketing concepts and advertising, effects on advertising, changing advertising and marketing landscape, marketing research, advertising agency: types, functions, revenue, modern marketing dynamics.

WEEK**TOPIC****3&4****Advertising's Role in Society**

Legal environment, advertising ethics

5&6**How Advertising Works**

Advertising communication, advertising effectiveness, perception, cognition, association, persuasion.

7**Strategic Planning**

Strategic planning, strategic planning decision, account planning

8&9**Advertising Media**

Media Planning, Media Buying, reach, frequency, print media, magazines, packaging, out of home advertising

10**Broadcast Media**

Radio, TV, using broadcast advertising effectively

11**Interactive Media**

Internet, email social media

12&13**Media Planning and Buying**

Media planning, media objective and strategy, media buying

14&15**Creative Strategy and Copyrighting**

Creative strategy, copyrighting, print copy, TV copy, web copy

16**Design**

Print design, print art direction, broadcast copy, Media planning, challenges, media objectives.

Reference Books:

- 1- Advertising – Principles and Practices William Wells Pearson
Education India (Latest Edition)

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course Title:	Corporate Finance (Specialization Finance)
Course Code:	MBA 506
Semester:	5
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	Core Course

- Week 1** Introduction and Evolution of Corporate Finance, Firm and Finance Manager, Financial Environment, the Role of Finance Manager, Organizing a Business
- Week 2** The Time Value of Money, Simple interest, Compound Interest, Compound Factor, Discount Factor, Present and Future Valuation, Annuities, Real and Nominal Interest
- Week 3** Net Present Value and Other Present Value and Other Investment Criteria, Project Analysis, Types of Projects, Parametric and Non-Parametric techniques for Project Evaluation, (Pay Back Period Method, IRR, NPV, PI, CBA, etc)
- Week 4** Introduction to Risk, Return and Opportunity Cost of Capital, Measuring and Calculation of Portfolio Risk, How Individual Securities affect portfolio Risk, Diversification and CAMP
- Week 5** Measuring Betas
- Week 6** Practical Problems in Capital Budgeting, Sensitivity Analysis
- Week 7** Financing Decisions and Market Efficiency, Corporate Finance and Lessons of Market Efficiency
- Week 8** Corporation Financing, Pattern of Corporate Financing, Common Stock, Preferred, Debt and Convertibles
- Week 9** How Corporation issue Securities, Venture Capital, The Initial Public Offering, General Cash Offers by Public Companies, The Role of Underwriters.
- Week 10** Financial Planning, Financial Ratios, Application of Financial Analysis, Three Requirements for Effective Planning, Financial Planning Models, External Financing and Growth
- Week 11** Short-Term Financial Planning, Components of Working Capital, Tracing Changes in Cash and Working Capital, Cash budgeting, Cash Management, Credit Management, Terms of sale and Commercial Credit Instruments, Credit Analysis and Collection

Policy.

- Week 12** Long term and Medium Term Lending and Borrowing, Capital Market VS Money Market, Money Market Investments, Term Loans, Capital Market Investments
- Week 13** Merger and acquisitions, Estimating Economic Gains and Cost from Mergers, Motives for Mergers, Estimating Costs of Mergers, The Mechanics of a Merger, Merger Tactics
- Week 14** Leveraged Buyouts, Proxy Contest, turnaround, Merger and the Economy, Practical Problems
- Week 15** Corporate Liabilities and the Valuation of Options, Call Option, Put Option, Shares, Holding Calls and puts, What determines Option Values Application of Option Pricing Theory
- Week 16** Hedging and Financial Risk, Insurance, Hedging with Futures, Forward Contracts, SWAPS, Leasing, Dividend Policy and Capital Structure

Books Recommended

- 1- Principles of Corporate Financing By Richard A. Brearly, Stewart C. Mayers & Alan J. Marcus, Latest Edition, Publisher McGraw Hill
- 2- Fundamentals of Corporate Finance By Ross, Stephen A. Westerfield, Randolph W. and Jordan, Bradford D.

Reference Material

- 1- Corporate Financial Management By A Besant C Raj, Latest Edition, Tata McGraw Hill Company Limited, New Delhi, India.
- 2- Corporate Financial Reporting (Theory and Practice) By Jawaharial, Latest Edition, Taxmann Allied Services (Pvt) Ltd.

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course Title:	Business Taxation (Specialization Finance)
Course Code:	MBA 507
Semester:	5
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	-

WEEK

Course Contents

16 Weeks

Outline

Introduction and over view of taxation system, Income Tax definitions, Income from property, capital gains, income from other sources, Income Tax exemption, income from salary, income tax authorities.

1&2

Introduction

1. Income Tax
2. Introduction
3. Categories of revenue
4. Features of a good tax system
5. Nature of tax
6. Scope of Income Tax Law

3&4

Definitions

1. Accumulated Profit
2. Approved Gratuity Fund
3. Approved Superannuation Fund
4. Capital Asset
5. Company
6. Depreciable Asset
7. Income
8. Industrial Undertaking
9. Pakistan Source Income
10. Principal Officer
11. Taxpayer
12. Dividend
13. Permanent Establishment
14. Non-profit organization
15. Assessment Year
16. Royalties
17. Tax Year
18. Business
19. Resident Company
20. Speculation Business
21. Resident Individual
22. Person
23. Association of Person

24. Assessment
25. Small Company
26. Employment
27. Appellate Tribunal
28. Associate
29. Tax
30. Resident

5&6

Income from Property

1. Rent Income
2. Procedure for computing the amount of rent
3. Income from property not taxable u/s 15
4. Income from property exempt from tax
5. Deduction from property income

7

Capital Gains

1. Capital gain
2. Computation of Capital gain
3. Deduction of Capital Losses
4. Capital gain on disposal of securities
5. Exempted Capital gains

8

Income from other sources

1. Income fall under income from other sources
2. Deduction

9

MID TERM EXAM

10&11

Income Tax Exemption

1. Agricultural Income
2. Exemption under International Agreement
3. Profit on Debt to attract Foreign Funding
4. Income of Government
5. Foreign Source Income of Certain Resident Individuals
6. Income of National Investment Trust
7. Pension
8. Amount of Gratuity
9. Special Allowances
10. Perquisites received by Employee
11. Profit on Debt
12. Income of Trust
13. Income from Fruit Processing Unit
14. Income of Educational Institutions
15. Income of Modarba
16. Export of Computer Software
17. Medical Charges

12,13&14

Income from Salary

1. Features and scope of salary
2. Perquisites provided by the employer
3. Provident fund and its types
4. Computation of Salary Income
5. Average Relief

15&16	Income Tax Authorities <ol style="list-style-type: none"> 1. Federal Board of Revenue 2. Chief Commissioner Inland Revenue 3. Commissioner Inland Revenue 4. Appellate Tribunal Inland Revenue
17	Revision Important Topics
18	Final Exam

Recommended Text Books:

- 1- Synopsis of Taxes in Pakistan, By Mirza Munawar Hussain, latest edition.
- 2- Income Tax Law in Pakistan by Prof. Dr. Khawaja Amjad Saeed, Karachi: Oxford University Press.
- 3- Income Tax by Muhammad Muazzam Mughal, latest edition

Supplementary Material:

- 1- Income Tax Ordinance 2001 (updated and amended to date)
- 2- www.fbr.gov.pk

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:
Course title: MBA 3.5
Course Code: Entrepreneurship
Semester: MBA 601
Credit Hours: 6
Pre-requisites: 3
Follow-up:
Course Type:

Core Course

Week 1

The foundations of Entrepreneurship

The world of the Entrepreneur
What is an Entrepreneur
The benefits of Entrepreneurship
The potential drawbacks of Entrepreneurship
Entrepreneurial fire

Week 2

Foundations

The cultural diversity of Entrepreneurship
The owner of small business
The ten deadly mistakes of Entrepreneurship
Putting failure into the perspective
How to avoid the pitfalls

Week 3

Inside the Entrepreneurial mind

Creativity, Innovation and Entrepreneurship
Creativity a necessity for survival
Creative Thinking
Barriers to Creativity
How to Exchange Creativity
The creative Process
Intellectual Property: Protecting your ideas

Week 4

Designing a competitive Business model and Building a solid Strategic plan

Building a competitive advantage
The strategic management process

Week 5

Conducting a feasibility Analysis and Crafting a Winning Business plan

Conducting a feasibility analysis
Why Develop a business plan?
The elements of Business Plan

What lenders and Investors look for in business plan
Making Business plan Presentation?’

**Week
6&7**

Franchising and Entrepreneur

Types of franchising
The benefits of buying a Franchise
The drawbacks of buying a franchise

Week 8

Law and Franchising

Franchising and Law
The right way to buying a Franchise
Trends shaping franchising

Week 9

Mid Term

Week10

Buying an Existing business

The steps in acquiring business
Evaluating
Due diligence

Week 11

Determine value of a business

Methods
Understanding the seller side
Negotiating the deal

Week12

E-Commerce and the Entrepreneur

Benefitsof selling on the web "
Factors to consider .
Twelve myths
Tracking web results
Web privacy and security

Week13

Choosing the right location

Location: a source of competitive edge
Options for retail
Criteria for retail
Options for Service business

Week14

location and layout

The location decision for manufacturers
Maximising revenues

Increasing efficiency
Reducing cost

Week15 **Global aspects of entrepreneurship**
Strategies for going global
Barriers to international trades
International trade agreement
Conclusions

Week16 **Building entrepreneurial teams**
Creating an org culture that encourages employee retention'

Recommended Books

Essentials of entrepreneurship and small business.
Management by Thomas w. Zimmer and Norman m. Scarborough

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course Title:	Strategic Management
Course Code:	MBA 602
Semester:	6
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	Core Course

<u>WEEK</u>	<u>TOPIC</u>
1	The Nature of Strategic Management What is Strategic Management? Key Terms In SMGT SMGT Model
2	Benefits of SMGT Strategic Planning for Firms Pitfalls in Strategic Planning Guidelines for effective Strategic Planning
3	The Business Mission What do we want to become? What is our Business? Mission and Vision Components, Writing and Evaluating Mission Statements.
4	The External Assessment External Audit Economic Forces Social Cultural Demographics Environmental forces Technological Forces
5	Competitive Analysis Porter's Five Forces Model Sources of External Information Forecasting Tools and Techniques
6	The Internal Assessment The nature of an internal audit Integrating strategy and culture An overview of Management, Marketing and Finance Functions

7	Strategies in Action Types of Strategies Integration Strategies Diversification Strategies Defensive Strategies
8	MID TERM
9	Joint Venture and Combination Strategies Michael Porter's General Strategies
10	Strategic Managements in non-profit and Governmental orgs. Strategic Management in small firms
11	Strategy Analysis and Choice Nature Comprehensive Analysis The input stage The matching stage
12	The decision stage Cultural aspects Political aspects of strategy choice
13	Implementing Strategies Nature Objective and Policies Resource allocation Managing Conflicts
14	Implementing Strategies Nature Marketing issues Finance/Accounting issues Research and CIS issues
15	Strategy Review and Evaluation Strategy evaluation frame work Published Sources Characteristics of an effective evaluation system
16	Strategy Control Process Contingency Planning Auditing Using MIS

Recommend Book

Strategic Management Concepts and (Latest Edition) FRED R. David

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course Title:	Leadership & Change Management
Course Code:	MBA 603
Semester:	6
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	Core Course

WEEK

- | | |
|----------|--|
| 1 | Leadership
Definition Concepts
Manager VS Leader
Leadership Behavior |
| 2 | Leadership Theories
Trait Theories
Behavioral Theories
Contingency Theories |
| 3 | More Theories
Leader Member exchange theory
Decision theory
Other theories |
| 4 | Leadership Styles
Charismatic
Transformational
Authentic |
| 5 | Contemporary Issues
Leadership Roles
Destructive Leadership Behaviors
Supervision and Leadership
Abusive Supervision |
| 6 | Power
Defining Power <ul style="list-style-type: none">• Formal Power• Coercive Power• Reward Power• Legitimate Power |
| 7 | Power Tactics
Personal Power
Expert Power
Referent Power |

Dependency

8

MID TERM

9

Change Management

Defining Change Management

Forces of Change

Managing Planned Change

10

Resistance to Change

Managing resistance to change

Overcoming resistance

11

Approaches to Manage org Change

Lewins three Steps model

Kotter's Eight step model

12

Action Research

Organizational Development

Sensitivity thinking

Survey feedback

Process consultation

Intergroup Development

13

Contemporary issues in change Management

Technology in workplace

Stimulating innovation

Creating a learning organization

Personal factors

14

Stress Management

What is stress

Potential sources of stress

- Environment Factors
- Psychological Factors
- Personal Factors

15

Consequences of Stress

Physiological Symptoms

Psychological Symptoms

Behavioral Symptoms

16

Managing Stress

Individual Approaches

Organizational Approaches

Recommend Book

Organizational Behavior (Robins and Judge) Latest Edition.

The Communication of Leadership (Jonathan Chateris-Black) Latest Edition

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Marketing Research (Specialization Marketing)
Course Code:	MBA 604
Semester:	6
Credit Hours:	3
Pre-requisites:	
Follow-up:	
Course Type:	

Introduction

This course addresses the use of marketing research as an aid to making marketing decisions: specifically, how the information used to make marketing decisions is gathered and analyzed. Accordingly, the course is appropriate for both prospective users of research results and prospective marketing researchers.

Objectives

The primary goal of this course is to equip students with an understanding of how market research can help them make business decisions and how they can transform research findings into actionable business insights. The course also aims to help students gain the ability to evaluate and interpret research designed and conducted by outside providers.

Contents

Week 1

- Marketing research introduction, The definition of marketing research

Week 2

- Uses and classification of marketing research, marketing research and marketing decision making

Week 3

- Competitive intelligence through research, marketing research industry, marketing information system

Week 4

- Problem Definition
Problem recognition, defining marketing research problem, management decision problem,

Week 5

- Research objectives, theoretical framework & hypothesis development

Week 6

- The Research Design

Classification (exploratory, descriptive & causal), types of research designs,

Week 7

- Introduction to qualitative research
- Methodology, focus group, interviews, theory building through qualitative research

Week 8

- Data Collection

Primary and secondary data collection, advantages and disadvantages of secondary data.

Week 9

- Criteria for evaluation, classification of secondary data, syndicated sources, survey methods, observation methods

Week 10

- Midterm

Week 11

Causal Research Design

Concept and conditions for causality, variables, validity, classification of experimental design

Week 12

- Measurement of Variables

Primary scales, scaling techniques, comparative and non-comparative rating scales,

Week 13

- Validity, reliability

Week 14

- Sampling

Sampling process and the concepts of elements, population, sampling frame and probability and non-probability sampling techniques

Week 15

- Data Analysis & Interpretation

Week 16

- Research Report Writing & Marketing Research Proposal

Purpose, usage and format of a research report, analysis, finding, conclusions and recommendations

Week 17

Final Term

Recommended Text Books:

Marketing Research by Alvin C. Burns & Ronald F. Bush

Marketing Research by Naresh K. Malhotra 3rd Edition.

Exploring Marketing Research, 8th edition, by William G. Zikmund, Thomson/South-Western.
2003_

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course title:	Marketing in the Emerging Markets (Specialization Marketing)
Course Code:	MBA 605
Semester:	6
Credit Hours:	3
Pre-requisites:	
Follow-up:	
Course Type:	

Introduction:

•Course entails discussion of marketing strategies applied in various emerging markets. Course envisages a detailed dialogue on the interaction of 4 P'S in emerging markets. Special focus is given to marketing techniques applied in India and Pakistan. Though both are different countries, but still have many common grounds for the interest of international marketers.

Course provides a synergy of theory and practice. Theoretical angle is covered through book chapter and article. While managerial side is covered through case studies. Course contents are imparted through a combination of lectures, interactive discussions, analysis of case studies and multimedia presentations.

Contents:

Week 1 & 2

Introduction to the Emerging Markets

Introduction to emerging markets, difference from other economies, why emerging markets are attractive

Week 3 & 4

Market Assessment in Emerging Markets

Challenges of doing business in emerging markets, estimating the potential, market research in emerging markets

Week 5,6 & 7

Product Policy for Emerging Markets

Market segmentation, positioning strategy, global brand, standardization and adaptation in emerging markets, new product, new sizes, opportunities in festivals and celebrations, cultural impacts on product development in India and Pakistan

Week 8

Midterm

Week 9, 10 & 11

Marketing Communication in Emerging Markets

Brand *Bollywood* going global, promotion strategies for emerging markets, elements in the communication process, communication tools, major advertising decisions, standardization and adaptation, printed, outdoor and electronic advertisement

Week 12 & 13

Distribution Structures in Emerging Markets

Distribution structure in emerging markets, decision making regarding channels, channel sequences, strategy

for market coverage, factors influencing channel size, gray marketing: causes, concerns and cure

Week 14

Pricing Strategies for Emerging

Markets

Week 15

Presentation

Week 16

Final Term

Reference Books:

- 1- Cavusgil. Knight, Reiseberger: International Business:Strategy, Management, and the New Realities.
- 2- Svend Hollensen: Global Marketing: A Decision-oriented Approach

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course Title:	Auditing
Course Code:	MBA 606
Semester:	6
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	Core Course

<u>Duration</u>	<u>Contents</u>
Week -1	<ul style="list-style-type: none"> ➤ Auditing, Introduction, definition ➤ Nature and scope ➤ Objects of an audit difference between accounting and auditing
Week – 2,3&4	<ul style="list-style-type: none"> ➤ Advantages of auditing ➤ Qualities and qualifications of an auditor as per company's ordinance 1984 ➤ IFAC (FRAM) ➤ Appointment, power and removal of an auditor.
Week -5&6	Types <ul style="list-style-type: none"> ➤ Continuous audit, features, advantages and disadvantages ➤ Final Audit, features, advantages and disadvantages ➤ Interim audit, features, advantages and disadvantages
Week -7	<ul style="list-style-type: none"> ➤ Explain the relationship between the external auditor with internal auditors ➤ Explain the internal audit function including internal audit activities.
Week -8	<ul style="list-style-type: none"> ➤ State the contents of an audit Engagement Letter. ➤ Discuss the requirement of issuance of Engagement letter and factors that necessitate the issuance of Engagement Letter in case of recurring audit.
Week - 9	<ul style="list-style-type: none"> ➤ MID TERM EXAMS
Week -10	Audit Plan Discuss the need for planning an audit including the contents of audit plan What preliminary engagement activities are necessary
Week -11&12	Audit Evidence <ul style="list-style-type: none"> ➤ Explain using examples sufficient appropriate audit evidence. ➤ Discuss the general principles assisting the auditor in assessing the relevance and reliability of audit evidence. ➤ Discuss the procedure to obtain audit evidence.

Week -13&14**Reports**

- Brief introduction of various types of audit reports
- Format and contents of unqualified audit report

Week -15&16**Subsequent Events**

- Explain Subsequent events and its relevance with the following critical dates:
 1. Date of financial statement
 2. Date of approval of financial statement
 3. Date of audit report
 4. Date the financial statements are issued

Week -17

- Liabilities of an auditor for misfeasance with reference
- Liability of an auditor for negligence
- Liability of an auditor for liable

Week - 18

- **FINAL EXAM**

Recommend Book

Principles of Auditing By Dr. Khawaja Amjad Saeed (latest edition)

Proposed Course Outline
Hailey College of Banking & Finance (HCBF)
University of the Punjab, Lahore

Program:	MBA 3.5
Course Title:	Investment and Portfolio Management
Course Code:	MBA 607
Semester:	6
Credit Hours:	3
Pre-requisites:	-
Follow-up:	-
Course Type:	Core Course

- Week 1 Introduction**
The Nature and Meaning of Investments
Financial in Economic Concept of Investment
Characteristics of Investment
- Week 2 Objectives of Investment**
Investment Vs Speculation
Investment Vs Gambling
- Week 3 Types of Investors**
Individual and Institutional Investors
Investment Avenues
- Week 4 Introduction to Portfolio Management**
Phases of Portfolio Management
Security Analysis
Portfolio Analysis
Portfolio Selection
- Week 5 Portfolio Revision**
Portfolio Evaluation
Evolution of Portfolio Management
Historical Facts
- Week 6 Phases of Evolution**
Speculative Phase
Phase of Professionalism
Scientific Phase
Role of Portfolio Management

- Week 7 Investment and Risk**
Meaning of Risk
Elements of Risk
Systematic Risk
Interest Rate Risk
Market Risk
Purchasing Power Risk
- Week 8 Unsystematic Risk**
Business Risk
Financial Risk
- Week 9 Fundamental Analysis**
The Concept of Fundamental Analysis
Economy – Industry – Company Analysis Frame Work
- Week 10 Economy Analysis**
Growth Rates of National Income
Interest Rates
Government Revenue, Expenditure and Deficit
Exchange Rates
Infrastructure
Economic and Political Stability
Economic Forecasting
- Week 11 Industry and Company Analysis**
Industry Analysis
Industry Life Cycle
Stages of Industry Analysis
- Week 12 Industry Characteristics**
Demand Supply Gap
Competitive Conditions in the Industry
Performance Labour Condition
Attitude of Government
Supply of Raw Materials
Cost Structure
- Week 13 Company Analysis**
The Concept of Company Analysis
Financial Statement
Analysis and Interpretation of Financial Statements
- Week 14 Stock Exchange**
Definition
Functions
Advantages and Disadvantages

Week 15 Procedure of dealing on Stock Exchange

Broker
Order
Contract
Communication
Settlement

Week 16 Buyer and Sellers of Securities

Types of Speculators
Causes of Fluctuation in Security Prices
Types of Orders
Pakistan's Stock Market

Books Recommended

- 1- **Investment: Analysis and Management** by Charles P. Jones, Latest Edition, published by John Wiley and Sons 1998.
- 2- **Success in Investment** by R.G. Winfield and S.J. Curry, Published by John Murry Publishers Ltd.
- 3- **Investors Guide, Published** by SECP
- 4- **Portfolio Management**, S. Kevin, Latest Edition, Prentice Hall of India (Pvt) New Delhi.