

UNIVERSITY OF THE PUNJAB

NOTIFICATION

It is hereby notified that the Syndicate at its meeting held on 15.11.2021 approved the recommendations of the committee constituted by the Academic Council at its meeting dated 04.01.2021 regarding replacement of MBA Evening (16 years education) Program with Executive MBA (18 years education) program as per direction of HEC and also approved its Curriculum alongwith Eligibility Criteria at the Institute of Business Administration (IBA) with effect from the Academic Session 2019.

The Curriculum alongwith Eligibility Criteria is attached vide Annex – ‘A’.

**Admin. Block,
Quaid-i-Azam Campus,
Lahore.
No. D/168/Acad.**

**Sd/-
Muhammad Rauf Nawaz
Registrar**

Dated: 14.01/2022.

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

1. Chairman, Admission Committee
2. Dean, Faculty of Business, Economics & Administrative Sciences.
3. Chairperson, DPCC
4. Director Quality Enhancement Cell
5. Director, Institute of Business Administration
6. Controller of Examinations
7. A.O (Statutes)
8. Secretary to the Vice-Chancellor
9. PS to the PVC
10. PS to Registrar
11. Assistant Syllabus



Assistant Registrar (Academic)
for Registrar

Agenda Item 4: Approval of Eligibility Criteria and Courses/Curriculum for Executive MBA in the light of Revised Business Education Roadmap issued by Higher Education Commission (HEC), Islamabad on March 28, 2019.

The Higher Education Commission (HEC) vide letter No. 9-48/(Business)/Acad(Curri)/HEC/2018/2634 dated March 28, 2019 advised to implement the revised Business Education Roadmap in true letter and spirit.

Currently, IBA is offering MBA Executive/Evening program to the candidates having minimum qualification of 14 years education with four-years executive level experience. This program involves 75 credit hours. This degree is equivalent to 16 years of education. As per revised Business Education Roadmap, the eligibility criteria for Executive MBA (EMBA) shall be 16 years of education (instead of 14 years) with three (3) years of professional experience. The program shall comprise a minimum of 60-66 credit hours. The program shall be equivalent to 18 years of education. Detail is given as Appendix-I for consideration of the Academic Council, University of the Punjab.

Program Title: Executive Master of Business Administration
Department: Institute of Business Administration (IBA)
Faculty: Faculty of Economics and Management Sciences

1. Department Mission

We aim to produce ethical business graduates with the right attitude who are ready to enter the market with the relevant Knowledge, Skills, Abilities (KSAs). To accomplish this, we aim to create market-driven curricula and generate relevant business research to foster academia-industry linkages by involving all the stakeholders and promoting an enterprising culture of excellence.

2. Introduction

Institute of Business Administration traces its history back to 1972 when it was established as a department. Later on, in 1987, the department was upgraded to the status of Institute. This was a great milestone in the history of the University, as IBA was the second Institute in Pakistan where Business Administration was taught. The Institute was shifted to its existing building in 1994.

Over the years, IBA has earned national and international repute for its teaching and research. It has been honoured with “Innovation Leadership Award” in the 2nd Asia’s Best Business School Awards 2011 in Singapore. Continuous improvement of courses helps the Institute to anticipate and reflect business trends. Emphasis on projects and team work makes learning a challenging and stimulating experience and develops the personal initiative and communication skills, which are in such high demand with today’s employers.

The Institute is located within University of the Punjab, Quaid-e-Azam Campus, Lahore. The present campus is entirely purpose-built and prides itself upon the state-of-the-art equipment, the finest learning aids and environment. This houses lecture rooms, seminar rooms, computer lab, wireless internet connectivity, library, faculty offices, staff offices and a cafeteria. A meticulously furnished ladies lounge is available for female students where they can sit and relax during their free time. Restroom and prayer facilities are also available.

3. Program Introduction

The Higher Education Commission (HEC) vide letter No. 9-48/(Business)/Acad(Curri)/HEC/2018/2634 dated March 28, 2019 advised to implement the revised Business Education Roadmap in true letter and spirit.

Currently, IBA is offering MBA Executive/Evening program to the candidates having minimum qualification of 14 years education with four year executive level experience. This program involves 75 credit hours. This degree is equivalent to 16 years of education.

As per revised Business Education Roadmap, the eligibility criteria for Executive MBA (EMBA) shall be 16 years of education (instead of 14 years) with 3 years of professional experience. The program shall comprise a minimum of 60-66 credit hours. The program shall be equivalent to 18 years of education.

This program is going to replace 2-yearsMBA Evening (16 years) with EMBA (18 years) as per direction of Higher Education Commission, Islamabad. This degree program provides in-service students with an opportunity to understand and acquire business management, leadership and decision making skills needed for today's dynamic business environment.

4. Program Objectives

The objectives of the two years program are to meet the needs of the society for managerial talent by:

1. Bringing forth management generalists having comprehensive and extensive training in Business Administration for socially responsible leadership in business and industry.
2. Assisting students to achieve special competence & skills in area of Business Administration;
3. Developing general understanding in fundamental areas of business administration.
4. Building for socially responsible leadership in business and industry with effective critical thinking and ethical responsibilities.
5. Helping students develop their problem-solving, effective oral and written communication skills and decision-making skills.

5. Market Need / Rationale of the Program

In order to cater to the growing needs of the corporate sector, Institute of Business Administration (IBA), being the business school in the largest public sector university in Pakistan, aims to tap this opportunity to meet the emerging market needs. This program attempts to nurture future business leaders through a rigorous training of managerial skills, ethics and critical thinking and intends to offer insights on the socio-economic dimensions of business in Pakistan with knowledge of modern management philosophy.

The students who are enrolled in the evening programme are generally those who already hold a reasonable place in the business world and in the society. The developmental process will continue during education through interaction with faculty members and sharing knowledge with each other.

The Institute of Business Administration makes efforts to encourage these students to become more productive and effective managers in their organizations to fulfill the dying need of the time in Pakistan that the organization should be run by professional managers, so that the efficiency and effectiveness of the organizations can be increased to its maximum level.

The development of the students will open different avenues for growth. The students will be able to explore various professional opportunities that exist in the field of business administration. The development process at the institute will sharpen the cognitive skills, and moral and ideological values of the participants. Nonetheless, the visionary objectives to develop the students include the strengthening of love for their country and to become good citizen.

a) ***Potential Students for the program.***

The students who have completed 16 years of schooling with 3 years of professional experience will be the potential students for this 18 years business education program.

b) ***Potential Employers***

Potential employers of this degree in business administration include banks, industries, corporate sector, multi-national companies, software houses, small medium enterprises, government sectors, etc. Current and future prospects of job market seem bright with emerging new markets at local as well as global level.

c) ***Academic Projections***

This degree program is well established in universities nationally as well as internationally.

d) ***Faculty.***

The institute has currently eighteen faculty members. Out of which, ten faculty members are PhD degree holders and remaining are M.Phil/MS or pursuing their PhD. They are regularly publishing research papers in well reputed national and international journals.

e) ***Physical Facilities***

- Two floors Library with 21000 books in hard and thousands in soft form on different subjects relevant to business administration, nine daily newspapers (Urdu and English), and different magazines.
- Two state-of-the-art computers lab with 170 computers
- Two common rooms for girls
- Heating/cooling system in classroom/seminar rooms
- 12 Seminar rooms with state of the art facilities like white board, multimedia projector etc.
- Cafeteria
- Faculty Rooms

6. Admission Eligibility Criteria

The Executive MBA program according to the revised HEC roadmap is equivalent to 18 years of education. Therefore, the merit criteria shall be the same as notified by

the University of the Punjab for admission to the programs involving 18 years of education as given below:-

Sr. No	Description	Marks
1	Academic qualifications*	40
2	Publications in HEC approved journals (One mark for each publication)	5
3	Professional experience at executive level (one mark for each year for job)	5
4	Entry Test**	40
5	Interview	10
Total		100

* Break up of 40 marks for academic qualifications

**Note:- Minimum 50% marks are required to be obtained in written test and interview separately.

Detail of breakup of 40 marks for Academic qualifications

Course/Degree Marks allocated against %age marks

	45%	50%	55%	60%	70%	>80%
Matriculation or equivalent	2	4	5	7.5	8.5	10
FA/F.Sc or equivalent	2	4	5	7.5	8.5	10
BA/B.Sc or equivalent	2	4	5	7.5	8.5	10
MA/M.Sc or equivalent (Annual systems)	2	4	5	7.5	8.5	10

Marks allocated against CGPA

	2.5	2.7	3.0	3.40	>3.80
BS/B.Sc-Hons. 4 years Degree	10	12	15	17	20
MA/M.Sc 2 years Degree (Semester systems)	5	6	7.5	8.5	10

Graduates from universities other than University of the Punjab, Lahore should attach NOC and Equivalence certificate.

- **Years of Study completed:** 16 years
- **Study Program/Subject** The students from any subject area will be eligible to apply for the program.
- **Percentage/CGPA** At least second division in 16 years of schooling
- **Entry Test** Mandatory. Minimum 50% marks are required to be obtained in entry test.

7. Duration of the Program

2 years (4 Semesters) and total number of credit hours: 66

8. Categorization of Courses as per HEC Recommendation and Difference

The structure of EMBA program as per HEC revised roadmap is as under:

1. Core Courses (36 credit hours)

- a. Accounting 6 credit hours
- b. Finance 6 credit hours
- c. Marketing 6 credit hours
- d. Economics 6 credit hours
- e. Quantitative Techniques 6 credit hours
- f. Management 6 credit hours

2. Elective/Specialization Courses 24-30 credit hours

Semester	Courses	Category (Credit Hours)							Semester Load
		Accounting	Finance	Marketing	Economics	Quantitative Techniques	Management	Elective/Specialization	
1	5	3		3	3	3	3		15
2	5	3	3	3			3	3	15
3	6		3					15	18
4	6				3	3		12	18
PU	22	6	6	6	6	6	6	30	15-18
HEC Guidelines as per revised roadmap	20-22	6	6	6	6	6	6	24-30	15-18
Difference (HEC&PU)	0	0	0	0	0	0	0	0	0

9. Scheme of Studies / Semester-wise workload

#	Code	Course Title	Course Type	Prerequisite	Credit hours
Semester I					
1.	EMBA 501	Essentials of Management	Core		3
2.	EMBA 502	Financial Accounting	Core		3
3.	EMBA 503	Principles of Marketing	Core		3
4.	EMBA 504	Economic Analysis (Micro & Macro)	Core		3
5	EMBA 505	Mathematics & Statistics for Management	Core		3
Total Credit Hours					15
Semester II					
1.	EMBA 506	Computer Concepts & Application	Elective		3
2.	EMBA 507	Human Resource Management	Core		3

#	Code	Course Title	Course Type	Prerequisite	Credit hours
3.	EMBA 508	Financial Management 1	Core		3
4.	EMBA 509	Cost Accounting	Core		3
5	EMBA 510	Marketing Management	Core		3
Total Credit Hours					15
Semester III					
1.	EMBA 601	Behavioral Sciences for Management	Elective		3
2.	EMBA 602	Entrepreneurship	Elective		3
3.	EMBA 603	Financial Management II	Core		3
4.	EMBA 604	Operation Management	Elective		3
5.	-	Specialization Course I (To be offered from the pool)	Specialization		3
6.	-	Specialization Course II (To be offered from the pool)	Specialization		3
Total Credit Hours					18
Semester IV					
1.	EMBA 605	Corporate Law & Business Ethics	Elective		3
2.	EMBA 606	Managerial Economics	Core		3
3.	EMBA607	Strategic Management	Elective		3
4.	EMBA 608	Business Research Methods	Core		3
5.	-	Specialization Course III (To be offered from the pool)	Specialization		3
6.	-	Specialization Course IV (To be offered from the pool)	Specialization		3
Total Credit Hours					18
Total Credit Hours of Executive MBA program					66

List of Finance Specialization courses	
Code	Course Name
EMBA 621	Corporate Finance
EMBA 622	Derivatives & Risk Hedging
EMBA 623	Financial Econometrics
EMBA 624	Financial Institutions and Markets
EMBA 625	Financial Modeling
EMBA 626	Financial Reporting and Analysis
EMBA 627	Investment Analysis & Portfolio Management
EMBA 628	Investment Banking & Financial Services
EMBA 629	Islamic Financing
EMBA 630	Principles of Auditing
EMBA 631	Managerial Accounting
EMBA 632	Seminar in Finance
EMBA 633	Taxation Management

List of Marketing Specialization courses

Code	Course Name
EMBA 641	Advertising
EMBA 642	Brand Management
EMBA 643	Consumer Behavior
EMBA 644	International Marketing
EMBA 645	Marketing Research
EMBA 646	Retail Marketing
EMBA 647	Sales Management
EMBA 648	Seminar in Marketing
EMBA 649	Service Marketing
EMBA 650	Social Media Marketing
EMBA 651	Supply Chain Management

List of Human Resource Management Specialization courses

Code	Course Name
EMBA 661	Cases & Exercises in Personnel Management/HRM
EMBA 662	Human Resource Development
EMBA 663	International Human Resource Management
EMBA 664	Labour Laws in Pakistan
EMBA 665	Leadership & Change Management
EMBA 666	Organization Development
EMBA 667	Performance and Compensation Management
EMBA 668	Positive Organizational Scholarship
EMBA 669	Recruitment and Selection Techniques
EMBA 670	Seminar in Human Resource Management
EMBA 671	Team Management

Research Thesis / Project /Internship

Not offered in the program

10. Award of Degree

The Executive MBA degree will be awarded after two years successful completion of course work of 66 credit hours.

11. NOC from Professional Councils (if applicable)

Not applicable.

12. Faculty Strength

Degree	Area/Specialization	Total
PhD	1. Business Management/Administration. 2. Management 3. Economics	10
MS/MPhil	1. Business Administration 2. Management 3. Computer Sciences 4. Banking & Financial Economics	8
Total		18

13. Present Student Teacher Ratio in the Department

Currently student teacher ratio in the institute 24:1

Program Coordinator

Director - IBA

Core/Elective Courses for Executive MBA

Name of the course	Essential of Management
Course Code	EMBA 501
Semester	1 st
Credit Hours	3
Prerequisite	-
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand fundamental concepts and principles of management, including the basic roles, skills, and functions of managers; 2. Get detail information about historical development, theoretical aspects and practical application of managerial process; 3. Familiar with interactions between the environment, technology, human resources, and organizations in order to achieve high performance; 4. Aware of the ethical dilemmas faced by managers and the social responsibilities of business.
Contents	<p>Unit-1 Introduction to Management and Organizations</p> <ol style="list-style-type: none"> 1.1 Who are managers? 1.2 What is management? 1.3 What do managers do? 1.4 What is an organization? 1.5 Why study management? <p>Unit-2 Management yesterday and today</p> <ol style="list-style-type: none"> 2.1 Historical background of management 2.2 Managing in the new Era 2.3 The Internet, Globalization, Knowledge Management <p>Unit-3 Organizational culture and the Environment</p> <ol style="list-style-type: none"> 3.1 The manager: Omnipotent or Symbolic 3.2 The organization's culture 3.3 Current Organizational Culture issues facing managers 3.4 The environment 3.5 The decision-making process 3.6 The manager as decision maker 3.7 Decision making for today's world <p>Unit-4 Foundations of Planning</p> <ol style="list-style-type: none"> 4.1 What is planning? 4.2 Why do managers plan? 4.3 How do managers plan? 4.4 Establishing goals and developing plans <p>Unit-5 Strategic Management</p> <ol style="list-style-type: none"> 5.1 Strategic management process 5.2 Types of organizational strategies 5.3 Strategic management in today's environment <p>Unit-6 Planning tools and techniques</p> <ol style="list-style-type: none"> 6.1 Techniques for assessing the environment 6.2 Techniques for allocating resources 6.3 Contemporary planning techniques 6.4 Defining organizational structure 6.5 Organizational design decisions 6.6 Common organizational designs

	<p>Unit-7 Communication and Information Technology</p> <p>7.1 Understanding communication 7.2 The process of interpersonal communication 7.3 Organizational communication 7.4 Understanding IT 7.5 Communication issues in today's organizations</p> <p>Unit-8 Human Resource Management</p> <p>8.1 The HRM process 8.2 HR planning 8.3 Employee performance management; Compensation/Benefits; Career development 8.4 Current issues in HRM</p> <p>Unit-9 Foundations of Behaviour</p> <p>9.1 Why look at individual behavior? 9.2 Attitudes 9.3 Personality 9.4 Perception 9.5 Learning</p> <p>Unit-10 Motivating Employees</p> <p>10.1 What is motivation? 10.2 Early theories of motivation 10.3 Contemporary theories of motivation 10.4 Current issues in motivation</p> <p>Unit-11 Leadership</p> <p>11.1 Managers versus leaders 11.2 Early leadership theories 11.3 Contingency theories of leadership 11.4 Issues in 21st century</p> <p>Unit-12 Foundations of Control</p> <p>12.1 What is control and why is it important? 12.2 The control process 12.3 Controlling for organizational performance 12.4 Tools for controlling organizational performance 12.5 Contemporary issues in control</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Koontz, H. (2010). <i>Essentials of management</i> . Tata McGraw-Hill. Robbins, S. P., & Coulter, M. (2018). <i>Management</i> (15 th ed.). Pearson. Wehrich, H., & Koontz, H. (2014). <i>Management: A global perspective</i> (14 th ed.). Tata McGraw-Hill.

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Financial Accounting
Course Code	EMBA 502
Semester	1 st
Credit Hours	3
Prerequisite	-
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the language of accounting and financial reporting. 2. Understand the complete Accounting Cycle. 3. Prepare the Journal, Ledger and subsidiary books. 4. Prepare the balance sheet, profit and loss account and cash flow statement.
Contents	<p>Unit-1 Accounting and Its Role</p> <ol style="list-style-type: none"> 1.1 Development of accounting 1.2 Accounting Theory and Conceptual framework 1.3 Accounting Defined 1.4 Why study Accounting 1.5 Financial statements 1.6 Major fields of Accounting 1.7 Accounting as a Career <p>Unit-2 Basic Accounting Concepts</p> <ol style="list-style-type: none"> 2.1 The Entity Concept 2.2 The Reliability (or Objectivity) principles 2.3 The cost Principles 2.4 The Going-Concern Assumptions 2.5 The Stable Currency Assumptions 2.6 Ethics-the-Most Fundamental Principles of Accounting 2.7 Qualitative characteristics of Financial statements <p>Unit-3 The Recording Process</p> <ol style="list-style-type: none"> 3.1 The Recognition Issue 3.2 The Valuation Issue 3.3 The Classification Issue 3.4 The Recording Process 3.5 Analysis of Transaction 3.6 The Journal 3.7 The Ledger 3.8 Balancing the Accounts <p>Unit-4 Preparation of Financial Statements</p> <ol style="list-style-type: none"> 4.1 Preparing Trial Balance 4.2 Locating and correcting errors in recording process 4.3 Preparing Profit and Loss Account and Balance Sheet

Unit-5	The Adjusting and Closing Entries
	5.1 Need for Adjusting Entries
	5.2 Recording adjusting entries
	5.3 Preparing adjusted trial balance
	5.4 Recording closing entries
	5.5 Preparing post-closing trial balance
	5.6 Preparing work-sheet
	5.7 Preparation of Financial Statements
Unit-6	Accounting for Trading Organization
	6.1 The Purchase Function
	6.2 Accounting for Purchases and Sales
	6.3 Return and allowances
	6.4 Periodic System
	6.5 Perpetual System
	6.6 Worksheet
	6.7 Preparation of financial Statements
	6.8 Departmental Accounts
Unit-7	Accounting Systems
	7.1 Developing a System
	7.2 Subsidiary Journals
	7.3 Subsidiary ledgers
	7.4 Cash Book
	7.5 Petty cash book
	7.6 Control Accounts
Unit-8	Cash and Temporary Investment
	8.1 Nature and Composition of Cash
	8.2 Cash Management and Control
	8.3 Maintaining Bank Account
	8.4 Bank Reconciliation
	8.5 Short term investments
Unit-9	Accounting for Debtors and Stock
	9.1 Accounting Treatment of Bad Debts
	9.2 Direct Write-Off Method
	9.3 Aging Schedule
	9.4 Percentage of Sales Method
	9.5 Recoveries of Bad debts
	9.6 Stock
	9.7 Measurement of Stock Quantity
	9.8 Measurement of Stock Cost
	9.9 Perpetual Stock System
	9.10 Periodic Stock System
Unit-10	Accounting for Property, plant and Equipment
	10.1 Property, Plant and Equipment
	10.2 Lump-sum purchase
	10.3 Subsequent expenditure
	10.4 Depreciation methods
	10.5 Revaluation
	10.6 Review of useful life
	10.7 Intangible assets and amortization
	10.8 Wasting assets and depletion

Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Bettner, M., Williams, J., Haka, S., &Carcello, J. (2014). <i>Financial & managerial accounting</i> . Tata McGraw-Hill. Khan, A. (1999). <i>Financial accounting: Managerial perspective</i> .Anas Publishers. Williams, J. R., Haka, S. F., Bettner, M. S., &Carcello, J. V. (2017). <i>Financial and managerial accounting</i> . McGraw-Hill. Wood, F., & Sangster, A. (2018). <i>Frank Wood's business accounting</i> (12 th ed., Vol. 1). Pearson Education

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Principles of Marketing
Course Code	EMBA 503
Semester	1 st
Credit Hours	3
Prerequisite	-
Learning outcomes	On completion of this course, the students will be able to: 1. Develop an understanding of key marketing concepts of marketing. 2. Enhance the conceptual knowledge of marketing as applicable to decision making process with a focus on tactical marketing mix decisions. 3. Understand comprehensive framework of marketing that helpful to evaluate marketing decisions and to create successful marketing initiatives
Contents	Unit-1 Understanding the marketplace and customer 1.1 What is marketing? 1.2 Understanding the marketplace and customer need Unit-2 Designing a Customer-Driven Marketing Strategy 2.1 Designing a customer-Driven marketing strategy 2.2 Preparing an integrated marketing plan 2.3 Capturing value from customers 2.4 Companywide strategy planning 2.5 Planning marketing: Partnering to build customer relationships 2.6 Marketing strategy and marketing mix 2.7 Return on marketing investment

	<p>Unit-3 Model of Consumer Behavior</p> <p>Unit-4 Characteristics Affecting Consumer Behavior</p> <p>Unit-5 The Buyer Decision Process</p> <p>Unit-6 The Buyer Decision Process</p> <p>6.1 The Buyer Decision Process</p> <p>6.2 Market Segmentation</p> <p>6.3 Market Targeting</p> <p>Unit-7 Differentiation and Positioning</p> <p>Unit-8 Product, Services, and Branding Strategies</p> <p>8.1 What is a Product?</p> <p>8.2 Product and Service Decision</p> <p>8.3 Branding Strategy</p> <p>8.4 Services Marketing</p> <p>Unit-9 New-Product Development and Product Life-Cycle Strategies</p> <p>9.1 New Product Development Strategy</p> <p>9.2 Managing New Product Development Process</p> <p>9.3 Product Life-Cycle Strategies</p> <p>Unit-10 Pricing Strategies</p> <p>10.1 New-Product Pricing Strategies</p> <p>10.2 Product Mix Pricing Strategies</p> <p>10.3 Price Adjustment Strategies</p> <p>10.4 Price Changes</p> <p>Unit-11 Retailing and Wholesaling</p> <p>11.1 Retailing</p> <p>11.2 Wholesaling</p> <p>Unit-12 Advertising, Sales Promotion, And Public Relations</p> <p>12.1 Advertising</p> <p>12.2 Sales Promotion</p> <p>12.3 Public Relations</p> <p>Unit-13 Personal Selling and Direct Marketing</p> <p>13.1 Personal Selling</p> <p>13.2 Managing Sales Force</p> <p>13.3 The New Direct Marketing Model</p> <p>13.4 Growth and Benefits of Direct Marketing</p> <p>13.5 Customer Databases and Direct Marketing</p> <p>13.6 Forms of Direct Marketing</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Armstrong, G. M., Kotler, P., Harker, M., & Brennan, R. (2018). <i>Marketing: An introduction</i>. Pearson.</p> <p>Kotler, P. (2019). <i>A framework for marketing management</i> (6th ed.). Pearson.</p> <p>Kotler, P., Armstrong, G., Haque, E., & Agnihotri, Y. (2010). <i>Principles of marketing: A South Asian perspective</i> (13th ed.). Pearson.</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Economics Analysis (Micro & Macro)
Course Code	EMBA 504
Semester	1 st
Credit Hours	3
Prerequisite	-
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand economic problems of allocation and distribution of resources. 2. Know the factors that determine demand and supply 3. Understand the concept of elasticity of demand and supply 4. Examine the effect of market structure on firm behavior 5. Analyze efficiency and the role of government in promoting and deterring efficiency 6. Learn the concept of derived demand for labor and capital 7. Understand the existence of impact of externalities, income distribution and fairness 8. Familiar with the basic macroeconomic variables. 9. Understand the models that determine the basic macroeconomic variables. 10. Understand the distinguish between the long run and the short run. 11. Understand how the government and the central bank can influence outcomes in the economy. 12. Understand current macroeconomic events.
Contents	<p>Unit-1 Introduction</p> <ol style="list-style-type: none"> 1.1 What is economics about? 1.2 Microeconomic vs. Macroeconomics 1.3 Subject matter and scope of economics in detail. <p>Unit-2 Microeconomics</p> <ol style="list-style-type: none"> 2.1 Demand and Supply <ol style="list-style-type: none"> 2.1.1 Demand determinants of demand, law of demand, shifts and shift factors in demand 2.1.2 Law of supply; shifts & shift factors in supply. 2.1.3 Market equilibrium-surplus and shortage conditions 2.2 Elasticity of Demand and Supply <ol style="list-style-type: none"> 2.2.1 Elasticity of demand, Price, income and cross elasticity, Point and Arc Elasticity 2.2.3 Measurement of elasticity of demand:Percentage, graphic and Total Outlay methods 2.2.4 Elasticity of supply, Measurement &Determinants of elasticity of supply. 2.3 Production and cost

	<ul style="list-style-type: none"> 2.3.1 Law of Variable Proportions 2.3.2 Traditional theory of costs, average, marginal and total costs 2.3.3 Long run average cost 2.4 Market Structures <ul style="list-style-type: none"> 2.4.1 Perfect competition: Price and output determination in the short and long run 2.4.2 Monopoly: Price and output determination in the short and long run, Price discrimination 2.4.3 Monopolistic Competition: Price and output determination in the short and long run 2.5 Economics of public sectors 2.6 Economic of labor markets Unit-3 Macroeconomics 3.1 Introduction to macroeconomics <ul style="list-style-type: none"> 3.1.1 Objectives and instruments of macroeconomics. 3.1.2 Tools of macroeconomics policy. 3.1.3 Aggregate demand and supply. 3.2 Keynesian Macroeconomics <ul style="list-style-type: none"> 3.2.1 Consumption function, Fundamental Psychological law, Saving function, MPC, APC, MPS & APS 3.2.2 Keynesian theory of income and employment 3.2.3 Inflationary and deflationary gap 3.3 Measuring Economic Activity <ul style="list-style-type: none"> 3.3.1 Concepts of National Income. 3.3.1 Measurement of National Income. GDP, NDP, GNP & NNP, Personal Income & Disposable Personal Income 3.3.3 GDP Deflator and a real GDP 3.3.4 National income as a measure of economic welfare 3.4 Consumption and Investment <ul style="list-style-type: none"> 3.4.1 Consumption, income and saving. 3.4.2 Consumption Function. 3.4.3 Saving Function. 3.4.4 The Marginal Propensity to Consume and Average Propensity to consume 3.4.5 The Marginal Propensity to save and average propensity to save 3.4.6 Determinants of consumption 3.4.7 Determinants of Investment (Rate of interest, MEC), Income and Employment Determination 3.5 Fiscal and monetary policies 3.6 Inflation 3.7 Business cycle 3.8 International trade 3.9 Balance of Payments
Teaching & Learning	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively

Strategies	ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Blanchard, O. (2018), <i>Macroeconomics</i> (6 th ed.). Prentice Hall. McConnell, C. R., Brue, S. L., & Flynn, S. M. (2013). <i>Macroeconomics: Brief Edition</i> . McGraw-Hill. McConnell, C. R., Brue, S. L., & Flynn, S. M. (2018). <i>Macroeconomics</i> . (21 st ed). McGraw-Hill. Pindyck, R. S., Rubinfeld, D. L. (2017) <i>Microeconomics</i> (8 th ed.). Prentice Hall. Rizavi, S.S. (2017). <i>Introduction to economics</i> . Syed Mobin& Co. Samuelson, P. A., & Nordhaus, W. D. (2010). <i>Economics</i> (19 th ed.). McGraw-Hill. Varian, H. R. (2014). <i>Intermediate microeconomics: A modern approach</i> . WW Norton & Company.

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Mathematics and Statistics for Management
Course Code	EMBA 505
Semester	1 st
Credit Hours	3
Prerequisite	-
Learning outcomes	On completion of this course, the students will be able to: 1. Handle algebraic manipulations. 2. Understand of the geometric properties of functions. 3. Understand of simple financial calculations. 4. Understand the basic mathematical model and statistics techniques.
Contents	Unit-1 Arithmetic Refresher 1.1 Number systems 1.2 Basic operations and order of operations 1.3 Fractions, decimals Unit-2 Algebra Refresher 1.1 Definition, rules 1.2 Formulating equations 1.3 Expansion of expressions 1.4 Factorization, powers Unit-3 Equations, Linear Programming 3.1 Introduction 3.2 Graphically, supply and demand analysis, simultaneous; Quadratic: solving (factorizing, formula), simultaneous, business application

	<p>3.3 Linear programming models 3.4 Solving algebraically</p> <p>Unit-4 Functions I 4.1 Definitions, 4.2 Polynomials 4.3 Inequalities, sign diagrams, applications</p> <p>Unit-5 Functions II 5.1 Geometric properties (increasing/decreasing, concave / convex), 5.2 Shifting graphs 5.3 Inverse functions,</p> <p>Unit-6 Differentiation I Difference quotient, rules of differentiation</p> <p>Unit-7 Differentiation II Optimization (with one independent variable), second derivative</p> <p>Unit-8 Economic Applications of Functions and Derivatives Total, average, marginal costs, relationships between cost functions, revenue functions, profit maximization</p> <p>Unit-9 Economic Applications II 9.1 Integration 9.2 Indefinite, definite, economic applications</p> <p>Unit-10 Introduction to Statistics & Data Collection 10.1 Understanding data types and summarizing as well 10.2 Types of variables: quantitative, categorical, nominal, ordinal & Exercises</p> <p>Unit-11 Presenting Data in Tables and Charts 11.1 Tables and graphs for categorical variables 11.2 Summary table, bar charts, pie charts, pareto chart, exercises, table and graph for bi-variate categorical variables, exercises 11.3 Organizing numerical data 11.4 Ordered array, stem n leaf display, Exercises</p> <p>Unit-12 Table and Charts for Numerical Data 12.1 The Frequency Distribution, relative frequency distribution and percentage distribution, cumulative distribution, histograms, polygon, cumulative percentage polygon. 12.2 Table and graph for bi-variate numerical variables. 12.3 Contingency table, scatter plots and time series plot. 12.4 Measures of central tendency 12.5 Numerical descriptive measure for population 12.6 Quartiles and box plots 12.7 Covariance and coefficient of correlation 12.8 Basic probability concepts 12.9 Discrete Probability Distribution 12.10 Variance and standard deviation</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.

Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Chaudhry, S.M., & Kamal, S. (2010) <i>Introduction to statistical theory</i> (Part I). IlmiKitabKhana. Keller, G. (2015). <i>Statistics for management and economics: Abbreviated</i> . Cengage Learning. Spiegel, M. R., & Stephens, L.J. (1984) <i>Statistics</i> . McGraw Hill Book Company. Thomas, G. B., Weir, M. D., Hass, J., Giordano, F. R., & Korkmaz, R. (2010). <i>Thomas' calculus</i> . Pearson. Walpole, R. E. (1981). <i>Introduction to statistics</i> (2 nd ed.). Little Brown & Company

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Computer Concepts and Application
Course Code	EMBA 506
Semester	2 nd
Credit Hours	3
Prerequisite	-
Learning outcomes	On completion of this course, the students will be able to: 1. Understand the basic concepts of information technology. 2. Know the different areas of computer science. 3. Develop programming skills.
Contents	<p>Unit-1 Introduction to Computers overview course, Characteristics of computer, The component of computers, Categories of computers, Computer Application in society</p> <p>Unit-2 Component of System Unit The system unit, Processor, Data representation. Memory. Expansion slots and adapter card., Ports and connectors, Buses, Power supply.</p> <p>Unit-3 Input Input devices, keyboard, pointing devices, Mouse, Other pointing devices, Voiceinput, Digital camera, Video input, Scanner and reading devices.</p> <p>Unit-4 Output Output devices, Display devices, Flat Panel devices, Printers, Speakers and Handsets, Other output devices.</p> <p>Unit-5 Storage Floppy disk, Zip drives, Hard disk, CDs and DVDs, Tape.</p> <p>Unit-6 Operating system and Utility Programs</p>

	<p>System software's, Operating system Functions, Operating system utility Programs, Type of Operating systems.</p> <p>Unit-7 Application Software's Business Software, Graphics and multimedia software, Software of homes, personal and educational use, Application software for communication, Application software on the web.</p> <p>Unit-8 Web Development Internet, History of internet, How internet works, The world wide web, Internet services, Netiquettes.</p> <p>Unit-9 Microsoft Office Word Opening and Saving a MS Word document, Giving Meaningful names to MS Word documents, Basic Text Formatting, Cut, Copy and Paste Commands, Use of Clipboard, Font Formatting, Paragraph Formatting, Styles & Headings, Editing, Pages, Cover Pages, Tables, Illustrations, Page Background, Paragraph, Table of Contents, Footnotes, Citation & Bibliography, Table of Tables, Table of Figures, Mail Merge, Spelling & Grammar, Thesaurus.</p> <p>Unit-10 Microsoft Office Power Point Slides, Slide Numbers, Footer, Design, Transitions, Animations, Slide Show, Slide Master.</p> <p>Unit-11 Microsoft Office Excel Workbook, Worksheet, Cell, Alignment, Numbers, Sorting, Filter, Charts, Page Setup, Formulas, Functions, Names, Data Validation.</p> <p>Unit-12 Computers Society, Security, Privacy and Ethics Computer security risk, Computer viruses, Worms, Unauthorized access and use, backing up, Internet security risk, Ethics and society, Information privacy.</p>
Teaching & Learning Strategies	A combination of lecturing, computer lab, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Davis, G. (2006). <i>Mastering Microsoft VBA</i>. John Wiley & Sons.</p> <p>Shelly, G. B., Gunter, G. A., & Gunter, R. E. (2013). <i>Teachers discovering computers: Integrating technology in a connected world</i>. Cengage Learning.</p> <p>Sinha, P. K., & Sinha, P. (2010). <i>Computer fundamentals</i>. BPB publications.</p> <p>Vermaat, M. E. (2013). <i>Discovering computers 2014</i>. Cengage Learning.</p> <p>Vermaat, M. E. (2014). <i>Microsoft Office 2013: Post advanced</i>. Cengage Learning.</p> <p>Vermaat, M. E. (2015). <i>Enhanced Microsoft Office 2013: Introductory</i>. Cengage Learning.</p> <p>Vermaat, M., Sebok, S. L., Freund, S. M., Frydenberg, M., & Campbell, J. T. (2016). <i>Enhanced discovering computers 2017</i>. Nelson Education.</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Human Resource Management
Course Code	EMBA 507
Semester	2 nd
Credit Hours	3
Prerequisite	-
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the theories and practices of HRM 2. Develop and design different employment forms. 3. Participate in selection of personnel using psychometric assessment techniques
Contents	<p>Unit-1 Human Resource Management: Present and Future</p> <ol style="list-style-type: none"> 1.1 What is HRM? 1.2 Why and how is HRM important? 1.3 Introduction to the era of management and inclusion of HRM 1.4 Challenges of HRM 1.5 Current trends in HRM 1.6 Specific and general services of HRM 1.7 Functions of HRM <p>Unit-2 Job analysis</p> <ol style="list-style-type: none"> 2.1 HR planning 2.2 Job description 2.3 Job specification <p>Unit-3 Requirement</p> <ol style="list-style-type: none"> 3.1 Recruitment of employees 3.2 Recruitment techniques 3.3 Sources of recruitment 3.4 Types of job test <p>Unit-4 Staffing</p> <ol style="list-style-type: none"> 4.1 Types of interviews 4.2 Interview techniques <p>Unit-5 Employee development</p> <ol style="list-style-type: none"> 5.1 Performance appraisal 5.2 Performance management <p>Unit-6 Training development</p> <ol style="list-style-type: none"> 6.1 Types of training 6.2 Training techniques <p>Unit-7 Developing careers</p> <ol style="list-style-type: none"> 7.1 Career growth 7.2 Responsibility of career growth

	<p>7.3 Factors of career growth</p> <p>Unit-8 Compensation</p> <p>8.1 Compensation management</p> <p>8.2 Types of compensation</p> <p>Unit-9 Rewards</p> <p>9.1 Types of rewards</p> <p>9.2 Rewarding performance</p> <p>9.3 Pay for performance</p> <p>Unit-10 Benefits</p> <p>10.1 Benefits administration</p> <p>10.2 Types of benefits</p> <p>10.3 Pay equity</p> <p>10.4 Pay dissatisfaction model</p> <p>10.5 Employee and labor relations</p> <p>10.6 Employee health and safety</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Byars, L. L., & Rue, L. W. (2008). <i>Human resource management</i> (9th ed.). McGraw-Hill Irwin.</p> <p>Dessler, G., & Varkkey, B. (2018). <i>Human resource management</i> (15th ed.). Pearson.</p> <p>Ren, S., Tang, G., & Jackson, S. E. (2018). Green human resource management research in emergence: A review and future directions. <i>Asia Pacific Journal of Management</i>. 35(3), 769-803.</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Financial Management I
Course Code	EMBA 508
Semester	2 nd
Credit Hours	3
Prerequisite	-
Learning	On completion of this course, the students will be able to:

outcomes	<ol style="list-style-type: none"> 1. Explain the role and purpose of financial management 2. Evaluate the overall management of working capital 3. Assess appropriate sources of finance for particular situations
Contents	<p>Unit-1 Role of Financial Management</p> <ol style="list-style-type: none"> 1.1 What is financial management 1.2 Functions of financial manager 1.3 Financial institutions and markets 1.4 Goal of the firm 1.5 Agency issues <p>Unit-2 The Time Value of Money</p> <ol style="list-style-type: none"> 2.1 Role of time value in finance 2.2 Simple and compound interest 2.3 Present and future value of single amounts 2.4 Types of annuities 2.4 Present and future value of ordinary annuity 2.5 Present and future value of annuity due 2.6 Present value of perpetuity 2.7 Compounding more than annually 2.8 Continuous compounding 2.9 Nominal and effective annual rates of interest 2.10 Loan amortization 2.11 Sinking funds <p>Unit-3 The Valuation of Long-Term Securities</p> <ol style="list-style-type: none"> 3.1 Basic valuation model 3.2 Bond valuation: bond fundamentals, valuation model, yield to maturity 3.3 Preferred stock valuation: features of preferred stock, valuation model 3.4 Common stock valuation: features of common stock, three valuation models <p>Unit-4 Financial Statement Analysis</p> <ol style="list-style-type: none"> 4.1 Four key financial statements 4.2 Trend analysis of balance sheet and income statement 4.3 Common size analysis of balance sheet and income statement 4.4 Ratio analysis of balance sheet and income statement 4.4 Liquidity ratios, activity ratios, debt ratios, profitability ratios and market ratios 4.5 Complete ratio analysis <p>Unit-5 Funds Analysis, Cash-Flow Analysis, and Financial Planning</p> <ol style="list-style-type: none"> 5.1 Operating cash flows 5.2 Investing cash flows 5.3 Financing cash flows 5.4 Classification of an item as operating, investing or financing cash flow 5.5 Computation and interpretation of statement of cash flows using direct and indirect method <p>Unit-6 Risk and Return</p> <ol style="list-style-type: none"> 6.1 Stand Alone Risk

	<p>6.2 The Trade Off between Risk and Return</p> <p>6.3 Risk in a Portfolio Context</p> <p>6.4 The Relationship between Risk and Rates of Return</p> <p>6.5 Physical Assets versus Securities</p> <p>6.6 Some Concerns about Beta and the CAMP</p> <p>6.7 Volatility Versus Risk</p> <p>6.8 Calculate component cost of debt</p> <p>6.9 Calculate component cost of preferred stock</p> <p>6.10 Calculate component cost of common stock</p> <p>6.11 Calculate the weighted average cost of capital</p> <p>Unit-7 Capital Budgeting and Estimating Cash Flows</p> <p>7.1 Capital budgeting decision process</p> <p>7.2 Relevant cash flows</p> <p>7.3 Finding initial investment</p> <p>7.4 Finding the operating cash flows</p> <p>7.5 Finding the terminal cash flows</p> <p>Unit-8 Capital Budgeting Techniques</p> <p>8.1 Capital budgeting techniques</p> <p>8.2 Payback period</p> <p>8.3 Net Present Value</p> <p>8.4 Internal Rate of Return</p> <p>8.5 Profitability Index</p> <p>8.6 Comparing the techniques and project evaluation</p> <p>8.7 Breakeven analysis</p> <p>Unit-9 Operating and Financial Leverage</p> <p>9.1 Operating leverage, financial leverage and total leverage</p> <p>Unit-10 Overview of Working Capital Management</p> <p>10.1 The firm's capital structure</p> <p>10.2 EBIT-EPS approach to capital structure</p> <p>10.3 Choosing the optimal capital structure</p> <p>10.4 Net working capital fundamentals</p> <p>10.5 Calculating and interpreting the cash conversion cycle</p> <p>10.6 Strategies for managing cash conversion cycle</p> <p>Unit-11 Cash and Marketable Securities Management</p> <p>11.1 Cash Management</p> <p>11.2 The Cash Budget</p> <p>11.3 Cash Management Techniques</p> <p>11.4 Marketable Securities</p> <p>Unit-12 Accounts Receivable and Inventory Management</p> <p>12.1 Inventory management: common techniques for managing inventories</p> <p>12.2 Accounts Receivable management: credit selection, credit terms and credit monitoring</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)

Suggested Readings	<p>Block, S. B., Hirt, G. A., &Danielsen, B. R. (2014). <i>Foundations of financial management</i>. McGraw-Hill Education.</p> <p>Brealey, R. A., Myers, S. C., & Marcus, A. J. (2012). <i>Fundamentals of corporate finance</i>. McGraw-Hill.</p> <p>Brigham, E. F., &Ehrhardt, M. C. (2013). <i>Financial management: Theory & practice</i>. Cengage Learning.</p> <p>Gitman, L. J., &Zutter, C. J. (2017). <i>Principles of managerial finance</i> (13th ed.). Pearson.</p> <p>Gitman, L. J., Juchau, R., & Flanagan, J. (2015). <i>Principles of managerial finance</i>. Pearson Higher Education.</p> <p>Van Horne, J. C., &Wachowicz, J. M. (2012). <i>Fundamentals of financial management</i>. Prentice Hall International.</p>
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Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Cost Accounting
Course Code	EMBA 509
Semester	2 nd
Credit Hours	3
Prerequisite	-
Learning outcomes	<ol style="list-style-type: none"> 1. On completion of this course, the students will be equipped with concepts of cost accounting. 2. The students will be able to use cost accounting as a tool for information provision and managerial decision making.
Contents	<p>Unit-1 Introduction</p> <ol style="list-style-type: none"> 1.1 Cost accounting concepts and objectives 1.2 Cost classification 1.3 Cost behavior 1.4 Cost accounting system <p>Unit-2 System of Accounting for Cost</p> <ol style="list-style-type: none"> 2.1 Cost accounting cycle 2.2 Cost of Goods Sold Statement <p>Unit-3 Financial statement</p> <ol style="list-style-type: none"> 3.1 Income Statement 3.2 Balance Sheet <p>Unit-4 Costing and Accounting for Product Cost Elements</p> <ol style="list-style-type: none"> 4.1 Planning and control of material 4.2 Planning and control of labor 4.3 Planning and control of overheads
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.

Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Afzal, S., & Ahmad, Z. (2014) <i>Cost accounting (Revised ed.)</i> . Azeem Academy Publisher & Book Sellers. BPP Learning Media. (2012). <i>ACCA: Management accounting practice and revision kit (FMA/F2)</i> . Huazhong University of Science and Technology Press. Datar, S. M., & Rajan, M. (2018). <i>Hornrgren's cost accounting: A managerial emphasis</i> . Pearson. Usry, M. F., Hammer, L. H., & Carter, W. K. (1991). <i>Cost accounting: Planning and control</i> . South-Western Publishing Company.

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Marketing Management
Course Code	EMBA 510
Semester	4 th
Credit Hours	3
Prerequisite	Principles of Marketing
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Define and understand the nature and purpose of effective marketing management in the marketplace. 2. Identify and apply the marketing concepts, processes and activities within appropriate types of business environment. 3. Identify and analysis the environmental factors (internal and external) that have implication for marketing management and will affect the marketing decisions. 4. Analyze and seek to identify gaps in the needs and wants of the customer so that appropriate strategy can be proposed to create customer value through competitive advantage. 5. Apply and practice the concepts of marketing in the marketplace within the ethical standards of cultural diversity, religion and mankind.
Contents	<p>Unit-1 Marketing: An Overview</p> <ol style="list-style-type: none"> 1.1 Definitions 1.2 The evolution of marketing management. 1.3 The marketing concept and social responsibility. 1.4 The importance and scope of marketing. 1.5 The basic functions of marketing. <p>Unit-2 Marketing Information Systems</p> <ol style="list-style-type: none"> 2.1 Concept and components of marketing information systems.

	<p>2.2 Marketing intelligence system.</p> <p>2.3 Marketing research system.</p> <p>2.4 Analytical marketing system.</p> <p>2.5 Marketing decision support system.</p> <p>Unit-3 Consumer Markets and Consumer Behavior Analysis</p> <p>3.1 Demographic dimensions of consumer market.</p> <p>3.2 Behavioral dimensions of consumer market.</p> <p>3.3 The consumer's decision process.</p> <p>3.4 The buyer's decision process.</p> <p>3.5 The industrial market, the reseller market and the Government market.</p> <p>3.6 Organizational markets and their buying objectives & structures.</p> <p>Unit-4 STP Marketing</p> <p>4.1 An overview of marketing opportunities and target markets</p> <p>4.2 Market segmentation concept patterns & procedure</p> <p>4.3 Dimensions to segment consumer and industrial markets</p> <p>4.4 Market targeting and product positioning</p> <p>Unit-5 Product Markets Strategies</p> <p>5.1 Basic concepts of product planning.</p> <p>5.2 The product lifecycle: Stages and marketing strategies.</p> <p>5.3 New product planning and development.</p> <p>5.4 Product-mix strategies.</p> <p>5.5 Branding, packaging and labeling.</p> <p>Unit-6 Pricing Strategies and Policies</p> <p>6.1 Procedure for price setting.</p> <p>6.2 Methods of setting prices.</p> <p>6.3 Price-adaptation strategies</p> <p>6.4 One-price and flexible-price policies.</p> <p>6.5 Price level policies over the product life cycle.</p> <p>6.6 Initiating and responding to price changes.</p> <p>Unit-7 Marketing Channel Decisions</p> <p>7.1 Channel- design decisions.</p> <p>7.2 Channel- management decisions.</p> <p>7.3 Channel dynamics</p> <p>Unit-8 Promotional Strategies</p> <p>8.1 Effective advertising programs.</p> <p>8.2 Sales promotion and public relations programs.</p> <p>8.3 The strategic personal selling process.</p> <p>8.4 Strategic sales-force management.</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Kotler, P. (2017). <i>Marketing management: Analysis, planning, implementation and control</i> . Prentice Hall.

	<p>McCarthy, E. J. (1960). <i>Basic marketing: A managerial approach</i>. Homewood, Illinois.</p> <p>Perreault, W. D., & McCarthy, E. J. (2002). <i>Basic marketing: A global managerial approach</i>. McGraw-Hill.</p> <p>Sheth, J. N., & Garrett, D. E. (2016). <i>Marketing management: A comprehensive reader</i>. South-Western.</p> <p>William, J. S., & Futrell, C. (1994). <i>Fundamentals of marketing</i> (10th ed.). McGraw Hill.</p>
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Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Behavioral Science for Management
Course Code	EMBA 601
Semester	3 rd
Credit Hours	3
Prerequisite	-
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the behavior of individuals and groups in organizations in terms of the key factors that influence organizational behavior. 2. Assess the potential effects of organizational-level factors (such as structure, culture and change) on organizational behavior. 3. Critically evaluate the potential effects of important developments in the external environment (such as globalization and advances in technology) on organizational behavior. 4. Understand organizational behavioral issues in the context of organizational behavior theories, models and concepts.
Contents	<p>Unit-1 Introduction of Behavior and Organization Behavior What is behavior and Organizational Behavior (OB), its importance, organizational behavior variables, challenges and opportunities for organizational behavior.</p> <p>Unit-2 The Individual Behavior</p> <ol style="list-style-type: none"> 2.1 Ability and diversity, implications for diversity, attitudes and job satisfaction, 2.2 Emotion and moods, emotional labour, emotional intelligence and OB applications for emotions and moods, 2.3 Personality and values, linking an individual's personality and values to the workplace: person organization fit and person job fit. 2.4 Factors influencing perception, making judgements about others, link between perception & decision making, decision making, influences on decision making. 2.5 Motivation concepts and its applications <p>Unit-3 The Group Behavior</p>

	<p>Foundation of group behavior and organizations structure, defining and classifying groups, stages of group development, group properties, group decision making, team work, communication, leadership, power and policies, conflict and negotiation.</p> <p>Unit-4 Theories Early and contemporary theories and their integration. Trait theories, behavioral theories, contingency theories, leader member exchange theory, charismatic and transformational leadership, authentic leadership.</p> <p>Unit-5 Organization Change and Stress Management Forces for change, planned change, resistance to change, approaches to manage change, work stress and management.</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Colquitt, J., Lepine, J. A., Wesson, M. J., & Gellatly, I. R. (2014). <i>Organizational behavior: Improving performance and commitment in the workplace</i> (4 th ed.). McGraw-Hill Education. Kreitner, R., Kinicki, A. (2012). <i>Organizational behavior</i> . McGraw Hill Luthans, F. (2011). <i>Organizational behavior</i> (12 th ed.). McGraw Hill. Robbins, S. P., & Judge, T. (2019). <i>Essentials of organizational behavior</i> (18 th ed.). Pearson Education.

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Entrepreneurship
Course Code	EMBA 602
Semester	3 rd
Credit Hours	3
Prerequisite	-
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand entrepreneurship concept as a whole. 2. Make the relation of entrepreneurship with economy 3. Explain the role and importance of the small and medium sized enterprises in the economy. 4. Explains the characteristics of small and medium sized enterprises. 5. Understands the sections of business plan. 6. Analyze the future and success of the entrepreneurial process.

	7. Determine formulas for the problems of small enterprises.
Contents	<p>Unit-1 Entrepreneurship: An Evolving Concept</p> <p>1.1 Entrepreneurship–A perspective</p> <p>1.2 Emerging Trends: The Internet and E-Commerce</p> <p>1.3 Entrepreneurial Opportunities</p> <p>1.4 The evolution of Entrepreneurship</p> <p>1.5 The myths & approaches to entrepreneurship</p> <p>Unit-2 Understanding Strategic Issues in Business Plan Development</p> <p>2.1 Comparative analysis entrepreneurship in other countries</p> <p>2.2 Strategic Objectives</p> <p>2.3 Competitor Analysis</p> <p>2.4 STP Strategies</p> <p>2.5 Marketing Mix Strategies</p> <p>Unit-3 Understanding the Entrepreneurial Perspective in Individuals</p> <p>3.1 The Entrepreneurial Perspective</p> <p>3.2 The Dark Side of Entrepreneurship</p> <p>3.3 Entrepreneurial Motivation</p> <p>3.4 Entrepreneurial Perspective in Organizations</p> <p>3.5 Corporate Entrepreneurship</p> <p>3.6 Social Entrepreneurship and the Ethical Challenges of Entrepreneurship</p> <p>Unit-4 Innovation: The Creative Pursuit of Ideas</p> <p>4.1 Opportunity Identification: The search for New Ideas</p> <p>4.2 Entrepreneurial Imagination and Creativity</p> <p>4.3 The role of Creative Thinking</p> <p>4.4 Arenas in Which People Are Creative</p> <p>4.5 Innovation and the Entrepreneur</p> <p>4.6 The Innovation Process</p> <p>Unit-5 Pathways to Entrepreneurial Ventures</p> <p>5.1 The Pathways to New Ventures for Entrepreneurs</p> <p>5.2 Creating New Ventures</p> <p>5.3 Acquiring an Established Entrepreneurial Venture</p> <p>5.4 Franchising: The Hybrid</p> <p>Unit-6 Legal Challenges for Entrepreneurial Ventures</p> <p>6.1 Legal Challenges for the Entrepreneurial Venture</p> <p>6.2 Intellectual Property Protection: Patents, Copyrights, and Trademarks</p> <p>6.3 Identifying Legal Structures for Entrepreneurial Ventures</p> <p>6.4 Sole Proprietorships</p> <p>6.5 Partnerships</p> <p>6.6 Corporations</p> <p>6.7 Specific Forms of Partnerships and Corporations</p> <p>6.8 Understanding Bankruptcy</p> <p>Unit-7 Sources of Capital for Entrepreneurial Ventures</p> <p>7.1 The Entrepreneur’s Search for Capital</p> <p>7.2 Debt Versus Equity</p>

	7.3	The Venture Capital Market
	7.4	Informal Risk Capital: “Angel” Financing
Unit-8		Assessment of Entrepreneurial Plan
	8.1	The Challenge of New - Venture Start-Ups
	8.2	Pitfalls in Selecting New Ventures
	8.3	Critical Factors for New-Venture Development
	8.4	Why New Ventures Fail
	8.5	The Evaluation Process
Unit-9		Marketing Challenges for Entrepreneurial Ventures
	9.1	The Marketing Concept for Entrepreneurs
	9.2	Marketing Research
	9.3	Inhibitors to Marketing Research
	9.4	Internet Marketing
	9.5	Developing the Marketing Concept
	9.6	Developing a Marketing Plan
	9.7	Pricing Strategies
Unit-10		Financial Preparation for Entrepreneurial Ventures
	10.1	The Importance of Financial Information for Entrepreneurs
	10.2	Understanding the Key Financial Statements
	10.3	Preparing Financial Budgets
	10.4	Pro Forma Statements
	10.5	Capital Budgeting
	10.6	Break-Even Analysis
	10.7	Ratio Analysis
Unit-11		Developing an Effective Business Plan
	11.1	What is a Business Plan?
	11.2	Pitfalls to Avoid in Planning
	11.3	Benefits of a Business Plan
	11.4	Developing a Well - Conceived Business Plan
	11.5	Elements of a Business Plan
	11.6	Updating the Business Plan
	11.7	Presentation of the Business Plan: The “Pitch”
Unit-12		Strategic Entrepreneurial Growth
	12.1	The Nature of Strategic Planning in Emerging Firms
	12.2	Strategic Planning
	12.3	The Lack of Strategic Planning
	12.4	The Value of Strategic Planning
	12.5	Managing Entrepreneurial Growth
	12.6	Venture Development Stages
	12.7	The Entrepreneurial Company in the Twenty-First Century
	12.8	Building the Adaptive Firm
	12.9	The Transition from an Entrepreneurial Style to a Managerial Approach
	12.10	Understanding the Growth Stage
	12.11	Unique Managerial Concerns of Growing Ventures
	12.12	The International Environment: Global Opportunities
	12.13	Achieving Entrepreneurial Leadership in the New Millennium

	<p>Unit-13 Valuation of Entrepreneurial Ventures</p> <p>13.1 The Importance of Business Valuation 13.2 Underlying Issues When Acquiring a Venture 13.3 Due Diligence 13.4 Analyzing the Business 13.5 Establishing a Firm's Value 13.6 Term Sheets in Venture Valuation 13.7 Additional Factors in the Valuation Process</p> <p>Unit-14 Harvesting the Entrepreneurial Venture</p> <p>14.1 Harvesting the Venture: A Focus on the Future 14.2 The Management Succession Strategy 14.3 Key Factors in Succession</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Hisrich, R. D. (1990). Entrepreneurship/intrapreneurship. <i>American psychologist</i>, 45(2), 209.</p> <p>Hisrich, R. D., Manimala, M. J., Peters, M. P., & Shepherd, D. A. (2013). <i>Entrepreneurship</i>. McGraw Hill.</p> <p>Kearney, C., Hisrich, R., & Roche, F. (2008). A conceptual model of public sector corporate entrepreneurship. <i>International Entrepreneurship and Management Journal</i>, 4(3), 295-313.</p> <p>Kuratko, D. F. (2016). <i>Entrepreneurship: Theory, process, and practice</i>. Cengage Learning.</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Financial Management II
Course Code	EMBA 603
Semester	3 rd
Credit Hours	3
Prerequisite	Financial Management I
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the development of the theory of corporate finance. 2. Recognize the basics of finance theory as it applies to corporate financial decisions. 3. Realize issues of valuation and their application for Take-Over, acquisition and merger. 4. Understand and appreciate the difference between conventional and Islamic finance.

	5. Determine the current economic crisis and to suggest the corrective measures.
Contents	<p>Unit-I An Economic Overview of Corporate Institutions</p> <p>1.1 Corporate Governance</p> <p>1.2 Corporate Financing: Some Stylized Facts</p> <p>1.3 Historical development of corporate finance theories</p> <p>1.4 Economic theories as the basis</p> <p>1.5 Comparative overview of different economic systems and its impact on financial management practices</p> <p>1.6 Corporate Financing and Agency Costs</p> <p>1.7 Outside Financing Capacity</p> <p>1.8 The Role of Net Worth: A Simple Model of Credit</p> <p>Unit-II Rationing</p> <p>2.1 Debt Overhang</p> <p>2.2 Borrowing Capacity: The Equity Multiplier</p> <p>2.3 Related Models of Credit Rationing:</p> <p>2.4 Inside Equity and Outside Debt</p> <p>2.5 Determinants of Borrowing Capacity</p> <p>2.6 Pledge able Income</p> <p>2.7 Boosting the Ability to Borrow:</p> <p>2.8 Diversification and Its Limits</p> <p>2.9 The Costs and Benefits of Collateralization</p> <p>2.10 The Liquidity–Accountability Tradeoff</p> <p>2.11 Inalienability of Human Capital</p> <p>2.12 Group Lending and Microfinance</p> <p>2.13 Sequential Projects</p> <p>Unit-III Modigliani–Miller and the Financial Structure Puzzle</p> <p>3.1 Debt Instruments</p> <p>3.2 Equity Instruments</p> <p>3.3 Financing Patterns</p> <p>Unit-IV Liquidity and Risk Management, Free Cash Flow, and Long-Term Finance</p> <p>4.1 The Maturity of Liabilities</p> <p>4.2 The Liquidity–Scale Tradeoff</p> <p>4.3 Corporate Risk Management</p> <p>4.4 Endogenous Liquidity Needs, the Sensitivity of Investment to Cash Flow, and the Soft Budget Constraint</p> <p>4.5 Free Cash Flow</p> <p>Unit-V Corporate Financing under Asymmetric Information</p> <p>5.1 Implications of the Lemons Problem and of Market Breakdown</p> <p>5.2 Dissipative Signals</p> <p>5.3 Contract Design by an Informed Party:</p> <p>5.4 Optimal Contracting in the Privately-Known-Prospects Model</p> <p>5.5 The Debt Bias with a Continuum of Possible Incomes</p> <p>5.6 Signaling through Costly Collateral</p> <p>5.7 Short Maturities as a Signaling Device</p> <p>5.8 Formal Analysis of the Underpricing Problem</p>

	<p>Unit-VI Islamic Banking and Finance</p> <p>6.1 Theoretical basis of Islamic Economics</p> <p>6.2 History and development of Islamic Banking</p> <p>6.3 Modes of Islamic Financing</p> <p>6.4 Current Status of Islamic Banking</p> <p>6.5 Future of Islamic Banking</p> <p>6.6 Sakuks</p> <p>6.7 Islamic Perspective of Capital Markets</p> <p>Unit-VII Corporate restructuring</p> <p>7.1 Describe divestitures and the reasons for it</p> <p>7.2 Describe various forms of divestiture and the reasons for each</p> <p>7.3 Describe and evaluate leverage buyouts and leverage recapitalization</p> <p>7.4 Corporate financial distress and its consequences</p> <p>7.5 Aspects of financial distress</p> <p>7.6 Causes of financial distress</p> <p>7.7 Early detection of financial distress</p> <p>7.8 Reorganization vs. liquidation</p> <p>7.9 Reorganize-liquidate decisions</p> <p>Unit-VIII Takeovers</p> <p>8.1 The Pure Theory of Takeovers: A Framework</p> <p>8.2 Extracting the Raider's Surplus:</p> <p>8.3 Takeover Defenses as Monopoly Pricing</p> <p>8.4 Takeovers and Managerial Incentives</p> <p>8.5 Positive Theory of Takeovers: Single-Bidder Case</p> <p>8.6 Multiple Bidders</p> <p>8.7 Managerial Resistance</p> <p>Unit-IX Mergers and Acquisitions, and the Equilibrium</p> <p>9.1 Determination of Asset Values</p> <p>9.2 Valuing Specialized Assets</p> <p>9.3 General Equilibrium Determination of Asset Values, Borrowing Capacities, and Economic Activity:</p> <p>9.4 The Kiyotaki–Moore Model Types of long-term debt</p> <p>9.5 Main features of long-term debt</p> <p>9.6 Designing a long-term debt issue</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Brigham, E. F., & Houston, J. F. (2012). <i>Fundamentals of financial management</i>. Cengage Learning.</p> <p>Copeland, T. E., Weston, J. F., & Shastri, K. (2005). <i>Financial theory and corporate policy</i> (Vol. 4). Pearson Addison Wesley.</p> <p>Ehrhardt, M. C., & Brigham, E. F. (2011). <i>Financial management: theory and practice</i>. South-Western Cengage Learning.</p> <p>Hillier, D., Ross, S., Westerfield, R., Jaffe, J., & Jordan, B. (2013). <i>Corporate finance</i> (2nded). McGraw Hill</p>

	<p>Meggison, W. L. (2017). <i>Corporate finance theory</i>. Addison-Wesley.</p> <p>Ross, S., Westerfield, R., & Jaffe, J. (2018). <i>Corporate finance</i> (11th ed.). McGraw-Hill Higher Education.</p> <p>Tirole, J. (2010). <i>The theory of corporate finance</i>. Princeton University Press.</p>
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Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Operations Management
Course Code	EMBA 604
Semester	3 rd
Credit Hours	3
Prerequisite	-
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the administration of business practices to create the highest level of efficiency possible within an organization. 2. Build the theoretical ideas of converting materials and labor into goods and services as efficiently as possible to maximize the profit of an organization. 3. Develop theoretical ideas as to how operations management teams attempt to balance costs with revenue to achieve the highest net operating profit possible.
Contents	<p>Unit-1 Introduction</p> <ol style="list-style-type: none"> 1.1 Introduction to operations management 1.2 Competitiveness, strategy and productivity <p>Unit-2 Operations Management Models</p> <ol style="list-style-type: none"> 2.2 Forecasting 2.3 Decision Making 2.4 Transportation models 2.5 Waiting lines models 2.6 Learning curves <p>Unit-3 System Design</p> <ol style="list-style-type: none"> 3.1 Product and Service Design: Reliability 3.2 Strategic Capacity Planning for Products and Services: Decision Theory 3.3 Process Selection and Facility Layout: Linear Programming 3.4 Design of work systems: Learning Curves 3.5 Location Planning and Analysis: The Transportation Model <p>Unit-4 Quality</p> <ol style="list-style-type: none"> 4.1 Management of Quality 4.2 Quality Control: Acceptance Sampling

	<p>Unit-5 Inventory Management and Scheduling</p> <p>5.1 Inventory Management</p> <p>5.2 Aggregate Planning</p> <p>5.3 MRP and ERP</p> <p>5.4 JIT and Lean Operations: Maintenance</p> <p>5.5. Scheduling</p> <p>Unit-6 Supply Chain Management</p> <p>6.1 Supply Chain Strategies</p> <p>6.2 Vendor selection, Internet purchasing, Supplier quality and reliability</p> <p>6.3 Benchmarking</p> <p>6.4 Types of Facilities and location analysis techniques</p> <p>6.5 Transportation and distribution system</p> <p>Unit-7 Project Management</p> <p>7.1 Waiting Lines and Simulations</p> <p>Unit-8 Layout Strategy</p> <p>8.1 Basics layouts</p> <p>8.2 Designing process layouts</p> <p>8.3 Designing product layouts</p> <p>8.4 Warehousing and storage layouts</p> <p>8.5 Assembly line balancing</p> <p>8.6 Hybrid layouts</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Heizer, J., Render, B., & Munson, C. (2008). <i>Operations management</i>. Prentice-Hall.</p> <p>Heizer, J., Render, B., & Munson, C. (2014). <i>Operations managementsustainability and supply chain management</i> (11 ed.). Pearson.</p> <p>Meredith, J. R., & Shafer, S. M. (2002). <i>Operations management for MBAs</i>. John Wiley & Sons. Inc.</p> <p>Russell, R. S., & Taylor, B. W. (2014). <i>Operations and supply chain management</i>. John Wiley & Sons.</p> <p>Stevenson, W. J. (2018). <i>Operations management</i> (12th ed.). McGraw-Hill Education.</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Corporate Law and Business Ethics
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Course Code	EMBA 605
Semester	4 th
Credit Hours	3
Prerequisite	-
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the various aspects of corporate law regarding incorporation, working and benefits of companies. 2. Apply principles of corporate law in a rigorous and principles manner. 3. Apply legal knowledge at an intermediate level using both primary and secondary sources. 4. Understand the investment scenario in stock market. 5. Boost their knowledge of business and economic concepts from an ethical aspect.
Contents	<p>Unit-1 Nature and Kind of Companies</p> <ol style="list-style-type: none"> 1.1 History and meaning of company, differences between company and partnership. 1.2 Kind of companies according to incorporation, liability, ownership and control, companies Act, 2017. <p>Unit-2 Formulation of Company Promotion, incorporation, commencement of business.</p> <p>Unit-3 Memorandum of Association Characteristics and form of memorandum, prohibition of names, alternation of memorandum.</p> <p>Unit-4 Articles of Association Meaning and definition, contents of article, restrictions on alternation, differences between memorandum and article.</p> <p>Unit-5 Prospectus and Commencement of Business</p> <p>Unit-6 Allotment and Transfer of Shares Meaning, share capital, and meetings of Shareholders.</p> <p>Unit-7 Corporate Law and Islam Basic ingredients of Islamic belief Introduction to some moral and ethical teaching of the Quran Islamic belief regarding prohibition of Riba</p> <p>Unit-8 Business Ethics Overview of business ethics, ethical issues, decision making process, implementing business ethics, and cases</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Baig, L. (2011) <i>Company law</i>. Ghazanfar Academy Pakistan.</p> <p>Cheema, K. M. (2018) <i>Company law</i>. Syed Mobin Mahmood.</p> <p>Hannigan, B. (2018). <i>Company law</i>. Oxford University Press, USA.</p> <p>Saeed, K. A. (2004) <i>Company law and practice in Pakistan</i>. Institute of Business Management.</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Managerial Economics
Course Code	EMBA 606
Semester	4 th
Credit Hours	3
Prerequisite	Economics Analysis (Micro & Macro)
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the key role of managers in decision making 2. Analyze firm's decision-making process 3. Examine how a firm achieves its aims and objectives most efficiently 4. Understand functioning of different markets 5. Meet the challenges of the risky businesses 6. Formulate price strategies in different markets 7. Become confident in making managerial decisions
Contents	<p>Unit-1 The Nature and Scope of Managerial Economics.</p> <ol style="list-style-type: none"> 1.1 Management Problem 1.2 Effective management 1.3 Theory of firm 1.4 The objective of the Firm 1.5 Constrains faced by a firm 1.6 Business vseconomic profit 1.7 Theories of economic profit <p>Unit-2 Advanced Demand Analysis</p> <ol style="list-style-type: none"> 2.1 The Market Demand Function 2.2 Total and Marginal Revenue 2.3 Sensitivity analysis 2.4 Computation of Price, Income and Cross price Elasticity of Demand by two Methods 2.5 Uses and Application of Price, Income and Cross-Price Elasticity of demand 2.6 Some other Demand Elasticity 2.7 Price elasticity, Marginal Revenue and Total Revenue 2.8 Optimal Pricing Policy under given price elasticity <p>Unit-3 Demand estimation by Regression Analysis</p> <ol style="list-style-type: none"> 3.1 Simple Linear and Multiple Linear Regression Models 3.2 Significance of estimated coefficients and model 3.3 Use of R² <p>Unit-4 Demand Forecasting</p> <ol style="list-style-type: none"> 4.1 Quantitative Methods for Forecasting 4.2 Best Forecasts 4.3 Forecasting power of a Regression Model <p>Unit-5 Economic Optimization</p> <ol style="list-style-type: none"> 5.1 Mathematical tools for derivatives

	<p>5.2 Unconstrained vs Constrained Optimization</p> <p>5.3 The substitution vs. the Lagrange Methods of Optimization</p> <p>Unit-6 Production Analysis</p> <p>6.1 Production Function</p> <p>6.2 Total, Marginal and average Products in case of single and two variable inputs</p> <p>6.3 Marginal Revenue Product and Optimal Employment of Inputs</p> <p>6.4 Returns to scale vs. Returns to factor</p> <p>Unit-7 Cost Analysis</p> <p>7.1 Explicit and Implicit Costs</p> <p>7.2 Incremental and Sunk Costs</p> <p>7.3 Short-Run vs. Long-Run Costs</p> <p>7.4 Economies of Scale and Economies of Scope</p> <p>7.5 Learning Curves</p> <p>7.6 Breakeven Analysis</p> <p>Unit-8 Pricing Practices</p> <p>8.1 Markup Pricing and profit maximization</p> <p>8.2 Mark up on costs and price</p> <p>8.3 Optimal markup on price and cost</p> <p>8.4 Price discrimination</p> <p>Unit-9 Risk Analysis</p> <p>9.1 Economics Risk vs. Uncertainty</p> <p>9.2 Various types of risk</p> <p>9.2 Expected Profit of a Project</p> <p>9.4 Absolute vs. Relative Risk</p> <p>9.5 Beta as Measure of Risk</p> <p>9.6 Managerial Applications</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Hirschey, M. (2009). <i>Managerial economics: An integrative approach</i>. Cengage Learning.</p> <p>Hirschey, M., & Bentzen, E. (2016). <i>Managerial economics</i>. Cengage Learning.</p> <p>Michael R, B. (2010). <i>Managerial economics and business strategy</i>. The Mc-Graw Hill.</p> <p>Salvatore, D., & Brooker, R. F. (2004). <i>Managerial economics in a global economy</i>. McGraw-Hill.</p> <p>Samuelson, W. F. (2012). <i>Managerial economics</i>. John Wiley & Sons.</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz

3	Final Assessment	40%	Written test (at the end of the semester)
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Name of the course	Strategic Management
Course Code	EMBA 607
Semester	4 th
Credit Hours	3
Prerequisite	-
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions. 2. Understand the present and future environment in which corporations must function. 3. Develop analytical and decision-making skills for dealing with complex conceptual problems in an ethical manner 4. Demonstrate the functions of strategic management.
Contents	<p>Unit-1 An Overview</p> <ol style="list-style-type: none"> 1.1 Strategic management: Definition and process 1.2 Key terms in Strategic Management 1.3 The nature of strategic decisions. 1.4 The strategy managers: the role and tasks. 1.5 Strategic planning and its benefits and pitfalls <p>Unit-2 Strategy Formulation</p> <ol style="list-style-type: none"> 2.1 Vision and Mission 2.2 The business vision & mission 2.3 Importance of vision and mission 2.4 Components of mission statement 2.5 Writing and evaluating mission statement <p>Unit-3 Strategy Formulation: External & Internal Assessment</p> <ol style="list-style-type: none"> 3.1 Operating environment scanning 3.2 Structural analysis of competitive forces 3.3 The structure and performance of the industry as a whole 3.4 The structure and performance of individual competitors 3.5 Company situation analysis 3.6 Financial diagnosis 3.7 Other functional areas diagnosis 3.8 Existing strategies audit 3.9 SWOT analysis <p>Unit-4 Strategies in Action</p> <ol style="list-style-type: none"> 4.1 Long-term Objectives 4.2 Types of Strategies 4.3 Integration Strategies 4.4 Intensive Strategies 4.5 Diversification Strategies 4.6 Defensive Strategies 4.7 Michael Porter's Generic Strategies 4.8 Means for achieving Strategies

	4.9 Strategic Management in non-profit and Government Organization
	4.10 Strategic Management in small firms
Unit-5	Strategy Formulation: Organizational Process
	5.1 The strategy-making hierarchy
	5.2 Corporate strategy
	5.3 Line of business strategies
	5.4 Functional strategies
	5.5 Operating strategies
	5.6 The factors shaping strategy
	5.7 Strategy and ethics
	5.8 The basic strategy-making approaches.
Unit-6	Strategy Analysis and Choice
	6.1 A comprehensive strategy formulation framework
	6.2 The input stage
	6.3 The matching stage
	6.4 SWOT Matrix
	6.5 Space Matrix
	6.6 BCG Matrix
	6.7 IE Matrix
	6.8 The Grand Strategy Matrix
	6.9 The decision
	6.10 QSPM Matrix
	6.11 Strategy choice criteria
	6.12 Consistency tests
	6.13 Clarity of goals
	6.14 Appropriate timing
	6.15 Flexibility
	6.16 Management commitment
	6.17 The politics of strategy choice
Unit-7	Strategy Implementation
	7.1 Analyzing strategy-change
	7.2 Analyzing organizational structure
	7.3 Analyzing organizing culture
Unit-8	Strategies Evaluation
	8.1 Evaluation Framework
	8.2 Characteristics of an effective evaluation system
	8.3 Contingency planning
	8.4 Auditing
	8.5 21st century challenges in Strategic Management
Unit-9	Strategic Control
	9.1 The strategic control process
	9.2 The management information system (MIS) and strategic control
	9.3 Top management & strategic control
Unit-10	A Case Analysis Framework
	10.1 Diagnosis and record of the current situation
	10.2 Identification and record of the strategic issues and key problems
	10.3 Formulation and evaluation of alternative course of

	<p>actions</p> <p>10.4 Selection of an action plan and set of recommendation</p> <p>10.5 How to avoid pitfalls in case analysis</p> <p>10.6 Communication of case analysis</p> <p>10.7 The written report</p> <p>10.8 The oral presentation and discussion</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Campbell, D., Edgar, D., & Stonehouse, G. (2011). <i>Business strategy: an introduction</i>. Macmillan International Higher Education.</p> <p>David, F. R., & David, F. R. (2018). <i>Strategic management concepts and cases: A competitive advantage approach</i> (16th ed.). Pearson.</p> <p>Gamble, J., Thompson, A. A., & Peteraf, M. (2010). <i>Essentials of strategic management</i>. McGraw-Hill Publishing.</p> <p>Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2012). <i>Strategic management cases: Competitiveness and globalization</i> (9th ed.). Cengage Learning.</p> <p>Jenkins, W., & Williamson, D. (2015). <i>Strategic management and business analysis</i>. Routledge.</p> <p>Peter, J. P., & Certo, S. C. (1988). <i>Strategic management: Concepts and applications</i>. McGraw-Hill.</p> <p>Scholes, K., & Johnson, G. (Eds.). (2001). <i>Exploring public sector strategy</i>. Pearson Education.</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Business Research Methods
Course Code	EMBA 608
Semester	4 th
Credit Hours	3
Prerequisite	-
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Develop the ability to convert their managerial/administrative concerns into research problem in a clear, objective, and pragmatic manner; and 2. Prepare a road map or a blueprint of the research (Research Report). 3. Make an appropriate use of various research methodologies and tools learnt in this course
Contents	Unit-1 The Research Process

	<p>1.1 Research defined. Scientific method of research (Main Characteristics)</p> <p>1.2 Theory and Research; relationship between theory and research</p> <p>1.3 The steps in research process: An overview</p> <p>1.4 Classification of research</p> <p>Unit-2 Review of Literature</p> <p>2.1 Elements of a good literature review</p> <p>2.2 Major approaches to literature review</p> <p>2.3 Sources of literature</p> <p>2.4 Writing the literature review</p> <p>2.5 Ethical issues in borrowing ideas, and material</p> <p>2.6 Plagiarism</p> <p>Unit-3 Theoretical Framework</p> <p>3.1 Concepts, variables, and relationship between variables</p> <p>3.2 Building of Propositions</p> <p>3.3 Hypothesis: types and characteristics of hypotheses</p> <p>Unit-4 Measurement of Concepts</p> <p>4.1 Theoretical and operational definitions; Dimensions, elements</p> <p>4.2 Criteria for good measurement: Validity, reliability, sensitivity</p> <p>Unit-5 Qualitative Research</p> <p>5.1 Introduction to qualitative research.</p> <p>5.2 Theoretical position underlying qualitative research; Ethnography; Feminism and Gender Studies</p> <p>5.3 Research Process in qualitative research</p> <p>5.4 Research strategies: Case study, Ethnography, Participant observation, Phenomenology, Ethnomethodology, Grounded theory, Biographical method, Historical method</p> <p>Unit-6 Research Design</p> <p>6.1 Elements of research design</p> <p>6.2 Survey research</p> <p>6.3 Tools of data collection: quantitative research tools (Interview schedule, questionnaire, interview guide), qualitative research tools (interviews, focus group discussions, observations)</p> <p>6.4 Sampling</p> <p>Unit-7 Data Analysis</p> <p>7.1 Data handling: Dealing with data, coding, data entries in computer, cleaning.</p> <p>7.2 Data transformation: scoring and score index.</p> <p>7.3 Use of descriptive statistics.</p> <p>7.4 Interpreting the data and testing the Hypothesis</p> <p>7.5 Content analysis</p> <p>Unit-8 Report Writing Form</p> <p>8.1 Thesis, report for funded research</p> <p>8.2 Referencing: different formats. Citations</p>
Teaching &	A combination of lecturing, presentations, and discussions will be used to

Learning Strategies	conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Flick, U. (2018). <i>An introduction to qualitative research</i> . Sage Publications Limited. Hesse-Biber, S. N., & Leavy, P. (2010). <i>The practice of qualitative research</i> . Sage. Sekaran, U. (2018). <i>Research methods for business</i> (7 th ed.). John Wiley & Sons. Zikmund, W. G., Carr, J. C., & Griffin, M. (2013). <i>Business research methods</i> (8 th ed.). Cengage Learning.

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

**Finance Specialization
Courses
for Executive MBA**

Name of the course	Corporate Finance
Course Code	EMBA 621
Semester	-
Credit Hours	3
Prerequisite	-
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Evaluate and formulate effective working capital polices to be cash efficient in day to day operations. 2. Make effective use of financial resources available to an organization. 3. Evaluate various alternatives available to acquire fixed assets. 4. Make use of computer applications in financial management issues. 5. Develop and analyze the pro-forma financial statements and also the sensitivity and scenario analysis for decision making. 6. Increase the confidence to participate in financial decision making.
Contents	<p>Unit-1 Introduction</p> <ol style="list-style-type: none"> 1.1 Financial planning models 1.2 External financing and growth 1.3 Internal growth and sustainable growth <p>Unit-2 Project Cash Flows for Investment Decisions</p> <ol style="list-style-type: none"> 2.1 Projected Cash Flows 2.2 Investment Cash Flows 2.3 Proforma financial Statements 2.4 Estimating NPV Estimates <p>Unit-3 Project Analysis and Evaluation</p> <ol style="list-style-type: none"> 3.1 Scenario and other what-if analysis 3.2 Operating leverage 3.3 Capital rationing 3.4 Accounting vs. Financial Break-Even <p>Unit-4 Raising Capital</p> <ol style="list-style-type: none"> 4.1 Early stage financing & venture capital, 4.2 Underwriters 4.3 IPO's and Under pricing 4.4 Costs of issuing securities 4.5 Rights, Dilution 4.6 Issuing Long Term Debt 4.7 Securitization (bundling-unbundling) 4.8 Mutual funds management <p>Unit-5 Financial Leverage and Capital Structure Policy</p> <ol style="list-style-type: none"> 5.1 Capital structure & Cost of Capital 5.2 The effect of financial leverage 5.3 Optimal capital structure <p>Unit-6 Dividend Policy</p> <ol style="list-style-type: none"> 6.1 Cash dividend and dividend payment 6.2 Low payout and high payout factors 6.2 Establishing a dividend policy 6.3 Stock repurchase, Stock splits 6.4 Short Term Finance and Planning 6.5 Operating and Cash Cycle 6.6 Alternative Financing Policies for current assets

	6.7 Short Term Borrowing 6.8 Cash and Liquidity Management 6.9 Float Management 6.10 Cash Collection and Disbursements 6.11 Target Cash Balance 6.12 Credit and Inventory 6.13 Credit and Receivables 6.14 Factorization Unit-7 Hybrid Financing 7.1 What is Lease, Why Lease? 7.2 Financial & Operating Lease 7.3 Valuing Financial Lease 7.4 Leasing Versus Purchasing Decision
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Brealey, R. A., Myers, S. C., Allen, F., & Mohanty, P. (2018). <i>Principles of corporate finance</i> . (12 th ed). Tata McGraw-Hill Education. Brigham, E. F., & Ehrhardt, M. C. (2016). <i>Financial management: Theory & practice</i> (14 th ed.). Cengage Learning. Ross, S. A., Westerfield, R., & Jordan, B. D. (2012). <i>Fundamentals of corporate finance</i> (Asian Global ed.). Tata McGraw-Hill Education. Van Horne James, C. (2002). <i>Financial management and policy</i> . Pearson

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Derivatives & Risk Hedging
Course Code	EMBA 622
Semester	-
Credit Hours	3
Prerequisite	-
Learning outcomes	On completion of this course, the students will be able to: 1. Understand price a range of derivative securities. 2. Identify risk management issues facing investors and corporations. 3. Implement risk management strategies
Contents	Unit-1 Introduction What isa derivative and risk management, derivatives in practice? Unit-2 Introduction to Forwards and Futures

	<p>Forward contracts, call options, put options, forward and option positions.</p> <p>Unit-3 Forwards, Futures, and Swaps Financial forward and future, forward contracts, future contracts, and uses of index future, hedging with futures, and basics of swaps</p> <p>Unit-4 Basics of Credit Default Derivatives</p> <p>Unit-5 Introduction to Options Option trading strategies, Option Pricing, Option Risks,</p> <p>Unit-6 Hedging Options Defining hedging, problems, Delta hedging,</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Bartram, S. M. (2019). Corporate hedging and speculation with derivatives. <i>Journal of Corporate Finance</i>, 57(4), 9-34.</p> <p>Boyle, P., & McDougall, J. (2018). <i>Trading and pricing financial derivatives: A guide to futures, options, and swaps</i> (2nd ed.). DEG Press.</p> <p>Hull, J., Treepongkaruna, S., Colwell, D., Heaney, R., & Pitt, D. (2018). <i>Fundamentals of futures and options markets</i> (9th ed.). Pearson.</p> <p>Jarrow, R. A., & Chatterjea, A. (2019). <i>Introduction to derivative securities, financial markets, and risk management</i> (2nd ed.). World Scientific.</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Financial Econometrics
Course Code	EMBA 623
Semester	-
Credit Hours	3
Prerequisite	Basic courses in Finance, Economics and Statistics
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the problems arising when using financial data. 2. Understand and critically evaluate financial models
Contents	<p>Unit-1 Introduction to Econometrics Definition with some examples, types of econometrics</p> <p>Unit-2 The Simple Equation Regression Model</p>

	<p>Nature of regression analysis, two-variables of regression analysis, dummy variable regression analysis</p> <p>Unit-3 Econometric Model Model selection and its criteria, types of specification error, test of specification error, nested versus none nested.</p> <p>Unit-3 Time series modelling and forecasting Approaches, AR, MA, and ARIMA modeling of time series data, BJ methodology, diagnostic test, forecasting.</p> <p>Unit-4 Multivariate Models</p> <p>Unit-5 Modelling Long-run Relationships in Finance</p> <p>Unit-6 Modelling Volatility and Correlation</p> <p>Unit-7 Switching Models</p> <p>Unit-8 Panel Data Analysis</p> <p>Unit-9 Limited Dependent Variable Models</p> <p>Unit-10 Simulation Equation Model Definition, types, supply and demand model.</p> <p>Unit-11 Empirical Research and Doing a Project or Dissertation</p> <p>Unit-12 Recent and Future Developments</p>
Teaching & Learning Strategies	A combination of lecturing, computer lab, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Angrist, J. D., & Pischke, J. S. (2008). <i>Mostly harmless econometrics: An empiricist's companion</i>. Princeton University Press.</p> <p>Brooks, C. (2015). <i>Introductory econometrics for finance</i>. Cambridge University Press.</p> <p>Dinardo, J., Johnston, J., & Johnston, J. (1997). <i>Econometric methods</i> (4th ed.) McGraw-Hill Companies.</p> <p>Goldberger, A. S., & Goldberger, A. S. G. (1991). <i>A course in econometrics</i>. Harvard University Press.</p> <p>Greene, W. H. (2010). <i>Econometric analysis</i> (8th ed.). Pearson.</p> <p>Harvey, A. C. (1999). <i>The econometric analysis of time series</i>. Mit Press.</p> <p>Kennedy, P. (2003). <i>A guide to econometrics</i>. MIT press.</p> <p>Stock, J. H., & Watson, M. W. (2015). <i>Introduction to econometrics</i>. (3rd ed.) Pearson.</p> <p>Taylor, S. J. (2011). <i>Asset price dynamics, volatility, and prediction</i>. Princeton University Press.</p> <p>Tripathi, G. (2000). <i>Econometric methods</i>. McGraw Hill.</p> <p>Verbeek, M. (2017). <i>A guide to modern econometrics</i>. (5thed) John Wiley.</p> <p>Wooldridge, J. M. (2016). <i>Introductory econometrics: A modern approach</i> (5th ed.). Cengage Learning</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz

3	Final Assessment	40%	Written test (at the end of the semester)
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Name of the course	Financial Institutions and Markets
Course Code	EMBA 624
Semester	-
Credit Hours	3
Prerequisite	-
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Critically examine different functions of financial instruments, financial markets and financial institutions in corporate financial management. 2. Analyze the behavior and performance of the financial system. 3. Build skills to analyze and manage risks in corporate financial management. 4. Create an understanding of the financial assets traded in these markets, the financial services and instruments these institutions offer, and the mechanisms and characteristics that influence the value of these assets and instruments.
Contents	<p>Unit-1 Introduction to the Financial System and its Components</p> <ol style="list-style-type: none"> 1.1 Financial instruments 1.2 Financial markets 1.3 Financial institutions 1.4 Foreign markets 1.5 Financial system 1.6 Determination of interest rates <p>Unit-2 Securities Markets</p> <ol style="list-style-type: none"> 2.1 Financial instruments 2.2 Money market 2.3 Bond (debt) markets 2.4 Stock (equity) markets 2.5 Mortgage markets 2.6 Foreign exchange markets 2.7 Derivative markets such as Futures, Options and Swap markets <p>Unit-3 Depository Institutions</p> <ol style="list-style-type: none"> 3.1 Central bank 3.2 Commercial banks 3.3 Depository Institutions' Financial Statements and Analysis 3.4 Regulation of Depository Institutions <p>Unit-4 Other Financial Institutions</p> <ol style="list-style-type: none"> 4.1 Insurance Companies 4.2 Securities Firms and Investment Banks 4.3 Finance Companies 4.4 Mutual Funds 4.5 Leasing Companies 4.6 Micro-Financing Institutions <p>Unit-5 Risk Management in Financial Institutions</p>

	<p>5.1 Types of Risks Incurred by Financial Institutions</p> <p>5.2 Managing Risk on the Balance Sheet I: Credit Risk</p> <p>5.3 Managing Risk on the Balance Sheet II: Liquidity Risk</p> <p>5.4 Managing Risk on the Balance Sheet III: Interest Rate and Insolvency Risk</p> <p>5.5 Managing Risk with Derivative Securities</p> <p>Unit-6 Islamic Financial Institutions and Markets</p> <p>6.1 Principles of Islamic Finance</p> <p>6.2 Major Contracts/Products used in Islamic Financing</p> <p>6.3 Mudaraba</p> <p>6.4 Murabaha</p> <p>6.5 Musharaka</p> <p>6.6 Ijara</p> <p>6.7 Sukuk</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Madura, J. (2018). <i>Financial institutions and markets</i> (10 th ed.). Cengage Learning. Saunders, A., & Cornett, M. M. (2016). <i>Financial markets and institutions</i> . McGraw-Hill Education. Sohail, S. (2010). <i>Financial Institutions of Pakistan</i> (1 st ed.). Ilmo-Irfan Publishers.

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Financial Modelling
Course Code	EMBA 625
Semester	-
Credit Hours	3
Prerequisite	Financial Management course
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Design and construct useful and robust financial modeling applications. 2. Learn financial forecasting. 3. Use several of the support tools and techniques in spreadsheet programs. 4. Utilize sensitivity and scenario analysis.
Contents	Unit-1 Introduction to Modelling

	<p>1.1. Using Excel as a spreadsheet 1.2. Effective construction of a model 1.3. Objective and structure 1.4. Initial preparation</p> <p>Unit-2 Basics for Financial Modeling 2.1 Refresher of basic knowledge of financial accounting 2.2 Breakdown and grouping of accounting elements 2.3 Determine drivers of the model 2.4 Assumptions for projections 2.5 Effective use of short keys and functions</p> <p>Unit-3 Building Models 3.1 Projection of P&L, balance sheet and cash flow 3.2 Balancing numbers 3.3 How to deal with circular references 3.4 How to prevent circular references 3.5 Professional use of Excel -protection, range names, data validation</p> <p>Unit-4 Building Good Models 4.1 Maximum use of Excel applications 4.2 Flexible and user-friendly models</p> <p>Unit-5 Auditing 5.1 Using existing models 5.2 How to become comfortable with "new" models 5.3 Auditing models</p> <p>Unit-6 Formatting and Showcasing 6.1 Formatting 6.2 Professional showcase 6.3 Use of graphs 6.4 Using switches</p> <p>Unit-7 Effective Use of Build-in Functions 7.1 Use of shortcut 7.2 Applicable financial and logical functions</p> <p>Unit-8 Frameworks and Concepts Covered 8.1 Monte-Carlo simulation 8.2 Risk analysis of discounted cash flow models 8.3 Black-Scholes formula 8.4 Simulating stock price evolution with Monte-Carlo simulation</p>
Teaching & Learning Strategies	A combination of lecturing, computer lab, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Albright, S. C. (2016). <i>VBA for Modelers: Developing decision support systems</i> . Cengage Learning. Brealey, R. A., Myers, S. C., Allen, F., & Mohanty, P. (2018). <i>Principles of corporate finance</i> (12 th ed.). McGraw-Hill Education. Hull, J. C. & Basu, S. (2016). <i>Options futures and other derivatives</i> . Pearson Education.

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Financial Reporting and Analysis
Course Code	EMBA 626
Semester	-
Credit Hours	3
Prerequisite	-
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the historical development of financial reporting. 2. Know the theoretical underpinning of conceptual framework. 3. Recognize the technical and conceptual implications of important IAS and IFRS. 4. Prepare final accounts of companies. 5. Analyze the financial statements for economic decision making. 6. Understand the issues and controversies in financial statements.
Contents	<p>Unit-1 An Overview of Financial Reporting</p> <ol style="list-style-type: none"> 1.1 The history of Accounting 1.2 Development of Accounting Standards: From 1929 NY 1.3 Stock crash to International Financial Reporting Standards (IFRS) 1.4 The Security Exchange Commission of Pakistan (SECP) and regulatory requirements for Financial Reporting. 1.5 Underlying issues and objectives of financial reporting <p>Unit-2 Conceptual Framework</p> <ol style="list-style-type: none"> 2.1 The history of conceptual framework 2.2 Major Issues on agenda 2.3 Rule based vs. Principal based standards debate 2.4 The ambiguity of financial terminology and efforts to standardize interpretations. 2.5 Basics for financial modeling <p>Unit-3 Important IAS and IFRS</p> <ol style="list-style-type: none"> 3.1 IAS 1 Presentation of Financial Statements 3.2 IAS 2 Inventories 3.3 IAS 5 Information to Be Disclosed in Financial Statements 3.4 IAS 7 Statement of Cash Flows 3.5 IAS 18 Revenue 3.6 IAS 36 Impairment of Assets 3.7 IAS 37 8Accounting for Research and Development Activities 3.8 IAS 38 Intangible Assets 3.9 IFRS 10 Consolidated Financial Statements <p>Unit-4 Preparation of Financial Statements</p>

	<p>4.1 Balance Sheet</p> <p>4.2 Profit and Loss Account/ Income Statement</p> <p>4.3 Cash Flow Statement</p> <p>Unit-5 Issues and Controversies in Financial Reporting</p> <p>Unit-6 Earnings Management</p> <p>6.1 Red flags</p> <p>6.2 Fraud triangle</p> <p>6.3 Accounting shenanigans on cash flow statement.</p> <p>6.4 Stretching out payables</p> <p>6.5 Financing of payables</p> <p>6.6 Securitization of receivables</p> <p>6.7 Using stock buybacks to offset dilution of earnings</p> <p>Unit-7 Financial analysis techniques</p> <p>7.1 Ratio analysis</p> <p>7.2 Common size financial statements</p> <p>7.3 Charts in financial analysis</p> <p>7.4 Limitations of ratio analysis</p> <p>7.5 Activity, liquidity, solvency, profitability and valuation ratios Du-Pont analysis</p> <p>7.6 Equity analysis, credit analysis, and segment analysis</p> <p>Unit-8 Financial Statement Analysis: Applications</p> <p>8.1 Company's past financial performance evaluation and finding company' strategy reflected in past financial performance</p> <p>8.2 Basic projection of a company's future net income and cash flow</p> <p>8.3 Role of financial statement analysis in assessing the credit quality of a potential debt investment.</p> <p>8.4 Financial statement analysis in screening for potential equity investments.</p> <p>8.5 Appropriate analyst adjustments to a company's financial statements to facilitate comparison with another company.</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Brealey, R. A., Myers, S. C., Allen, F., & Mohanty, P. (2018). <i>Principles of corporate finance</i> (12th ed.). McGraw-Hill.</p> <p>Brigham, E. F., & Houston, J. F. (2012). <i>Fundamentals of financial management</i> (12th ed.). Cengage Learning.</p> <p>Brigham, E. F., & Houston, J. F. (2015). <i>Fundamentals of financial management concise</i> (8th ed.). Cengage Learning.</p> <p>Meigs, R. F., Williams, J. R., Haka, S. F., & Bettner, M. S. (1999). <i>Accounting: The basis for business decisions</i>. McGraw Hill</p> <p>Van Horne, J. C., & Wachowicz, J. M. (2012). <i>Fundamentals of financial management</i> (13th ed.). Pearson Education.</p> <p>White, G. I., Sondhi, A. C., & Fried, D. (2016) <i>The analysis and use of</i></p>

	<i>financial statements: Version 1.0 (3rded). John Wiley. Zeff, S. A., &Dharan, B. G. (1994). Readings and notes on financial accounting: Issues and controversies. McGraw-Hill.</i>
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Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Investment Analysis & Portfolio Management
Course Code	EMBA 627
Semester	-
Credit Hours	3
Prerequisite	Basic Finance Course
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand why return and risk are two critical components of investment decision making. 2. Know the scope of investment decisions and operating environment. 3. Adopt investments as a profession.
Contents	<p>Unit-1 An Overall Perspective on Investment</p> <ol style="list-style-type: none"> 1.1 Meaning of investment 1.2 Characteristics of investment 1.3 investment vs speculation 1.4 Types of investors 1.5 Establishing a Framework for Investing 1.6 Importance of Studying of investing 1.7 A prospective for investing in financial assets 1.8 Understanding the investment decision, return and risk trade-off, rationale decision making on investment <p>Unit-2 Direct Investment</p> <ol style="list-style-type: none"> 2.1 Non-marketable financial assets 2.2 Money market securities 2.3 Capital market securities 2.4 Fixed income securities 2.5 Equity securities <p>Unit-3 Indirect Investing</p> <ol style="list-style-type: none"> 3.1 What is investment companies 3.2 Individual vs institutional investors 3.3 Closed ended investment companies 3.4 Exchange traded funds 3.5 Types of mutual funds <p>Unit-4 Risk</p> <ol style="list-style-type: none"> 4.1 Meaning of risk, 4.2 Elements of Risk 4.3 Measurement of Risk <p>Unit-5 Fundamental analysis</p>

	<p>5.1 Fundamental analysis</p> <p>5.2 Economy-Industry-Company analysis framework</p> <p>5.3 Economic analysis</p> <p>5.4 Economic Forecasting</p> <p>5.5 Country Risk Analysis</p> <p>5.6 Market indicators</p> <p>Unit-6 Efficient Market theory</p> <p>6.1 Efficient Market theory</p> <p>6.2 The efficient market hypothesis</p> <p>6.3 Forms of efficient market</p> <p>Unit-7 Portfolio and Capital Market Theory</p> <p>7.1 Components of returns, calculation of total return, return relative, cumulative wealth index, statistics for return Plus Exercise numerical</p> <p>7.2 Modern Portfolio theory (MPT), significance contribution of MPT, Calculation of risk using probability distribution, calculating expected return for a security</p> <p>7.3 Calculating risk for a security, portfolio expected return, portfolio risk, Risk reduction, diversification, Calculation of correlation coefficient</p> <p>7.4 Calculation of covariance, importance of covariance, calculation of variance-covariance matrix, two security case, more than two security case</p> <p>Unit-8 Portfolio Analysis</p> <p>8.1 Portfolio Analysis</p> <p>8.2 Expected return of a portfolio</p> <p>8.3 Reduction of portfolio risk through diversification</p> <p>8.4 Feasible set of Portfolios, Selection of optimal portfolio, Limitation of MPT</p> <p>Unit-9 Capital Asset Pricing Model (CAMP)</p> <p>9.1 Understanding about Capital Asset Pricing Model (CAMP)</p> <p>9.2 Assumptions of CAMP</p> <p>9.3 Constructions of efficient frontiers with riskless lending and borrowing</p> <p>9.4 Capital Market line</p> <p>9.5 Security Market line</p> <p>Unit-10 Portfolio Revision</p> <p>10.1 Portfolio Revision</p> <p>10.2 Need for revision</p> <p>10.3 Meanings of revision</p> <p>10.4 Constrains in portfolio revision</p> <p>Unit-11 Portfolio Evaluation</p> <p>11.1 Portfolio Evaluation</p> <p>11.2 Need for Evaluation</p> <p>11.3 Differential Returns</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical

	work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Bernstein, W. J. (2010). <i>The four pillars of investing: Lessons for building a winning portfolio</i> . McGraw Hill. Jones, C. P. (2016). <i>Investments: Principles and concepts</i> (12 th ed.). John Wiley. Kevin, S. (2006). <i>Portfolio management</i> . PHI Learning Pvt. Ltd. Kevin, S. (2015). <i>Security analysis and portfolio management</i> . PHI Learning Pvt. Ltd.

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Investment Banking & Financial Services
Course Code	EMBA 628
Semester	-
Credit Hours	3
Prerequisite	-
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the business activities of mergers and acquisitions, financing and investment 2. Learn how Investment Banking (IB) do businesses actually add value for their customers—and, make money for their employees, partners and shareholders? 3. Learn what synergies and conflicts exist across the various Investment Banking business lines and practices; and, how are they addressed? 4. Analyze how can IB's and related businesses regain/retain their respect and brand recognition in the market—bringing to the forefront the status of “trusted” financial advisor? 5. Understand what is the future for the IB industry and either as a practitioner or client?
Contents	<p>Unit-1 The Evolution of Investment Banking Concept, definition, historical perspectives.</p> <p>Unit-2 The Structure of Investment Banks The role of the IB financial advisor/advisory business, the investment banker's perspective of the equity business, the investment banker's perspective on the fixed-income business.</p> <p>Unit-3 Shelf Registrations and Other Regulatory Considerations</p> <p>Unit-4 The Evolution of Trading Trading back ground, mechanism</p> <p>Unit-5 The Role of Hedge Funds</p>

	Unit-6 Securities Regulation and Ethics Unit-7 The Theory and Practice of M&A Unit-8 The Future of the Businesses of Investment Banking in Developed Markets and Emerging Markets
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Howarth, D., &Quaglia, L. (2018). Brexit and the battle for financial services. <i>Journal of European Public Policy</i> , 25(8), 1118-1136. Liaw, K. T. (2012). <i>The business of investment banking: A comprehensive overview</i> . John Wiley & Sons. Szulezyk, K. R. (2018). <i>Money, banking and International Finance</i> . Kenneth. Wiley and Sons Inc. Vedapradha, R., & Ravi, H. (2018). Application of artificial intelligence in investment banks. <i>Review of Economic and Business Studies</i> , 11(2), 131-136.

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Islamic Financing
Course Code	EMBA 629
Semester	-
Credit Hours	3
Prerequisite	Basic Finance Course
Learning outcomes	On completion of this course, the students will be able to: <ol style="list-style-type: none"> 1. Understand of Islamic Shariah and economic system. 2. Learn the concept of Riba, Gharar, Qimar and other prohibited activities. 3. Understand the Islamic Law of contract, sales and purchase. 4. Learn about differentiate between Islamic and conventional banking. 5. Understand the concepts of Takaful, Securitization and Sukuk. 6. Understand the rules of agency contract (Al Wakalah)
Contents	Unit-1 Islamic Banking Introduction, Background & Global Scenario. Unit-2 Concepts of Islamic Banking Riba, Gharar, Qimar and Other Prohibited Activities Unit-3 Islamic Law of Contract Definition of contract, Islamic rules of contract and its types Unit-4 Islamic Law of Sale and Purchase

	<p>Unit-5 Comparison of Islamic and Conventional Banking A comparison of Islamic banking rules with other conventional banking</p> <p>Unit-6 Categories of Islamic Modes</p> <p>Unit-7 Islamic Products Murabaha&Musharakah, Diminishing Musharakah&Mudarabah, Ijarah, Salam, Istisna</p> <p>Unit-8 Liability Products of Islamic banks</p> <p>Unit-9 Concept of Takaful (Islamic Insurance)</p> <p>Unit-10 Overview of Securitization and Sukuk</p> <p>Unit-11 Introduction to AAOIFI standards</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Alchaar, M. N., & Sandra, A. (2010). <i>Islamic finance qualification (IFQ): The official workbook</i>. Securities & Investment Institute Press.</p> <p>Ayub, M. (2013). <i>Understanding Islamic finance</i>. GramediaPustakaUtama Press.</p> <p>Siddiqui, M. N. (1994). <i>Issues in Islamic banking: Selected papers</i>. The Islamic Foundation.</p> <p>Usmani, M. I. A. (2002). <i>Meezanbank's guide to Islamic banking</i>. Darul-Ishaat.</p> <p>Usmani, M. I. A., & Ansari, J. A. (2010). Meezan bank's guide to Islamic banking. <i>Research Journal of the Institute of Business Administration</i>, 5(1), 171-193.</p> <p>Usmani, M. T. (2002). <i>An introduction to Islamic finance</i> (Vol. 20). Brill.</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Principles of Auditing
Course Code	EMBA 630
Semester	-
Credit Hours	3
Prerequisite	Financial Accounting, Cost Accounting

Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand of the basic concepts of auditing 2. Recognize auditing application in the functional areas in an organization. 3. Understand the types of financial auditing. 4. Analyze the different field of auditing.
Contents	<p>Unit-1 Auditing</p> <ol style="list-style-type: none"> 1.1 What is Auditing 1.2 Nature and scope of audit 1.3 Objects of auditing 1.4 Advantages of auditing 1.5 Difference between accounting and auditing 1.6 Qualities of an auditor 1.7 Errors and frauds in accounts <p>Unit-2 Types of Financial Audit</p> <ol style="list-style-type: none"> 2.1 Continuous audit 2.2 Interim audit 2.3 Final audit <p>Unit-3 Audit Program</p> <ol style="list-style-type: none"> 3.1 Definition 3.2 Advantages and disadvantages <p>Unit-4 Internal Control System</p> <ol style="list-style-type: none"> 4.1 Principles of internal control 4.2 Internal check 4.3 Internal audit 4.4 Cash 4.5 Cash receipts from cash sales 4.6 Cash receipts from cash sales and from debtors 4.7 Cash payments 4.8 Petty cash payments 4.9 Sales 4.10 Purchases 4.11 Stores and Stocks <p>Unit-5 Vouching, Definition, Objectives, Extent</p> <p>Unit-6 Verification</p> <ol style="list-style-type: none"> 6.1 Difference between vouching and verification 6.2 Techniques of verification 6.3 Method of verification of assets and liabilities <p>Unit-7 Unqualified and Qualified Reports</p> <ol style="list-style-type: none"> 7.1 Unqualified audit report 7.2 Qualified audit report 7.3 Certification of statutory report 7.4 Reports for prospectus <p>Unit-8 Qualification and Disqualification of an Auditor</p> <ol style="list-style-type: none"> 8.1 Qualification and Disqualification of an auditor 8.2 Appointment of an auditor 8.3 Remuneration of an auditor 8.4 Removal of an auditor 8.5 Rights and duties of an auditor 8.6 Auditor's liability for negligence

	8.7 Auditor's liability for misfeasance 8.8 Auditor's liability to third parties 8.9 Auditor's liability for libel 8.10 Criminal liability of an auditor Unit-9 Special Points for All Audits, Investigation, Definition and Objectives
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Chaudary, M. A, & Afzal, S. (2008). <i>Principles of auditing</i> (4 th Ed.). West Pak Publishing Co. Ishtiaq, M. N (2013). <i>Principles of auditing</i> (9 th ed.). Syed Mobin Mahmud & Co. Saeed, K. A. (2013) <i>Principles of auditing</i> . Khawaja Publications.

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Managerial Accounting
Course Code	EMBA 631
Semester	-
Credit Hours	3
Prerequisite	Cost Accounting
Learning outcomes	On completion of this course, the students will be able to: 1. Apply accounting information for managerial decision-making. 2. Understand both structural and process issues in the design and operation of management control systems for the modern corporate organization.
Contents	Unit-I Introduction to Managerial Accounting and Objectives Unit-II Activity-Based Costing Unit-III Costing 3.1 Activity-based costing 3.2 Target costing 3.3 Life-cycle costing Unit-IV Throughput accounting Unit-V Analysis 5.1 Relevant cost analysis 5.2 CVP analysis 5.3 Limiting factors 5.4 Dealing with risk and uncertainty

	<p>Unit-VI Budget</p> <p>6.1 Budget process</p> <p>6.2 Incremental budgets and zero based budgets</p> <p>6.3 Periodic and continuous budgeting</p> <p>6.4 Fixed and flexible budgeting</p> <p>6.5 Behavioral aspects of budgeting</p> <p>6.6 Quantitative analysis in budgeting</p> <p>Unit-VII Variance Analysis</p> <p>7.1 Basic variance Analysis</p> <p>7.2 Further Variance Analysis</p> <p>7.3 Mix and yield variances</p> <p>7.4 Planning and operational variances</p> <p>Unit-VIII Performance Measurement</p> <p>8.1 Overall performance measures (financial and non-financial)</p> <p>8.2 Divisional performance measures</p> <p>8.3 Performance measurement in non-profit organizations</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>BPP Learning Media (2019). <i>ACCA paper F5: Performance management study text</i>. BPP Learning Media Publishing.</p> <p>BPP Learning Media. (2012). <i>ACCA: Performance management (Study text. F5)</i>. Huazhong University of Science and Technology Press.</p> <p>Drury, C. M. (2013). <i>Management and cost accounting</i>. Springer.</p> <p>Horngren, C. T. (2009). <i>Cost accounting: A managerial emphasis</i> (13thed.). Pearson.</p> <p>Horngren, C. T., Datar, S. M., & Rajan, M. V. (2012). <i>Cost accounting: A managerial emphasis</i>. Pearson Education.</p> <p>Matz, A., & Usry, M. F. (2004). <i>Cost accounting: Planning and control</i>. South-Western Publishing Company.</p> <p>Usry, M. F., Hammer, L. H., & Carter, W. K. (1991). <i>Cost accounting: Planning and control</i>. South-Western Publishing Company.</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Seminar in Finance
Course Code	EMBA 632
Semester	-
Credit Hours	3

Prerequisite	Finance core courses
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand contemporary issues in finance and investment area. 2. Bridge the gap between theory and real-world practices. 3. Explore to broader area of study and works in financial world. 4. Gains experience in real world data.
Contents	<p>Unit-1 Term Structure of Interest Rates</p> <ol style="list-style-type: none"> 1.1 Pure expectation theory 1.2 Liquidity premium theory 1.3 Market segmentation theory <p>Unit-2 Fundamentals of Corporate Finance Theory</p> <ol style="list-style-type: none"> 2.1 Theory of the firm's choice of its capital structure 2.2 Dividend policy under alternative assumptions <p>Unit-3 Presentation and Discussion of the Paper and the Critical Review of: Article written by Modigliani, and miller in 1958.</p> <p>Unit-4 Corporate Financing and Agency Costs</p> <ol style="list-style-type: none"> 4.1 Outside Financing Capacity: Role of net worth, credit rationing, debt overhang 4.2 Determinants of borrowing capacity 4.3 Corporate financing under asymmetric <p>Unit-5 Presentation and Discussion of the Paper and the Critical Review of</p> <p>Unit-6 Mergers and Acquisitions</p> <ol style="list-style-type: none"> 6.1 Introduction 6.2 Valuing Specialized Assets 6.3 General equilibrium Determination of Asset Values, Borrowing Capacities, and Economic Activity: The Kiyotaki–Moore Model <p>Unit-7 Presentation and Discussion of the Paper and the Critical Review of Relevant Articles</p> <p>Unit-8 Initial Public Offerings (IPOs)</p> <ol style="list-style-type: none"> 8.1 Introduction of IPOs <p>Unit-9 Security Design/The Structure of Corporate Liabilities of Papers</p> <p>Unit-10 Presentation and Discussion of the paper and the critical Review of Articles</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Benveniste, L., & P. Spindt (1989). How investment bankers determine offer price and allocation of new issues. <i>Journal of Financial Economics</i> 24(2),343-361.</p> <p>Block, S. B., Geoffrey, A., &Hirt, G. A. (2014). <i>Foundations of financial management</i>. Irwin Publishing.</p> <p>Block, S. B., Hirt, G. A., &Danielsen, B. R. (2005). <i>Foundations of</i></p>

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Chemmanur, T., (1993). The pricing of initial public offerings: A dynamic model with information production. *Journal of Finance*, 48(1), 285-304. <https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1540-6261.1993.tb04710.x>

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Copeland, T. E., Weston, J. F., & Shastri, K. (2005). *Financial theory and corporate policy* (4th ed.). Pearson.

Harris, M., & Raviv, A. (1989). The design of securities. *Journal of Financial Economics*, 24(2), 255-287.

Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of Financial Economics*, 3(4), 305-360.

Modigliani, F, & Miller M. (1958). The cost of capital, corporation finance and the theory of investment. *The American Economic Review* 48(3), 261-297. <https://www.jstor.org/stable/1809766>

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Rock, K., (1986), Why new issues are underpriced, *Journal of Financial Economics* 15(1-2), 187-212. [https://doi.org/10.1016/0304-405X\(86\)90054-1](https://doi.org/10.1016/0304-405X(86)90054-1)

Rossi, S., & Volpin, P. F. (2004). Cross-country determinants of mergers and acquisitions. *Journal of Financial Economics*, 74(2), 277-304.

Tirole, J. (2010). *The theory of corporate finance*. Princeton University Press.

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Taxation Management
Course Code	EMBA 633
Semester	-
Credit Hours	3
Prerequisite	Cost Accounting
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Explain the federal taxes in Pakistan. 2. Understand element of a tax system, authorities and their limits. 3. Deal with the situation in the field of tax.

Contents	<p>Unit-1 Income tax</p> <p>1.1 Introduction</p> <p>1.2 Categories of revenue</p> <p>1.3 Features of a good tax system</p> <p>1.4 Nature of tax</p> <p>1.5 Scope of Income Tax Law</p> <p>1.6 Definition & terminology</p> <p>1.7 Income Tax Authorities - Powers & Functions</p> <p>1.8 Scope of Tax</p> <p>1.9 Exemption & concessions</p> <p>Unit-2 Assessment</p> <p>2.1 Salaried individuals, Non salaries persons, AOP& Company</p> <p>2.2 Salary, Provident Fund, Income from business, Income from property</p> <p>2.3 Assets and depreciation</p> <p>2.4 Methods of accounting</p> <p>2.5 Income from other sources</p> <p>2.6 Capital gains</p> <p>2.7 Tax credits</p> <p>2.8 Set off and carry forward losses</p> <p>Unit-3 Payment of tax</p> <p>3.1 Assessment procedure</p> <p>3.2 Offences and penalties</p> <p>3.3 Tax refunds</p> <p>3.4 Appeals and revisions</p> <p>3.4 CVT</p> <p>Unit-4 Sales Tax</p> <p>4.1 Introduction</p> <p>4.2 Sales tax authorities</p> <p>4.3 Scope</p> <p>4.4 Registration</p> <p>4.5 Record and books</p> <p>4.6 Returns</p> <p>4.7 Offences and penalties</p> <p>4.8 refunds and recoveries</p> <p>4.9 sales tax calculations</p> <p>Unit-5 Federal excise duty</p> <p>5.1 Introduction</p> <p>5.2 Levy and collection</p> <p>5.3 Appeals and revisions</p> <p>Unit-6 Custom duty</p> <p>6.1 Definition</p> <p>6.2 Scope</p> <p>6.3 Warehousing</p> <p>6.4 Drawbacks</p> <p>6.5 Appeals and revisions</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical

	work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Hussain, M. M (2019). <i>Synopsis of taxes in Pakistan</i> (36th ed.). Iqbal Brothers Publications.</p> <p>Mughal, M. M. (2018). <i>Income tax principles and practice</i>. Syed Mobin& Co.</p> <p>Mughal, M. M. (2018). <i>Sale tax</i>. Syed Mobin& Co.</p> <p>Qureshi, S. A. (2012). <i>Income tax ordinance 2001: Updated & amended to date</i>. Mansoor Books.</p> <p>Sales Tax Advisory Services. (2003). <i>Sales tax Act 1990</i> (updated & amended to date). Sales Tax Advisory Services.</p> <p>The Parliament of Pakistan. (2005). <i>The federal excise Act 2005: Updated & amended to date</i>. Federal Board Revenue. www.fbr.gov.pk</p> <p>Federal Board of Revenue. (2006). <i>The customs act 1969: Updated & amended to date</i>. Nadeem Law Books House. www.fbr.gov.pk</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

**Marketing Specialization Courses
for Executive MBA**

Name of the course	Advertising
Course Code	MBA 641
Semester	-
Credit Hours	3
Prerequisite	Principles of Marketing
Learning outcomes	<p>On completion of this course, the students will:</p> <ol style="list-style-type: none"> 1. Have exposure to the emerging advertising techniques and strategies and how these techniques are being used with other promotional techniques. 2. Equip with IMC (integrated marketing communication) concepts and its utilization over time. 3. Understand the strategies of creating effective communication campaigns.
Contents	<p>Unit-1 Strategic Brand Communications</p> <ol style="list-style-type: none"> 1.1 The role of IMC towards effective marketing communication 1.2 Understanding the need of IMC in today's turbulent marketing era 1.3 The role of IMC in creating effective marketing communication campaigns 1.4 Understanding the seven basic dimensions of effective IMC and tools to be used in IMC <p>Unit-2 Advertising</p> <ol style="list-style-type: none"> 2.1 What is Advertising 2.2 Advertising's Role in Marketing 2.3 The role of IMC in Marketing process 2.4 Understanding consumer needs and building the product as per the needs of the consumer. 2.5 Reviewing marketing process in detail with all the ingredients of a marketing process <p>Unit-3 How Brand Communication Works</p> <ol style="list-style-type: none"> 3.1 Understanding consumer behavior 3.2 Relationship between consumer behavior and effective marketing communication 3.3 The major behavioral elements affecting the consumer attitude and way of purchases 3.4 Understanding Sigmund Freud's theory of sub-consciousness and Maslow's Hierarchy of need theory <p>Unit-4 Source, Message and Channel Factors in Advertising</p> <ol style="list-style-type: none"> 4.1 Understanding the sources of the message 4.2 The impact of the key sources on effective delivery of the message 4.3 The message structure, format and presentation style to effectively communicate to the target audience 4.4 Understanding the effectiveness of the message source and channel factors 4.5 Implying the effect of timeliness of message understanding the concept of message flight <p>Unit-5 Analyzing the Communication Process</p>

	<p>5.1 Explaining the effective communication process in order to attract the target customer</p> <p>5.2 Matching communication objectives with the needs of the customer</p> <p>5.3 Deciding from main objectives of making consumer aware, informing the consumer and persuade them</p> <p>Unit-6 Creative Strategy</p> <p>6.1 Understanding the planning phase of creative strategy</p> <p>6.2 Planning a message through understanding the needs of the market, customer and competition</p> <p>6.3 Developing the message based on the creative concept</p> <p>6.4 Understanding story-boarding and the concept of developing story boards</p> <p>6.5 Implementing the message strategy into practicality and understanding the way customer perceives the message</p> <p>6.6 Evaluating the effectiveness of the message through different KPIs</p> <p>Unit-7 Broadcast Media, Interactive & Alternate Media</p> <p>Unit-8 The Creative Side of Advertising.</p> <p>Unit-9 Promotional Writing</p> <p>9.1 Sales promotion as a tool towards IMC and its effectiveness</p> <p>9.2 Difference between sales promotion, trade promotion and business promotion</p> <p>Unit-10 Public Relations and Personal Selling</p> <p>Unit-11 Evaluation of Effectiveness</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	De Mooij, M. (2018). <i>Global marketing and advertising: Understanding cultural paradoxes</i> . Sage Publishing. Moriarty, S. E., Mitchell, N., Wells, W., & Moriarty, S. E. (2015). <i>Advertising and IMC: Principles and practice</i> . Pearson. Thorson, E., & Rodgers, S. (2019). <i>Advertising theory in the digital age</i> (2 nd ed.). Routledge. https://doi.org/10.4324/9781351208314 Wells, W., Burnett, J., Moriarty, S. E., Pearce, R. C., & Pearce, C. (2006). <i>Advertising: Principles and practice</i> (7 th ed.). Prentice Hall.

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the	Brand Management
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course	
Course Code	MBA 642
Semester	-
Credit Hours	3
Prerequisite	Principles of Marketing
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Build powerful brand management that influencing purchasing behavior through creating an identity in the mind of consumers. 2. Understand the strategies of brand management.
Contents	<p>Unit-1 Introduction What is brand and its logic, service branding, luxury brands</p> <p>Unit-2 Elements of a Brand Vision Brand identity, sources of brand identity, the new rules of brands</p> <p>Unit-3 Brand Management Creating a brand, managing time factors, brand extension, brand portfolio</p> <p>Unit-4 Making your Brand Determining your brand image, creating your brand contract, crafting a Brand- based customer model, positioning your brand for success, extending your Brand, communicating your brand positioning</p> <p>Unit-5 Leveraging your Brand to Maximize Channel Influence</p> <p>Unit-6 Pricing your brand at premium</p> <p>Unit-7 Return on Brand Investment</p> <p>Unit-8 Laws of Branding</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Aaker, D. A. (2012). <i>Building strong brands</i>. Simon and Schuster.</p> <p>Al, R., & Laura, R. (2002). <i>The 22 immutable laws of branding</i>. Harper Business.</p> <p>Davis, S. M. (2003). <i>Brand asset management. Driving profitable growth through your brands</i>. Pearson.</p> <p>Kapferer, J. N. (1997). <i>Strategic brand management: New approaches to creating and evaluating brand equity</i>. Simon and Schuster.</p> <p>Kapferer, J. N. (2008). <i>The new strategic brand management: Creating and sustaining brand equity long term</i>. Kogan Page Publishers.</p> <p>Keller, K. L., Parameswaran, M. G., & Jacob, I. (2013). <i>Strategic brand management: Building, measuring, and managing brand equity</i>. Pearson.</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Consumer Behavior
Course Code	MBA 643
Semester	-
Credit Hours	3
Prerequisite	Principles of Marketing
Learning outcomes	On completion of this course, the students will be able to: 1. Understand the different aspects of consumer attributes. 2. Sketched down the specific needs of consumers. 3. Have a good foundation for specializing in marketing.
Contents	Unit-1 Introduction 1.1 Definition 1.2 Concept of consumer behavior 1.3 Its practical evolution 1.4 The consumer decision making process 1.5 Consumer-Customer; Pyramid Framework 1.6 Differentiating between consumer and the customer Unit-2 Consumers and Market Segment 2.1 Determinants of market segments and their characteristics Unit-3 Consumer Research Process Unit-4 Consumer Decision Process Unit-5 Influences on Consumer Behaviour 5.1 Cultural influence on CB 5.2 Social class influence on CB 5.3 Family life cycle and their influence on CB 5.4 Demographics and their influence on CB Unit-6 Personal Influence on Consumer Behaviour 6.1 Personality and self-concept 6.2 Motivation 6.3 Attitude and change 6.4 Information processing and learning Unit-7 Consumer Innovation and Adaptation Process Unit-8 Characteristics of B2B Buying Behavior Unit-9 Organizational Buying Behavior Unit-10 Consumer Markets
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Bitta, D., & Loudon, D. L. (1993). <i>Consumer behavior: Concepts and application</i> . McGraw Hill.

	Schiffman, L. G., Kanuk, L. L., & Wisenblit, J. (2019). <i>Consumer Behavior</i> (12 ed.). Pearson Higher Education. Solomon, M. R., White, K., Dahl, D. W., Zaichkowsky, J. L., Polegato, R. (2017). <i>Consumer behavior: Buying, having, and being</i> . Pearson.
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Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	International Marketing
Course Code	MBA 644
Semester	-
Credit Hours	3
Prerequisite	Principles of Marketing
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the various concepts used in international and global marketing. 2. Evaluate and compare various theories of International Marketing. 3. Identify the appropriate international marketing strategy and implement the same 4. Understand corporate promotion planning and campaign development for MNCs, and global companies 5. Understand communication, creative and media strategy 6. Understand trade barriers, legal complications, social, cultural and religious aspect of International marketing.
Contents	<p>Unit-1 Introduction to marketing Definition, conceptual frame work of marketing and international marketing, international trade theories</p> <p>Unit-2 International marketing and global marketing. International trade distortions, market barriers, world trade organizations</p> <p>Unit-3 Environment of International Marketing Political environment, legal and regularity environment, social and cultural environment, technologies segment</p> <p>Unit-4 Characteristics of multi-national corporations.</p> <p>Unit-5 Benefits of International Marketing</p> <p>Unit-6 Marketing barriers Trade barriers, cultural barriers, tariff.</p> <p>Unit-10 Planning for international marketing.</p> <p>Unit-11 Foreign Market Entry Strategy Accessing foreign market, developing market strategies, implementation.</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical

	work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Hollensen, S. (2016). <i>Global marketing: A decision-oriented approach</i> . Pearson Education. Onkvisit, S., & Shaw, J. J. (2009). <i>International marketing: Analysis and strategy</i> . Psychology Press. Terpstra, V., Foley, J., & Sarathy, R. (2012). <i>International marketing</i> . Naper Press.

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Marketing Research
Course Code	MBA 645
Semester	-
Credit Hours	3
Prerequisite	Principles of Marketing
Learning outcomes	On completion of this course, the students will be able to: 1. Understand how market research can help them make business decisions. 2. Learn how they can transform research findings into actionable business insights. 3. Gain the ability to evaluate and interpret research designed and conducted by outside providers.
Contents	Unit-1 Introduction to Marketing Research and Research Design 1.1 The Definition of Marketing Research 1.2 The Marketing Research Process 1.3 Marketing Research and Marketing Decision Making 1.4 The Importance of Defining the Problem 1.5 Decision Problem and the Marketing Research Problem 1.6 Research Questions and Hypothesis Unit-2 Basic Research Design and Types of Research Unit-3 Exploratory Research 3.1 Secondary vs. Primary Data 3.2 How to Use Secondary Data 3.3 Sources of Secondary Data 3.4 Introduction to Qualitative Research 3.5 Focus Groups Unit-4 Descriptive Research 4.1 Survey Methods 4.2 How to Choose a Survey Method 4.3 Observational Methods

	<p>4.4 How to Choose Between Surveys and Observation</p> <p>Unit-5 Scaling</p> <p>5.1 Primary Scales of Measurement</p> <p>5.2 Comparative Scales</p> <p>5.3 Non comparative Scales</p> <p>5.4 Non comparative Scale Decisions</p> <p>5.5 Scale Evaluation</p> <p>5.6 Questionnaire Design</p> <p>Unit-6 Sampling</p> <p>6.1 The Concept of Sampling</p> <p>6.2 The Sampling Design Process</p> <p>6.3 Nonprobability Sampling</p> <p>6.4 Probability Sampling</p> <p>6.5 Internet Sampling</p> <p>Unit-7 Data Analysis and Reporting</p> <p>7.1 Data Collection</p> <p>7.2 Data Preparation</p> <p>7.3 Data Analysis</p> <p>7.4 Communicating the Research Results</p> <p>Unit-8 Soft wares for Quantitative and Qualitative data</p> <p>8.1 SPSS</p> <p>8.2 NVIVO</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Babin, B. J., & Zikmund, W. G. (2015). <i>Exploring marketing research</i> (11 ed.). Cengage Learning.</p> <p>McDaniel Jr, C., & Gates, R. (2018). <i>Marketing research</i>. John Wiley & Sons.</p> <p>Wilson, A. (2018). <i>Marketing Research</i>. Macmillan International Higher Education.</p> <p>Zikmund, W. G., D'Alessandro, S., Winzar, H., Lowe, B., & Babin, B. (2014). <i>Marketing research</i>. Cengage Learning.</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Retail Marketing
Course Code	MBA 646

Semester	-
Credit Hours	3
Prerequisite	Principles of Marketing
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Apply the principles, practices, and concepts used in retail marketing management. 2. Understand the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry. 3. Understand the key elements in planning, managing, and executing the retail marketing mix as they relate to the product, price, distribution, and promotion. 4. Identify the approaches to and guidelines used to analyze and solve retailers' problems and make decisions in retail organizations.
Contents	<p>Unit-1 Introduction Retailing within international context, background, world of retailing, global retailing, retail marketing, types of retailers</p> <p>Unit-2 Retail Consumer Buying Behavior Introduction, SOR model for byers, developing SOR model, Temporal prospective, purchase behavior, details theories.</p> <p>Unit-3 Retail Marketing Strategy Retail marketing strategy planning, retail financial strategy, retail location strategy, retail site location strategy.</p> <p>Unit-4 Merchandise Management Merchandise management category structure Merchandise management planning Buying merchandise</p> <p>Unit-5 Retail Pricing Retail Marketing Strategy Price Decisions Retail Price Competition Retail Price Issues</p> <p>Unit-6 Retail Distribution Retail Marketing Strategic Distribution Decisions Retail Distribution Channels Retail Omni-channel Distribution</p> <p>Unit-7 Retail Supply Chain Management and Information Systems Retail Communication Mix</p> <p>Unit-8 Customer Relationship Management Store Layout, Design, and Visual Merchandising Customer Service</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Gilbert, D. (2018). <i>Retail marketing management. The 5ES of retailing</i> (5th ed.). Pearson Education.</p> <p>Levy, M., & Weitz, B. A. (2009). <i>Retailing management</i>. McGraw-Hill/Irwin.</p>

	Levy, M., Weitz, B. A., & Grewal, D. (1998). <i>Retailing management</i> . McGraw-Hill/Irwin.
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Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Sales Management
Course Code	MBA 647
Semester	-
Credit Hours	3
Prerequisite	-
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the various roles of sales manager. 2. Familiar with various sales techniques. 3. Opens new horizons for selling profession.
Contents	<p>Unit-1 The Nature and Role of Selling Types of selling: order takers, order getters, order creators. Selling as a career Image of selling</p> <p>Unit-2 The Nature and Role of Sales Management Successive stages in the solution of modern business practices Sales and marketing planning. Implementing the marketing concept Factors that affect the consumer decision making process Factors affecting organizational buyer behavior</p> <p>Unit-3 Types of life-cycle costs</p> <p>Unit-4 The product types</p> <p>Unit-5 Importance of purchasing to buying organizations</p> <p>Unit-6 Sale management in practice Sales responsibilities. Sources of prospects Customers' records and information feedback Preparation for pure selling and campaign Identifying and understanding the target audience Setting campaign objectives Creative decisions Media decisions</p> <p>Unit-7 Environmental and managerial forces impacting sales Behavioral forces Technological forces Managerial forces</p> <p>Unit-8 Profit potential</p> <p>Unit-9 Characteristics of sales channels</p> <p>Unit-10 Industrial/commercial/public authority selling.</p>

Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Gustafson, B. M., Pomirleanu, N., & John-Mariadoss, B. (2018). A review of climate and culture research in selling and sales management. <i>Journal of Personal Selling & Sales Management</i> , 38(1), 144-167. Jobber, D., & Lancaster, G. (2019). <i>Selling and sales management</i> (10 th ed.). Pearson Education. Malek, S. L., Sarin, S., & Jaworski, B. J. (2018). Sales management control systems: Review, synthesis, and directions for future exploration. <i>Journal of Personal Selling & Sales Management</i> , 38(1), 30-55. Misra, S. (2019). Selling and sales management. In Dube, J. P & Rossi, P. E (Eds.), <i>Handbook of the Economics of Marketing</i> (Vol. 1, pp. 441-496). North-Holland.

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Seminar in Marketing
Course Code	MBA 648
Semester	-
Credit Hours	3
Prerequisite	-
Learning outcomes	On completion of this course, the students will be able to: 1. Integrate various marketing concepts 2. Develop a marketing plan 3. Think strategically. 4. Analyze the impact of various marketing activities on sales and profitability of an organization.
Contents	Unit-1 Introduction to SM PEST Analysis 1.1 Identify various trends in the Macro environment 1.2 Impact of Macro environment changes on any given industry Unit-2 Porter Analysis 2.1 Multi-dimensional nature of competition 2.2 Industry analysis using the five forces model 2.3 KSFs of an Industry 2.4 Value creation and appropriation takes place in an

	<p>industry.</p> <p>Unit-3 Competitor Analysis 3.1 Strategies of competitors 3.2 Identify good vs bad competitor 3.3 Leader follower and challenger strategies 3.4 Making strategies</p> <p>Unit-4 Company Analysis 4.1 RBV 4.2 Value chain analysis 4.3 company's strength weaknesses and capabilities</p> <p>Unit-5 Customer Analysis and Strategy Segmentation Targeting and Positioning 5.1 Process of segmentation and targeting 5.2 Developing effective positioning strategies 5.3 Product and Growth Strategies</p> <p>Unit-6 Pricing Strategies Unit-7 Promotion IMC Unit-8 Distribution Strategies</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Dolgui, A., &Proth, J. M. (2010). Pricing strategies and models. <i>Annual Reviews in Control</i>, 34(1), 101-110.</p> <p>Hooley, G. J., Piercy, N., &Nicoulaud, B. (2017). <i>Marketing strategy and competitive positioning</i> (6th ed.). Pearson Education.</p> <p>Hunt, S. D. (2018). Advancing marketing strategy in the marketing discipline and beyond: From promise, to neglect, to prominence, to fragment, and to promise. <i>Journal of Marketing Management</i>, 34(1-2), 16-51.</p> <p>Previts, G. J., Bricker, R. J., Robinson, T. R., & Young, S. J. (1994). A content analysis of sell-side financial analyst company reports. <i>Accounting Horizons</i>, 8(2), 55-63</p> <p>Sharma, A., Kumar, V., &Cosguner, K. (2019). Modeling emerging market firms' competitive retail distribution strategies. <i>Journal of Marketing Research</i>, 56(3), 439-458.</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Service Marketing
Course Code	MBA 649

Semester	-
Credit Hours	3
Prerequisite	-
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing. 2. Design service quality measurements. 3. Build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings. 4. Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers. 5. Conduct a services audit plan for a service firm. 6. Understand how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service
Contents	<p>Unit-1 Introduction to Services Marketing The nature and Scope of Services Marketing Service marketing concept</p> <p>Unit-2 Global Perspective of Service Marketing Defining global marketing, globalization and its impact on service marketing, implication case studies</p> <p>Unit-3 Managing Service Marketing The Gaps Model of Services Quality Focus on the Customer-What Do Customers Expect? Focus on the Customer-Customer Perceptions in Services Understanding the Customer Listening to Customers Through Research Building Customer Relationships</p> <p>Unit-4 Services and its Aspects Service Recovery Standardizing and Aligning the Delivery of Services Service Innovation and Design Customer-Defined Service Standards Physical Evidence and the Servicescape The People Who Deliver and Perform Services Employees' Roles in Service Delivery</p> <p>Unit-5 Customers' Roles in Service Delivery</p> <p>Unit-6 Managing Demand and Capacity</p> <p>Unit-7 Promotions and Pricing Strategies in Services Marketing</p> <p>Unit-8 Integrated Services Marketing Communications</p> <p>Unit-9 The Financial and Economic Impact of Service</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Gronroos, C. (2020). Service marketing research priorities. <i>Journal of Services Marketing</i> , 34(3), 291-298.

	<p>Hole, Y., Pawar, S., & Bhaskar, M. P. (2018). Service marketing and quality strategies. <i>Periodicals of Engineering and Natural Sciences</i>, 6(1), 182-196.</p> <p>Lovelock, C., & Wright, L. (2018). <i>Principles of service marketing and management</i> (8th ed.). Pearson.</p> <p>Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). <i>Services marketing: Integrating customer focus across the firm</i>. McGraw-Hill Education.</p>
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Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Social Media Marketing
Course Code	MBA 650
Semester	-
Credit Hours	3
Prerequisite	Principles of Marketing
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Develop and implement internet marketing strategies. 2. Critically appraise the application of the Internet in marketing. 3. Apply the marketing concepts in an online environment. 4. Implement internet tools to achieve marketing goals. 5. Gain practical experience in internet marketing.
Contents	<p>Unit-1 Introduction and Industry Trends</p> <ol style="list-style-type: none"> 1.1 The Opportunity 1.2 Mega Trends <p>Unit-2 Strategic E – Marketing</p> <ol style="list-style-type: none"> 2.1 E Business Models 2.2 Consumers Online Characteristics <p>Unit-3 Site Design Basics</p> <ol style="list-style-type: none"> 3.1 Four Cornerstone Approach 3.2 Personas and Scenarios 3.3 How to Write Project Briefs? <p>Unit-4 Site Design Usability</p> <ol style="list-style-type: none"> 4.1 Usability Best Practices 4.2 Domain Name Management <p>Unit-5 Site Design</p> <ol style="list-style-type: none"> 5.1 Programming Standards/Information Architecture 5.2 Rich Media <p>Unit-6 Building Trust</p> <ol style="list-style-type: none"> 6.1 Consumer Privacy Legislation 6.2 Data Management Practices <p>Unit-7 E Marketing Communications</p> <ol style="list-style-type: none"> 7.1 Online Advertising Methods

	<p>7.2 Online Promotional Tools</p> <p>7.3 Permission Based Email</p> <p>Unit-8 Search and Intelligent Search</p> <p>8.1 Search Engine Optimization</p> <p>8.2 Search Marketing</p> <p>8.3 Search Strategies Customer Acquisition</p> <p>8.4 Search Engine Marketing FAQ</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Arora, A. S., &Sanni, S. A. (2019). Ten years of ‘social media marketing ‘research in the Journal of Promotion Management: Research synthesis, emerging themes, and new directions. <i>Journal of Promotion Management</i>, 25(4), 476-499.</p> <p>Dahl, S. (2018). <i>Social media marketing: Theories and applications</i> (2nd ed.). Sage. https://uk.sagepub.com/sites/default/files/upm-assets/91338_book_item_91338.pdf</p> <p>Hanson, W., &Kalyanam, K. (2007). <i>Principles of Internet marketing</i>. South-Western college publishing.</p> <p>Parsons, A. L., &Lepkowska-White, E. (2018). Social media marketing management: A conceptual framework. <i>Journal of Internet Commerce</i>, 17(2), 81-95.</p> <p>Tuten, T. L., & Solomon, M. R. (2017). <i>Social media marketing</i>. Sage.</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Supply Chain Management
Course Code	MBA 651
Semester	-
Credit Hours	3
Prerequisite	Principles of Marketing
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understanding of key drivers of supply chain performance and their inter-relationships with strategy and other functions of the company

	<p>such as marketing, manufacturing and accounting.</p> <ol style="list-style-type: none"> 2. Understand the complexity of inter-firm and intra-firm coordination in implementing programs such as e-collaboration, quick response, jointly managed inventories and strategic alliances. 3. Design logistics systems and formulate integrated supply chain strategy, so that all components are not only internally synchronized but also tuned to fit corporate strategy, competitive realities and market needs. 4. Understand which information should be exchanged in a supply chain and how it should be used to benefit the entire supply chain. 5. Identify improvement opportunities that exist within supply chains in different industries and to quantify the improvements that various supply chain strategies offer. 6. Understand which barriers companies face during the implementation of new supply chain strategies. 7. Develop knowledge and skills relating to supply chain management. 8. To develop modeling skills by using excel solver.
Contents	<p>Unit-1 Introduction to Supply Chain Management (SCM). Internal and external supply chain management</p> <p>Unit-2 Supply chain strategy Structure, performance, SSPP (Strategy-structure-process-performance) framework,</p> <p>Unit-3 SCM Decisions SCM Drivers and obstacles Facility location Warehousing Forecasting Inventory Management Transportation Linear Programming – Excel Solver Bullwhip effect</p> <p>Unit-4 Double Marginalization Unit-5 Job shop scheduling, Unit-6 ERPJIT Unit-7 Lean production</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Chopra, S., Meindl, P., & Kalra, D. V. (2019). <i>Supply chain management: Strategy, planning, and operation</i> (7 th ed.). Pearson. Christopher, M. (2016). <i>Logistics & supply chain management</i> . Pearson Limited. Stevenson, W. J. (2018). <i>Operations management</i> (12 th ed.). McGraw-Hill.

Assessment and Examinations

Sr. #	Elements	Weightage	Details
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1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Annex-IV

Human Resource Management Specialization Courses for Executive MBA

Name of the course	Cases and Exercises in Personnel Management/HRM
Course Code	EMBA 661
Semester	-
Credit Hours	3
Prerequisite	Human Resource Management
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the cases, exercises, incidents and skill builders to supplement the basic text of HRM. 2. Offer a fresh approach to the management students based on dynamic, “real life” organizational events confronting both human resource managers and line managers who often implement human resource programs and policies.
Contents	<p>Unit-1 The HRM Function</p> <ol style="list-style-type: none"> 1.1 Case: The New Director of Human resources 1.2 Case: The human resource function of Harrison Brothers Corporation 1.3 Exercise: The linkage between Human resource practices and Competitive Advantage 1.4 Exercise: Evaluating the Financial impact of Human resource Management activities: reducing turnover cost. <p>Unit-2 Meeting HRM requirements: Job analysis/design</p> <ol style="list-style-type: none"> 2.1 Case: Employee layoffs at St. Mary’s Hospital 2.2 Case: Strategic HRM 2.3 Exercise: Which employee should be terminated 2.4 Exercise: Outsourcing HRM functions. <p>Unit-3 Recruitment and selection</p> <ol style="list-style-type: none"> 3.1 Case: The ethical Selection Dilemma at Integrity Motors 3.2 Case: A solutions for adverse impact 3.3 Exercise: Evaluating and recruiting Function 3.4 Exercise: Selection interview Role Play <p>Unit-4 Training and development</p> <ol style="list-style-type: none"> 4.1 Case: Career Development at Electronic Application 4.2 Case: The Mentoring Problem at Walnut Insurance 4.3 Exercise: Conducting Training need Assessment 4.4 Exercise: Design and evaluation of Training programs. <p>Unit-5 Performance Appraisal</p> <ol style="list-style-type: none"> 5.1 Case: Performance Evaluation: A case of second evaluation 5.2 Case: Performance evaluation at Western Savings 5.3 Exercise: EvalSim – A Performance evaluation 5.4 Exercise: Performance Appraisal interview Role play <p>Unit-6 Compensation</p> <ol style="list-style-type: none"> 6.1 Case: The overpaid Bank tellers. 6.2 Case: Managing Non-monetary Compensation. 6.3 Exercise: Allocating merit raises 6.4 Exercise: WageSim- A compensation Administration <p>Unit-7 Motivation and Discipline</p> <ol style="list-style-type: none"> 7.1 Case: The broken employment contract

	7.2 Case: Surfing the internet on company time. 7.3 Exercise: Motivating and Maintaining morale during downsizing 7.4 Exercise: Women as Managers scale
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Dresang, D. L. (2017). <i>Personnel management in government agencies and nonprofit organizations</i> . Taylor & Francis. Nkomo, S. M., Fottler, M. D., & McAfee, R. B. (2011). <i>Human resource management applications: Cases, exercises, incidents, and skill builders</i> (7 th ed.). Cengage Learning. Riccucci, N. M., Naff, K. C., & Hamidullah, M. F. (2019). <i>Personnel management in government: Politics and process</i> . Routledge. Stevens, G. E. (1996). <i>Cases and exercises in human resource management</i> . McGraw-Hill/Irwin.

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Human Resource Development
Course Code	EMBA 662
Semester	-
Credit Hours	3
Prerequisite	Human Resource Management
Learning outcomes	On completion of this course, the students will be able to: 1. Understand the practical application of the theories and tools learned in this and other HR courses when dealing with HRD functions. 2. Focus on the role of HR in impacting executive leadership, line management, 3. Understand staff development, performance management, change management, successful planning and training.
Contents	Unit-1 Introduction to Human Resource Development 1.1 Evolution of HRD 1.2 HRD structure and functions 1.3 Role and competencies of HRD professionals 1.4 Challenges to HRD professionals Unit-2 Training Needs Assessment 2.1 The needs assessment process 2.2 Systematic approach to Needs Assessment

	<p>Unit-3 Learning and HRD 3.1 The forces influencing working and learning 3.2 Learning Theories 3.3 Implications of learning theories for effective HRD programs</p> <p>Unit-4 Training Program Design 4.1 The design process 4.2 Preparing a lesson plan 4.3 Training design work street 4.4 Preparing training materials 4.5 Scheduling the training program 4.6 Implementing the training program 4.7 Program development issues</p> <p>Unit-5 Transfer of Learning 5.1 Theories of transfer</p> <p>Unit-6 Evaluating HRD Programs 6.1 Importance of evaluation 6.2 Evaluation process 6.3 Training outcomes 6.4 Determining R.O.I</p> <p>Unit-7 Training Delivery 7.1 Traditional training methods. 7.2 Importance of training administration 7.3 Training administrative sequence</p> <p>Unit-8 Use of New Technologies in Training 8.1 E- Learning and use of technology</p> <p>Unit-9 Special Issues in Training and Development 9.1 Potential legal issues related to training</p> <p>Unit-10 Cross-cultural Training 10.1 Approaches to employee development 10.2 Comparison between training and development</p> <p>Unit-11 The Future of Training and Development 11.1 A vision of an evolving future for the training function 11.2 What does today’s trainer need to do?</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Harris, D. M., &DeSimone, R. L. (2001). <i>Human resource development</i> (3rd ed.). Thomas Nelson and Sons Ltd. Noe, R. A. (2010). <i>Employee training and development</i> (5th ed). Irwin McGraw-Hill. Noe, R. A., &Kodwani, A. D. (2018). <i>Employee training and development</i> . (7th ed). McGraw-Hill Education. Pace, R. W. (1991). <i>Human resource development: The field</i> . Prentice Hall. Stewart, J., &McGoldrick, J. (1996). <i>Human resource development: Perspectives, strategies and practice</i> . Pitman.

	Werner, J. M., & DeSimone, R. L. (2011). <i>Human resource development</i> . Cengage Learning.
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Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	International Human Resource Management
Course Code	EMBA 663
Semester	-
Credit Hours	3
Prerequisite	Human Resource Management
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the development of global leaders through cross-cultural awareness, interactive learning, comparative research experience, and analysis of the expatriation and repatriation processes. 2. Explore the international dimensions for future business and career aspirations. 3. Distinguish international from domestic HR practices. 4. Understand the nature of developing and managing human resources in international, multinational, global, and transnational firms. 5. Explore the complexity, challenges, and choices that firms are faced with and strategies they use to effectively develop and manage their international workforce in culturally and geographically diverse environments
Contents	<p>Unit-1 Introduction</p> <ol style="list-style-type: none"> 1.1 Define key terms in IHRM 1.2 Review expatriate management evolution 1.3 Outline the differences between domestic HRM and IHRM 1.4 Identify variables that moderate these differences 1.5 Discover the increasing complexity and potential challenges of current IHRM 1.6 Discuss trends and emerging challenges in the global work environment in which IHRM functions and activities are conducted <p>Unit-2 Culture and Organizational Context</p> <ol style="list-style-type: none"> 2.1 Cultural concepts 2.2 Cross-cultural management studies and strategic implications for IHRM 2.3 Structural responses to international growth: the path to global status 2.4 Control and coordination mechanisms, including culture and socioeconomic changes 2.5 Modes of operation used in various international

	<p>markets</p> <p>2.6 Effect of responses on HRM approaches and activities</p> <p>Unit-3 Staffing International Operations for Sustained Global Growth</p> <p>3.1 Issues related to various approaches to staffing foreign operations</p> <p>3.2 Reasons for using international assignments: position filling, management development, and organizational development</p> <p>3.3 Types of international assignments: standard vs. non-standard</p> <p>3.4 The role of expatriates and non-expatriates in supporting international business activities</p> <p>3.5 The role of inpatriates in the corporate global strategy</p> <p>3.6 Return on investment of international assignments</p> <p>3.7 The role of the corporate HR functions</p> <p>Unit-4 Recruiting and Selecting Staff for International Assignments</p> <p>4.1 The debate surrounding expatriate failure</p> <p>4.2 Factors moderating intent to stay or leave the international assignment</p> <p>4.3 Selection criteria and procedures for international assignments</p> <p>4.4 Equal employment opportunity issues: law enforcement, policies, and social norms</p> <p>4.5 Dual-career couples</p> <p>4.6 Gender and family issues for international assignments</p> <p>Unit-5 International Training and Development</p> <p>5.1 Define and contrast between training and development</p> <p>5.2 The role of training in supporting expatriate adjustment and on-assignment performance</p> <p>5.3 Components of effective pre-departure training programs such as cultural awareness, preliminary visits and language skills.</p> <p>5.4 Relocation assistance and training for trainers</p> <p>5.5 Effectiveness of pre-departure training</p> <p>5.6 Developmental aspect of international assignments and its relation to international career paths</p> <p>5.7 Training and developing international management teams</p> <p>5.8 Trends in international training and development</p> <p>Unit-6 International Compensation</p> <p>6.1 Examine the complexities that arise when firms move from compensation at the domestic level to compensation in an International context</p> <p>6.2 Detail the key components of international compensation</p> <p>6.3 Outline the two main approaches to international compensation and the advantages and disadvantages of each approach</p>
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	<p>6.4 Examine the special problem areas of taxation, valid international living cost data and the challenge of managing compensation among parent-country nationals, host-country nationals, and third-country nationals</p> <p>6.5 Examine the recent developments and global compensation issues.</p> <p>Unit-7 HRM in the Host Country Context</p> <p>7.1 Identify and discuss drivers that shape the interplay between global standardization and localization of HR practices in the multinational context</p> <p>7.2 Standardization drivers such as MNE strategy and structure, maturity and age, and corporate culture</p> <p>7.3 Localization drivers such as the host country’s cultural and institutional environment, the mode of operation and subsidiary role</p> <p>7.4 Outline measures which support the development of a balance of globalization and localization of HRM</p> <p>7.5 Address business ethics and the global code of conduct</p> <p>7.6 Discuss strategic importance of off shoring and implications for IHRM</p> <p>Unit-8 International Industrial Relations</p> <p>8.1 Cross-cultural difference in industrial relations and collective bargaining</p> <p>8.2 Discuss key issues in industrial relations and the policies and practices of multinationals</p> <p>8.3 Examine the potential constraints that trade unions may have on multinationals.</p> <p>8.4 Outline key concerns for trade unions.</p> <p>8.5 Discuss recent trends and issues in the global workforce context.</p> <p>8.6 Discuss the formation of regional economic zones such as the European Union, and impact of opponents to globalization.</p> <p>8.6 Transition of the organized labor in emerging markets</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Ayentimi, D. T., Burgess, J., & Brown, K. (2018). A conceptual framework for international human resource management research in developing economies. <i>Asia Pacific Journal of Human Resources</i>, 56(2), 216-237.</p> <p>Collings, D. G., Wood, G. T., & Szamosi, L. T. (Eds.). (2018). <i>Human resource management: A critical approach</i>. Routledge.</p> <p>Dowling, P. (2008). <i>International human resource management: Managing people in a multinational context</i>. Cengage Learning.</p> <p>Dowling, P. J., Festing, M., & Engle, A. D. (2019). <i>International human</i></p>

	<i>resource management</i> (7th ed). Cengage Learning. Reiche, B. S., Harzing, A. W., & Tenzer, H. (Eds.). (2018). <i>International human resource management</i> . Sage Publications Limited.
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Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Industrial Relations and Labor Law in Pakistan
Course Code	EMBA 664
Semester	-
Credit Hours	3
Prerequisite	Human Resource Management
Learning outcomes	On completion of this course, the students will be: 1. Familiar with laws relating to labour and industry. 2. Aware the knowledge of industrial laws and working of labour courts and trade unions
Contents	Unit-1 Introduction and Scope of labour laws Introduction, Scope, history, how labour union emerge, Unit-2 Constitution Provisions regarding Labour Industrial relations ordinance 2012 Factories act 1934 Workman Compensation Act Industrial and commercial Employment (Standing Orders) Ordinance 1968 Social Security Ordinance 1965 Payment of wages Act 1936 Companies Profit (Workers compensation Act) Employees old age benefits Act 1978 Unit-3 Trade Unions Unit-4 Labour courts in Pakistan Unit-5 International labour organization
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Cheema, K. M. (2017). <i>Business laws</i> . Syed Mobin Mahmud & Co. Mohammed, F. (2011). Protecting Pakistani laborers post-eighteenth amendment: Recognizing rights after the devolution of power. <i>Loyola University Chicago International Law Review</i> 9 (2), 265- 295.

	The Punjab Assembly. (2010). <i>Complete set of labour laws in Pakistan</i> .Manzoor Law Book House.
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Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Leadership and Change Management
Course Code	EMBA 665
Semester	-
Credit Hours	3
Prerequisite	Organizational Behavior, Strategic Management, Organizational Development
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Examine the differences in various approaches to leadership and critically compare them. 2. Understand the leader's role as it relates to bringing about constructive change to an organization. 3. Analyze and discuss how to bring about change and remove the barriers to change including resistance to change. 4. Develop an understanding and appreciation for leadership attributes, skills and principles for success in today's complex organizations. 5. Discuss and evaluate differing change management models. 6. Analyze and apply a variety of methods for understanding and mapping change in an organization.
Contents	<p>Unit-1 The New Realities of Leadership: Change Leadership Introduction, force of change, change and loss, good change and bad change, approaches to leadership, successful drivers of change, new realities as the force of change.</p> <p>Unit-2 Critical Systems Thinking Introduction, what is system and system theory, system thinking mindset, system dynamic, challenges to thinking process.</p> <p>Unit-3 Authority, Obedience and Power</p> <p>Unit-4 Leadership and Ethics</p> <p>Unit-5 Case Studies Case study: Clayton Industries Case study: Creating a culture of empowerment and accountability Case study: IBM case</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10

	marks)
Suggested Readings	<p>Anderson, D., & Ackerman, L. (2010). <i>Beyond change management</i>. Pfeifer.</p> <p>Applegate, L. M., Austin, R. D., & Collins, E. (2009). <i>IBM's decade of transformation: Turnaround to growth</i>. Harvard Business Press</p> <p>Arnell, P. (2010). <i>Country manager for Italy: Case study</i>. Harvard Business Press.</p> <p>Beerel, A. (2009). <i>Leadership and change management</i>. Sage Publications.</p> <p>Gill, R. (2002). Change management or change leadership? <i>Journal of Change Management</i>, 3(4), 307-318.</p> <p>Graetz, F. (2000). Strategic change leadership. <i>Management Decision</i>, 38(8), 550-564.</p> <p>Howard, L. L., Berger, G., & Waikar, S. (2017). <i>Creating a culture of empowerment and accountability at St. Martin de Porres High School: Case study</i>. Harvard Business Press.</p> <p>Kotter, J. P. (1995). Leading change: Why transformation efforts fail. <i>Harvard Business Review</i>, 73(2), 59-67.</p> <p>Kotter, J. P. (1996). <i>Leading change</i>. Harvard Business Press.</p> <p>Kotter, J. P. (2001). What leaders really do? <i>Harvard Business Review</i>, 79(11), 85-98.</p> <p>Kotter, J. P. (2008). <i>A sense of urgency</i>. Harvard Business Press.</p> <p>Kotter, J. P. (2009). Leading change: Why transformation efforts fail. <i>IEEE Engineering Management Review</i>, 37(3), 42-48.</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Organization Development
Course Code	EMBA 666
Semester	-
Credit Hours	3
Prerequisite	Human Resource Management, Organizational Behaviour
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand of organization development theories and concepts. 2. Apply the theories and concepts to their own experiences, observations and future involvement in change processes. 3. Understand the dynamics of the change process and resistance to change in organizations. 4. Knowrange of organization development interventions and techniques.
Contents	<p>Unit-1 Introduction to Organization Development (OD)</p> <ol style="list-style-type: none"> 1.1 OD defined 1.2 Growth and relevance of OD 1.3 Short history of OD 1.4 Evolution of OD

	<p>Unit-2 The Nature of Planned Change</p> <p>Unit-3 The Organization Development Practices</p> <p>Unit-4 Entering and Contracting</p> <p>4.1 Entering an OD Relationship</p> <p>4.2 Elements of Contracting</p> <p>Unit-5 Unit Diagnosing Organizations</p> <p>5.1 Need for Diagnosis</p> <p>5.2 Diagnostic Models</p> <p>5.3 Open Systems Model</p> <p>Unit-6 Diagnosing Groups and Jobs</p> <p>6.1 Group Level Diagnosis</p> <p>6.2 Individual Level Diagnosis</p> <p>6.3 The Diagnostic Relationship</p> <p>Unit-7 Collecting and Analyzing Data</p> <p>7.1 Techniques for Analyzing Data</p> <p>Unit-8 Unit Feeding Back Diagnostic Data</p> <p>8.1 Determining the Content of the Feedback</p> <p>8.2 Characteristics of the Feedback Process</p> <p>8.3 Survey Feedback</p> <p>8.4 Determining Next Steps</p> <p>Unit-9 Unit Designing Interventions</p> <p>Unit-10 Unit Leading and Managing Change</p> <p>Unit-11 Interpersonal and Group Process Approach;</p> <p>Unit-12 Organization Process Approach</p> <p>12.1 Process Consultation</p> <p>12.2 Team Building</p> <p>12.3 Appreciative Inquiry</p> <p>12.4 Large Group Interventions</p> <p>12.5 Organization Conflict Meeting</p> <p>12.6 Intergroup Relations Interventions</p> <p>Unit-13 Redesigning Organization</p> <p>Unit-14 Employee Involvement</p> <p>Unit-15 Work Design</p> <p>Unit-16 Performance Management</p> <p>Unit-17 Developing and Assisting Members</p> <p>Unit- 18 Strategic Change Interventions</p> <p>Unit-19 Competitive and Collaborative Strategies</p> <p>Unit-20 Organizational Transformation</p> <p>Unit-21 Psychologically Health Workplace</p> <p>Unit-22 Unit Organizational Development in Global Settings</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Anderson, D. L. (2019). <i>Organization development: The process of leading organizational change</i> . SAGE Publications. Church, A. H. (2017). The art and science of evaluating organization development interventions. <i>Organization Development</i>

	<p><i>Practitioner</i>, 49(2), 26-35.</p> <p>Cummings, T. G., & Worley, C. G. (2018). <i>Organization development and change</i> (10th ed.). Cengage learning.</p> <p>Huffington, C. (2018). <i>A manual of organizational development: The psychology of change</i>. Routledge.</p> <p>Smither, R., Houston, J., & McIntire, S. (2016). <i>Organization development: Strategies for changing environments</i>. Routledge.</p>
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Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Performance & Compensation Management
Course Code	EMBA 667
Semester	-
Credit Hours	3
Prerequisite	Human Resource Management
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand how to explore and introduce the intricate details of performance and performance evaluation systems. 2. Understand the design & details of a compensation system. and strategies of compensation management practiced 3. Understand the systems actually running in different organizations. 4. Understand the importance and an overview of performance management systems, practical implications of the performance evaluations and their link with the compensation systems
Contents	<p>Unit-1 Introduction</p> <ol style="list-style-type: none"> 1.1 Introduction to the Course, Objectives and Learning Strategy 1.2 Some Basic Ideas to be shared about Performance and Compensation Management, its relation with Human Resource Management and Management in general. <p>Unit-2 Performance Appraisal Systems</p> <ol style="list-style-type: none"> 2.1 What is performance? 2.2 Factors affecting performance 2.3 Importance of Performance Management, its relation with productivity & Organizational mission 2.4 Human Performance Improvement 2.5 Performance appraisal as a tool of performance management 2.6 Uses of performance appraisal 2.7 Evolution of performance appraisal <p>Unit-3 Performance Appraisal Systems with critical appreciation</p> <ol style="list-style-type: none"> 3.1 Rating Scales 3.2 Ranking Method

	<p>3.3 Paired Comparison</p> <p>3.4 Critical Incident Method Work standards</p> <p>3.5 Work Standards</p> <p>3.6 Characteristics of an effective appraisal system</p> <p>3.7 Problems and Biasness in appraisal system</p> <p>3.8 Politics in appraisal system</p> <p>Unit-4 Performance Diagnosis</p> <p>4.1 Identifying causes of poor performance</p> <p>4.2 Overview of different appraisal systems at organizations</p> <p>Unit-5 Compensation</p> <p>5.1 Introduction to compensation</p> <p>5.2 Factors affecting compensation</p> <p>5.3 Importance of compensation management</p> <p>5.4 Compensation as a tool of performance management and retention</p> <p>5.5 Levels of compensation and benefits</p> <p>5.6 Components of compensation</p> <p>5.7 Strategic Compensation</p> <p>Unit-6 Traditional Bases for Pay</p> <p>Unit-7 Incentive Pay</p> <p>Unit-8 Designing compensation systems</p> <p>Unit-9 Building Market competitive compensation system</p> <p>Unit-10 Building pay structures that recognize Employee Contributions</p> <p>11.1 Employee Benefits</p> <p>11.2 Job Evaluation</p> <p>11.3 Surveying Market Pay & Compensation</p> <p>11.4 Designing a base pay structure</p> <p>Unit-11 Employees Benefits</p> <p>12.1 Pay for performance</p> <p>12.2 Pay Delivery</p> <p>12.3 Pay equity</p> <p>12.4 The pay, Budget and Increments</p> <p>12.5 Integration of PA & Compensation</p> <p>12.6 Pay Structures (The practical aspects)</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Bacal, R. (2011). <i>Performance management</i> (2nd ed.). PHI Learning Pvt. Ltd.</p> <p>Deluca, M. J. (1993). <i>Handbook of compensation management</i>. Prentice Hall.</p> <p>Dessler, G. (2018). <i>Human resources management</i> (15th ed.). Pearson Education.</p> <p>Henderson, R. I. (2003). <i>Compensation management in a knowledge-based world</i>. Prentice Hall.</p> <p>Martocchio, J. J. (2018). <i>Strategic compensation: A human resource</i></p>

	<p><i>management approach</i> (9th ed.). Pearson.</p> <p>Rothwell, W. J., Hohne, C. K., & King, S. B. (2012). <i>Human performance improvement</i>. Routledge.</p> <p>Timpe, A. D. (1992). <i>Performance: The art and science of business management</i>. Kendall Publishing.</p>
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Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Positive Organizational Scholarships
Course Code	EMBA 668
Semester	-
Credit Hours	3
Prerequisite	Human Resource Management, Org. Development, Human Resource Development, Organizational Behaviour
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand about the concept of positivity in organizations. 2. Understand how to differentiate between positivity based and deficiency-based paradigm of research. 3. Analyze and assess the applications of positivity-based phenomenon in the real world particularly the work-life.
Contents	<p>Unit-1 Introduction to Positive Organizational Scholarship Introduction, definition, historical perspectives</p> <p>Unit-2 Positive Individual Attribute Psychological capital, prosocial motivation, positive identity, proactive, creativity,</p> <p>Unit-3 Positive Emotions Positive emotions, positive energy, passion, intelligence, group emotions</p> <p>Unit-4 Character Strengths and Virtues Virtues, forgiveness, humility, compassion, hope, courage.</p> <p>Unit-5 Positive Organizational Behaviour High Quality Connections Subjective Well-being Flow and the concept of intrinsic motivation Work engagement</p> <p>Unit-6 Leadership Authentic Leadership Positive Leadership</p> <p>Unit-7 Appreciative Inquiry</p> <p>Unit-8 Organizational Virtuosity</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical

	work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Cameron, K. S., Dutton, J. E., & Quinn, R. E. (2003). An introduction to positive organizational scholarship. <i>Positive Organizational Scholarship</i>, 3(13), 1-8</p> <p>Dutton, J. E. &Heaphy, E. D. (2003). <i>The power of high-quality connections:Foundations of a new discipline</i>.Berrett Koehler.</p> <p>Dutton, J. E. & Ragin, B. R. (2006). <i>Exploring positive relationships at work</i>.Routledge.</p> <p>Dutton, J. E. (2003). <i>Energize your workplace: How to sustain and maintain high-quality connections</i>.Jossey Bass.</p> <p>Whitney, D., &Cooperrider, D. L. (2000). The appreciative inquiry summit: An emerging methodology for whole system positive change. <i>Journal of Organization Development Network</i>, 32(1), 13-26.</p> <p>Whitney, D., &Trosten-Bloom, A. (2010). <i>The power of appreciative inquiry: A practical guide to positive change</i>. Berrett-Koehler.</p>

Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Recruitment & Selection Techniques
Course Code	EMBA 669
Semester	-
Credit Hours	3
Prerequisite	Human Resource Management
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Develop job specifications and person specifications to fit current recruitment needs of the business 2. Examine selection methods and their effectiveness in helping identify the best interview candidates 3. Understand communications and techniques in order to get the best out of recruitment interviews 4. Evaluate the procedures for recruiting & selecting employees, taking into account constraints imposed by the organization & legislation. 5. Develop plans to identify, attract and contact the talent pool. 6. Develop strategies for the process of screening & selecting candidates. 7. Utilize various interviews techniques. 8. Assess the usefulness of various testing methods & techniques used in the selection process.
Contents	<p>Unit-1 Introduction to Recruitment and Selection</p> <p>Unit-2 Describing the Job</p> <p>2.1 Job Design</p>

	<p>2.2 Analysis techniques for Recruitment & Selection</p> <p>2.3 Competency based model</p> <p>Unit-3 Attracting the right person</p> <p>3.1 Recruitment Methods</p> <p>3.2 Marketing the Job</p> <p>Unit-4 The information needed to make decisions</p> <p>4.1 Markov Analysis</p> <p>4.2 Information flow</p> <p>4.3 Difficulties in making decisions</p> <p>4.4 Way of Providing information</p> <p>Unit-5 Applications: their format and uses</p> <p>5.1 How to shortlist</p> <p>5.2 Forms of application</p> <p>5.3 Screening methods</p> <p>Unit-6 Interviews</p> <p>6.1 Forms of interviews</p> <p>6.2 What works, what does not?</p> <p>6.3 Assessment centers</p> <p>Unit-7 Employment Testing</p> <p>7.1 Application blanks and tests</p> <p>7.2 Resume analysis</p> <p>7.3 Reference checking</p> <p>Unit-8 Integrating Selection Information</p> <p>8.1 Selection decision analysis</p> <p>8.2 Selection methods</p> <p>Unit-9 Personality Tests</p> <p>9.1 Psychometric testing</p> <p>9.2 Aptitude tests</p> <p>Unit-10 After the Offer</p> <p>10.1 Making win/win decisions</p> <p>10.2 Making an offer of employment</p> <p>10.3 Negotiations after offer</p> <p>10.4 Providing feedback</p> <p>Unit-11 Decision-Making</p> <p>Unit-12 Evaluating the Decisions</p>
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Dale, M. (1995). <i>Successful recruitment and selection: A practical guide for managers</i>. Kogan Page Limited.</p> <p>Dale, M. (2003). <i>A manager's guide to recruitment & selection</i>. Kogan Page Publishers.</p> <p>Hmoud, B., & Laszlo, V. (2019). Will artificial intelligence take over human resources recruitment and selection? <i>Network Intelligence Studies</i>, 7(13), 21-30.</p> <p>Ristic, M. R., & Qureshi, T. M. (2019). Recruitment and selection techniques In Bulatovic, L(Ed.). <i>The Digital Spaces: Challenges</i></p>

	<p><i>and expectations</i> (pp. 75-98). FMK publishing.</p> <p>Rozario, S. D., Venkatraman, S., & Abbas, A. (2019). Challenges in Recruitment and Selection Process: An Empirical Study. <i>Challenges</i>, 10(2), 35-44</p>
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Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Seminar in Human Resource Management
Course Code	EMBA 670
Semester	-
Credit Hours	3
Prerequisite	Human Resource Management, Org. Development, Human Resource Development
Learning outcomes	<p>On completion of this course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Explain and critically discuss theoretical paradigms in human resource management. 2. Integrate diverse theoretical perspectives on a knowledge area (pertaining to a topic in organizational behaviour and/or HRM) into a coherent theoretical model, which will be used to conduct research in 'real-world' organizations. 3. Assess the validity of theoretical assumptions into the practice of HRM in 'real-world' organizations and integrate research findings and conclusions into the broader theoretical debate on a knowledge area. 4. Formulate specific recommendations to HRM professionals in order to enhance individual and organizational performance based on warranted research findings.
Contents	<p>Unit-1 Human Resource Management Research on HRM process, HR planning, Employee performance management, Compensation/Benefits; Career development, current issues in HRM</p> <p>Unit-2 The New Director of Human Resources Management</p> <p>Unit-3 Contemporary topics in HRM Organizational justice and ethics, the employment relationship, managing and retaining talent, conflict and creativity, groups and teams, psychological empowerment, employee work engagement, leadership and employee relations.</p> <p>Unit-4 Developing a Research Proposal Conducting literature review - writing theory Developing a conceptual research model- writing research hypotheses Qualitative / Quantitative research and design of field research Design of interviews / questionnaires for field research Interviewing skills and techniques</p>

	Analyzing collected data in relation to hypotheses Reporting research findings
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	<p>Attridge, M. (2009). Measuring and managing employee work engagement: A review of the research and business literature. <i>Journal of Workplace Behavioural Health</i>, 24(4), 383-398.</p> <p>Butts, M. M., Vandenberg, R. J., DeJoy, D. M., Schaffer, B. S., & Wilson, M. G. (2009). Individual reactions to high involvement work processes: Investigating the role of empowerment and perceived organizational support. <i>Journal of Occupational Health Psychology</i>, 14(2), 122-136.</p> <p>Cappelli, P. (2008). Talent management for the twenty-first century. <i>Harvard Business Review</i>, 86(3), 74-81.</p> <p>Cotton, J. L., Vollrath, D. A., Froggatt, K. L., Lengnick-Hall, M. L., & Jennings, K. R. (1988). Employee participation: Diverse forms and different outcomes. <i>Academy of Management Review</i>, 13(1), 8-22.</p> <p>Guest, D. (2011). Human resource management and performance: Still searching for some answers. <i>Human Resource Management Journal</i>, 21(1), 3-13.</p> <p>Guzzo, R. A., & Dickson, M. W. (1996). Teams in organizations: Recent research on performance and effectiveness. <i>Annual Review of Psychology</i>, 47(1), 307-338.</p> <p>Hollander, E. P., & Offermann, L. R. (1990). Power and leadership in organizations: Relationships in transition. <i>American psychologist</i>, 45(2), 179-189.</p> <p>Huhtala, H., & Parzefall, M-R. (2007). A review of employee well-being and innovativeness: An opportunity for mutual benefit. <i>Creativity & Innovation Management</i>, 16(3), 299-306.</p> <p>Jehn, K. A. (1997). A qualitative analysis of conflict types and dimensions in organizational groups. <i>Administrative Science Quarterly</i>, 42(3), 530-557. https://www.jstor.org/stable/2393737</p> <p>McShane, S. L., Von Glinow, M. A. Y., & Von Glinow, M. A. (2005). <i>Organizational behavior: Emerging realities for the workplace revolution</i>. McGraw-Hill.</p> <p>Noe, R. A., Hollenbeck, J. R., Gerhart, B. A., & Wright, P. M. (2007). <i>Fundamentals of human resource management</i>. McGraw Hill.</p> <p>Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. <i>Journal of Management</i>, 26(3), 513-563.</p> <p>Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. <i>American psychologist</i>, 55(1), 68-79.</p> <p>Saunders, M., Lewis, P. & Thornhill, A. (2009). <i>Research methods for business students</i> (5th ed.). Prentice Hall.</p>

	Seidel, M. L., Polzer, J. R., & Stewart, K. J. (2000). Friends in high places: The effects of social networks on discrimination in salary negotiations. <i>Administrative Science Quarterly</i> , 45(1), 1-24. Stewart, G. L., & Brown, K. G. (2019). <i>Human resource management</i> . John Wiley & Sons.
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Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)

Name of the course	Team Management
Course Code	EMBA 671
Semester	-
Credit Hours	3
Prerequisite	Human Resource Management
Learning outcomes	On completion of this course, the students will be able to: 1. Describe team dynamics and learn techniques of team development. 2. Understand leadership and team-building skills. 3. Assess strengths and weaknesses in terms of important team-building skills such as promoting effective decision making in groups, motivating others, and integrating work and personal life. 4. Apply the skills of group development and teamwork.
Contents	Unit-1 Introduction Team management definition, value, history of group and team management, team dynamics Unit-2 Building and Dealing with the Team A Team-Based Organization, Team Decision Making, team building, Effective Team Communication, Conflict in Team, Barriers to team performance, Training/Learning of Team Unit-3 Rewarding & Recognizing Teamwork Team evaluation, reward Unit-4 Managing/Leading Virtual Teams Unit-5 Effective Team Meetings Unit-5 Conflict Resolution in Teams Emotional Intelligence Personal Competencies
Teaching & Learning Strategies	A combination of lecturing, presentations, and discussions will be used to conduct the course. Students will be expected to read extensively ahead of each class session and actively participate in discussions and practical work.
Assignment	Written assignment (10 marks), presentation (5 marks) and Quiz (10 marks)
Suggested Readings	Hayes, N. (1997). <i>Successful team management</i> . Thomson Learning. Hayes, N. (2002). <i>Managing teams: A strategy for success</i> . Cengage

	<p>Learning.</p> <p>Kouzes, J. M., & Posner, B. Z. (2014). <i>The leadership challenges</i>. San Francisco: Jossey-Bass.</p> <p>Slater, R. (2010). <i>People management: Collins Business Secrets</i>. Harper Collins.</p>
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Assessment and Examinations

Sr. #	Elements	Weightage	Details
1	Midterm Assessment	35%	Written test (at the mid-point of the semester)
2	Formative Assessment	25%	Assignment, presentation and quiz
3	Final Assessment	40%	Written test (at the end of the semester)