UNIVERSITY OF THE PUNJAB

REVISED NOTIFICATION

In supersession of this office Notification No. D/7302/Acad., dated 15-11-2010, it is hereby notified that the Vice-Chancellor has, in exercise of the powers vested in him under Section 15(3) of the University of the Punjab Act, 1973 and in anticipation of the approval of other relevant bodies, been pleased to approve the recommendations of the Board of Studies in Banking & Finance made at its meeting held on 12-04-2011 regarding approval of the Examination Rules and the Revised Scheme of Studies, Syllabi & Course of Reading for 3 ½ years MBA program after 14 years of Education under Annual System for the Affiliated Colleges with effect from Academic Session 2010.

The Examination Rules and the Revised Scheme of Studies, Syllabi & Course of Reading for 3 ½ years MBA program after 14 years of Education under Annual System for the Affiliated Colleges are enclosed herewith vide Annexure ‘A’ & ‘B’.

Admin. Block
Quaid-i-Azam Campus,
Lahore.

Sd/-
Prof. Dr. Muhammad Akhtar
Registrar

No. D/580/Acad.

Dated 26-04-2011.

Copy of the above is forwarded to the following for information and further necessary action:-

1. Dean, Faculty of Commerce.
2. Principal, Hailey College of Banking & Finance.
3. All the Principals of Affiliated Colleges for 3 ½ years MBA Programme.
5. Deputy Controller (Examination)
6. Deputy Controller (Conduct)
7. Deputy Controller (Computer)
8. Secretary to the Vice-Chancellor.
9. Secretary to the Registrar.
10. Assistant Registrar (Statutes)
11. Assistant (Syllabus)

Muhammad Akhtar
Deputy Registrar (Academic)
for Registrar
STATUTES AND REGULATIONS FOR 3 ½ YEARS MASTER OF BUSINESS ADMINISTRATION EXAMINATION AFTER 14 YEARS EDUCATION UNDER ANNUAL SYSTEM

Statutes:-


   The Part I Annual Examination shall be held towards the end of first academic year, followed by the Supplementary Examination of that year. The Part-II Annual Examination shall be held towards the end of second academic year followed by the Supplementary Examination of that year. The Part-III Annual Examination shall be held towards the end of third academic year, followed by the Supplementary Examination of that year. The final part of examination will be viva voice examination of thesis and Internship Report.

2. The Outlines of Tests in each subject and the marks allotted are given in the Syllabus. These Outlines can be revised from time to time, by the Academic Council with the approval of the Syndicate.

   The Syllabi and Courses of Reading, prescribed by the Syndicate, are specified in the Syllabus. The Syllabi and Courses of Reading can be revised from time to time, by the Academic Council with the approval of the Syndicate. Such changes, pertaining to Part-I Part-II and Part-III Examination shall be notified at least one year before the commencement of the Examination of each Part.

3. English shall be the medium of Examination in all the subjects.

Regulations:-

I. Time Schedule

1. Each academic year, normally shall start in the month of September, and will be of twelve months' duration, eight months for teaching and the remaining four months for examinations and vacations.

2. Part I, II & III Annual Examinations will normally be held in May/June, or such other date as may be fixed by the Syndicate, to be followed by Supplementary Examinations in September/October, or such other dates as may be notified.

II. Admission

3. Total number of seats, their allocation, eligibility and the procedure for admission to the first academic year leading to Part I Annual Examination, will be prescribed separately for affiliated colleges.

4. Admission to the second or third academic year class, leading to the Part II or III Examination, shall be either on regular or on provisional basis.

   (a) The regular admission may be given, at the time of normal admission, to those candidates who have qualified, in accordance with the prescribed Statutes and Regulations, the Part I or II Annual Examination as the case may be.
(b) The provisional admission to the second or third academic year class may be given to those candidates:

(i) who have not yet been able to qualify the Part I, or II Annual Examination on account of their result having not been declared;
(ii) who have got exemption in Part I or II Annual Examination;

Provisional admission, of the above-noted categories of students shall be deemed to have been converted to regular admission, with effect from the date of commencement of the second or third academic year class, on their having passed Part I or II Examination within the prescribed number of chances.

If a provisionally admitted student fails to appear in, or does not qualify, in accordance with the prescribed Rules and Regulations and within the prescribed number of chances, Part I or II Examination, his provisional admission shall stand cancelled.

III. Enrolment and Dropping out

5. The total period of enrollment, in the College for the Master’s degree Programme, shall not exceed 3½ academic years in all - first academic year leading to Part I Annual Examination and the second academic year leading to Part II Annual Examination and third academic year leading to Part III Annual Examination Final year (Fourth year) leading to thesis and Internship.

Provided that one-year break between first academic year and the second academic year may be allowed by the Syndicate, on the recommendations of the Admission Committee of the affiliated College, in the case of a student who qualifies Part I Annual Examination immediately following the Part I academic year attended by him but who is unable to continue on account of valid reasons. Provided further that such a candidate will avail only two chances instead of the three chances, prescribed in Regulation 14, for clearing Part II Examination.

6. The name of a regular student of first/second/third academic year class of the Master’s degree programme shall be dropped from the roll of the College if;

(a) he does not fulfill the attendance requirement as prescribed in Regulation 11 infra; or
(b) he becomes a defaulter in the payment of dues by not paying the fee upto the tenth of the month in which it is payable and continues to remain a defaulter by non-payment of dues even with a late fee fine of Rs.500/- upto the end of the month.
(c) He absents himself from the class without proper sanction for a period of consecutive fourteen working days.

Provided that if the cause of absence for more than fourteen days is explained to the satisfaction of the Principal of the Affiliated College concerned such a student may be re-admitted within ten days after his name is dropped from the rolls.

7. A student shall cease to be a regular student as soon as his classes are terminated towards the end of the academic year.
IV. Migration

8. Under extra-ordinary circumstances, the Vice-Chancellor, on the recommendation of the Principal may allow migration of students from an affiliated college to an other affiliated college and vice-versa, provided that:-

(a) the institutions concerned agree for the migration of such a students and
(b) the courses of studies are recognized as equivalent.

9. Inter-College migration may be allowed on the recommendation of the Principals concerned, with the written approval of the Dean of the Faculty provided that, the student concerned has been offered admission on merit basis, in the College to which he wishes to migrate.

10. The migration will be allowed only in genuine cases.

V. Attendance

11. A candidate with an attendance of less than 75% of the total number of lectures delivered to his class shall not be allowed to take the Part I/Part II & Part-III Examination, provided that:-

(a) the Head of the College may condone, for valid reasons, deficiency upto 5% of the total number of lectures delivered to his class. Besides, the Vice-Chancellor may, on the recommendations of the Principal, condone upto another 5% of the total number of lectures delivered to his class.

Provided that the students failing short of lectures above this percentage, may be permitted to appear in the next Examination provided they re-join the College to make up the deficiency and attend 75% of the lectures delivered upto the date of Commencement of the next Examination as regular students.

(b) In the case of a student, participating in games of national and international level, as verified by the Director of Sports and recommended by the Principal concerned, 75% of the requisite attendance in lectures will be calculated on the basis of total number of lectures, delivered to his class in a course, minus the number of lectures delivered to this class on the days actually spent by the sportsman in such sports and games. However, the College shall arrange, before the commencement of Part I /Part II & Part-III Examinations, special lectures for the student concerned in order to make up the deficiency in lectures calculated in the aforementioned manner.

VI. Examinations

12. MBA Part-I, Part-II and Part-III Annual Examinations shall be held towards the end of each academic year followed by the Supplementary Examination of each year.

The exempted candidate may be allowed to appear in the failing papers of Part-I or Part-II along with Part-II or Part-III examination, if otherwise eligible.

In case an exempted candidate fails to qualify Part-I or Part-II examination his/her result of Part-II or Part-III be declared if he/she is not passing Part-II or Part-III examination. This will
enable the candidate to reappear in the failing papers of Part-I or Part-II as well as that of Part-II or Part-III examination.

Where an exempted candidate who appears in the failing paper of Part-I or Part-II along with Part-II or Part-III examinations simultaneously fails to qualify Part-I or Part-II examination but passes his/her Part-II or Part-III examination, his/her result of Part-II or Part-III examination will not be declared until he/she clears Part-I or Part-II examination within the chances permissible to him/her.

13. No student shall be permitted to take Part-I/Part-II or Part-III Examination as a regular student unless he submits an examination admission form, duly signed by the Principal of the College, certifying that:

(a) the student concerned has been on the rolls of the College during the academic year immediately preceding the examination:

(b) he has attended, subject to the provision of regulation 11 above, not less than 75% of the total number of lectures delivered to his class, during the academic year immediately preceding the examinations:

(c) his performance, as judged through class tests, assignments etc. has been satisfactory:

(d) his character and conduct have been good:

(e) he has cleared all the dues of the College (including Hostel dues) and has paid, in full, the prescribed examination fee, and

(f) he has, in case of Part II or Part-III Examination, passed the Part I or Part-II Examination in accordance with the prescribed Regulations.

14. (a) A candidate appearing in Part-I/Part-II or Part-III Annual examination shall be entitled to three chances in all (1+2). He shall be eligible to avail himself of the first chance i.e. Annual Examination to be held towards the end of his academic year, as a regular student, while the remaining two chances, i.e. the Supplementary Examination immediately following the Annual Examination and the next immediate Annual Examination, may be availed by him as a late College student. Such a late college student shall have to submit an examination admission form duly signed by Principal of the College.

(b) If a candidate fails to appear in, or does not qualify, either a portion, or whole, of Part I Part-II or Part-III Examination, in the aforementioned three chances, (1+2) in accordance with the prescribed Regulations, be shall no longer be eligible to appear in any subsequent Part-I, Part-II or Part-III Examination.

VII. Grading

15. (a) The degree of MBA, shall carry a maximum of 2600 marks, including a minimum of 2400 marks for the written papers, 200 marks for Internship.

16. Every candidate, in order to be deemed to have passed Part-I/Part-II and Part-III Examination of MBA whether Annual or Supplementary, shall be required to pass, as a whole, each of the Part-I/Part-II and Part-III Examinations by securing 50% of the maximum number of marks allocated to each paper internship report and thesis number of marks, assigned to that subject, for the Part I, and Part II and Part-III Examinations. No grace marks will be granted on Papers, or division in any case.
Provided further that a candidate, passing 6 subjects out of 8 subjects in his first chance, in Part I/Part II and Part-III Examinations, may be allowed to appear in those two papers in which he/she failed.

17. The candidates who qualify Part I, Part II, Part-III and thesis Examinations in accordance with the prescribed Regulations and Gain 60% or more of the total number of marks assigned to the subjects shall be placed in the first class, those securing less than 60% but not less than 50% shall be placed in the second class.

VIII. Setting of Written Question Papers and Marking of Answer Books

18. Each written question paper will be set in such a manner that 5 out of 7 questions shall be attempted. Provided that where a part of a question paper is of objective type, the condition of choice will not be applicable in case of the said part.

19. For setting a written question paper, there shall be one external Examiner.

20. The model question paper shall be set normally by one Internal Examiner but if the subject is taught at more than one place i.e. University and affiliated colleges, the number of Internal Examiners may be increased, according to requirement, subject to a maximum of four.

21. The Regulations relating to marking of Answer Books are as under:-

(i) The answer r books shall be marked only by the Paper Setter/External Examiner and he will return the marked answer books direct to the University.

(ii) The Additional External Examiner, if any, will send 20 scripts duly marked to Paper Setter/External Examiner within 48 hours for approval of his standard of marking. The External Examiner will return scripts within 24 hours to the Additional External Examiner concerned.

(iii) Each additional/External Examiner will complete his marking within prescribed time limit and send the whole lot direct to the Secrecy Branch and the Awards and Counterfoils to the Controller of Examinations.

(iv) One of the working Teachers whose students are appearing in the Examination will be requested to set a specimen Question paper for the guidance of the paper Setter/External Examiner in each paper.

22. Internship & Viva-Voce

All the student have to do the internship for a period of 6 – 8 weeks under the supervision of supervisor from within the college. The students will submit written report and their Viva-Voce examinations will be conducted by the following committee:-

(i) Principal of the concerned College/or his nominee.
(ii) Internal supervisor from the concerned College.
(iii) Principal Hailey College of Banking & Finance /Convener Board of Studies in Banking & Finance or his nominee.
(iv) Senior most teacher of Hailey College of Banking & Finance.

X. Declaration of results and Award of Degree
23. As soon as possible, after the termination of Part I, Part-II or Part-III examinations and viva-voce examination, the Controller of Examinations, shall publish a list, of successful candidates, showing the total number of marks obtained by them. No degree shall be issued by the University on the basis of qualifying Part I, Part-II or Part-III Examination only.

24. For the final declaration of the award the results of the Master’s degree examination, based on Part I and Part II, Part-III and Internship evaluation is a pre requisite.

25. Each Successful candidate shall be granted a degree stating the class/division in which he has passed.
<table>
<thead>
<tr>
<th>Year - I</th>
<th>Name of Subjects</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-</td>
<td>Principles of Management</td>
</tr>
<tr>
<td>2-</td>
<td>Business Communication &amp; Report Writing</td>
</tr>
<tr>
<td>3-</td>
<td>Financial Accounting</td>
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<tr>
<td>4-</td>
<td>Economics</td>
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<td>5-</td>
<td>Principles of Banking</td>
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<td>6-</td>
<td>Principles of Marketing</td>
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<td>7-</td>
<td>Business Mathematics &amp; Statistics</td>
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<td>8-</td>
<td>Information Technology for Business Executives</td>
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<tr>
<th>Year - II</th>
<th>Name of Subjects</th>
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<tbody>
<tr>
<td>1-</td>
<td>Mercantile Laws</td>
</tr>
<tr>
<td>2-</td>
<td>Financial Management</td>
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<tr>
<td>3-</td>
<td>Human Resource Management</td>
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<tr>
<td>4-</td>
<td>Production &amp; Operation Management</td>
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<tr>
<td>5-</td>
<td>Business Research Methods</td>
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<tr>
<td>6-</td>
<td>Cost &amp; Management Accounting</td>
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<tr>
<td>7-</td>
<td>Auditing - Elective (Finance Specialization)</td>
</tr>
<tr>
<td>8-</td>
<td>Business Taxation - Elective (Finance Specialization)</td>
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<tr>
<td>9-</td>
<td>Consumer Behavior Elective (Marketing Specialization)</td>
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<tr>
<td>10-</td>
<td>Advertising and Promotional Strategies Elective (Marketing Specialization)</td>
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<thead>
<tr>
<th>Year - III</th>
<th>Name of Subjects</th>
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<tbody>
<tr>
<td>1-</td>
<td>Entrepreneurship</td>
</tr>
<tr>
<td>2-</td>
<td>Strategic Management</td>
</tr>
<tr>
<td>3-</td>
<td>Management Information Systems</td>
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<tr>
<td>4-</td>
<td>Organizational Behavior</td>
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<tr>
<td>5-</td>
<td>Logic and Critical Thinking</td>
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<td>6-</td>
<td>Economy of Pakistan</td>
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<tr>
<td>7-</td>
<td>Corporate Finance – Elective (Finance Socialization)</td>
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<tr>
<td>8-</td>
<td>Investment and Portfolio Management Elective (Finance Specialization)</td>
</tr>
<tr>
<td>9-</td>
<td>Global / International Business Elective (Marketing Specialization)</td>
</tr>
<tr>
<td>10-</td>
<td>Marketing Research Elective (Marketing Specialization)</td>
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</tbody>
</table>
University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR
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COURSE OUTLINE

Year | I
Name of Course: | Principles of Management
Course No: | B. Admin 501
Maximum Marks: | 100 (75+25)
Nature: | Compulsory

Contents

A: Concepts (75 Marks)
- Introduction: Understanding basic concepts Management, Functions of Management, Ethics in Management, Role of Manager, Organization Culture and Environment constraints, Organization culture and its issues Clerical and Neo Clerical theories of Management.
- Decision Making, Process and Problems.
- Planning Process and its importance, Types of Planning Establishing goals and developing plans, Management by objectives, Contemporary issues in Planning.
- Organization Structure and Design; Basic Concepts for designing organizational structure, Line and Staff Authority Relationships, Decentralization and Delegation of Authority and Responsibility.
- Leadership Theories and Issues. Leaders Vs Manager, Organizational Conflicts and their Resolution.
- Motivation; Early theories of motivation, Contemporary Theories of Motivation, Issues of Motivation.

B: Cases for analysis (25 Marks)

Books Recommended
3- Management—Text & Cases by Prof. Dr.Khawja Amjad Saeed (Latest Edition), Lahore: Khawaja Publications
Reference Material

j - To be informed and provided by resource person
University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR
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COURSE OUTLINE

Year: I
Name of Course: Business Communication & Report Writing
Course No: B. Admin 502
Maximum Marks: 100
Nature: Compulsory

Contents

- Language description; Use of dictionary for pronunciation, spelling & meaning
- Fundamentals of Grammar & Usage
- Understanding the Foundations of Business Communication
- The seven C’s of Effective Business Communication
- Communication in Teams
- Business Communication in Global, Ethical & Technological context
- Applying three steps writing process
- Message Design: Planning, Writing & Completing
- Writing Letters, Memos, E-mail, and other Brief Messages
- Writing Routine, Goods News and Goodwill Messages
- Writing Bad-News Messages
- Writing Persuasive Messages
- Finding, Evaluating and Processing Information
- Communicating Information Through Visuals
- Short and Long Reports and Proposals
- Planning Business Reports and Proposals
- Writing Business Reports and Proposals
- Completing Business Reports and Proposals
- Strategies for Oral Communication
- Designing and Delivering Oral Presentations
- Planning, Writing and completing Oral Presentations
- Enhance oral presentations with electronic slide shows and overhead Transparencies
- Searches for Employment: the job application process
- Writing Resume and Application Letters
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 Bovee Thill Schatzman (Latest Edition)

Reference Material

1. English for Business, A Functional Approach by J. Chilver
2. Practical English Usage by Michal Swan
4. Basic Business English by Robert E. Barry
University of the Punjab, Lahore
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COURSE OUTLINE

Year: I
Name of Course: Financial Accounting
Course No: B. Admin 503
Maximum Marks: 100
Nature: Compulsory

Contents


- Cash Management and Bank Reconciliation Statement. Short term Investments. Accounting for Marketable Securities. Management and Accounting for Accounts
Receivables. Accounting for Notes Receivables and Interest Revenues.


- Preparation of Finance Statements for Limited Companies.

**Books Recommended**


4. College Accounting by Haddock, Brock, Hahn And Reed. (Latest Edition)
University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR
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COURSE OUTLINE

Year: I
Name of Course: Economics
Course No: B. Admin 504
Maximum Marks: 100
Nature: Compulsory

Contents

- Demand: Individual Vs Market Demand, Determinants of Market Demand, The Demand schedule, Shift in Market Demand.
- 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 Elasticity, Application of Elasticity to major Economic Issues.
- Production and Business Organization: The Law of Diminishing Returns, Total Average and Marginal Product, Returns to Scale, Productivity and aggregate Production Function, Nature of the firm.
- 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.
- **Factor Market**: Marginal Productivity Theory of Resource Demand, Determinants of resource Demand Elasticity of Resource demand and Optimal Combination of Resources.
- **Macroeconomics**: Introduction to Macroeconomic, issues, Objective and Instruments of macroeconomics.
- Unemployment and its Types. Okuns Law.
- Inflation, Measuring Types and Effects. Measures to Control Inflation, Monitory Policy fiscal Policy.
- Income Inequality and Poverty.
- Balance of Trade and Balance of Payment

**Books Recommended**

3- Campbell R. McConnel And Stanley L. Bruce Economic *(Principles, Problems and Policies)*

**Reference Material**

- Quarterly Review Reports by the Board of Directors of State Bank of Pakistan
- Annual Report of the State Bank of Pakistan
- Pakistan Economic Survey
### University of the Punjab, Lahore

**SUGGESTED SCHEME OF STUDIES FOR MBA AT AFFILIATED COLLEGES ANNUAL SYSTEM**

**COURSE OUTLINE**

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<tr>
<td><strong>Name of Course:</strong></td>
<td>Principles of Banking</td>
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<tr>
<td><strong>Course No:</strong></td>
<td>B. Admin 505</td>
</tr>
<tr>
<td><strong>Maximum Marks:</strong></td>
<td>100</td>
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<tr>
<td><strong>Nature:</strong></td>
<td>Compulsory</td>
</tr>
</tbody>
</table>

**Contents**

- Origin and Evolution of Banking. Types of Banks and Banking System.
- Banker and Customer Relationship. nature, types, Rights, Duties and Liabilities. Termination of Contractual Relationship.
- Bank Deposits, Types, Account Opening Procedure, KYC due diligence.
- Credit creation by Commercial Banks.
- Types and Features of Bank Advances, Principles of Lending, Securitization of Loans and Advances, Mortgage, Pledge, Hypothecation.
- E Banking.
- SBP, Evolution importance of SBP an Economy. Functions of SBP. Role of SBP in Economic Development.
- Islamic Banking Vs Conventional Banking. Growth of Islamic Banking. Different modes of financing of Islamic Bank.

**Book Recommended**

1. Banking & Finance (for Post Graduate Students) by Prof. Riaz Ahmed Mian (Latest Edition) Lahore: Azeem Academy
Reference Material

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COURSE OUTLINE

Year: I
Name of Course: Principles of Marketing
Course No: B. Admin 506 (75+25)
Maximum Marks: 100
Nature: Compulsory

Contents

A: Concepts (75 Marks)

- Definition of Marketing, Marketing Process. Its scope and understanding.
- Consumer needs and customer satisfaction and other basic concepts in understanding Marketing.
- Development of Marketing Strategy and Marketing Plan.
- Marketing Environment
- Managing Marketing Information.
- Marketing Channels and Supply Claim Management. Integrated Marketing
- Marketing Ethics and Social Responsibility.
- Personal Selling and its process.

B: Cases (25 Marks)

Case studies, preferably from Pakistan covering aspects of Marketing.
Books Recommended

1- Philip Kotler / Kevin Keller: Marketing Management Latest Edition
University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR
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COURSE OUTLINE

Year: I
Name of Course: Business Mathematics & Statistics
Course No: B. Admin 507
Maximum Marks: 100
Nature: Compulsory

Contents

- **Business Mathematics:**
  Introduction to Arithmetic and Algebra. Algebraic expressions and equations. Linear and quadratic equations and their solutions.
- Linear equations in two variables their graphic characteristics. Slope-intercept form of two-variable linear equations. Methods of constructing such equations and finding solutions.
- Inequalities and their graphs. Linear Programming problems and Graphic solution for maximization and minimization
- Series or progression. Descriptions of Arithmetic & geometric progression & their applications
- Derivatives and their use in Business and Economic, Matrix and their application in Business and Research.
- Meaning, Importance, Population & Sample, Descriptive & Inferential Statistics, Source of collecting statistical data – Collection of Statistical Data, Rounding Off numbers
- Presentation of Data:
  Classification, Tabulation, Frequency, distribution & graphic presentation – charts & diagrams et. Histogram, Polygon, Frequency curve & Ogive. Sector Diagrams
- Measures of Central Tendency:
  Types of Averages – Arithmetic mean weighted arithmetic mean, Geometric Mean, Harmonic Mean; Median & Mode (For Grouped & Ungrouped, discrete and continuous data), properties of arithmetic mean, Empirical relation between mean, median, mode selection of appropriable measure of central tendency.
Measures of Dispersion:
Absolute & Relative measure of dispersion – Range, Inter-quartile range, Mean deviation, Variance & Standard Deviation, Co-efficient of variation, Properties of variance

Simple Linear Regression & Correlation:
Regression, Scatter Diagram, Simple linear regression model, Estimation & equation of regression line, Least square regression line, Standard error of estimate. Linear Correlation Model, Nature & Coefficient of correlation, Coefficient of determination, Properties of correlation coefficient

Statistical Inference:
Sampling, Types of population, Sampling methods for probability and non-probability sampling. Sampling distribution of sample mean, difference of sample mean, proportion and differences of proportion and their comparison with population measures. Sampling and non sampling error, standard error.

Tests of hypotheses of normal and t-distribution about mean.
Probability:
Introduction, Functional Principal of counting, Permutation & Combination, Set theory & set operations, venn diagram.
Concept of probability, Random experiment, sample space, events, definition of probability
Laws of probability

Books Recommended

1- Edward T. Dowling. Mathematics for Economist Schuam’s outline series


3- Dr. M. Afzal Beg Miraj Din Mirza & Prof. Sher Muhammad Chaudhry:
Statistics Theory and Methods.

Reference Material

University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR
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COURSE OUTLINE

Year: I
Name of Course: Information Technology for Business Executives
Course No: B. Admin 508
Maximum Marks: 100 (60+40)
Nature: Compulsory

Contents
A: Concepts (60 Marks)

- Basic Concepts and Definitions about Information Technology, Computer, Hardware, Parts of Computers, Kinds of Computers, Software, Types of Software, OS, Translators etc.
- Input Devices, Output Devices, Storage Devices, Processors and other Devices related to Computer.
- Computer Languages, Compilers, Interpreters, Assemblers etc.
- Database Management System Concept, Components of Database System, Database architecture, DBMS Languages, Benefits of Database Approach using DBMS, Limitation of Databases, relational Database Management System (RDBMS), Benefits of RDBMS.
- Data Communication, Internet, Intranet and Extranet Technologies
Information Systems Security and Control.


System Development Techniques, Prototyping, Spiral, Component based Development, Incremental Development, etc.

B: Application to Business Executives (40 Marks)


Books Recommended


University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR
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COURSE OUTLINE

Year II
Name of Course: Mercantile Laws
Course No: B. Admin 601
Maximum Marks: 100 (50+50)
Nature: Compulsory

Contents

A: Commercial Laws (50 Marks)

- Consideration essentials of valid consideration exceptions to consideration unlawful consideration and objects.
- Contractual Capacity, Eligibility criteria to enter into contract free consent, coercion, Undue influence, fraud Misrepresentation.
- Performance of Contract.
- Contingent and Quasi Contract.
- Discharge and Breach of Contract. Remedies to Brach of Contract.
- Indemnity and Guarantee, Rights Duties and Liabilities of the parties.
- Law governing partnerships.
➤ Negotiable Instruments Act
➤ Law governing Carriage of Goods.

B: Company Law (50 Marks)

1. Introduction
2. Promotion and Incorporation of a Company
3. Preparation of Prospectus
4. Allotment of Shares
5. Shareholders of a Company
6. Management of Companies
7. Meetings and Resolutions
8. Preparation of Annual Accounts
9. Exercise of Borrowing Power
10. Foreign Companies
11. Winding Up
12. Investigation
13. Arbitration, Arrangement and Reconstruction

Books Recommended


Reference Material

Bare Acts of above Laws.
University of the Punjab, Lahore  
SUGGESTED SCHEME OF STUDIES FOR  
MBA AT AFFILIATED COLLEGES ANNUAL SYSTEM

COURSE OUTLINE

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Name of Course:</td>
<td>Financial Management</td>
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<tr>
<td>Course No:</td>
<td>B. Admin 602</td>
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<tr>
<td>Maximum Marks:</td>
<td>100</td>
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<tr>
<td>Nature:</td>
<td>Compulsory</td>
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</tbody>
</table>

Contents

- Meaning, Nature and Scope of Finance functions.
- Cash flow statement Objectives and Analysis Preparation of Cash flow as per International Accounting Standard: Operating activities Investment Activities and Financing Activities.
- Time value of Money, Calculation of Present Value, Future value, Simple and Compound Interest, Discount Factor.
- Concept of Leverage, Operating Leverage Financial Leverage
- Leasing / Lease Financing, Concept of Leasing Types of Leasing, Lease versus Loan.
- Mergers and Acquisitions
- Interest Rates and Bond Valuation
- Dividend Policy
- 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)
University of the Punjab, Lahore  
SUGGESTED SCHEME OF STUDIES FOR  
MBA AT AFFILIATED COLLEGES ANNUAL SYSTEM

COURSE OUTLINE

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<thead>
<tr>
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<tr>
<td>Name of Course:</td>
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<td>B. Admin 603</td>
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<td>100 (60+40)</td>
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<td>Nature:</td>
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Contents

A: Concepts (60 Marks)

- **Introduction to Human Resource Management**
  - The Management Process
  - Human Resource Management at Work
  - Personnel Aspects of a Manager’s Job, Personnel Mistakes
  - Basic HR Concepts
  - Line and Staff Aspects of HRM
  - Line Managers’ HRM Responsibilities
  - Human Resource Managers’ Duties
  - Human Resource Specialties
  - The Changing Environment of HR Management
  - High-Performance Work System Practices
  - The Human Resource Manager’s Proficiencies

- **Strategic role Human Resource Management and the HR Scorecard**
  - The Strategic Management Process
  - Business Vision and Mission
  - Types of Strategies
  - Strategic Human Resource Challenges
  - Human Resource Management’s Strategic Role
  - Creating the Strategic Human Resource Management System
Job Analysis
- Types of Information Collected
- Use of Job Analysis Information
- Steps in Job Analysis
- Methods of Collecting Job Analysis Information

Job Analysis
- Writing job description
- Writing Job Specification
- Job Analysis in a “Jobless” World
- Competency-Based Job Analysis

Personnel Planning and Recruiting
- The Recruitment and Selection Process
- Planning & Forecasting
- Effective Recruiting
- Internal Sources of Candidates
- Outside Sources of Candidates
- Recruiting a More Diverse Workforce
- Development and Using Application Forms

Employee Testing and Selection
- Why Careful Selection is important
- Basic Testing Concepts
- Test Takers’ Individual Rights and Test Security
- Legal Privacy Issues
- Types of Tests
- Work Samples and Simulations
- Background Investigations and Other Selection Methods
- The Polygraph and Honesty Testing
- Honesty Testing Programs

Interviewing Candidates
- Basic Features of Interviews
- Designing and Conducting An Effective Interview
- How to Conduct a More Effective Interview
- What can Undermine an Interview’s Usefulness
- Designing and conducting an Effective Interview
- Interview Questions to Ask

Training and Developing Employee / Presentations
- Orienting Employees
- The Training Process
- Training Methods
- Management Development
- Management Organizational Change and Development
- Evaluating the Training Effort

Performance Management and Appraisal / Presentations
- Basic Concepts in Performance Appraisal and Performance Management
- An Introduction to Appraising Performance
- The New Workplace: Performance Appraisals and Joint Venture Collaboration
- Appraising Performance: Problems and Solutions
- The Appraisal Interview
- Creating the Total Performance Management Process
Managing Careers
- The Basics of Careers Management
- Role in Career Planning and Development
- Managing Promotions and Transfers
- Enhancing Diversity through career Management
- Career Management and Employee Commitment
- Retirement

B: Application to Pakistan (40 Marks)
Labour Policies in Pakistan, Current Industrial Relations Law, Industrial Relations in Islamic framework, Selected Cases.

Books Recommended
2- Personnel Management (HRM / HRD) Latest Edition

Reference Material
1- The English Newspapers (especially The Dawn), The Economics, The Time
2- Internet – The relevant Institutional Web Pages
Univrsity of the Punjab, Lahore
SUGGSESTD SCHEME OF STUDIES FOR
MBA AT AFFILIATED COLLEGES ANNUAL SYSTEM

COURSE OUTLINE

Year: II
Name of Course: Production & Operation Management
Course No: B. Admin 604
Maximum Marks: 100
Nature: Compulsory

Contents

- The field of operation management; historical development of operations management
- Operation Strategy and Competitiveness
- Product and Service Design
- Facilities Location
- Capacity Planning
- Processes and Layout
- Quality Management
- Work Systems
- Aggregate Planning
- Scheduling
- Material Requirement Planning
- Just-in Time Production System
- Supply Chain Management
- Inventory Management
- Waiting Line Management
Books Recommended


University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR
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<td>B. Admin 605</td>
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Contents

- Business, Definition, Characteristics, Types, Factors Promoting Business Research, definition, Characteristics, Types, the Need for Research
- Business Research, Definition, Characteristics, Types and Importance
  The Need of Research in Business Research in Business Research in Functional Areas of Business
- The Manager and Business Research why should the Manager know Research and what Research should the Manager should Understand
  The Manager Researcher relationship. The Manager and the Researcher. The Manager and the Internal Researchers.
- Need of Research in Business, who does the Research?
  Where and why study Research?
  Need for Better Business Research and Its Criteria Hall Marks of Scientific Research
- Problem, research problem, definition, causes, types, formulation, importance.
- The Research Process, the Theoretical Framework, its Components.
  The Variables, Definition and Types
- Hypothesis, Definition, Features Types and Needs.
  The Development of Hypothesis. The Stages in its Development
  Hypothesis Testing with Quantities and Qualitative Data.
- The Research Process. The Research Design, Definition, Features, Functions and Components
Sampling and Sample Definition, Features Types and Needs Population, Universe, element and Sample
Types of Sample/Sampling the Probability and Non Probability Sampling.


Data Definition, Nature and Types Primary and Secondary

The Research Process Data Collection Sources, Methods and Settings

Interview Definition, Nature Features Types, Importance.

Data Collection Methods Types of Interview and their Respective Units and Demerits

Questionnaire, Definition, Nature and Importance. Types of Question and Their Respective Merits and Demerits.

Data Collection Methods Observation, Definition, Features Types and Importance

Different Types of Observation and their Respective Merits and Demerits.

Statistical Terms and Test Used in Business Research Description Statistics.

Measures of Central Tendency and Dispersion Frequencies

Data Analysis and Interpretation

Data Completion, Processing Edition, Coding, Representation

Data Analysis, Programming Validity and Reliability

Data Interpretation

Research Report Definition Components, Types

Research Report Format Title, Table of Contents, Introduction, Executive Summary, Main Body, Summary and Conclusions, Plan of Action.

Books Recommended


3. Introduction to Business Research --- Prof. Fazli Wahid

   Additions, Research and Development Center, Peshawar.
University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR
MBA AT AFFILIATED COLLEGES ANNUAL SYSTEM

COURSE OUTLINE

Year: II
Name of Course: Cost & Management Accounting
Course No: B. Admin 606
Maximum Marks: 100
Nature: Compulsory

Contents

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

- Basic Cost Term Concept

- Cost of Goods Sold Statement
  - Income Statement

- 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

- Accumulation of Cost in job order cost system
  - JOB order cost sheet
  - Preparing bids prices
  - Practice questions
- Activity analysis, Cost behavior and cost estimation
- Cost behavior patterns
- Using cost behavior pattern to predict costs
- Cost estimation
- Cost Volume Profit Analysis
- Break even Point
- Break even Chart
- Margin of Safety
- Why Important
- Budgetary Control System, Govt. Budgets Vs Corporate Budgets
- Operational Budgets
- Cash Budgets
- Master Budgets
- Zero Based Budgeting
- Standard Costing and Performance Measurement
- Setting standards for Materials, Cost, Labor cost, FOH Variance Calculation Analysis
- Preparing and Evaluating Performance Reports
- 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)
3. Cost Accounting by Dr. Zahid Mahmood, Muhammad Arshad Awan Sultan Mahmood.
University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR
MBA AT AFFILIATED COLLEGES ANNUAL SYSTEM

COURSE OUTLINE

Year: II
Name of Course: Auditing
Course No: B. Admin 607
Maximum Marks: 100
Nature: Elective (Finance Specialization)

Contents
- Auditing – Introduction, Definition
- Nature and Scope, Glossary
- Objects of an Audit
- Difference between Accounting and Auditing
- Advantages of Auditing
- Qualities and Qualifications of an Auditor
- Continuous Audit – features, advantages and disadvantages
- Final Audit – features, advantages and disadvantages
- Interim Audit – features, advantages and disadvantages
- Definitions, objectives and principles of systems of Internal Control Systems, Internal Check and control
- Materiality & Audit Assurance, Management Presentation
- Over view of Audit Techniques, Audit Planning
- Audit evidence
- Liabilities of Auditor
- Different Types of Audit report
- Events subsequent to Audit Report
- International Auditing Practice Statement – Audit of Financial Statement of Banks/Insurance Companies and other entities.
Book Recommended


Reference Material

2. International Auditing Standards
University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR
MBA AT AFFILIATED COLLEGES ANNUAL SYSTEM

COURSE OUTLINE

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<tr>
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<tr>
<td>Name of Course:</td>
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<td>Course No:</td>
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<td>Nature:</td>
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</table>

Contents

- Introduction to Income Tax Law
- Key Definitions
- Taxation of Salary Income
- Taxation of Company Income. Advance Tax Computations
- Taxation of Individuals, AOP and Retailers
- Treatment of Losses
- Exemptions & Tax Concessions
- Review and Revision
- Taxation of Special Industries including Banking Companies
- Taxation of Residents & Non-Residents, Avoidance of Double Taxation Treaty
- Filing of Returns, Assessments
- Revision, Amended Assessment & Appeals

Book Recommended

1- Income Tax Law in Pakistan by Prof. Dr. Khawaja Amjad Saeed, Karachi:
Oxford University Press.
Reference Material

1- Income Tax Ordinance, 2001
2- Tax Laws of Pakistan by Dr. Ikram Ul Haq & Huzaima Bukhari
University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR
MBA AT AFFILIATED COLLEGES ANNUAL SYSTEM

COURSE OUTLINE

Year
II
Name of Course:
Consumer Behavior
Course No:
B. Admin 609
Maximum Marks:
100
Nature:
Elective (Marketing Specialization)

Contents
- Introduction
  Defining Consumer Behavior
  Customer and Consumers
  The Ultimate Consumer
  The Individual Buyer
  A Subset of Human Behavior
  Significance in Daily Lives
  Application to Decision Making
  Consumer Behavior and Marketing Management

- Understanding Consumers & Market Segments
  Views of the Market and Alternative Marketing Strategies
  Market Aggregation & Segmentation
  Limitation of Demographics in Predicting Consumer Behavior
  Lifestyle and Psycho Graphic Segmentation
  The Technique of Lifestyle Segmentation
  Application of Lifestyle Segmentation
  Benefit Segmentation
  Product Positioning

- Environment Influences on Consumer Behavior
  Culture Defined
  Culture Relevance to Marketing Decisions
  The Characteristics of Culture
  Implications of Culture Change for the Marketer
  Tracking Culture Change
  Cross Culture Understanding of Consumer Behavior
Subcultures
  The Nature of Subcultures
  The Black Subculture
  The Asian Subculture
  The Hispanic Subculture
  The Youth Subcultures
  The Older Subcultures

Social Class
  The Process of Social Stratification
  The Nature of Social Class
  Social Class Measurement and Categorization
  Social Class Lifestyles
  Social Class and Consumer Behavior

Social Groups
  Group Defined
  Groups Properties
  Reference Groups
  The Nature of Reference Group Influence
  The Variability of Reference Group Influence
  Case Study

Significance of the Family in Consumer Behavior
  Families and Households
  Family Life Cycle
  Family Purchasing Decisions

Personal Influence & Diffusion of Innovations
  The Nature and Signification of Personal Influence
  Communication and Influence Flow
  Opinion Leadership in Marketing
  Adoption and Diffusion of Innovations
  Marketing Implications of Personal Influence

Personality and Self Concept
  Personality Theories and Applications
  Measuring Personality
  Some Major Personality Theories
  A Critical Review
  Psychographics
  Self Concept

Motivation and involvement
  The Nature and Role of Motives
  Classifying Motives
  Motive Arousal
  Motive Structuring
  Motive Research

Information Processing
  Information Acquisition
Perceptual Encoding
Marketing Implications

Learning and Memory
Characterizing Learning
Memory

Attitudes
Definition of Attitude
Characteristics of Attitude
Functions of Attitudes
Attitude Theories and Models
The Peripheral Route to Developing Attitudes

Changing Attitudes
Strategies for Changing Attitudes and Intentions
The Communication Process
Source Factors
Message Factors

Problems Recognition
Types of Consumer Decision
Problems Recognition
Marketing Implications of Problem Recognition

Search and Evaluation
The Information Search Process
Studying the Information Search Process
Measuring Evaluation Criteria
Influencing Consumers Evaluation

Books Recommended

1- Consumer Behavior
David and Albert, M.G. Hill. (Latest Edition)

2- Consumer Behavior
Hair Kins Etal Irwin. (Latest Edition)
# University of the Punjab, Lahore

**SUGGESTED SCHEME OF STUDIES FOR MBA AT AFFILIATED COLLEGES ANNUAL SYSTEM**

## COURSE OUTLINE

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<tr>
<td>Name of Course:</td>
<td>Advertising and Promotional Strategies</td>
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<tr>
<td>Course No:</td>
<td>B. Admin 610</td>
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<td>Nature:</td>
<td>Elective (Marketing Specialization)</td>
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</tbody>
</table>

### Contents

- Advertising, Advertising Vs Publicity
  - Importance & Reasons of Advertising
  - Special Objectives of Advertising

- Forms of Advertising
  - The Advertising Department
  - Role of Advertising Manager
  - The Advertising Agency

- Advertising and the Marketing Mix
  - Developing Growth Strategies and Advertising
  - Target Market Strategies and Advertising

- The Relationship of Advertising Manager & Advertising Agency
  - Organizational Structure & Kinds of Advertising Agencies

- Revenue of Advertising Agencies Hiring and Firing Agency
  - Case Study

- Media
  - Strength and Weakness of Different Media
  - Developing Media Objectives & Strategy

- Brand Development Index
  - Category Development Index
  - Techniques of Advertising Budgeting
Advertising Campaign
Steps in Developing an Advertising Campaign


Sales Promotion
Sales Promotion Activities Designed Toward Middlemen
Sales Promotion Activities Designed Toward Final Consumers

Advertising Research & Steps in Conducting Advertising Research

Copy Writing and Creative Strategy
Copy Writing with the Aid of FCB Matrix

Elements of Copy Writing & Message Strategy
Steps in advertising Layout

Purpose of Visuals, Common Subjects of Visuals
Writing Copy for Radio

Checklist for Effective Copy, Creative Art Direction
The Story Board, The T.V. Commercials

T.V. Commercials that Sell
Below & Above Average T.V. Commercials in Brand Switching
Case Study

Books Recommended


### University of the Punjab, Lahore

**SUGGESTED SCHEME OF STUDIES FOR MBA AT AFFILIATED COLLEGES ANNUAL SYSTEM**

**COURSE OUTLINE**

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<td>B. Admin 701</td>
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<td>Nature:</td>
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</table>

**Contents**

- Historical Background of Entrepreneurship
- Definitions, Theories of Entrepreneurship
- Traits of Successful Entrepreneurship
- Types of Entrepreneurship
- Specific Entrepreneurship Areas
- Business Development
- Products & Services
- Enterprises
- Marketing
- Operations
- Management
- Financial Management
- Characteristics of Entrepreneurship
- Entrepreneurship VS Management
- Marketing Example
- What can we do
- Why not Managers
- The Business Planning
- Questions to Answer
- The People
- The Opportunity
- The Context
- Regulatory Management
- Interest Rates
- Demographic Trends
- Inflation
- Market Development
  What is Marketing
  Marketing on Shoe String
  Merchandising display & Store Front
- Business Plan Development
  Organization Plan
  Management Plan
  Marketing Plan
  Operation & Production Plan
  Financial Plan
  Overall Growth
- Labour
  Skill Requirement
  Compensation Plan
  Performance Compensation Plan
- Operations & Production Management
  What will be and how will be produced
  Quality Control Standards
  Transportation, Packaging & Shipping
- Risk & Reward
  Entrepreneurship gives the risk to other and capture the reward
- Addressing & Context
  What will Management do if the context grows unfavorable
- What is SMEDA, Its role and function

Books Recommended

1. Entrepreneurship by Robert D. Hisrich, Michald P. Peters, Dean A. Shepherd
2. Essentials of Entrepreneurship & Small Business Management by T.W. Zimmerer & N.W. Scarborwgh
4. Entrepreneurship by Dr. S.M. Naqi

Reference Material

Will be provided.
University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR
MBA AT AFFILIATED COLLEGES ANNUAL SYSTEM

COURSE OUTLINE

Year: III
Name of Course: Strategic Management
Course No: B. Admin 702
Maximum Marks: 100 (75+25)
Nature: Compulsory

Contents

A: Concepts (75 Marks)

- Towards Knowledge Based Economy, Understanding Strategy Scanning Environment,

B: Case Studies (25 Marks)

Book Recommended

1- Strategic Management: Concepts and Cases by Prof. Dr. Khawaja Amjad Saeed (Latest Edition), Lahore: Khawaja Publications.

Reference Material

2- Strategic Management: Concepts and Cases by Peter Wright, Mark Kroll, John Parnell
University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR
MBA AT AFFILIATED COLLEGES ANNUAL SYSTEM

COURSE OUTLINE

Year
III

Name of Course:
Management Information Systems

Course No:
B. Admin 703

Maximum Marks:
100

Nature:
Compulsory

Contents

- Introduction
  Management Information System and Its Subsystems
  Information Resource Management
  Goals of Information System
  Key ISSUES and Challenges in MIS
- Systems & Models
  System
  Components of system
  Environment, Open Vs Specific Models, Levels of Models
- Models of Organizational System
  General Model of Organization
  Strategic Planning Model
- Management & Decision Making I
  Management
  Contingency Approach
  Roles of Manager, Planning and Control
  Management Styles
- Management & Decision Making II
  Managerial Decision Making
  Characteristic of Effective Information
  Types of Decision, Decision Making Process
  Evaluating Decision Making Process
- Database Management
  Over View of Database Management System
  Concept of File
  Limitations of File
  Database Models
Database Administrator
SQL, Concurrent Access
Security, Data Dictionaries
Networking II
Networking Topologies
Networking Media
Networking Protocols
Transaction Processing
Transaction Processing System
Transaction Processing Cycle
Transaction Processing Subsystems
Management Reporting System
Types of reports, Structuring Reports
Role of MRS
Decision Support System (DSS) II
Group Decision Support System (GDSS)
Components, Configuration, Classification and Goals
Executive Information System (EIS)
Executive, Executives' Role in Decision Making
Executive Decision Making Environment
Knowledge Based Systems
Artificial Intelligence (AI), AI Applications
Need for Expert Systems (ES)
Components of ES, Developing ES
ES Vs. Conventional Applications
Used and Limitations of ES
Office Information Systems (OIS)
Office and Office Systems
Types of Office Automation Systems
Revision and Viva Voce

Books Recommended

1- **Management Information System Strategy and Action**
   Thomas Case and Charles Parker. Latest Edition

2- **Management Information System**

3- **Management Information Systems** -- T. Lucey. Latest Edition
University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR
MBA AT AFFILIATED COLLEGES ANNUAL SYSTEM

COURSE OUTLINE

Year: III
Name of Course: Organizational Behavior
Course No: B. Admin 704
Maximum Marks: 100
Nature: Compulsory

Contents

- Introduction to Organization Behavior
  - The Challenges to the Modern Management
  - Undergoing an paradigm Shift
  - The new Perspective of Management
  - The Hawthorne Studies
- Theoretical Framework of OB
  - Organizational Behavior Model
- The Perception Process
  - The Nature and Impact of Perception
  - Sensation Versus Perception
  - Sub Processes of Perception
  - Perceptual Selectivity
  - External Attention Factors
  - Internal set Factors
- Perceptual Organization
  - Impression Management
  - The Process of Impression Management
  - Employent Impression Management Strategies
- Personality and Attitudes
  - The Meaning of Perception
  - The Development of Personality and Socialization
  - The Nature and dimensions of Attitudes
  - Components of Attitudes
  - Antecedents of Work-Related Attitudes
  - Functions of Attitudes
  - Changing Attitudes
- 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
  Adlerfet’s ERG Theory
- Learning Process
  The Theoretical Processes of Learning
  Behaviorist Theories
  Social Learning Theories
  Principles of Learning, Punishment and Reinforcement
- Organizational Reward System
  Money as Rewards
  New Pay Techniques
  Analysis of Monetary Reward System
  Non-Financial Rewards
  Behavioral Management
- Interactive Conflicts and Negotiation Skills
  Individual Conflicts
  Interpersonal Conflicts
  Inter Group Behavior and Conflicts
- Organizational Conflicts
  Negotiation Skills
  Traditional Negotiation Skills
  Newly Emerging 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 Effects
  Psychological Effects
  Behavioral Effects
- Coping Strategies for Stress
  Individual Coping Strategies
  Organizational Coping Strategies
- Review
  Presentations
  Viva Voce
Books Recommended

1- **Organizational Behavior**  

2- **Organizational Behavior**  
University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR MBA AT AFFILIATED COLLEGES ANNUAL SYSTEM

COURSE OUTLINE

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<tr>
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<td>Course No:</td>
<td>B. Admin 705</td>
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<td>Nature:</td>
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Contents

- Definition of Logic
  Logic as Study of Thought
  Logic in terms of Art and Sciences

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

- Diagram for single Arguments
  Agreements and Disagreements of Attitude

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

- Emotive words and the Logic of Emotions
  Emotively Neutral Language

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

- Fallacies
  Fallacy of Relevance
Fallacy of Ambiguity

- Definition
  Purpose of Definition
  Types of Definition

- Proposition
  Kinds of Proposition
  Categorical Proposition
  Quality, Quantity and Distribution

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

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

- Symbolic Logic
  The value of Special Symbols
  The Symbols for Conjunction, negation and Disjunction

- Analogy
  Arguments by Analogy
  Appraising Analogical Arguments

- Science and Hypothesis
  The Value of Sciences
  Problem and its solution (Deduction)

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

**Book Recommended**

1. **Introduction to Logic**
   Irvin Copi, Latest Edition
University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR
MBA AT AFFILIATED COLLEGES ANNUAL SYSTEM

COURSE OUTLINE

Year
III
Name of Course: Economy of Pakistan
Course No: 706
Maximum Marks: 100
Nature: Compulsory

Contents
- Pakistan in the World Economy.
- Agriculture Sector.
- Manufacturing Sector.
- Balance of Payment.
- Financial Sector.
- Resource Mobilization.
- Infrastructure Services.
- Macro Economic Framework and Performance of Pakistan & Experience.
- Islamic Financial System.

Book Recommended
COURSE OUTLINE

Year: III
Name of Course: Corporate Finance
Course No: B. Admin 707
Maximum Marks: 100
Nature: Elective (Finance Specialization)

Contents

- Introduction and Evolution of Corporate Finance, Firm and Finance Manager, Financial Environment, the Role of Finance Manager, Organizing a Business

- The Time Value of Money, Simple interest, Compound Interest, Compound Factor, Discount Factor, Present and Future Valuation, Annuities, Real and Nominal Interest

- 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)

- Introduction to Risk, Return and Opportunity Cost of Capital, Measuring and Calculation of Portfolio Risk, How Individual Securities affect portfolio Risk, Diversification and CAMP

- Measuring Betas

- Practical Problems in Capital Budgeting, Sensitivity Analysis

- Financing Decisions and Market Efficiency, Corporate Finance and Lessons of Market Efficiency

- Corporation Financing, Pattern of Corporate Financing, Common Stock, Preferred, Debt and Convertibles


- Long term and Medium Term Lending and Borrowing, Capital Market VS Money Market, Money Market Investments, Term Loans, Capital Market Investments


- Leveraged Buyouts, Proxy Contest, turnaround, Merger and the Economy, Practical Problems

- 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


**Books Recommended**


2- Fundamentals of Corporate Finance By Ross, Stephen A. Westerfield, Randolph W. and Jordan, Bradford D.

**Reference Material**


University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR
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COURSE OUTLINE

Year
Name of Course: Investment and Portfolio Management
Course No: B. Admin 708
Maximum Marks: 100
Nature: Elective (Financial Specialization)

Contents

- Introduction
  The Nature and Meaning of Investments
  Financial in Economic Concept of Investment
  Characteristics of Investment

- Objectives of Investment
  Investment Vs Speculation
  Investment Vs Gambling

- Types of Investors
  Individual and Institutional Investors
  Investment Avenues

- Introduction to Portfolio Management
  Phases of Portfolio Management
  Security Analysis
  Portfolio Analysis
  Portfolio Selection

- Portfolio Revision
  Portfolio Evaluation
  Evolution of Portfolio Management
  Historical Facts

- Phases of Evolution
  Speculative Phase
  Phase of Professionalism
Scientific Phase
Role of Portfolio Management

- Investment and Risk
  - Meaning of Risk
  - Elements of Risk
  - Systematic Risk
  - Interest Rate Risk
  - Market Risk
  - Purchasing Power Risk

- Unsystematic Risk
  - Business Risk
  - Financial Risk

- Fundamental Analysis
  - The Concept of Fundamental Analysis
  - Economy – Industry – Company Analysis Frame Work

- Economy Analysis
  - Growth Rates of National Income
  - Interest Rates
  - Government Revenue, Expenditure and Deficit
  - Exchange Rates
  - Infrastructure
  - Economic and Political Stability
  - Economic Forecasting

- Industry and Company Analysis
  - Industry Analysis
  - Industry Life Cycle
  - Stages of Industry Analysis

- Industry Characteristics
  - Demand Supply Gap
  - Competitive Conditions in the Industry
  - Performance Labour Condition
  - Attitude of Government
  - Supply of Raw Materials
  - Cost Structure

- Company Analysis
  - The Concept of Company Analysis
  - Financial Statement
  - Analysis and Interpretation of Financial Statements

- Stock Exchange
  - Definition
  - Functions
  - Advantages and Disadvantages
- Procedure of dealing on Stock Exchange
  - Broker
  - Order
  - Contract
  - Communication
  - Settlement

- Buyer and Sellers of Securities
  - Types of Speculators
  - Causes of Fluctuation in Security Prices
  - Types of Orders
  - Pakistan’s Stock Market

**Books Recommended**


2. *Success in Investment* by R.G Winfield and S.J Curry, Published by John Murry Publishers Ltd.

3. *Investors Guide, Published* by SECP

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COURSE OUTLINE

Year                          III
Name of Course:               Global / International Business
Course No:                    B. Admin 709
Maximum Marks:                100
Nature:                       Elective (Management Specialization)

Contents

- Challenges of International Business
  The Role of Small Business
  World Business Review
  Export and Import, Foreign Direct Investment
  The Study of International Market and Businesses

- Multinational Enterprise
  Nature and Characteristics of MNE
  Why firms become MNE
  Strategic Management on MNE

- Triad and International Business
  Role of Triad
  Triads dominate the concept of F.D.I
  Relationship of various Triad Members
  Dominance of Japan with in Triads

- International Politics and Economics Integration
  Political Ideologies and Economics
  Political and Economic System
  Govt. Control of Assets

- Privatization in Action
  Government Business Cooperation
  Economic Integration
  Trade Creation, Trade Diversion
  Level of Economic Integration
International Culture, Trade and Finance
Element of Culture
Phenomenon Governing Cultural Latitude
Strategic Management of Cross Cultural Training
Trade theory and Trade Barriers
International Monetary System
Pre-Requisites in determining the monetary Funds
Management of Foreign Exchange Market

Global Strategic Planning
Overview of Strategic Orientations
Strategy Formulation
Internal and External Environmental Assessment

Organizing, Production, Marketing Strategy
Global Organizational Structure
Strategic Management & Organizing Strategy
Generation of Goods and Services
International Markets Assessment

Human Resource Management
Selection and Repatriation
Training and Developing
Types of Training

Political Risk & International Financial Management
Nature and Managing Political Risk
Polycentric, Ethnocentric & Geocentric Solution
Determining Parent-Subsidiary Relationship

Managing Global Cash Flow
International Fund Flow
Funds Positioning Techniques

Corporate Strategy Competitiveness
Portent Diamond
Determinants External Visually
Factor conditions, Demand Condition

Related and Supporting Industries, Firm Strategy
Role of change Government
Critique and Evaluation

Doing Business with E.C. Japan
E.C Environment
Emergence of a single European Market
Profile of Japan

Doing Business in North America and Non Triad Nation
Canadian Economy & Business Environment
Market Access to the Triad
Latin America, Chile, Brazil
Books Recommended


2- International Business Text and Cases, Jill Preston, Pitman Publishing
University of the Punjab, Lahore
SUGGESTED SCHEME OF STUDIES FOR
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COURSE OUTLINE

Year
III

Name of Course:
Marketing Research

Course No:
B. Admin 710

Maximum Marks:
100

Nature:
Elective (Marketing Specialization)

Contents

- Business Research Introduction – Course introduction, course outline, methodology, decision making process, research industry, make or buy decisions, types of research designs, purposes and usages of field studies, surveys, field experiments and lab experiments, levels of understanding required by the researchers for various design.
- Problem Definition
  Understanding of the complete research process, the management problem, defining research problem and developing research statement – Ingredients and benefits of research proposal and cost benefit analysis of research.
- Primary Data Collection
  Types of active primary data collection methods, personal interviews mail interviews, telephonic interview and computer aided interviews. Factors effecting the selection of interview techniques.
- Second data Collection and Source in Pakistan
  Purpose and usage of secondary data collection. Different internal and external sources of secondary data collection.
- Theoretical Framework & Hypothesis Development
  Exercises in Research Proposals – International Market research and Ethical issues.
- Presentations on Research Proposals – Presentations of Project titles and a gener description of the focus of study.
- The Research process
- Experimental Design
  Measurement of Variables – Concepts of measurement, Measurement development process and levels of measurement.
  Attitude Scales of Measurement – Comparative and non-comparative rating scales and attitude scales.
Data Collection Methods

Questionnaire Designing - Techniques of Designing questionnaire, identifying the information required, preparing a profile of the target respondents, preparing the list of questions, phrasing and wording of questions, planning a layout and sequencing, protecting.

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Sampling Process - Sampling process and the concepts of elements, population, sampling frame and probability and non-probability sampling designs. The methods, data reduction, coding, field controls and statistical estimates.

Experimental Design - Nature of experimentation, different errors effecting experimentation.

Data Analysis & Interpretation

Research Report Writing - Purpose, usage and format of a research report Analysis, Finding, Conclusions and Recommendations

Books Recommended

1- Marketing Research by Alvin C. Burns & Ronald F. Bush
2- Business Research By Donald R. Cooper and Pamela S. Schindler.