

**Curriculum of
Bachelor of Business Administration (BBA)
(2026)**



**RAWALPINDI WOMEN UNIVERSITY,
RAWALPINDI**

TABLE OF CONTENTS

No.	Topics	Page
1.	Programme Objectives and Outcomes	4
2.	Admission Criteria for BBA	5
3.	Division and Distribution of Courses for BBA	6
4.	Scheme of Studies for BBA (Regular Batch)	7
5.	Scheme of Studies for BBA (BA/BSC, Annual System)	10
6.	Scheme of Studies for BBS (ADP Lateral Entry, Semester System)	12
7.	List of Major Courses	14
8.	Course Outlines for Major Courses	15
9.	List of Major / Elective Courses for each Specialization	59
10.	Course Outlines for Major / Elective Courses	61
11.	List of Mandatory Courses	112
12.	Course Outlines for Mandatory Courses	113
13.	List of General Education Courses	121
14.	Course Outlines for General Education Courses	122
15.	List of Interdisciplinary / Allied Courses	149
16.	Course Outline of Interdisciplinary/ Allied Courses	150
17.	List of Interdisciplinary / Allied Courses (Offered to other departments)	177
18.	Course Outline of Interdisciplinary / Allied Courses (Offered to other departments)	178

1. Program Objectives and Outcomes

Program Objectives:

The Department of Business Administration of Rawalpindi Women University is offering Four years, Bachelors of Business Administration (BBA) program keeping the following objectives and outcomes in view:

The four years BBA program is tailored made to serve the needs of the bright young students who have completed twelve years of education and are looking for a career education in entrepreneurship, management profession with any specialization field such as Finance, Marketing and HRM or towards higher education in business administration. This program is open to the students with diverse educational backgrounds including, humanities, science, arts and commerce. However, being a program with challenging curricula and contents, it is accessible mainly to those students who have excellent academic record and high potential for success. Accordingly, candidates for this program are carefully sifted and screened through a selective admission test process.

The four years BBA degree promises the graduates higher level employability at the entry level of management profession through helping them fulfill potential for high earnings and greater personal development. The program curricula offer to the students a rich blend of general education like English language, mathematics, Pakistan studies, Islamic studies economics; general management skills like oral and written communication, decision-making, leadership, teamwork, quantitative method; discipline-based core courses including finance & banking, marketing, and HRM etc. and the specialization based elective courses. The program builds in the student's potential for future and enables them to build and maintain balance between the targets of economic success and the limitations of increasing social and environmental responsibility. The main objectives of the program are:

- To provide quality education and research opportunities in the business field.
- To prepare students for changing business environment and provide a roadmap to become successful business leaders.
- To ensure students can apply the acquired knowledge to solve real-world business problems.

Learning Outcomes:

The students who earn the BBA degree will be able to:

- a. Demonstrate the ability to identify and evaluate relevant information for decision-making and make usage of diagnostic thinking skills and analytical techniques.
- b. Understand various leadership styles, product management, business finance and diversity practices in different organizations.
- c. Apply the management, marketing, financial, information systems, economics, project management and communication skills in different cultural diversity, under the theoretical and practical lens.
- d. Acknowledges teamwork, group dynamics, interpersonal behaviors and styles accordingly.

2. Admission Criteria for BBA

As per approved Admission Policy RWU notified vide Notification No. RWU/VC/01/341; dated: 10th Mar, 2023

3. Division and Distribution of Courses for BBA

Regular Batch			
S.No	Categories	No. of Courses	Credit Hours
1	General Education Courses	15	32
2	Major Courses	27	81
3	Interdisciplinary / Allied Courses	4	12
4	Mandatory Courses (Quranic Translation Studies / Ethics)	4	8
Total Credit Hours		50	133

- Total Credit Hours 133
- Duration 4 Years
- Semester Duration 16 - 18 Weeks
- Semesters 8
- Course Load Per Semester 15 - 18 Credit Hours

4. Scheme of Studies for BBA (Regular Batch)

Seme ster	Course Code	Course Title	Course Type	Pre- Requisite	Credit Hours
First	ISL-101/ ETH-101	Islamic Studies / Ethics	General Education	Nil	2
	ENG-110	Functional English	General Education	Nil	3
	MTH-110	Quantitative Reasoning-I	General Education	Nil	3
	MGT-121	Principles of Management	Major	Nil	3
	MGT 202	Financial Accounting-I	Major	Nil	3
	MGT-108	Entrepreneurship	General Education	Nil	2
	UHQ-101/ ETH-103	Understanding of Holy Quran-I/ Ethics-I	Mandatory	Nil	1
	Total				17
Secon d	PAK-104	Pakistan Studies	General Education	Nil	2
	STA-112	Quantitative Reasoning-II	General Education	Nil	3
	CS-107	Application of Information and Communication Technologies	General Education	Nil	2
	CS-107L	Application of Information and Communication Technologies (Lab)	General Education	Nil	1
	ENG-111	Expository Writing	General Education	Nil	3
	MGT-122	Principles of Marketing	Major	Nil	3
	MGT-304	Financial Accounting-II	Major	Nil	3
	Total				17
Third	BFA-120	Arts and Humanities (Photography)	General Education	Nil	2
	SOC-104	Social Sciences (Introduction to Social Sciences)	General Education	Nil	2
	STA-110	Business Statistics-1	Major	Nil	3
	MGT-209	Human Resource Management	Major	Nil	3
	MGT-313	Cost and Management Accounting	Major	Nil	3
	CCE-497	Civic and Community Engagement	General Education	Nil	2
	UHQ-102/ ETH-104	Understanding of Holy Quran-II/ Ethics-II	Mandatory	Nil	1

	Total				16
Fourth	SCI-101	Natural Sciences	General Education	Nil	2
	SCI-101L	Natural Sciences (Lab)	General Education	Nil	1
	STA-111	Business Statistics-II	Major	STA 110	3
	PAK-103	Ideology and Constitution of Pakistan	General Education	Nil	2
	MGT-301	Business Finance	Major	Nil	3
	MGT-306	Marketing Management	Major	Nil	3
	CODE	Allied Course-I	Interdisciplinary/Allied		3
	Total				17
Fifth	MGT-203	Business Ethics	Major	Nil	3
	MGT-320	Business Economics	Major	Nil	3
	MGT-302	Business Research Methods	Major	Nil	3
	MGT-310	Financial Management	Major	Nil	3
	CODE	Allied Course-II	Interdisciplinary/Allied		3
	Total				15
Sixth	MGT-210	Business and Corporate Law	Major	Nil	3
	MGT-312	Project Management	Major	Nil	3
	MGT-314	Business Policy and Strategy	Major	Nil	3
	MGT-320	Business Analytics – I	Major	Nil	3
	MGT-402	International Business Management	Major	Nil	3
	CODE	Allied Course-III	Interdisciplinary/Allied		3
	Total				18
Seventh	MGT-401	Money and Banking	Major	Nil	3
	CODE	Specialization-I	Major	Nil	3
	CODE	Specialization-II	Major	Nil	3
	CODE	Allied Course-IV	Interdisciplinary/Allied	Nil	3
	INT-499	Internship	Mandatory	Nil	3
	MGT-420	Business Analytics – II	Major	Nil	3
	Total				18
Eighth	MGT-307	Consumer Behavior	Major	Nil	3

	MGT-405	E-Commerce	Major	Nil	3
	CODE	Specialization-III	Major	Nil	3
	CODE	Specialization- IV	Major	Nil	3
	CP-498	Capstone Project	Mandatory	Nil	3
	Total				15
Total Credit Hours					133

5. Scheme of Studies for BBA (BA/BSC, Annual System)

Semester	Course Code	Course Title	Course Type	Pre-Requisite	Credit Hours
Fifth	MGT-203	Business Ethics	Major	Nil	3
	MGT-320	Business Economics	Major	Nil	3
	MGT 302	Business Research Methods	Major	Nil	3
	MGT 310	Financial Management	Major	Nil	3
	MGT 209	Human Resource Management	Deficiency/ Major	Nil	3
	CODE	Allied Course-II	Interdisciplinary/ Allied	Nil	3
	MGT-101	Financial Accounting-1	Deficiency/ Major	Nil	3
	Total				21
Sixth	MGT-210	Business and Corporate Law	Major	Nil	3
	MGT-312	Project Management	Major	Nil	3
	MGT-314	Business Policy and Strategy	Major	Nil	3
	MGT-320	Business Analytics - I	Major	Nil	3
	MGT-402	International Business Management	Major	Nil	3
	CODE	Allied Course-III	Interdisciplinary/ Allied	Nil	3
	MGT-304	Financial Accounting-II	Deficiency/ Major	Nil	3
	Total				21
Seventh	MGT-401	Money and Banking	Major	Nil	3
	CODE	Specialization-I	Major	Nil	3
	CODE	Specialization-II	Major	Nil	3
	CODE	Allied Course-IV	Interdisciplinary/ Allied	Nil	3
	INT-499	Internship	Mandatory	Nil	3
	MGT-122	Principles of Marketing	Deficiency/ Major	Nil	3

	MGT-420	Business Analytics - II	Major	Nil	3
	Total				21
Eighth	MGT-307	Consumer Behavior	Major	Nil	3
	MGT-405	E-Commerce	Major	Nil	3
	Code	Specialization-III	Major	Nil	3
	Code	Specialization- IV	Major	Nil	3
	CP-498	Capstone Project	Mandatory	Nil	3
	MGT-121	Principles of Management	Deficiency/ Major	Nil	3
	MGT-306	Marketing Management	Deficiency/ Major	Nil	3
	Total				21
Total Credit Hours					84
Earned CRs(ADP)					50
Grand Total					134

Division and Distribution of Courses for BBA 2025 (Annual System, BA/BSc)

BA/BSC Batch (Lateral Entry)			
S.No	Categories	No. of Courses	Credit Hours
1	General Education Courses	Nil	Nil
2	Major Courses	23	69
3	Interdisciplinary / Allied Courses	3	9
4	Mandatory Courses (Quranic Translation Studies / Ethics)	2	6
Total Credit Hours		28	84
Earned CRs			50
Grand Total CRs			134

6. Scheme of Studies for BBA (ADP Lateral Entry, Semester System)

Semester	Course Code	Course Title	Course Type	Pre-Requisite	Credit Hours
Fifth	MGT-203	Business Ethics	Major	Nil	3
	MGT-320	Business Economics	Major	Nil	3
	MGT-302	Business Research Methods	Major	Nil	3
	MGT-310	Financial Management	Major	Nil	3
	MGT-209	Human Resource Management	Deficiency/Major	Nil	3
	CODE	Allied Course-II	Interdisciplinary/Allied	Nil	3
	Total				18
Sixth	MGT-210	Business and Corporate Law	Major	Nil	3
	MGT-312	Project Management	Major	Nil	3
	MGT-314	Business Policy and Strategy	Major	Nil	3
	MGT-320	Business Analytics - I	Major	Nil	3
	MGT-402	International Business Management	Major	Nil	3
	CODE	Allied Course-III	Interdisciplinary/Allied	Nil	3
	Total				18
Seventh	MGT-401	Money and Banking	Major	Nil	3
	CODE	Specialization-I	Major	Nil	3
	CODE	Specialization-II	Major	Nil	3
	CODE	Allied Course-IV	Interdisciplinary/Allied	Nil	3
	INT-499	Internship	Mandatory	Nil	3
	MGT-420	Business Analytics - II	Major	Nil	3
	Total				18
Eighth	MGT-307	Consumer Behavior	Major	Nil	3

	MGT-405	E-Commerce	Major	Nil	3
	Code	Specialization-III	Major	Nil	3
	Code	Specialization- IV	Major	Nil	3
	CP-498	Capstone Project	Mandatory	Nil	3
	Total				15
Total Credit Hours					69
Earned CRs(ADP)					65
Grand Total					134

Division and Distribution of Courses for Semester System (ADP, Lateral Entry)

ADP Batch (Lateral Entry)			
Sr. No	Categories	No. of Courses	Credit Hours
1	General Education Courses	Nil	Nil
2	Major Courses	18	54
3	Interdisciplinary / Allied Courses	3	9
4	Mandatory Courses (Quranic Translation Studies / Ethics)	2	6
Total Credit Hours		23	69
Earned CRs			65
Grand Total CRs			134

7. List of Major Courses

Sr. No.	Course Code	Course Title	Pre-Requisite	Credit Hours
1	MGT-121	Principles of Management	Nil	3
2	MGT-202	Financial Accounting-I	Nil	3
3	MGT-122	Principles of Marketing	Nil	3
4	MGT-304	Financial Accounting-II	Nil	3
5	STA-110	Business Statistics-1	Nil	3
6	MGT-209	Human Resource Management	Nil	3
7	MGT-313	Cost and Management Accounting	Nil	3
8	STA-111	Business Statistics-II	STA 110	3
9	MGT-320	Business Economics	Nil	3
10	MGT-301	Business Finance	Nil	3
11	MGT-306	Marketing Management	Nil	3
12	MGT-203	Business Ethics	Nil	3
13	MGT-302	Business Research Methods	Nil	3
14	MGT-310	Financial Management	Nil	3
15	MGT-210	Business & Corporate Law	Nil	3
16	MGT-312	Project Management	Nil	3
17	MGT-314	Business Policy and Strategy	Nil	3
18	MGT-320	Business Analytics I	Nil	3
19	MGT-420	Business Analytics II	Nil	3
20	MGT-402	International Business Management	Nil	3
21	MGT-401	Money & Banking	Nil	3
22	MGT-307	Consumer Behavior	Nil	3
23	MGT-405	E-Commerce	Nil	3

8. Course Outline of Major Courses

8.1 Principles of Management

BBA-Business Administration

Course Code: MGT-121

Credit Hours: 03

Pre-requisite: Nil

Objectives

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

Learning Outcomes

By the end of this course, students will:

- Be able to understand the relevance of the management principles and theories, for local settings.
- Be able to apply course concepts and theory in a practical context.
- Be able to comprehend and integrate by producing an in-depth analysis of management situation usually presented through case studies

Course Outline

Unit 1. Introduction to Management

Organization, The management Process.

Unit 2. The History and Evolution of Management

Organizational theories and different approaches to management. Discuss the qualifications of an ideal manager. Articulate the purpose of mission, vision and values statements. Identify how a passionate leader can impact a company. Defining a Manager Terrain.

Unit 3. The Organizational Culture and The Manager, Motivation Its Theories, Ethics and Social Responsibility

Describe management's role in encouraging ethical behavior. Describe how ethical behavior is implemented at various levels of management. Describe management's role in encouraging ethical behavior. Explain Kohlberg's stages of moral development and its application to management. The internal/external environment and the Manager. Current issues in Motivation Business Ethical, Social responsibility, social responsiveness.

Unit 4. Foundations And Basic Elements of Planning

Process of planning and MBO. Effective strategic planning. Describe the purpose of a SWOT analysis. Perform a SWOT analysis. Discuss the barriers to planning. Recommend steps to overcome barriers.

Unit 5. Organizational Structure, Team work and Group Behaviour

Types of organizational structures. Case Decision-making. The process of Control. The Control Standards. Case of Controlling, Case of team and team work. Explain the organizing process. Explain Tuckman's stages of team development. Describe the skills a team must acquire to become effective. HRM processes, Staffing

Unit 6. Decision Making Process, Leadership and Its Characteristics

The manager's role as decision maker. Leadership styles and behaviours. Analyze and apply Goleman's six leadership categories. Identify leadership skills. Assess leadership skills.

Unit 7. Nature and Importance of Communication

Recognize the part communication plays in the 4 management functions • Assess basic communication skills.

Unit 8. Managing Change and Basics of strategic management

Define the importance of change management and explain where it fits in the four management functions. Explain the steps managers can take to implement planned change. Explain why people resist change. Apply attitude change strategies.

Recommended Books/ Reference Material

1. Gupta, M. J., Chaturvedi, S., Prasad, R., & Ananthi, N. (2022). *Principles and practice of management*. (AGPH Books).
2. Jones, G. R., & George, J. M. (2019). *Essentials of contemporary management*. McGraw-hill.
3. Prasad, L. M. (2020). *Principles and practice of management*. Sultan Chand & Sons.
4. Robbins, S. P., DeCenzo, D., Coutler, M., & Woods, M. (2022). *Management: the essentials*. University Of Tasmania.
5. Singh, C., & Khatri, A. (2024). *Principles and Practices of Management and Organizational Behavior*. Taylor & Francis.

8.2 Financial Accounting-I

BBA-Business Administration

Course Code: MGT-202

Credit Hours: 03

Pre-requisite: Nil

Objectives

The primary aim of Financial Accounting is to provide students with an introduction to the process and function of financial reporting. Whilst a large proportion of the course is aimed at understanding accounting as a process, taking a preparer's perspective, we will also seek to develop an understanding of the importance of the role of accounting in today's society.

Learning Outcomes

By the end of this course, students will be able to:

- Understand the language of accounting, financial reporting and accounting cycle.
- Comprehend and prepare the Journal, Ledger and subsidiary books.
- Preparation of balance sheet, profit and loss account and cash flow statement.

Course Outline

Unit 1. Accounting: Information For Decision Making

Accounting Information: A Means to an End, Accounting Systems. Financial Accounting Information. Management Accounting Information. Integrity of Accounting Information. Careers in Accounting.

Unit 2. Basic Financial Statements

Introduction to Financial Statements. A Starting Point: Statement of Financial Position. Income Statement. Statement of Cash Flows, Relationships among Financial Statements. Financial Analysis and Decision Making. Forms of Business Organization. The Use of Financial Statements by External Parties.

Unit 3. The Accounting Cycle: Capturing Economic Events

The Accounting Cycle. The Ledger. The Use of Accounts, Debit and Credit Entries. The Journal, Recording Balance Sheet Transactions: An Illustration. Ledger Accounts after Posting. What Is Net Income? Dividends. Recording Income Statement Transactions: An Illustration. February's Ledger Balances. The Trial Balance

Unit 4. The Accounting Cycle: Accruals and Deferrals

The Need for Adjusting Entries. Types of Adjusting Entries. Adjusting Entries and Timing Differences. Characteristics of Adjusting Entries. Year-End at Overnight Auto Service. Converting Assets to Expenses. The Concept of Depreciation. Converting Liabilities to Revenue. Accruing Unpaid Expenses. Accruing Uncollected Revenue. Accruing Income Taxes Expense: The Final Adjusting Entry

Unit 5. The Accounting Cycle: Reporting Financial Results

Preparing financial statements. Relationships among the financial statements. Drafting the notes that accompany financial statements. What types of information must be disclosed? Closing the temporary accounts. Closing entries for revenue accounts. Closing entries for expense accounts. Closing the income summary account. Closing the dividends account. Summary of the closing process. After-closing trial balance. Financial analysis and decision making. Preparing financial statements covering different periods of time

Unit 6. Merchandising Activities

Merchandising Companies. The Operating Cycle of a Merchandising Company. Income Statement of a Merchandising Company. Accounting System Requirements for Merchandising Companies. Two Approaches Used in Accounting for Merchandise Inventories. Perpetual Inventory Systems. Periodic Inventory Systems. Comparison of Perpetual and Period Inventory Systems. Transactions Relating to Purchases/sales. Modifying an Accounting System. Special Journals Provide Speed and Efficiency

Recommended Books/ Reference Material

1. Bettner, M., Williams, J., Haka, S., & Carcello, J. (2023). Financial & Managerial Accounting. (Latest Edition)
2. Khan, (2021): Financial Accounting. Pakistan
3. Kimmel, P. D., Weygandt, J. J., & Kieso, D. E. (2020). *Financial accounting: tools for business decision-making*. John Wiley & Sons.
4. Narayanaswamy, R. (2022). *Financial accounting: a managerial perspective*. PHI Learning Pvt. Ltd.
5. Schroeder, R. G., Clark, M. W., & Cathey, J. M. (2022). *Financial accounting theory and analysis: text and cases*. John Wiley & Sons.

8.3 Principles of Marketing

BBA-Business Administration

Course Code: MGT-122

Credit Hours: 03

Pre-requisite: Nil

Objectives

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

Learning Outcomes

By the end of this course, students will be able to:

- To comprehend the elements in marketing mix and their application in marketing decisions with relevance to market place and consumers.
- To analyse functions of marketing communication.
- To apply the concepts in reality regarding the importance of customer relationship and the creation of customer value.

Course Outline

Unit 1. Introduction To Marketing

Marketing and the Society. Importance and scope of marketing. Definition of marketing. Nature and concept of marketing.

Unit 2. Marketing Environments

The Marketing environment. Macro environment. Micro environment. Environmental scanning and monitoring. Marketing & strategy. Strategic planning. Strategic marketing planning. Forecasting marketing demand.

Unit 3. Marketing Decisions

Information required for marketing decisions. Reasons for obtaining information Marketing research.

Unit 4. Consumer Behavior

Information for purchase decisions. Consumer decision process. Influence of social and psychological factors. Market implications.

Unit 5. Market Segmentation and Targeting, Introduction To E-Business

Factors for Segmentation. Selecting the target market. Developing the positioning and target market strategies. Different trends. Rules of doing e-business. E-business application in the market.

Unit 6. Products And Services

Definition of product and services. Classification of consumer goods. Classification of business goods, Product development and life cycle. Product development process and commercialization. Product life cycle stages and its implications.

Unit 7. Pricing

Overview of pricing. Importance of pricing. Break even analysis. Factor effecting pricing decisions. Price setting and relating strategies. Pricing objectives. Sale based objectives. Profit based objectives. Status quo Pricing. Price strategy. Pricing techniques and their applications, Cost based pricing, Cost plus pricing, Target pricing, Floor pricing.

Unit 8. Distribution & Promotion, Advertisement and Publicity

Importance of distribution channels. Selecting a channel of distribution. Retail functions in distribution. Recent trends in wholesaling and retailing. Importance and types of promotion. Channels of communication. Objectives, budgeting and promotional mix. Legal environments of promotion. Scope of advertisement and publicity. Characteristic of advertisement and publicity. Development, planning and implementation of advertising plan. Evaluating the success and failure of promotional plan

Recommended Books/ Reference Material

1. Baines, P., Whitehouse, S., Antonetti, P., & Rosengren, S. (2021). *Fundamentals of Marketing 2e*. Oxford University Press, USA.
2. Jobber, D., & Ellis-Chadwick, F. (2021). Principles and practice of marketing (No. 7th). McGraw-Hill Higher Education
3. Kotler, P., & Armstrong, G. (2023). Principles of marketing. Pearson education.
4. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for humanity*. John Wiley & Sons.
5. Morrison, A. M. (2022). *Hospitality and travel marketing*. Taylor & Francis.

8.4 Financial Accounting-II

BBA-Business Administration

Course Code: MGT-304

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course is built upon the Financial Accounting Course in the sense that it provides advanced treatment of basic techniques learned in the first course of Financial Accounting. It mainly focuses upon the company accounts and their understanding in the context of the IAS and companies' ordinance 1984.

Learning Outcomes

By the end of this course, students will be able to:

- Understand the formation of companies and important financial statements (balance sheet, income statement/profit and loss account, cash flow statement, statement of owner equity) of Public Limited companies.
- Comprehend about company annual report and notes to the accounts.
- Apply accounting for partnership and non-profit organizations.

Course Outline

Unit 1. Financial Assets

How Much Cash Should a Business Have? The Valuation of Financial Assets. Reconciling the Bank Statement. Short-Term Investments.

Accounting for Marketable Securities. Accounts Receivable. Notes Receivable and Interest Revenue.

Unit 2. Inventory & Cost of Goods Sold

Inventory Defined. The Flow of Inventory Costs. Taking a Physical Inventory.

Unit 3. Plant And Intangible Assets

Plant Assets as a “Stream of Future Services”. Major Categories of Plant Assets. Accountable Events in the Lives of Plant Assets. Acquisitions of Plant Assets. Depreciation methods. Disposal of Plant and Equipment. Intangible Assets. Natural Resources. Plant Transactions and the Statement of Cash Flows.

Unit 4. Liabilities

The Nature of Liabilities. Current Liabilities. Long-Term Liabilities. Estimated Liabilities, Loss Contingencies, and Commitments. Evaluating the Safety of Creditors’ Claims. Special Types of Liabilities.

Unit 5. Stockholders’ Equity: Paid-In Capital

Corporations. Formation of a Corporation. Paid-In Capital of a Corporation Market Value. Treasury Stock.

Unit 6. Income And Changes in Retained Earnings

Reporting the Results of Operations. Other Transactions Affecting Retained Earnings.

Unit 7. Statement of Cash Flows

Statement of Cash Flows. Preparing a Statement of Cash Flows. Managing Cash Flows.

Unit 8. Financial Statement Analysis

Financial Statements Are Designed for Analysis. Tools of Analysis. Measures of Liquidity and Credit Risk. Measures of Profitability. Comprehensive Illustration: Seacliff Company.

Recommended Books/ Reference Material

1. Bettner, M., Williams, J., Haka, S., & Carcello, J. (2023). Financial & Managerial Accounting. (Latest Edition)
2. Khan, (2021): Financial Accounting. Pakistan
3. Kimmel, P. D., Weygandt, J. J., & Kieso, D. E. (2020). *Financial accounting: tools for business decision-making*. John Wiley & Sons.
4. Schroeder, R. G., Clark, M. W., & Cathey, J. M. (2022). *Financial accounting theory and analysis: text and cases*. John Wiley & Sons.

5. Warren, C. S., Jones, J. P., & Tayler, W. B. (2020). *Financial and managerial accounting*. Cengage Learning, Inc.

8.5 Business Statistics-I

BBA-Business Administration

Course Code: STA-110

Credit Hours: 03

Pre-requisite: Nil

Objectives

The main objectives of the course are to enhance students' competency in application of statistics to solve business management problems and to improve their level of quantitative sophistication for further advanced business analysis. The course focuses on the methods of collection presentation and analysis of data using measures of central tendency and measures of dispersion. The course also focuses on basic principles of probability and distributions, regression and correlation analysis.

Learning Outcomes

After studying this course, the student will be able to:

- To condense the business-related data and understand the basic concepts of central tendency and index numbers.
- To present the data using suitable graph, chart, and diagram.
- To calculate and explain the difference between measure of absolute and relative dispersion.
- Understanding about basic probability concepts and probability distributions as an aid to business decision making
- To apply regression and correlation analysis on data and interpret its results.

Course Outline

Unit 1. Data Condensation and Presentation

Basic definitions, descriptive statistics and inferential statistics. Statistics applications in business data. The data array and frequency distribution, relative frequency and cumulative frequency distribution. Graphical representation, Pie chart, Bar chart, Histogram and frequency polygon, Ogive.

Unit 2. Measures of Central Tendency and Dispersion

Means: (Arithmetic, Geometric and Harmonic mean), median and mode for grouped and ungrouped data. Quartiles for grouped and ungrouped data. Range, mean absolute deviation, variance, standard deviation, relative measures of dispersion.

Unit 3. Index Numbers and Sets

Defining an Index number, unweighted and weighted index numbers. Quantity and value indices. Basic sets and subsets, operations on sets. Venn diagram, permutations for all or part of elements of a set, permutation of the objects ranged in circle. Combinations.

Unit 4. Probability

Basic concepts, addition rules of probability. Conditional probabilities. Multiplication rule of probability. Mathematical expectation, expected monetary value. Decision criterion utility and expected utility.

Unit 5. Probability Distribution and Regression Analysis

Types of probability distribution. Random variables. Binomial distribution. Poisson distribution. Normal distribution. Regression and correlation analysis.

Recommended Books/Reference Material

1. Black, K. (2023). *Business statistics: for contemporary decision making*. John Wiley & Sons.
2. Carlton, M.A. & Devore, J.L. (2020). *Probability with STEM Applications*. (3rd ed.). Wiley.
3. Lind, D. A., Marchal, W. G., & Wathen, S. A. (2019). *Basic statistics for business & economics*. McGraw-Hill.
4. Moore, D. S., & Kirkland, S. (2021). *The basic practice of statistics* (Vol. 2). New York: WH Freeman. (Latest edition)
5. Peren, F. W. (2022). *Statistics for Business and Economics: Compendium of Essential Formulas*. Springer Nature.
6. Timming, A. R. (2022). *Applied statistics: Business and management research*. Sage.

8.6 Human Resource Management

BBA-Business Administration

Course Code: MGT-209

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Since human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of the basic concepts of managing human resource and their applications in today's organizations. The course is designed to help the students understand if western human resource management theories and practices have any relevance to the local settings. The course

will also discuss the Islamic perspective of managing human resource. It will shed light on the basic tenets of human resource management given by Quran and Sunnah.

Learning Outcomes

After studying this course, the student will be able to:

- Understand the relevance of the HRM theories and practices, developed in indigenous cultures.
- Develop and design different forms and memos for recruitment, selection, TNA and performance appraisal of employees.
- Apply the Concepts of human resource management in current era.

Course Outline

Unit 1. Introduction (Meeting Present Human Resource Requirements)

HRM and its importance. Trends in HRM. Global vs local HRM practices Basic Islamic philosophy of managing human resource. Theories of Human Resource Management.

Unit 2. Strategic HRM / HR Planning / Globalization Description/ Leadership-Manager as a Leader

Strategic planning, compensation strategies, the performance of HR, and measuring its results. Corporate, business and functional strategy development. Leadership-Meaning and relevance of leadership - Global and cross-cultural leadership - Moral aspects of leadership; power - Leader as motivator and coach - Leadership and integrity, responsibility and accountability.

Unit 3. Conducting Job Analysis

Analyzing jobs - Work flow analysis. HR Planning. Person-job fit - Job-person fit - Job characteristics Job Description. Job Design, Job Specification, Job Enrichment, Job implication, Job rotation. Job Enlargement, Job Evaluation.

Unit 4. Staffing

Recruiting and selecting employees. Recruitment techniques. Sources of recruitment. Methods of recruitment. Selection tests and Interviewing techniques. Placement.

Unit 5. Employee Training and Development, Career Management, Employee Relations

Training the employees. Purpose of training. Types of training. Training process. Technique of training. Key Components of Learning & Training. ADDIE Plan. Kirkpatrick Model of Training. Forces Impacting Learning. Career Planning and Management. Talent Management / Development-Motivation

Unit 6. Performance Management and Various Indicators

Performance appraisals. Performance management. Career growth Total rewards and compensation - Incentive plans and executive compensation - Employee benefits. Succession Planning- Identifying and measuring employee performance criteria / KPIs- Performance Evaluation (360-degree evaluation / Balanced Scorecards)

Unit 7. Compensations and Rewarding Performance

Managing compensation. Types of compensation. Pay for Performance. Designing and administering benefits. Types of benefits

Unit 8. Corporate Culture / Ethics/ Change Management

Creating efficient and ethical corporate cultures - Impact of culture - Defining and evaluating organizational culture - Learning organizations. The role of leadership / strategic leadership - How to deal with constant rapid change - The implementation cycle - Sense of urgency - Organizational development

Recommended Books/ Reference Material

1. Armstrong, M., & Taylor, S. (2023). *Armstrong's Handbook of Human Resource Management Practice: A Guide to the Theory and Practice of People Management*. Kogan Page Publishers
2. Gary, D. (2020). *Human resource management*. Pearson Education India
3. Nankervis, A., Baird, M., Coffey, J., & Shields, J. (2022). *Human Resource Management 11e*. Cengage AU.
4. Sharma, F. C. (2023). *Human resource management*. SBPD Publications.
5. Stone, R. J., Cox, A., Gavin, M., & Carpini, J. (2023). *Human resource management*. John Wiley & Sons.

8.7 Cost and Management Accounting

BBA-Business Administration

Course Code: MGT-313

Credit Hours: 03

Pre-requisite: Nil

Objectives

The Course deals with examining Cost Accounting as a tool for providing information for manufacturing, internal reporting, external reporting as well as for managerial decision making. The broad course objectives are to help students to understand the central concepts of Cost Accounting, the methods of conducting data analysis preparation of reports for managerial decision making.

Learning Outcomes

After studying this course, the student will be able to:

- Understand the importance of Cost Accounting as a first step in the Manufacturing process.
- Analyse the Cost Accounting and explain its purpose within an organization.
- Comprehend the Cost data for the decision making of the higher management.

Course Outline

Unit 1. Concept And Scope of Cost Accounting

Definition and concept of cost. Cost object, Cost elements. Definition, concept and scope of cost accounting. Objectives of cost accounting. Cost Accounting Vs Financial Accounting. Use of cost data. Chart of accounts and coding for costing.

Unit 2. Cost Classification and Flow

Product and period cost, Direct and indirect cost, Differential cost and revenue, Opportunity and sunk cost, Fixed, variable and mixed cost, Statement of cost of goods manufactured, Statement of cost of goods sold.

Unit 3. Material Costing, Planning and Control

Procedure for material procurement and use. Material costing methods Costing Procedure for spoiled, scrap and defective work. Planning materials requirement (EOQ, Inventory levels and reserve stocks). Materials control (Principles and Methods).

Unit 4. Labour Costing, Control and Accounting

Productivity and efficiency of Labour.

Unit 5. Remuneration Methods

Straight piece rate, Differential piece rate, Incentive wage plans, Learning curve theory. Organisation for Labour cost accounting and control. Accounting for labor related costs. Overtime, Bonus payments, Vacation pay, Guaranteed annual wage plans, Apprenticeship and training programs, Pension. Labor related deductions.

Unit 6. Factory Overhead Costing and Control

Nature of factory overhead. Procedure of factory overheads. Allocation, apportionment, reapportionment and absorption. Repeated distribution and algebraic method for reciprocal, service department costs. Calculation and use of predetermined factory overhead rate. Applied and actual FOH, Under /over applied FOH.

Unit 7. Types of Costing Systems

Establishment of cost accounting system. Principles of double entry system of costing, integrated and interlocking cost accounts.

Unit 8. Job Costing and Batch Costing.

Process Costing – Cost of Production Report. Process Costing – Average and FIFO method. Joint product and by-product. Service Costing

Recommended Books/ Reference Material

1. Banerjee, B. (2021). *Cost accounting: Theory and practice*. PHI Learning Pvt. Ltd.
2. Boyd, K. W. (2022). *Cost accounting for dummies*. John Wiley & Sons.
3. Katko, N. S. (2023). *The Lean CFO: Architect of the Lean Management Accounting System*. Productivity Press.
4. Matz, A., & Usry, M. F. (2022). *Cost accounting: Planning and control*. South-Western Pub. Co. (Latest edition)
5. Schöning, S., & Mendel, V. (2023). *Competence Development in Controlling and Management Accounting: With Systematic Personnel Development to Success*. Springer Nature.

8.8 Business Statistics-II

BBA-Business Administration

Course Code: STA-111

Credit Hours: 03

Pre-requisite: STA-110

Objectives

The aim of the course is that the students should understand the general principles that constitutes the foundation of theory of inferential statistics. The course outlines are designed to familiarize students with basic techniques of sampling and estimation, their properties and application. Furthermore, the students will learn the methods regression and correlation analysis and hypothesis testing for various parameters to draw inferences about them.

Learning Outcomes

- Students will gain understanding of the concepts and application of probability-based statistical inference and perform tests of hypothesis.
- Students will be capable to apply regression and correlation analysis on data and interpret its results.
- Student will gain knowledge about both theoretical and practical framework of sample surveys

Course Outline

Unit 1. Sampling Distribution

Introduction of sampling techniques, sample design and sampling frame, bias, sampling and non-sampling errors. Sampling with and without replacement. Probability sampling and non-probability sampling.

Unit 2. Estimation and Testing of Hypothesis

Introduction to inferential statistics, point estimation and interval estimation. Interval estimation of mean, proportion, difference of mean of two population, difference of proportion of two population, variance of the population, ratio of variances of two population. Hypothesis testing of mean, proportion, difference of mean, difference of proportion, variance, ratio of variances.

Unit 3. Regression and Correlation Analysis

Linear regression, coefficient of determination, calculation of Standard error. Correlation analysis. Hypothesis testing of OLS estimates.

Unit 4. Chi square and Analysis of Variance (ANOVA)

Goodness-of-fit-tests. Test of independents. Contingency table 2x2 and higher orders. One way ANOVA. Two-way ANOVA.

Unit 5. Time Series Analysis

Basic definitions and terms. Moving Average. Seasonality. Measure of trends and seasonal variations. Time series analysis in forecasting.

Recommended Books/ Reference Material

1. Black, K. (2023). *Business Statistics: For Contemporary Decision Making*. John Wiley & Sons.
2. Hoerl, R. W., & Snee, R. D. (2020). *Statistical thinking: Improving business performance*. John Wiley & Sons.
3. Levin, R. I. (2021). *Statistics For Management*. Pearson Education India. (Latest Edition)
4. Peren, F. W. (2022). *Statistics For Business and Economics: Compendium of Essential Formulas*. Springer Nature.
5. Moore, D. S., & Kirkland, S. (2021). *The Basic Practice of Statistics* (Vol. 2). New York: WH Freeman. (Latest Edition)

8.9 Business Economics

BBA-Business Administration

Course Code: MGT-320

Credit Hours: 03

Pre-requisite: Nil

Introduction

This course is designed to focus on fundamentals concepts of economic and to develop understanding and skills of the students in order to enable them to identify and correlate various economic issues, to cost and management accounting for taking managerial decisions.

Objectives

This course enables the students to:

- Develop an understanding of the economic environment, under which business operates,
- Identify the economic factors, influencing the behaviour and performance of firms and industries

Learning Outcomes

After studying this course, the student will be able to:

- Elucidate Supply and Demand Curve along with the formation of Equilibrium price;
- Prepare price stabilization policy considering the reasons for price instability in markets for primary goods;
- Understand measures of markets competition and concentration;
- Elucidate the nature of externalities and the government measures to deal with it.

Course Outline

Unit 1. Nature and Scope of Economics

Definition of Economics. Allocation of scarce resources and wants. Micro VS Macro. Terminology of Economics; land, labor, capital and enterprise. Basic economics school of thoughts, Classical, new classical and modern school of thought. Major economics system of the world capitalism, socialism and Islamic. Concept of Opportunity Cost and Production Possibility Curve. Utility and its kinds. Law of Diminishing Marginal Utility.

Unit 2. Demand and Supply Analysis

Definition of Market. Concept and law of Demand Curve. Concept and law of Supply Curve. Formation of Equilibrium price. Short Run and Long Run Equilibrium Price. Calculation of Price Elasticity of Supply and Demand

Unit 3. Price Instability and Government Measures

Reasons for Price Instability in Markets for Primary Goods. Implications of Price Instability for Producer Incomes and Supply. Price Stabilization Policies. Minimum and Maximum Pricing Policies in Good Markets. Minimum and Maximum Pricing Policies in Factor Markets

Unit 4. Profit Maximization

Cost Volume Profit Analysis. Profit Maximization- Graphical Approach. Profit Maximization- Numerical Approach. Influence of e-business on Cost and Market Behavior. Influence of Globalization on Cost and Market Behavior. Emerging Market opportunities due to globalization. Impacts of globalization (eg industrial relocation, emergence of growth markets, enhanced competition, cross-national business alliances and mergers, widening economic divisions between countries)

Unit 5. Competition, Market Effects and Government Measures

Methods of Business Integration. Measures of Market Competition and Concentration. Effects of Monopoly and Collusive Practices. Competition Policy. Nature of Externalities. Government Measures to deal with Externalities

Unit 6. Macroeconomic: Trade Cycle

Factors affecting National Income. Circular Flow of Income. Stages in the Trade Cycle. Impact of the Trade Cycle on Business Environment. Multiplier effect

Unit 7. Macroeconomic: The Role of Government

Government Macroeconomic Policy Goals. Elements of Public Finance. Unemployment. Inflation. Fiscal Policy. Monetary Policy. Supply side Policies.

Unit 8. International Context

Balance of Payment. Causes of imbalance in the balance of Payment. Policies to eliminate current account deficits. Terms of Trade. Role of Global Financial Institutions. Nature and Causes of Globalization. Trade Agreements and Trade Blocks. Impacts of Globalization

Recommended Books/ Reference Material

Samuelson, P. & Nordhaus, W. (2010). *Economics*. McGraw-Hill Education

8.10 Business Finance

BBA-Business Administration

Course Code: MGT-301

Credit Hours: 03

Pre-requisite: Nil

Objectives

Business Finance course aims at imparting knowledge about the very basic concepts and tools of Business Finance. It emphasizes the importance of Business Finance skills to individuals and enterprises. It deals with the finance function in an organization, the role of the finance manager and the financial environment in which the firm operates. The financial environment covers the understanding of financial and capital markets along with the broad orientation of macro-economic factors affecting the business. The emphasis will remain on developing the skills for planning, appraising and evaluating the investment, financing and operating decisions.

Learning Outcomes

After studying this course, the student will be able to:

- Understand the basics of finance theory and its applications to corporate financial decisions.
- Do Analysis of financial statements.
- Comprehend tools and techniques of time value of money for investing decisions.

Course Outline

Unit 1. An Overview of Business Finance

Finance a quick look. Business finance and financial manager. Forms of business organization. Goals of business finance. Agency problem.

Unit 2. Understanding Financial Statements and Cash Flows

The balance sheets. The income statements. Taxes. Cash flow.

Unit 3. Analyzing The Financial Statements

Standardized financial statements. Ratio analysis. The Du-Pont identity. Internal and sustainable growth. Using financial statement information.

Unit 4. Time Value of Money

The role and perspectives of the TVM concept. Future values / Present values. The relationship between future and present values. Annuities. Present values of cash flows under high compounding frequency. Future values of cash flows under high compounding frequency. Impact of higher compounding frequency. Inflation and the Time Value of Money.

Unit 5. Bond and Their Valuation, Risk and Return

Definition, types and features of bonds. Valuation of bonds (the basic process). Basic relationships in bond valuation. Bondholder's expected rate of return. Risks associated with bond returns. Expected returns and risk defined. Calculating expected return. Calculating risk (Variance and Standard deviation). Portfolio expected returns. Portfolio variance and standard deviation. Systematic and unsystematic risk. Diversification and portfolio risk

Unit 6. Stocks and Their Valuation

Shares and their basic features. Benefits from a share investment. Price of ordinary shares. Behaviour of expected dividend growth and share price. Price of shares based on earnings. Expected rate of return. Preferred shares and their characteristics. Price of preferred shares and the expected rate of return. Valuing the entire business.

Unit 7. Net present value and other investment Criteria, The Cost of Capital

Net present value. The payback rules. The average accounting returns. The internal rate of return. The profitability indexes. The practice of capital budgeting. The cost of capital concepts. Individual and weighted average costs of capital. Costs of capital and valuation. Capital structure. Capital structure decision (No taxes or other capital market imperfections). Taxation and capital structure decision. Debt equity ratio, cost of capital and the value of the firm (The MM Propositions). Optimal capital structure. Costs of financial distress and bankruptcy. The static trade-off theory. The pecking order theory. Personal taxes. Evidence on capital structure determinants

Unit 8. Introduction to Islamic Finance.

Mudarba, Musharqa, Murabah, Ijara. Comparison with the conventional financial system

Recommended Books/ Reference Material

1. Brigham, E. F., & Houston, J. F. (2021). Fundamentals of Financial Management. Cengage Learning. (Latest edition)
2. Gitman, L. J., & Madura, J. (2022). Introduction to Finance. Addison Wesley. Ross, Westerfield, Jordan: Corporate Finance Essentials. (Latest edition)
3. Harvey, C. R., Ramachandran, A., & Santoro, J. (2021). *DeFi and the Future of Finance*. John Wiley & Sons.
4. Moffett, Michael H., Arthur I. Stonehill, and David K. Eiteman (2021). *Fundamentals of multinational finance*. Pearson

5. Palepu, K. G., Healy, P. M., Wright, S., Bradbury, M., & Coulton, J. (2023). *Business analysis and valuation: Using financial statements*. Cengage AU.

8.11 Marketing Management

BBA-Business Administration

Course Code: MGT-306

Credit Hours: 03

Pre-requisite: Nil

Objectives

Marketing management course is geared toward providing an understanding of the rationale for marketing decisions from a managerial perspective and the manipulation of marketing mix to achieve business goals. Practically marketing management encompasses activities such as demand creation and Stimulation, positioning, product differentiation, and product and brand management among others. All these activities involve planning, analysis, and decision-making.

This course will require the integration of theory and practice. Students will have to make strategic marketing decisions based on analytical techniques they have learned in this course. They will have to devise a marketing plan that is based on a sound conceptual framework, and with a focus on its practical applicability.

Learning Outcomes

After studying this course, the student will be able to understand:

- Define and understand the nature and purpose of effective marketing management in the marketplace.
- Identify and apply the marketing concepts, processes and activities within appropriate types of business environment.
- 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.

Course Outline

Unit 1. Marketing: An Overview

Definitions. The evolution of marketing management. The marketing concept and social responsibility. The importance and scope of marketing. The basic functions of marketing.

Unit 2. Marketing Information Systems

Concept and components of marketing information systems. Marketing intelligence system. Marketing research system. Analytical marketing system. Marketing decision support system.

Unit 3. Consumer Markets and Consumer Behavior Analysis

Demographic dimensions of consumer market. Behavioral dimensions of consumer market. The consumer's decision process. The buyer's decision process. Types of markets. Industrial market, Reseller market. Government market. Organizational markets and their buying objectives & structures.

Unit 4. STP Marketing (Segmentation, Targeting, Positioning Model)

An overview of marketing opportunities and target markets. Market segmentation concept patterns & procedure. Dimensions to segment consumer and industrial markets. Market targeting and product positioning

Unit 5. Product Markets Strategies

Basic concepts of product planning. The product life cycle: Stages and marketing strategies. New product planning and development. Product-mix strategies. Branding, packaging and labeling

Unit 6. Pricing Strategies and Policies

Procedure for price setting. Methods of setting prices. Price-adaptation strategies One-price and flexible-price policies. Price level policies over the product life cycle. Initiating and responding to price changes.

Unit 7. Marketing Channel Decisions

Channel - design decisions. Channel - management decisions. Channel dynamics.

Unit 8. Promotional strategies

Effective advertising programs. Sales promotion and public relations programs. The strategic personal selling process. Strategic sales-force management.

Recommended Books/ Reference Material

1. Hutt, M. D., & Speh, T. W. (2021). *Business marketing management: B2B*. South-Western, Cengage Learning.
2. Kotabe, M. M., & Helsen, K. (2023). *Global marketing management*. John Wiley & Sons.
3. Kotler, P., & Turner, R. E. (2022). *Marketing management: Analysis, planning, and control*. Englewood Cliffs, NJ: Prentice-Hall. (Latest edition)
4. Park, S. (2020). *Marketing management* (Vol. 3). Seohee Academy.

5. William J. Stanton, & Futrell, C. (2021). Fundamentals of Marketing. McGraw-Hill. (Latest edition)

8.12 Business Ethics

BBA-Business Administration

Course Code: MGT-203

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course provides an introduction to ethics and their application in the arena of business. It is an exploration of ideas and concepts in the areas of moral philosophy and corporate social responsibility as they were, and continue to be, presented, refined and contested in the academic world, and put into practice in the business world with all the attendant criticism and cynicism. The challenges posed by ethical dilemmas in real-world situations will be encapsulated through the use of narratives and a few case studies. A broad perspective on ethics and morality must include the role of religion and culture, which becomes our point of departure for discussing the Islamic ethical philosophy and prescriptions for business.

Learning Outcomes

After studying this course, the student will be able to understand:

- Understand and apply moral reasoning through the lens of various ethical theories.
- Navigate the terrain of external and internal stakeholders of business with regard to ethical issues.
- Understand the concept of CSR and the debates around it
- Comprehend the role of religion and culture in analyzing ethical issues.

Course Outline

Unit 1. Introduction And Overview

Why study business ethics? The nature of business ethics. Moral reasoning.

Unit 2. Foundations Of Ethics

Introduction to Moral Philosophy. Consequentialist and Non-Consequentialist Theories. Virtue Ethics.

Unit 3. The Business System

Criticizing markets and free trade

Unit 4. Ethical Issues in Business Settings

External Stakeholder Issues (Environment). External Stakeholder Issues (Production and Marketing). Internal Stakeholder Issues (Job Discrimination). Internal Stakeholder Issues (Employee's Rights and Obligations).

Unit 5. Ethics And Corporate Social Responsibility

Arguments for and against CSR. Principles of Social Responsibility in Business Schools of Thought on Social Responsibility

Unit 6. Islamic Business Ethics

Teachings from the Holy Quran and Sunnah

Unit 7. The Institutionalization of Business Ethics

Managing Ethical Risk Through Mandated and Voluntary Programs. Mandated Requirements for Legal Compliance. Gatekeepers and Stakeholders. The Sarbanes–Oxley Act 107. Public Company Accounting Oversight Board. Conflicts of Interest: Auditor and Analyst Independence. Enhanced Financial Disclosures. Whistle-Blower Protection. Corporate and Criminal Fraud Accountability. Cost of Compliance

Unit 8. Developing, Implementing and Auditing an Effective Ethics Program

The Responsibility of the Corporation as a Moral Agent. The Need for Organizational Ethics Programs. Codes of Conduct. Ethics Officers. Ethics Training and Communication. Systems to Monitor and Enforce Ethical Standards. Benefits of Ethics Auditing. The Auditing Process. The Strategic Importance of Ethics Auditing

Recommended Books/ Reference Material

1. Beekun, R. I. (2021). Islamic business ethics, international institute of Islamic thought. Human Development
2. Ciulla, J. B., & Ciulla, J. B. (2020). *Business ethics as moral imagination* (pp. 121-129). Springer International Publishing.
3. Flynn, G. (Ed.). (2022). *Leadership and business ethics* (Vol. 60). Springer Nature.
4. Trevino, L. K., & Nelson, K. A. (2023). *Managing business ethics: Straight talk about how to do it right*. John Wiley & Sons.
5. Velasquez, M. G., & Velazquez, M. (2022). *Business ethics: Concepts and cases* (Vol. 111). Upper Saddle River, NJ: Prentice Hall.

8.13 Business Research Methods

BBA-Business Administration

Course Code: MGT-302

Credit Hours: 03

Pre-requisite: Nil

Objectives

Building on Principles of Research Design this course aims to extend and deepen the understanding of different research approaches and methodologies in order to prepare students for their own research projects in their business discipline. This course will assist students in identifying, discussing and formulating a research problem, in selecting and applying appropriate research approaches and methods of inquiry (both quantitative or qualitative), and in presenting their results. Successful completion of this course should be sufficient for students to undertake a research project.

Learning Outcomes

After studying this course, the student will:

- Be able to apply different research approaches and methodologies for problem solving
- Be able critically reviews the literature and develop data collection instruments based on relevant theories
- Be able to Explain how to conduct data collection (quantitative and qualitative)
- Be able to analyze quantitative data and qualitative data

Course Outline

Unit 1. Introduction to Research

Introduction of course. The nature of research. The nature of business and management research. The research processes. Types of Business Research. The scientific approach and other approaches to investigation. The hallmarks of scientific investigation. The hypothetic deductive method

Unit 2. The Research Process: Step 1 to 3

The research process for applied and basic research. Broad Problem Area. Formulating and clarifying the research topic. Attributes of a good research topic. Generating and refining research ideas. Turning research ideas into research projects

Unit 3. Literature Review

Critically reviewing the literature. Literature sources available. Planning your literature search strategy. Conducting your literature search. Obtaining and evaluating the literature. Recording the literature. Plagiarism

Unit 4. The Research Process: Steps 4, 5 and 6

Theoretical framework. Hypothesis development. Variables. Types of Variables. Formulating the research design. Purpose of your research. The need for a clear research strategy. Multiple methods choices – combining data collection. Techniques and analysis procedures. Time horizons. The credibility of research findings. The ethics of research design

Unit 5. Sampling

Population Element. Population frame. Selecting samples. Normality of Distributions. Probability sampling. Non-probability sampling

Unit 6. Data Collection Methods

Sources of data. Methods of data collection. Collecting primary data through observation. Using secondary data. Types of secondary data and uses in research. Locating secondary data. Advantages and disadvantages of secondary data. Evaluating secondary data sources. Collecting primary data using semi structured, in-depth and group interviews. Collecting primary data using questionnaires. An overview of questionnaire techniques. Deciding what data need to be collected. Designing the questionnaire. Administering the questionnaire

Unit 7. Data Analysis and Interpretation

Getting Data ready for analysis. Handling blank responses. Categorization. Testing Goodness of data. Data Analysis

Unit 8. Findings and Interpretation

Discussion of empirical findings and finalizing the research paper

Recommended Books/ Reference Material

1. Bell, E., Bryman, A., & Harley, B. (2022). *Business research methods*. Oxford university press.
2. Bougie, R., & Sekaran, U. (2021). *Research methods for business: A skill building approach*. John Wiley & Sons.
3. Schindler, S. (2022). *Business research methods*. McGraw-Hill.
4. Walliman, N. (2021). *Research methods: The basics*. Routledge.
5. Zikmund, W. G., Carr, J. C., & Griffin, M. (2023). *Business Research Methods* Cengage Learning. (Latest edition)

8.14 Financial Management

BBA-Business Administration

Course Code: MGT-310

Credit Hours: 03

Pre-requisite: Nil

Objectives

The module aims at building competence in corporate finance further by extending the coverage in Business Finance module to include three more of the finance functions – financial planning and control, working capital management and financing sources. It continues to emphasize on strategic decision-making techniques that best serve the interests of shareholders, which is to maximize the value of the company.

Learning Outcomes

After studying this course, the student will be able to:

- Understand the role of financial planning and control– financial forecasting and cash budgeting tools – in planning for the firm’s short term financial requirements
- Analyse the working capital and its components, applications of different techniques that managers can use to manage various aspects of working capital cash and liquidity, credit and receivables, inventories, etc.
- Comprehend different theories of capital structure, their predictions about optimal capital structure

Course Outline

Unit 1. An overview of Financial Management

Types of Finance. Finance within the organization. Forms of business organization. Types of business organizations. Financial management functions. Managerial goals of the firm. Corporate and personal tax. Financial environment and the its role in the firm

Unit 2. Financial Planning and Analysis

Financial Statement Analysis. Income statement. Balance sheet. Cash flow statement. Ratio analysis. Forecasting Financial Statements

Unit 3. Valuation

The Time Value of Money and its Application. Term structure of interest rates. Nominal and Effective Interest rate. Amortization of loan. Valuation of long-term Securities. Different valuation concepts. Bond Valuation. Preferred stock valuation. Common stock valuation. Rates of Return (or Yields)

Unit 4. Working Capital Management

Working Capital terminologies and issues. Operating cycle. Cash conversion cycle. Alternative current assets. Cash and Marketable Securities Management, Motives for holding cash. Speeding up cash receipts. Slowing Down Cash payouts. Electronic Commerce. Investment in marketable securities

Unit 5. Accounts Receivable and Inventory Management

Credit evaluation criteria. Five Cs of credit. Credit policies. Collection policies. Aging of account receivable. Financing in current assets. Spontaneous financing. Negotiated financing. Factoring accounts receivable

Unit 6. Capital Budgeting and Estimated Cash Flow

Overview of capital budgeting process. Estimating project “After-Tax incremental operating cash flows”. Capital Budgeting Techniques. Project evaluation and selection: Alternative Methods. Risk and Managerial Options in Capital Budgeting

Unit 7. Long-term Financing

Capital structure and cost of capital. Types of long-term debt instruments. Bonds and their features. Preferred stock and its features, Common stock and its features, Dual-class common stock. The Loans and Leases. Long Term loans. Mortgage loan. Subordinate loans. Provisions of loan agreements. Lease Financing and its reporting in financial statements. Lease financing vs. debt financing

Unit 8. Dividend Policy and Leverage and Business Risk

DRIPs (Dividend reinvestment plans). Factor influencing dividend policies. Stock dividend and stock split. Stock repurchases. Dividend payout policy. Operating leverage. Financial leverage. Total leverage. Other methods of analysis

Recommended Books/ Reference Material

1. Brigham, E. F., & Houston, J. F. (2021). Fundamentals of financial management. Cengage Learning. (Latest edition)
2. Eun, C. S., Resnick, B. G., & Chuluun, T. (2021). *International financial management*. McGraw-Hill.
3. Menifield, C. E. (2020). *The basics of public budgeting and financial management: A handbook for academics and practitioners*. Hamilton Books.
4. Ross, S. A., Westerfield, R. W., Jordan, B. D., Roberts, G. S., Pandes, J. A., & Holloway, T. A. (2023). Fundamentals of Corporate Finance 10th Canadian ed. McGraw Hill. (Latest edition)

5. Shim, J. K. (2022). *Financial management*. Professor of Finance and Accounting Queens College City University of New York.

8.15 Business and Corporate Law

BBA-Business Administration

Course Code: MGT-210

Credit Hours: 03

Pre-requisite: Nil

Objectives

The course basically deals with the introduction of those commercial laws which are directly or indirectly related to Business. It includes a short study of contract law, partnership Act, companies ordinance and Negotiable instrument. The emphasis in this course is to introduce the students with the basic concepts of conventional business law and its implementation in the contemporary financial institutions. The course is outlined in such a way to show the basic philosophy of conventional Business Law along with some examples from case study.

Learning Outcomes

After studying this course, the student will be able to:

- Understand basic philosophy of conventional Business Law so to enable a student to critically analyze these laws with those present in other legal system.
- Apply different laws as per business requirement.
- Comprehend the Business laws as per Constitution of Pakistan.

Course Outline

Unit 1. Definition And Classification of Laws, Evolution of Banks

Overview of general and commercial terms, Business Entities. Sole proprietorship. Partnership. Joint stock companies, Types of banks, Major function of banks, Negotiable instruments Act, Definition and characteristics of negotiable instruments.

Unit 2. Definition Of a Contract

Essential elements of a valid contract. Legal provision governing offers, Communication. Acceptance or counter offer, consideration, agreement. Lawful purpose. Parties to the contract and their intent to create contractual obligations.

Unit 3. Rights And Duties of Parties

Specific performance of the contract. Discharge of the contract. Breach of the contract and remedies. Illegal, voidable and void contracts.

Unit 4. Definition And Essential Elements of a Partnership

Partnership deeds, Rights and duties of partners, Partnership distinguished from sole proprietorship and the companies.

Unit 5. Individual And Joint Liabilities of The Partners for The Firm Debts

Principles governing ownership of the firm's asset. Distribution of profits, Implied and specific authority of the partners, Principle of holding out, Dissolution of the partnership

Unit 6. Concept Of Limited Liability

Juristic person requirement. Process of incorporation, Effects of incorporation, Types of joint stock companies by nature and formation, Ownership and management of the companies, Laws relating to, Indemnity, Guarantees, Bailment, Hypothecation, Pledge and Mortgage, Agency agreement

Unit 7. Rights Of the Shareholders

Rights, power and duties of the Board of Directors, Statutory provisions governing the election of Directors, Meeting of the shareholders and the board of Directors, Disclosure requirements and the financial statements

Unit 8. Listed Vs. Non-Listed Companies, Definition and Nature of The Contract of Sale, Conditions and Warranties, Transfer of Property

Advantages and disadvantages of listing, Listing requirements of Stock Exchange. Salient provision of Code of Corporate Governance, SECP as the corporate watch dog, Performance of the contract of sale, Delivery of the goods, Unpaid seller and auction sale, Consignment basis, Delivery against advance payment, Supply against letter of credit, Types of letters of credit, Bill of Exchange, Promissory Notes, Parties to instrument, Negotiation and endorsement, Liabilities of the parties, Payment and discharge of liabilities

Recommended Books/ Reference Material

1. Ebert, R. J., & Griffin, R. W. (2020). *Business essentials*. Pearson.
2. Greenfield, K. (2021). *The failure of corporate law: Fundamental flaws and progressive possibilities*. University of Chicago Press.
3. Laptev, V. A. (2021). *Corporate Law: Legal Organization of Corporate Systems. Monograph*. "letters"" Проспект""".
4. Mann, R. A., & Roberts, B. S. (2020). *Essentials of business law and the legal environment*. Cengage Learning.
5. Saeed, K. A. (2022). *Mercantile and industrial laws of Pakistan*. Oxford University Press. (Latest edition)

8.16 Project Management

BBA-Business Administration

Course Code: MGT-312

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course will broaden the skills to implement and manage projects effectively. This will also help you to better appreciate the importance of good project management. After doing this course you will gain basic knowledge of the nature and importance of projects in the international as well as local arena; working knowledge of the disciplines and knowledge areas involved in project management; practical knowledge and skill to apply project management techniques required in the identification, planning, management and execution of projects; awareness of best practices in respect of project management and how to apply project management concepts by working on a group.

Learning Outcomes

After studying this course, the student will be able to:

- Understand the project lifecycle to effectively organize projects.
- Apply project life cycle to Improve organizational productivity.
- Comprehend Estimate project costs, time and schedules for better quality and realistic approach.

Course Outline

Unit 1. Introduction To Project Management

Concept, definition and nature of projects. Classification of project management. Project Management Vs Operations management. Difference between program, project and portfolio. History of Project Management. Product Manager/ Project Manager. Maturity and Excellence. Project Manager, Roles, Responsibilities, Duties and Characteristics.

Unit 2. Project Management Methodologies and Organizational Structure

External and Internal Factors of Project Management. PESTEL Analysis. Organizational Process Assets (OPAs). Project Management Office. Organizational Structure (Types). Project Management Methodologies. Project life cycle.

Unit 3. Project Conception And Project Feasibility

What is feasibility. Technical Feasibility. Economic Feasibility. Legal Feasibility. Operational Feasibility, Scheduling Feasibility. Marketing feasibility. Ecological feasibility financial feasibility. Project selection. Project proposal.

Unit 4. Communication, Conflicts and Project Management

Definition of Communication and Conflict-Causes and Types of Conflict-Conflict Resolution Modes-Ethics Obligation Matrix-Tools and Techniques of Communication Technology, Methods and Models-Interpersonal and Team Skills- Project Management Information System (PMIS)-

Unit 5. Project Planning Project Schedule

What is Project initiation and its important components. Project Charter. RACI Matrix. Project planning and its factors. SWOT Analysis. Work Break down Structure Technical Requirements. Strategy Approach. Portfolio Management. Project scope and planning. Project Schedule Management. Network Scheduling Techniques. CPM, PERT and GERT. Crashing, Schedule baseline, Milestone, Free float. Float time. What-if scenario analysis. Simulation. Schedule compression. Crashing, Fast tracking, Agile programming. What is Slack Time. Negative Slack and its Occurrence. Entry and Late Dates. Forward/Backward Pass. Schedules and charts. Gantt chart, Work break down structure (WBDS), Pie chart, Bar chart, Cause and effect chart, burn up and burn down chart, Milestone chart, Scatter chart, Critical chain schedule. Diagrams. Flow chart, Tree diagram, Matrix diagram, Histogram, Pareto chart, Kanban board, Fish Bone diagram. Lead time and lag time.

Unit 6. Cost And Control Management, Risk Assessment

Project Cost. Project management. What is cost management. Basic principles of cost management. Life cycle costing. Earned value management. Rate of performance. SPI & CPI, Portfolio management. Basic issues of cost management. Types of estimates. Cost Planning Map, Analogous estimate, Parametric estimate, Bottom-up estimate, Cost Baseline, Three-point estimating. Cost management plan. Defining and Explaining Project Risks and its types. Qualitative and Quantitative risk Analysis. Risk utility function and risk preference. Market, Financial Management and Technology risk. Risk identification (Brainstorming, Delphi Technique, SWOT Analysis, Interview). Strategies for mitigating risk. Risk assessment Matrix. Monte Carlo Simulation. Decision Tree. The Risk Dashboard. Estimating Pitfalls and how to control.

Unit 7. Project, Quality Management, Procurement Management, Stakeholder Management

What is quality management. Customer focused project management. Quality improvement tools. Project effectiveness through enhanced productivity. Total quality Management Cost of quality (Conformance and Non-conformance)- (Prevention, Appraisal, Failure Costs). Cost benefit analysis Design of experiments. Benchmarking. Quality metrics and checklists. Statistical sampling (Attribute vs Variable sampling). Tolerance vs Control Limits. Prevention vs Inspection. Project

Traceability Matrix. Root cause analysis. Quality audits. Procurement Management. Defining Procurement and its Objectives, Strategy and Phases Resource Management Plan. Estimate Activity Resources. Tuckman Ladder Model. Bid document, Procurement Statement of work. Make-or -buy decisions. Make contract feasible and provide check list. Special Considerations during Proposal-Contractual Interaction. Project Stakeholder management. power/influence grid, Salience Model- Stakeholder Evaluation Matrix- Stakeholder Strategy Matrix

Unit 8. Project Implementation Stage, Project Report and Closure, Current Era

Analyse scope, the scope control decision Checklist, B-C-F Analysis, Cost Management. Performance Reporting, Project Reporting Check list, The Project dashboard, Project Closure, Project Closure Plan and Checklist, The Project Closure report, Post Mortem View, Hybrid project- Data-driven project management. Ethics in project management

Recommended Books/ Reference Material

1. Horine, G. M., & Haque, A. E. (2023). *Project Management Professional (PMP)® Cert Guide*. Pearson IT Certification.
2. Kerzner, H. (2022). *Project management metrics, KPIs, and dashboards: a guide to measuring and monitoring project performance*. John Wiley & Sons.
3. Kuster, J., Bachmann, C., Hubmann, M., Lippmann, R., & Schneider, P. (2023). *Project Management Handbook: Agile-Traditional-Hybrid* (Vol. 2). Springer.
4. Lock, D. (2020). *Project management*. Routledge.
5. Stackpole, C. S. (2022). *A user's manual to the PMBOK guide*.

8.17 Business Policy and Strategy

BBA-Business Administration

Course Code: MGT-314

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course is concerned with analysis and diagnosis of business problems, which would be applied in order to formulate strategies, tactics, plans, and policies for the improvement of organizational performance. Accomplished through practice in rational and responsible decision-making processes, the course will develop a well-defined approach to solving the technical, economic, and human problems of management.

Learning Outcomes

After studying this course, the student will be able to understand:

- Understand the policies and strategies in context to different business environments.
- Comprehend external and internal environment of business
- Apply business, and industry strategies for the expansion of business.

Course Outline

Unit 1. Basic Concepts of Strategic Management

Phases of Strategic Management. Benefits of Strategic Management. Globalization, Innovation, and Sustainability: Challenges to Strategic Management. Theories of Organizational Adaptation. Creating a Learning Organization. Basic Model of Strategic Management. Initiation of Strategy: Triggering Events. Strategic Decision Making. Social Responsibilities of Strategic Decision Makers. Ethical Decision Making

Unit 2. Environmental Scanning and Industry Analysis

Environmental Scanning. Identifying External Environmental Variables. Industry Analysis: Analyzing the Task Environment. Porter's Approach to Industry Analysis. Competitive Intelligence. Sources of Competitive Intelligence. Forecasting. Danger of Assumptions. Useful Forecasting Techniques

Unit 3. Internal Scanning: Organizational Analysis

A Resource-Based Approach to Organizational Analysis. Business Models. Value-Chain Analysis. Scanning Functional Resources and Capabilities

Unit 4. Strategy Formulation: Situation Analysis, Business Strategy and Corporate Strategy

Situational Analysis: SWOT Approach. Review of Mission and Objectives. Business Strategies. Corporate Strategy. Directional Strategy. Growth Strategies. Stability Strategies. Retrenchment Strategies. Portfolio Analysis. Corporate Parenting. Developing a Corporate Parenting Strategy. Horizontal Strategy and Multipoint Competition.

Unit 5. Strategy Formulation: Functional Strategy and Strategic Choice

Functional Strategy. Marketing Strategy. Financial Strategy. Research and Development (R&D) Strategy. Operations Strategy. Purchasing Strategy. Logistics Strategy. Human Resource Management (HRM) Strategy. Information Technology Strategy. Strategies to Avoid. Strategic Choice: Selecting the Best Strategy. Developing Policies

Unit 6. Strategy Implementation and Control

Strategy Implementation. Who Implements Strategy. What Must Be Done? Developing Programs, Budgets, and Procedures. How Is Strategy to Be Implemented? Organizing for Action. Structure Follows Strategy. Stages of Corporate Development. Organizational Life Cycle. Advanced Types of Organizational Structures. Reengineering and Strategy Implementation. Six Sigma. Designing Jobs to Implement Strategy. International Issues in Strategy Implementation. International Strategic Alliances. Stages of International Development

Unit 7. Strategy Implementation: Staffing and Directing

Staffing. Staffing Follows Strategy. Selection and Management Development. Problems in Retrenchment. International Issues in Staffing. Leading. Managing Corporate Culture. Action Planning. Management by Objectives. Total Quality Management. International Considerations in Leading.

Unit 8. Evaluation and Control

Evaluation and Control in Strategic Management. Measuring Performance. Appropriate Measures. Types of Controls. Strategic Information Systems. Enterprise Resource Planning (ERP). Radio Frequency Identification (RFID). Divisional and Functional Support. Problems in Measuring Performance. Short-Term Orientation. Goal Displacement. Guidelines for Proper Control. Strategic Incentive Management.

Recommended Books/ Reference Material

1. Strategic management and business policy: globalization, innovation, and sustainability by Thomas L. Wheelan & J. David Hunger. 15th Etd.
2. Business Policy and Strategic Management by G.V. Satya Sekhar
3. Strategic Management & Business Policy By Azhar Kazmi. 3rd Etd.

8.18 Business Analytics-I

BBA-Business Administration

Course Code: MGT-320

Credit Hours: 03

Pre-requisite: Nil

Objectives

In today's world, a major function of a business analyst, is to help make decisions based on available market information. Success of a business and organization depends heavily on sound, correct and timely decisions. Data Analytics & business intelligence have always played an important role in enhancing the viability of decisions. However, with recent development in information technology, the role of data analytics and business intelligence in

decision making has increased manifold. More and more business analysts are using such techniques to complement their experience and expertise in business world. This course is aimed exclusively to provide the necessary tools, including Microsoft Analytics, Google Analytics, R, and Tableau, to researcher in the domain of data analytics and business intelligence for decision making in variety of business and market situations. Trainees will learn to translate and formulate real-life business problems into analytical models, whereas application of these tools will aide in solving these models. Expertise will be developed in interpretation of these solutions and their use in decision making.

Learning Outcomes

After studying this course, the student will be able to understand:

- Develop an understanding and comprehension of the components involved in innovation management process
- Understand and evaluate the management tools for innovation
- Critically analyze the innovation management process

Course Outline

Unit 1. Introduction to Business Analytics and Business Intelligence

Components of Data Analytics. What is Data. What is a data source? Data Analytics Tools: Google Analytics. Google Word Cloud, Google Office and Google Sheets

Unit 2. Google Spreadsheets

Google Sheets Mathematical Analysis. Google Sheets Statistical Analysis Periods. Usage and Example of Statistical Analysis. Developing and Exporting Statistical Analysis. Data Mining using Google Sheets. Data Pivoting using Google Sheets. Spread Sheets extensions.

Unit 3. Microsoft Data Analytics

Microsoft tools. Microsoft excels. Database Management Using Microsoft Excel. Descriptive Analysis using Microsoft Excel.

Unit 4. Microsoft Spread Sheet Analysis

Interpreting and Visualizing using Excel. Data Filtering using Excel. Pivot Table in Excel. Developing Series using Microsoft Excel. Number Based Visualization in Excel. Data Pivoting in Excel.

Unit 5. Microsoft Data Analytical Tools: MS Excel

Macros in Excel. Pattern development Using Excel. Pattern based visualization in MS Excel. Forecasting and Prediction in MS Excel. Lookup function in excel. What if Analysis using excel? Series and Sequence using Excel

Unit 6. Power BI Analytics

Introduction to Microsoft Power BI. Graphs and Charts in Power BI Desktop. Power BI desktop Models, Relational Power using Power BI Desktop. First Power BI Desktop Dashboard

Recommended Books/ Reference Material

1. Albright, S. C., & Winston, W. L. (2021). *Business analytics: Data analysis and decision making*. Cengage Learning, Inc.
2. Camm, J. D., Cochran, J. J., Fry, M. J., & Ohlmann, J. W. (2021). *Business analytics*. Cengage AU.
3. Easterby-Smith, M., Jaspersen, L. J., Thorpe, R., & Valizade, D. (2021). *Management and business research*. Sage.
4. Ragsdale, C. (2021). *Spreadsheet modeling and decision analysis: a practical introduction to business analytics*. Cengage Learning.
5. Runkler, T. A. (2022). *Data analytics*. Wiesbaden: Springer Fachmedien Wiesbaden.

8.19 Business Analytics-II

BBA-Business Administration

Course Code: MGT-420

Credit Hours: 03

Pre-requisite: Nil

Objectives

To develop advanced analytical skills using Python, R, Power BI, Tableau, and predictive modeling. Students will learn to build interactive dashboards and apply data-driven insights to solve business problems.

Learning Outcomes

After studying this course, the student will be able to:

- Develop analytical models using Python, R, Power BI and Tableau
- Design and present advanced dashboards using Tableau and Power BI

Course Outline

Unit 1. Recap of Business Analytics I

Key concepts, tools, and applications

Unit 2. Power BI Analytics

Power BI Dashboard. Discovering and Loading Power BI. Dealing with different type of data sets using Power BI. Desktop Quarry example. Power BI data queries. Transformations using Power BI desktop. Data Transformation using Power BI Conditional Data Transformations using Power BI. Data Mash up using Power BI

desktop. Developing Cards using Power BI. Power BI using geographical maps

Unit 3. R Data Analytics and Tableau

R Programming language an Introduction. R database handling. R programming language – Control Structure. R Visualization. Visualizing aggregate using R_Multiple plots using R. Exploratory Data Analysis using R. Graphs and Charts in tableau. Five ways using Tableau, Data Hierarchies. Level of using tableau. Filters using tableau. Sets using Tableau. Expressions using Tableau. Dashboards using Tableau. A dual-axis using Tableau. Advanced graphs using Tableau. World of Analytical tools: Advanced Data Analytics Tools

Unit 4. Advanced Tableau Visualization

Parameters and filters. Dual-axis charts and storyboarding. Calculated fields

Unit 5. Intro to Python or R

Importing data. Basic data manipulation (Pandas / dplyr). Visualization libraries (Matplotlib / ggplot2)

Unit 6. Business Use Case Analysis

Marketing analytics. Financial dashboards. HR analytics. Supply chain dashboards

Recommended Books/ Reference Material

1. Albright, S. C., & Winston, W. L. (2021). *Business analytics: Data analysis and decision making*. Cengage Learning, Inc.
2. Camm, J. D., Cochran, J. J., Fry, M. J., & Ohlmann, J. W. (2021). *Business analytics*. Cengage AU.
3. Easterby-Smith, M., Jaspersen, L. J., Thorpe, R., & Valizade, D. (2021). *Management and business research*. Sage.
4. Ragsdale, C. (2021). *Spreadsheet modeling and decision analysis: a practical introduction to business analytics*. Cengage Learning.
5. Runkler, T. A. (2022). *Data analytics*. Wiesbaden: Springer Fachmedien Wiesbaden.

8.20 International Business Management

BBA-Business Administration

Course Code: MGT-402

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course provides the manager's perspective in the fields of international payments, international trade, and the analyzation of investments. Emphasis is given to the

materials and concepts that illuminate the strategies, structure, practices, and effects of multinational enterprises. The topics to be covered are: The Nature of International Business Management; Marketing to Customers with Diverse Cultural Backgrounds; Operations in Diverse Political and Legal Environments; Finance in the International Marketplace; Human Resources and Employees of Diverse Cultural Backgrounds; and Strategy and Structure of International or Global Enterprises.

Learning Outcomes

After studying this course, the student will be able to understand:

- Develop an understanding of the worldwide developments and foundations for international business, Political, Economic, technological, environmental, legal, and the cultural context for managing in an overseas environment.
- Examine the strategies and functions of international management in the areas of managing political risk, negotiations, planning, organizing international operations, decision making and controlling.
- Provide a blend of solid research-based information compiled with real world current events and interesting application examples that help explain and reinforce important international topics

Course Outline

Unit 1. The Nature of International Business

Why study global business. The process of internationalization. Theories of internationalization. Regional trading blocs

Unit 2. Cultural Influences on International Business

Importance & elements of culture. Evaluating cultural differences. Culture and MNCs

Unit 3. The International Economic Environment

Economic systems. Economic structure. International organizations (WTO, UNO, IBRD IMF, OPEL EU). Theories of international trade. Theories of international investment. The balance of payment. Free trade versus protection. Techniques of protection. Trade in services

Unit 4. The International Political and Legal Environment

Political factors. The international legal environment. The conflict of laws Arbitration. Uniform laws. Economic and Political Integration

Unit 5. The Multinational Company

The pros and cons of multinationals. Control of MNC activities. MNC conflict with national government. Techniques of host country control. UNCTAD codes. The OECD codes

Unit 6. Direct Foreign Investment

Trends in direct foreign investment. Reasons for direct foreign investment
Strategies for direct foreign investment. Acquisitions. Cross border mergers
and takeovers. Transaction cost analysis

Unit 7. International Technology Transfer

Reasons for technology transfer. Licensing and franchising. Legal aspects of
franchising. Patent violations. Protection of trade mark. International
agreements concerning intellectual property

**Unit 8. International Logistics and Distribution, Business Entries and Financial
Management**

Sea transport, air transport, rail and road transport. INCOTERMS.
Warehousing Distribution channels. Use of agents and distributors. Agency
contracts. Special Distribution problems. The international monetary system,
Exchange rates international capital markets, Management of foreign
exchange risk, Bills of exchange, letters of credit and factoring, Exporting,
Joint ventures, Subsidiaries Locating export markets, international
marketing research, international market segmentation

Recommended Books/ Reference Material

1. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2022). *International business: Environments and operations*. Pearson.
2. Hill, C. W. (2022). *Global business today*. McGraw-Hill.
3. Peng, M. W. (2022). *Global business*. Cengage learning.
4. Shenkar, O., Luo, Y., & Chi, T. (2021). *International business*. Routledge
5. Wild, J. J., & Wild, K. L. (2022). *International business: The challenges of globalization*. Pearson.

8.21 Money and Banking

BBA-Business Administration

Course Code: MGT-401

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course aims to provide a basic understanding of money and banking principles and practices. Knowledge of money and banking will enable students to understand economic decision-making and think strategically about the best policies for the economy. This course covers the definition, function, and theory of money: classical, Keynesian, and contemporary views, central and commercial banking, and the study of monetary policy. The course also covers the principles of international finance and financial institutions. The course also introduces the concepts of block-chain, bit coin, crypto-currencies, smart contracts, and the future of money.

Learning Outcomes

After studying this course, the student will be able to understand:

- To understand the impact of factors associated with changing money value and its impact on economy.
- Be able to understand the functions of banks and their role in bringing equilibrium to economies with respect to changing money value
- To comprehend the money and banking system in Pakistan.

Course Outline

Unit 1. Introduction To Money

Origin and Growth of Money. The concept of money. Types of money. Principles and methods of note issue. Functions of money. Characteristics of good money

Unit 2. Value Of Money

Quantity theory of money. Cash balance theory of money. Liquidity Preference theory

Unit 3. Changes In Value of Money

The concept of inflation. Kinds of inflation. Causes of inflation. Inflation in developed countries. Theories of inflation. Deflation. Effects of inflation and deflation. Stagflation. Reflation. Disinflation, Inflationary and deflationary gaps

Unit 4. Measurements In Changes in Value of Money

Index number. Devaluation. Foreign Exchange. Introduction. Foreign exchange market. Exchange rate system. Exchange control

Unit 5. Introduction To Money and Capital Market

Money market. Capital market. International Monetary systems. International monetary fund IMF. World bank WB. Asian Development Bank ADB Islamic Development Bank IDB. World Trade Organizations WTO

Unit 6. Introduction To Banking

Definition and evolution of banking. Types and scope of banking. Commercial Bank. Role in economic development

Unit 7. Negotiable Instruments

Promissory note, Bill of exchange, Cheque, Endorsement, Bank draft

Unit 8. E-Banking

Introduction, Benefits, E-Banking, Central Bank, Models, Monetary policy, State bank of Pakistan establishment and functions, National institutional facilitation technology NIFT, Banking in Pakistan, Role of banks in economic development of Pakistan, Phases in banking sector, Zarai Taraqati bank, Islamic Banking, Pakistan and Islamic banking, Blockchain, Bitcoins, Cryptocurrency, Smart contracts, Future of money

Recommended Books/ Reference Material

1. Anderson, B. M. (2023). *The value of money*. Good Press.
2. Carson, B. B., & Wright, R. E. (2023). *Explaining Money & Banking*. Business Expert Press.
3. Choudhry, M. (2022). *The principles of banking*. John Wiley & Sons.
4. Lane, F. C., & Mueller, R. C. (2020). *Money and Banking in Medieval and Renaissance Venice: Volume I: Coins and Moneys of Account*. JHU Press.
5. Law, J. (2023). *Money and trade considered*. BEYOND BOOKS HUB.
6. Matthews, K., Thompson, J., & Zhang, T. (2023). *Economics Of Banking, The*. World Scientific.

8.22 Consumer Behavior

BBA-Business Administration

Course Code: MGT-307

Credit Hours: 03

Pre-requisite: Nil

Objectives

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

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

Learning Outcomes

After studying this course, the student will be able to:

- Develop an understanding of consumer behavior research in modern marketing.
- Understand the dynamic and evolving nature of consumer behavior.
- Comprehend the importance of consumer-oriented strategies to the organizations and to enable the development of appropriate marketing strategies.

Course Outline

Unit 1. Introduction to Consumer Behavior and Consumer Research

Introduction, Consumer Behavior – Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Development of Marketing Concept, Consumer Behavior and its Applications in Marketing, Consumer Research Process

Unit 2. Marketing Segmentation and Positioning

Introduction, Requirements for Effective Segmentation, Bases for Segmentation, Determining How Many Segments to Enter, Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches, Positioning Errors

Unit 3. Consumer Motivation

Introduction, Needs and Goals, Motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research

Unit 4. Consumer Personality

Introduction, Self-concept, Personality Theories, Brand Personality, Emotions

Unit 5. Consumer Perception

Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organization, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions

Unit 6. Consumer Learning, Memory and Involvement

Introduction, Components of Learning, Behavioral Theory, Cognitive Learning Theory, Memory System and Process, Concept and dimensions of Involvement, Involvement and Types of Consumer Behavior, Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity

Unit 7. Consumer Attitudes, Organizational Buying Behavior

Functions of Attitude, Attitude Models, Factors Inhibiting relationship between beliefs, feelings and behavior, Learning Attitudes, Changing Attitudes, Attitude Change Strategies, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behavior, Organizational Buyer Decision Process, Organizational Buying Roles

Unit 8. Cultural Influences on Consumer Behavior, Diffusion of Innovation

Introduction, Characteristics of Culture, Cultural values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications, Diffusion of Innovation, Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion

Recommended Books/ Reference Material

1. Arnould, E. J., Thompson, C. J., Crockett, D., & Weinberger, M. F. (Eds.). (2023). *Consumer culture theory*. SAGE Publications Limited.
2. Batat, W. (2021). *Experiential marketing: Consumer behavior, customer experience and the 7Es*. Routledge.
3. Hawkins, D. (2022). *Consumer behavior: Building marketing strategy*.
4. Horner, S., & Swarbrooke, J. (2020). *Consumer behaviour in tourism*. Routledge.
5. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for humanity*. John Wiley & Sons.

8.23 E-commerce

BBA-Business Administration

Course Code: MGT-405

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course covers everything required to know about starting an e-commerce store in Pakistan and run it smoothly. The participants will learn in depth about effective business strategies for e-commerce. The instructor will take the participants step-by-step through all the aspects of starting their own e-commerce business. First, the participants will learn how to choose winning products and how to import them or source them from local manufacturers. Afterwards, they will learn how to set up their online e-commerce store and optimize the customer buying experience. Participants will then setup their brands on social media and learn how to run targeted ads. At the end, the course will cover logistics and payment gateways which are required to sell products in Pakistan and internationally. After learning about e-commerce, three e-commerce founders will join the class to share their learnings with the students. The students will have the opportunity to learn more about specific industries and ask questions from the experts.

Learning Outcomes

After studying this course, the student will be able to understand:

- To understand the nature of e-Commerce
- To know and understand the critical success factors in implementing an e-commerce system;
- To know how to plan and how to manage e-commerce solutions

Course Outline

Unit 1. Ecommerce Fundamentals

What is E-commerce? Online intermediates. Location of trading in the E-commerce marketplace. Marketplace channel structure. Types of online intermediates. What is e-auction? Types of e-auctions. Business model for e-commerce

Unit 2. Business Models and Ecommerce

Electronic Tailing/ E-tailing. Primary e-tailing business model. Channel Conflict and Personalization in e-tailing. Online Stock Trading Service. Online demand delivery

Unit 3. E-Commerce Strategy

What is strategy? What is e-commerce strategy. Forms of organization structure. E-channel strategies. A Generic Strategy Process Model. Strategic Analysis. Strategic Objectives. Strategic definition. Strategic Implementation

Unit 4. E-Supply Chain

Definition of SCM. Types of SCM. Members of SCM. Electronic consumer relationship (ECR). Model of SCM. E-procurement. E-invoicing. What is logistics, Push and pull supply chain model. Deise et al. (2000) adapted a new model. Benefits of SCM. Responsibilities of SCM Manager. E-collaborative tools workflow software and groupware

Unit 5. E-Procurement

What is e-procurement. Drivers of e-procurement. Risks and impacts of procurement. Implementing e-procurement. Future of e-procurement

Unit 6. E-Marketing

What is E-marketing. E-marketing planning. Situation analysis. Demand analysis. Competitor analysis. Intermediary analysis. SOSTAC. Objective setting, SMART e-marketing objectives. Online branding

Unit 7. Principle of e-Marketing

Understand customer value perceptions when setting prices. Understand the importance of Awareness about pricing. Advantages. Types of marketing. Strategic Advantages. Old 4Ps Paradigm. New 4Ps Paradigm. Developing a Marketing Strategy. Marketing Research and Information Systems. The Marketing Environment. The Marketing Mix and strategies. Promotion Mix

Unit 8. E-Advertising and Online Consumer Behavior, Mobile Commerce and Pervasive Computing

Types of e-advertising. Types of e-advertising on the basis of Cost. Affiliate marketing. What is consumer? What is behavior? Comprehend the role that promotion plays in creating an image of the product as well as the company in mind of the consumer. Identify promotional tools. Awareness about promotion. Definition of consumer behavior. Definition of online consumer behavior. Types of market. Consumer buying behavior. Consumer behavior model. Influences on consumer behavior. Aspects of information search. Types of perception. Maslow's Hierarchy of Needs. Types of online shoppers. Online purchase decision aids. Generic Purchasing-Decision Model. Online Buyer Decision Support Model. Online versus traditional consumer. Consumer buying decision process. Model of consumer buying process. Mobile commerce and its relationship to e-commerce. Mobile computing environment that supports m-commerce. Value-added attributes and fundamental drivers of commerce. Application of m-commerce within organizations. B2B and supply chain management applications of commerce. Technologies and potential application of location-based commerce. Major inhibitors and barriers of commerce

Recommended Books/ Reference Material

1. Bîrjoveanu, C. V., & Bîrjoveanu, M. (2022). *Secure Multi-Party E-Commerce Protocols*. Springer.
2. Cao, J. (2023). *E-Commerce Big Data Mining and Analytics*. Springer Nature.
3. Gao, H., Kim, J. Y., Hussain, W., Iqbal, M., & Duan, Y. (2022). *Intelligent processing practices and tools for E-commerce data, information, and knowledge*. Springer.
4. Joseph, P. T. (2023). *E-commerce: An Indian perspective*. PHI Learning Pvt. Ltd.
5. Qin, Z., Shuai, Q., Wang, G., Zhang, P., Cao, M., & Chen, M. (2022). *E-Commerce: Concepts, Principles, and Application*. Springer.

9. List of Major / Elective Courses for each Specialization

9.1 Finance Specialization

Sr. No.	Course Code	Course Title	Pre-Requisite	Credit Hours
1	FIN-411	International Finance	Nil	3
2	FIN-412	Financial Statement Analysis	Nil	3
3	FIN-413	Corporate Finance	Nil	3
4	FIN-414	Security Analysis and Portfolio Management	Nil	3
5	FIN-415	Financial Risk Management	Nil	3
6	FIN-416	Islamic Banking	Nil	3
7	FIN-417	Financial Analytics	Nil	3
8	FIN-418	Financial Reporting and Analysis	Nil	3

9.2 Marketing Specialization

Sr. No.	Course Code	Course Title	Pre-Requisite	Credit Hours
1	MKT-421	Digital Marketing	Nil	3
2	MKT-422	Integrated Marketing Communication	Nil	3
3	MKT-423	Brand Management	Nil	3
4	MKT-424	Advertising and Promotion	Nil	3
5	MKT-425	Supply Chain Management	Nil	3
6	MKT-429	Marketing Analytics	Nil	3
7	MKT-430	Sales Management	Nil	3
8	MKT 431	Service Marketing	Nil	3

9.3 HRM Specialization

Sr. No.	Course Code	Course Title	Pre-Requisite	Credit Hours
1	HRM-431	Training and development	Nil	3
2	HRM-432	Recruitment and Selection	Nil	3
3	HRM-434	Change Management	Nil	3
4	HRM-436	Leadership and Team Management	Nil	3
5	HRM-437	Human Resource Development	Nil	3
6	HRM-438	HR Analytics	Nil	3
7	HRM-439	Talent Management	Nil	3
8	HRM-440	Performance and Compensation Management	Nil	3

10 Course Outlines for Major / Elective Courses

10.1 Course Outlines for Major / Elective Courses (Finance Specialization)

10.1.1 International Finance

BBA-Business Administration

Course Code: FIN-411

Credit Hours: 03

Pre-requisite: Nil

Objectives

Students examine the international aspects of corporate finance and investing. Topics include the international monetary system, balance of payments, the market for foreign exchange, international parity relationships and forecasting foreign exchange rates, international banking and money markets, international bond and equity market, futures and options on foreign exchanges, interest rate and currency swaps, international portfolio investment, and management of exposure.

Learning Outcomes

Upon successful completion of this course, the student will be able to:

- Analyze the operations of international financial markets including past and present exchange rate systems.
- Clarify the concept of balance of payments and how it helps to forecast exchange rates.
- Explain the exposures of MNCs and non-MNCs in terms of operating, transaction and translation.

Course Outline

Unit 1. Multinational Financial Management

An Overview. Managing the MNC. Why Firms Pursue International Business. Tools to engage in International Business. Valuation Model for an MNC. The organization of Foreign Exchange Markets. Currency Quote and Prices

Unit 2. Forward Market and Foreign Exchange Risk

Foreign Exchange Risk. Forward/ Spot Market. Forward contract and its terminologies. How MNCs Use Forward Contracts. Currency Futures Market. Comparison of Currency. Futures and Forward Contracts

Unit 3. Currency options and Foreign Exchange Risk

Currency Options Market. Currency Call/Put Options. Factors Affecting Currency. Call/Put Option. Contingency Graphs for Currency Options. Options strategies. Currency straddles. Currency strangles

Unit 4. Hedging strategies using futures

Basic principles. Arguments for and against hedging. Basis Risk. Cross Hedging. Stock index futures. Rolling the hedge forward

Unit 5. Exchange Rate Systems

Historical Perspectives of international monetary system. Exchange rate systems around the world. Fixed Exchange rate system. Floating Exchange rate system. Direct and indirect government intervention

Unit 6. International Arbitrage and Interest Rate Parities

Locational Arbitrage. Triangular Arbitrage. Covered interest arbitrage. Theory of Covered Interest Rate Parity. Deviations from Interest Rate Parity

Unit 7. International Portfolio Diversification

Risk and Return of international investment. Benefits of international. Diversification. Optimal Portfolio Allocation. The international capital asset pricing model

Unit 8. International Capital Budgeting

Difficulties in Evaluating foreign projects. Parent vs subsidiary cash flows. Input for Multinational Capital Budgeting. Factors to consider in multinational Capital Budgeting. The Black –Scholes-Merton Model or call option. The Black-scholes-Merton Model Put option

Recommended Books/Reference Material

1. Madura, J. *International Financial Management*. 9th/10th edition.
2. Hull, J. & Basu, S. *Options, Futures and Other Derivatives*.
3. Bekaert, G. and Robert. *International Financial Management*. 2nd edition.
4. Banks, E. (2023). *Finance: the basics*. Taylor & Francis.
5. Eun, C. S., Breaan, D. J., & Resnick, B. G. (2021). *International Financial Management: Canadian Perspectives*. McGraw-Hill Ryerson. (Latest edition)
6. Kevin, S. (2022). *Fundamentals of international financial management*. PHI Learning Pvt. Ltd.
7. Moffett, M. H., Stonehill, A. I., & Eiteman, D. K. (2021). *Fundamentals of multinational finance*. Pearson.
8. Pilbeam, K. (2023). *International finance*. Bloomsbury Publishing.

10.1.2 Financial Statement Analysis

BBA-Business Administration

Course Code: FIN-412

Credit Hours: 03

Pre-requisite: Nil

Objectives

The objective of this course is to enable the students understanding the financial statements of businesses in detailed manner. It enables the students to utilize the published financial information of the corporations for analysis purposes. It facilitates the students to develop a thorough understanding and ways to analyze the financial data of different kinds of corporations especially for problem solving and decision-making purposes.

Learning Outcomes

- Having an advanced knowledge of financial statements and how these are used for firm valuation.
- Capable of understanding and analyzing the financial data for better earning management.
- Capable of making healthy financial decisions and financial forecasting.

Course Outline

Unit 1. An Introduction to Financial Reporting

Development of GAAP American Institute of Certified Public Accountants (AICPA). Emerging Issues Task Force (EITF): A New Reality. FASB. Traditional assumptions of the accounting model. Security exchange commission of Pakistan

Unit 2. Introduction to Financial Statements & Other Financial Reporting Topics

Forms of Business Entities. The Financial Statements. The Accounting Cycle. Auditor's Opinion. Management's Responsibility for Financial Statements. The SEC's Integrated Disclosure System. Summary Annual Report. The Efficient market Hypothesis Ethics. Harmonization of International Standards. Consolidated Statements. Accounting for Business. Combinations. Basic elements of Balance Sheet. Assets, liability, Owner equity. Statement of stock holder equity

Unit 3. Income Statement

Basic Elements of the Income Statements. Special Income Statements Items. Earning per share. Retained Earnings. Dividends & stock Splits. Legality of Distributions to Stockholders. Comprehensive income

Unit 4. Basics of Analysis

Ratio Analysis. Common-Size Analysis. Year-to-Year Change Analysis. Financial Statement Variation by Type of Industry. Review of Descriptive Information. Comparisons. Relative Size of Firm. Other Library Sources. The Users of Financial Statements

Unit 5. Liquidity of Short-Term Assets: Related Debt-Paying Ability

Current Assets Current Liabilities & the operating Cycle. Current Assets Compared with Current liabilities. Other Liquidity Considerations

Unit 6. Long-Term Debt-Paying Ability

Income Statement Consideration when determining Long-term Debt-Paying Ability. Balance Sheet Consideration when determining Long-term Debt-Paying Ability. Special items that influence a Firm's Long-Term Debt-Paying Ability

Unit 7. Profitability

Profitability Measures Trends in Profitability Segment Reporting. Revenues by Major product Lines. Gains & Losses from Prior Period Adjustments. Comprehensive Income. Pro Forma Financial Information

Unit 8. For The Investor

Leverage & its Effects on Earnings. Earnings per Common Share. Price/Earnings ratio. Percentage of Earning Retained. Dividend payout. Dividend Yield. Book Value Per Share. Stock Options. Restricted Stock. Stock Appreciation Rights. Basic Elements of the Statement of Cash flows. Financial Ratios & the Statement of Cash flows. Alternative Cash Flows procedures for Development of the Statement of Cash flows

Recommended Books/Reference Material

1. Charles Gibson. *Financial reporting & Analysis*. 12th/13th Edition
2. Fridson, M. S., & Alvarez, F. (2022). *Financial statement analysis: a practitioner's guide*. John Wiley & Sons.
3. Koop, G. (2022). *Analysis of financial data*. John Wiley & Sons Inc.
4. Palepu, K. G., Healy, P. M., Wright, S., Bradbury, M., & Coulton, J. (2020). *Business analysis and valuation: Using financial statements*. Cengage AU.
5. Robinson, T. R. (2020). *International financial statement analysis*. John Wiley & Sons.
6. Schroeder, R. G., Clark, M. W., & Cathey, J. M. (2022). *Financial accounting theory and analysis: text and cases*. John Wiley & Sons.

10.1.3 Corporate Finance

BBA-Business Administration

Course Code: FIN-413

Credit Hours: 03

Pre-requisite: Nil

Objectives

The main aim of this course is to improve the financial decision making in any corporation. If the financial decision taken is not correct, the repercussions may be quite severe and, in many cases, due to the wrong financial decisions, the corporations

have even been shut down. Thus, correct financial decision is very important for taking right financial decision, it is very much required that a person is well apprised of all the aspects of corporate finance and this course enables participants to do that. There are many basic issues related to the course e.g. capital budgeting, capital structure, corporate investment, sources of corporate funding, corporate contingent claims, dividend policy, financial risk management etc. Thus, it can be said that all the financial aspects of a corporation are covered in this course. All these aspects enable a person to apply these fundamentals of finance in a right way in the corporation so that the goal of the corporation is easily achieved.

Learning Outcomes

- To make effective use of financial resources available to an organization.
- To evaluate various alternatives available to acquire fixed assets.
- To develop and analyze the pro-forma financial statements and also the sensitivity and scenario analysis for decision making.

Course Outline

Unit 1. Financial Planning and Growth

Financial Planning models. External financing and growth. Internal growth and sustainable growth. Project cash flows. Investment cash flows. Pro forma financial statements. Scenario and other what-if analysis. Operating leverage. Capital ratios.

Unit 2. Raising Capital

Early-stage financing & venture capital, underwriters. IPOs and underpricing Costs of issuing securities. Rights, dilution. Issuing long term debt. Securitization (bundling-unbundling). Mutual funds management. Capital structure and cost of capital. The effect of financial leverage. Optimal capital structure.

Unit 3. Dividends and Dividend Policy

Cash dividend and dividend payment. Low payout and high payout factors. Establishing a dividend policy. Stock repurchases, stock splits. Short term finance and planning. Operating and cash cycle. Alternative financing policies for current assets. Short term borrowing. Cash and liquidity management

Unit 4. Float Management

Cash collection and disbursements. Target cash balance. Credit and inventory. Credit and receivables. Factorization.

Unit 5. Hybrid Financing: Leasing

What is lease, why lease? Financial and operating lease. Valuation financial lease. Leasing versus purchasing decisions.

Recommended Books/Reference Material

1. Brealey, R. A., Myers, S. C., & Marcus, A. J. (2023). *Fundamentals of corporate finance*. McGraw-Hill.
2. Graham, J., Adam, C., & Gunasingham, B. (2020). *Corporate finance*. Cengage AU.
3. Hillier, D., Ross, S., Westerfield, R., Jaffe, J., & Jordan, B. (2021). *EBOOK: Corporate Finance, 4e*. McGraw Hill.
4. Vernimmen, P., Quiry, P., & Le Fur, Y. (2022). *Corporate finance: theory and practice*. John Wiley & Sons.
5. Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2022). *Fundamentals of corporate finance*.

10.1.4 Security Analysis and Portfolio Management

BBA-Business Administration

Course Code: FIN-414

Credit Hours: 03

Pre-requisite: Nil

Objectives

The objective of the course is to study theory and empirical evidence relevant for portfolio management. An emphasis is placed on understanding how an investment professional would allocate funds in a hypothetical portfolio. Emphasis will be put on development of techniques that should be part of the tool kit of those interested in becoming professional investors and/or researchers in finance. The course material is tilted heavily towards equity markets since there are separate courses that cover fixed income markets and derivative securities.

Learning Outcomes

- Understand the operations of financial markets;
- Analyze the various types of assets including equities, fixed income securities, and derivatives; to perform risk analysis.
- Enhance the skills are required for corporate finance, trading, and investment banking positions.

Course Outline

Unit 1. Portfolio Management

Introduction to investment and portfolio management. Types of portfolios. Types of investors. Investment analysis. Investment strategies. Investment process. And performance evaluation. Efficient market hypothesis.

Unit 2. Stock Market Anomalies

What are anomalies? Different types of anomalies. The effect of anomalies on stock markets. Investors' sentiments and related theories.

Investors' sentiment and anomalies. The contradictions to the efficient market hypothesis.

Unit 3. Risk and Return

Risk analysis. The relationship of risk and return. The security market line. The measures of risk and return. The weighted average portfolios. Risk and return of individual security. Risk and return of portfolios.

Unit 4. Portfolio Selection and Analysis

Portfolio selection strategies. Quantitative measures for portfolio selection. Portfolio analysis. Quantitative measures for portfolio analysis.

Unit 5. Asset Pricing Models

Capital asset pricing model. Portfolio performance evaluation.

Recommended Books/Reference Material

1. Bacon, Carl R. (2023). *Practical portfolio performance measurement and attribution*. John Wiley & Sons.
2. Graham, B., & Dodd, D. L. F. (2020). *Security Analysis: The Classic 1940 Second Edition*. Echo Point Books & Media, LLC.
3. Kevin, S. (2022). *Security analysis and portfolio management*. PHI Learning Pvt. Ltd.
4. Laopodis, N. T. (2020). *Understanding investments: Theories and strategies*. Routledge.
5. Magni, C. A. (2020). *Investment decisions and the logic of valuation* (Vol. 689). Springer International Publishing.
6. Rustagi, R. P. (2021). *Investment Management Theory and Practice*. Sultan Chand & Sons.

10.1.5 Financial Risk Management

BBA-Business Administration

Course Code: FIN-415

Credit Hours: 03

Pre-requisite: Nil

Objectives

Risk is costly. This statement is absolutely agreed by businessmen and professionals, particularly those facing inherent risk in their professional lives. Minimizing the cost of risk to an optimum level unanimously means that we are increasing the value of a firm. However, the cost of risk minimization, albeit its ease to say or learn conceptually is very much difficult to implement, either by self-managed method or by risk-transfer approach. If a business executive decides to manage the cost of risk herself, she has to estimate direct and indirect costs pertaining to the possibly risky events or occurrences. On the other hand, if executive transfers the risk to a third party,

she has to load in insurance premium as the compensation for the insurer, comprising administrative fees and the insurer's business return.

Learning Outcomes

- Get a comprehensive perspective on risk management and insurance concepts, tools, and techniques.
- Develop analytical and integrative thinking in understanding and implementing the risk management practices.
- Arouse the sense of business through an experiential approach, especially in the completion of assignments.

Course Outline

Unit 1. Risk Management

Risk analysis. The relationship of risk and return. The security market line. The measures of risk and return. The weighted average portfolios. Risk and return of individual security. Risk and return of portfolios.

Unit 2. Financial Intermediaries

What are financial intermediaries? The role of financial intermediaries. The risk return analysis. Risk hedging strategies.

Unit 3. Types of Risks

Interest rate risk. Market risk. Credit risk. Off-balance sheet risk. Technology and other operational risks. Foreign exchange risks. Sovereign risk. Liquidity risk.

Unit 4. Derivatives

Options, Swaps. Futures. Forwards. Caps. Floors. Collars.

Unit 5. Securitization

The concept of Securitization. How assets are pooled. How they can be re-packaged into interest-bearing securities.

Recommended Books/Reference Material

1. Bąk, S., & Jędynak, P. (2023). *Risk management maturity: A multidimensional model* (p. 112). Taylor & Francis.
2. Chance, D. M., & Brooks, R. (2021). *An introduction to derivatives and risk management*. South-Western, Cengage Learning.
3. Dietz, S. (2021). *Handbook of Financial Risk Management*.
4. Fraser, J. R., Quail, R., & Simkins, B. (Eds.). (2021). *Enterprise risk management: Today's leading research and best practices for tomorrow's executives*. John Wiley & Sons.
5. Gallati, R. R. (2022). *Risk management and capital adequacy*. McGraw-Hill.
6. Hillson, D. (Ed.). (2023). *The Risk Management Handbook: A practical guide to managing the multiple dimensions of risk*. Kogan Page Publishers.

7. Saunders, A., Cornett, M. M., & Erhemjamts, O. (2021). *Financial institutions management: A risk management approach*. McGraw-Hill.

10.1.6 Islamic Banking

BBA-Business Administration

Course Code: FIN-416

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course is focusing on the basis of Islamic Finance and Islamic Financial Instruments and covers both their theoretical as well as practical domains. In this course, students are trained to deal with some major contracts. They are given an overview of all participatory modes of financing, sale-based modes of financing, Lease based modes of financing, debt creating modes and sub-contracts. Students then learn the design, operational mechanism, management, documentation, contracts, Shariah rulings and issues related to some major contracts, including Murabahah, Musharakah, Diminishing Musharakah, Mudarabah and Ijarah. A resort is also made to the work of classical as well as contemporary jurists for the better and critical understanding of Islamic finance. Moreover; the views of proponent as well as of opponent of Islamic finance are discussed critically.

Learning Outcomes

- Identify a range of commonly used Islamic financial products and services
- Acquire a sound in-depth understanding of the principles of Islamic banking and finance

Course Outline

Unit 1. An Introduction to Islamic Economic System

Factor of production in Islam. The objectives of the distribution of wealth in Islam. Capitalist Vs Islamic economy. Asset Backed Financing. Capital and Entrepreneur. Present practices of Islamic Banks

Unit 2. Musharakah

Basic Rules of Musharakah. Distribution of profit. Ratio of profit. Sharing of Loss. The nature of capital. Management of Musharakah. Termination of Musharakah. Termination without closing business. Objections on Musaharakah Financing. House Financing Using Musahrak

Unit 3. The Concept of Mudarabah

Business of Mudarabah. Distribution of Profit. Termination of Mudarabah. Combination of Musaharakah and Mudarabah. Musharakah & Mudarabah mood of Financing. Project Financing

Unit 4. The Concept of Ijarah

The concept of Ijarah. Basic rules of Leasing. Determination of rental. Lease as mood of financing. The commencement of lease. Termination of Lease. Insurance of Lease. The residual value of leases asset. Securitization of Ijarah

Unit 5. The concept of Salam

Meaning of Salam. Condition of Salam. Salam as mood of Financing. Some rules of parallel Salam

Unit 6. The concept of Istisna

Salam Versus Istisna. Istisna Versus Ijarah. Time of Delivery. Istisna as mood of financing

Unit 7. Principles of Shairiah

Islamic Investment Funds. Equity Funds. Condition for Investment in Shares. Ijarah Fund. Commodity Funds. Murabahah Funds. Bai-al-dain. Mixed Fund

Unit 8. The concept of Limited Liability

Waqf. Baitul-Mal. Joint Stock. Inheritance under debt. The Limited Liability of the Master of a Slave

Recommended Books/Reference Material

1. An Introduction to Islamic Finance by Mufti Muhammad Taqi Usmani
2. Alamad, S. (2020). *Financial and accounting principles in Islamic finance*. Springer International Publishing.
3. Casu, B., Girardone, C., & Molyneux, P. (2022). *Introduction to banking*. Pearson.
4. Hassan, M. K., Rabbani, M. R., & Rashid, M. (Eds.). (2022). *FinTech in Islamic Financial Institutions: Scope, Challenges, and Implications in Islamic Finance*. Springer Nature.
5. Kuforiji, J. O. (2022). *The essentials of Islamic banking, finance, and capital markets*. Rowman & Littlefield.
6. Zubair, H. (2023). *Islamic Banking and Finance*. Taylor & Francis.

10.1.7 Financial Analytics

BBA-Business Administration

Course Code: FIN-417

Credit Hours: 03

Pre-requisite:

Objectives

The focus of this course is on application of statistical, econometric, and machine learning techniques to issues in the financial sector. It is designed to help the students in performing formal analysis with financial data like forecasting of returns, risk analysis, asset pricing, market trend analysis, etc. Financial data has certain characteristics which require different kinds of tools of analysis. The course aims at introducing these techniques through the appropriate research problems and will then move on to real life applications of these tools with financial sector data. Before introducing a tool, the need for such analysis will be explained and then actual applications will be demonstrated.

Learning Outcomes

- Identify the basic structure of capital asset markets
- Identify the main investment vehicles and investment strategy categories
- Knowledge about the most popular statistical methods and machine learning techniques with their applications in finance

Course Outline

Unit 1. Introduction to Analytics: Business intelligence, Business Analytics

Managerial spread sheet analysis and modelling. Applications and Challenges in Business analytics, Marketing and Financial analytics; Organization/sources of data, Importance of data quality, dealing with missing or incomplete data, data. Classification, data presentation/summarization, data mining –process.

Unit 2. Predictive Analytics

Simple linear regression. Multiple linear regression. Logistic multinomial regression. Forecasting techniques. Application of predictive analytics in retail, direct marketing, financial services, insurance, supply chain, etc.

Unit 3. Optimization Analytics

Multi-period linear programming models and applications, network models and project planning, integer programming and Its application in capital budgeting, location decisions, etc.; multi-criteria decision-making techniques-goal programming and analytic hierarchy process and applications. Stochastic Analytics – Introduction to stochastic models, Markov models. Renewal theory, Markov decision process and applications in sequential decision making. Performing regression analysis for estimating future movements. Understanding and applying AI models for financial forecasting. Applying statistical checks for comparative assessment. Techniques to be learned: Simple & Multivariate Regression Analysis. Artificial Neural Network for Forecasting

Unit 4. Analytics under Uncertainty

Survival analysis and its applications; Six Sigma as a problem-solving methodology. Classification and regression trees. Lean thinking. Dynamic pricing and revenue management; high dimensional data analysis; Analytics in Finance – discounted cash flows, profitability analysis, asset performance measurement tools, introduction to Insurance loss models. Characterization of Financial Time Series & Understanding Portfolio Formation: Checking distribution & stationary properties of financial data. Delving nonlinear dynamics of financial data. Developing frameworks for portfolio formation and realignment. Techniques to be learned: Tests to check normality (Jarque-Bera & Shapiro-Wilk Test). Tests to check stationary (ADF & PP Test). Estimating Hurst Exponent and Portfolio Formulation

Unit 5. Role of Feature Selection in Financial Data Analysis

Comprehending feature selection algorithm. Improving predictive accuracy by summarizing data in both supervised and unsupervised mode. Techniques to be learned: Feature Selection Modelling in Supervised Mode. Unsupervised Feature Selection using Principal Component Analysis. Machine learning; Functionalities and applicability of advanced machine learning models. Ensemble and hybrid models. Techniques to be learned: Machine Learning Tools for Classification and regression tasks in the Context of Financial Modelling. Support Vector Machine (SVM) & Random Forest (RF) Granular Computing for Financial Analytics. ARCH models and their utilities. Measuring dynamic association among various financial assets. Clustering techniques. Applications of deep learning.

Recommended Books/Reference Material

1. Backhaus, K., Erichson, B., Gensler, S., Weiber, R., & Weiber, T. (2021). Multivariate analysis. *Springer Books*.
2. Dugard, P., Todman, J., & Staines, H. (2022). *Approaching multivariate analysis: A practical introduction*. Taylor & Francis.
3. FABOZZI, P. P. D. F. J. (2022). *The Basics of Finance*. Wiley Publishing, Inc.
4. Gujarati, D. N. (2022). *Basic econometrics*. Prentice Hall.
5. Revsine, L., Collins, D. W., & Johnson, W. B. (2021). *Financial reporting & analysis*. McGraw-Hill.

10.1.8 Financial Reporting and Analysis

BBA-Business Administration

Course Code: FIN-418

Credit Hours: 03

Pre-requisite:

Objectives

The objective of this course is to enable the students understanding the financial statements of businesses in detailed manner. It enables the students to utilize the published financial information of the corporations for analysis purposes. It facilitates

the students to develop a thorough understanding and ways to analyze the financial data of different kinds of corporations especially for problem solving and decision-making purposes.

Learning Outcomes

- Having an advanced knowledge of financial statements and how these are used for firm valuation.
- Capable of understanding and analyzing the financial data for better earning management.
- Capable of making healthy financial decisions and financial forecasting.

Course Outline

Unit 1. Financial Reporting

Summary Annual Report. Generally Accepted Accounting Principles (GAAP). Additional Input: American Institute of Certified Public Accountants. (AICPA). Traditional Assumptions of the Accounting Model. Forms of Business Entities. The Financial Statements. The Accounting Cycle. Auditor's Report

Unit 2. Financial Reporting Analysis

The efficient market hypothesis. Ethics. Harmonization of International Reporting Standards. Consolidated Statements. Accounting for Business Combination

Unit 3. Financial Reporting Analysis

Procedure for the development of the statement of Cash flows. Problems in balance sheet preparation/presentation. Principle, types and instrumentation of electrophoresis. Applications of traditional electrophoresis. Basic elements of the balance sheet. Statement of Stockholder's equity. Basic elements of Income Statement. Special income statement items. Earnings per Share. Retained Earnings. Basic elements of statement of cash flows. Financial ratios and statement of Cash flows. Alternative Cash flows

Unit 4. Basics of Analysis

Ratio Analysis. Common Size Analysis-Vertical and Horizontal Analysis. Year to year change analysis. Financial Statement Variation by type of industry. Review of Descriptive Information. Comparisons. Relative size of firm. The uses of financial statements. Current Assets, Current Liabilities, Operating Cycle. Current Assets compare with Current Liabilities. Other Liquidity Considerations. Long term debt paying ability. Profitability analysis. Risk analysis.

Unit 5. Investors and Special Industries

Stock options. Leverage and its effect on earnings. Earnings per common share. Price/Earnings Ratio. Percentage of Earnings Retained. Dividend Payout. Book value per share. Banks. Utilities. Oil and Gas. Transportation. Insurance.

Recommended Books/Reference Material

1. Fridson, M. S., & Alvarez, F. (2022). *Financial statement analysis: a practitioner's guide*. John Wiley & Sons
2. Gibson, H.C, Financial Reporting & Analysis, South-Western College Publishing (2023).
3. Kimmel, P. D., Weygandt, J. J., & Kieso, D. E. (2020). *Financial accounting: tools for business decision-making*. John Wiley & Sons.
4. Palepu, K. G., Healy, P. M., Wright, S., Bradbury, M., & Coulton, J. (2020). *Business analysis and valuation: Using financial statements*. Cengage AU.
5. Revsine, L., Collins, D. W., & Johnson, W. B. (2021). *Financial reporting & analysis*. McGraw-Hill.
6. Solomons, D. (2021). *Guidelines for financial reporting standards*. Routledge.
7. Stinckney, C.P. Financial Reporting and Statement Analysis, A Strategic Perspective, The Drydan Press. (2023).

10.2 Course Outlines for Major / Elective Courses (Marketing Specialization)

10.2.1 Digital Marketing

BBA Business Administration

Course Code: MKT-421

Credit Hours: 03

Pre-requisite: Nil

Objectives

The aim of the this course is to provide students with the knowledge about business advantages of the digital marketing and its importance for marketing success; to develop a digital marketing plan; to make SWOT analysis; to define a target group; to get introduced to various digital channels, their advantages and ways of integration; how to integrate different digital media and create marketing content; how to optimize a Web site and SEO optimization; how to create Google AdWords campaigns; social media planning; to get basic knowledge of Google Analytics for measuring effects of digital marketing and getting insight of future trends that will affect the future development of the digital marketing. The application of the gained knowledge, skills and competences will help future managers in forming digital marketing plan in order to manage a digital marketing performance efficiently.

Learning Outcomes

- Create a digital marketing plan, starting from the SWOT analysis and defining a target group, then Identifying digital channels, their advantages and limitations, to perceiving ways of their integration taking into consideration the available budget.
- Develop and implement Internet marketing strategies and critically appraise the application of the Internet in marketing.
- Apply the marketing concepts in an online environment.

Course Outline

Unit 1. Introduction Of the Digital Marketing, Creating Initial Digital Marketing Plan

Digital vs. real marketing, Digital marketing channels, The Opportunity-Mega trends, Content management, SWOT analysis, Target group analysis

Unit 2. Strategic E-marketing and SEO Optimization

Writing the SEO content, E-business models, Consumers online characteristics

Unit 3. Site Design Basics

Four cornerstone approach, Personas and scenarios, how to write project briefs, Site design usability, Usability Best Practices, Domain name

management, Programming standards, Information architecture, Rich Media

Unit 4. Introduction to CRM

CRM platform, CRM models, CRM strategy

Unit 5. Introduction To Web Analytics and Marketing Communications

Web analytics – levels, Introduction of Social Media Marketing, Social Media Marketing plan, Online advertising methods, online promotional tools

Unit 6. Search, Intelligent Search and Search Marketing

Search engine optimization, Search strategies customer acquisition, Search Engine Marketing FAQ

Unit 7. Business Opportunities and social media

Instagram options, Optimization of Instagram profiles, Integrating Instagram with a Web Site and other social networks, keeping up with posts, Linked-in options, creating campaigns on LinkedIn, analyzing visitation on LinkedIn, YouTube Advertising, YouTube Analytics, Facebook Ads, Creating Facebook Ads, Ads Visibility, E-mail marketing

Unit 8. Digital Marketing Budgeting

Resource planning, Cost estimating, Cost budgeting, Cost control

Recommended Books/Reference Material

1. Chaffey, D., & Smith, P. R. (2022). *Digital marketing excellence: planning, optimizing and integrating online marketing*. Taylor & Francis.
2. Deiss, R., & Henneberry, R. (2020). *Digital marketing for dummies*. John Wiley & Sons.
3. Hall, S. (2023). *B2B digital marketing strategy: how to use new frameworks and models to achieve growth*. Kogan Page Publishers.
4. Kingsnorth, S. (2022). *Digital marketing strategy: an integrated approach to online marketing*. Kogan Page Publishers.
5. Zahay, D. (2020). *Digital marketing management: A handbook for the current (or future) CEO*. business expert press.

10.2.2 Integrated Marketing Communication

BBA- Business Administration

Course Code: MKT-422

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course is designed to develop an understanding about the role of communications in the marketing mix. The course covers different types of promotional tools, media and methodologies of integrated marketing communication process. Students will learn an analytical approach to the study of marketing communications including how to integrate all of the marketing communication elements and how this is critical to an organization's success.

Learning Outcomes

- Understand and develop the function of IMC and analyze the role of the IMC practitioner in an organization by applying logical and strategic thinking to solving communication problems (IDA),
- Critically evaluate marketing communications concepts and theory (DA),
- Identify and evaluate a range of marketing communications activities (DA), and
- Outline key components, features and processes of marketing promotional plans (DA)

Course Outline

Unit 1. Introduction To Marketing Communications Strategy

Course objectives, expected outcomes, Content and assignments, Integrated Marketing Communications (IMC), Integrated Brand Promotion (IBP), Communications process and the structure of the advertising industry

Unit 2. Advertising, IBP, And Consumer Behavior

The evaluation of advertising, Social, ethical, and Regulatory aspects of advertising and marketing communications, Consumer buyer behavior, the purchase decision, Marketing segmentation and positioning, Advertising planning (international) and cultural barriers, Advertising plan and its context, Communications vs. Sales objectives, setting advertising objectives, Setting advertising budgets, The role of advertising agency

Unit 3. Market Segmentation, Positioning, Value Proposition and Message Strategy

Identifying market segments, The positioning & repositioning strategy, The value proposition, A review of information processing process, Categories of message strategy, Brand strategy, Verbal vs. visual messages, Types of advertising appeal

Unit 4. Media Planning Strategy

Objective setting and strategy for advertising and promoting the brand, Media planning process, Media types: print, TV, and radio, The internet

Unit 5. Sales Promotion

Sales promotion, Consumer sales promotion, Trade sales promotion, The risks of sales promotion, Support media and promotional aids, Point-of-Purchase advertising, Event sponsorship

Unit 6. Direct Marketing

The evolution of direct marketing, Database marketing, Media applications in direct marketing

Unit 7. Public Relation and Corporate Advertising

Public relation, corporate advertising, Integrated brand promotion, Building the brand and growing the business

Recommended Books/Reference Material

1. Atherton, J. (2023). *Social media strategy: A practical guide to social media marketing and customer engagement*. Kogan Page Publishers.
2. Blakeman, R. (2023). *Integrated marketing communication: creative strategy from idea to implementation*. Rowman & Littlefield.
3. Eagle, L., Czarnecka, B., Dahl, S., & Lloyd, J. (2020). *Marketing communications*. Routledge.
4. Juska, J. M. (2021). *Integrated marketing communication: advertising and promotion in a digital world*. Routledge.
5. Kingsnorth, S. (2022). *Digital marketing strategy: an integrated approach to online marketing*. Kogan Page Publishers.

10.2.3 Brand Management

BBA- Business Administration

Course Code: MKT-423

Credit Hours: 03

Pre-requisite:

Objectives

This course focuses on understanding of brand and differentiates between brand assets and value. The purpose of this course is to prepare students to implement the concepts of branding and practice brand management. Students will also learn that how brands create value for the customers as well as for the company, and understand the various dimensions of brand management. It also touches strategic implications of branding, brand diversity, and the types of brands and the challenges of modern markets. Students will be equipped with the knowledge of why brands need identity, positioning, and why and how brands are managed in a competitive market?

Learning Outcomes

- Describe the basic branding principles.
- Demonstrate analytical and creative skills and a systematic understanding of brand management informed by current debates, new developments in knowledge and established theories.
- Develop a cultural sensitivity.

Course Outline

Unit 1. Understanding Brands – Introduction

Brand Manifestations/ Fundamentals, Brand Challenges, Strategic Brand Management. Describe the characteristics of a brand Define the main concepts of branding. Explain the purpose of branding. Examine brand concepts in real-life setting by articulating the context of and the rationale for the application. Definition of a brand (What makes up a brand) Fundamentals (Is brand management just communication or more). Brand equity (What are the drivers, and how can you control it?)

Unit 2. Brand Vision, Building Customer Based Brand Equity (CBBE)

Building Brand Vision, Brand Picture, Brand Persona, Brand Contract, Brand Based Customer Model. Describe the process and methods of developing brand elements ü Explain the reasons and process of developing brand associations Identify effective marketing and marketing communications strategies. Design marketing and marketing communications programs that build brand equity

Unit 3. Choosing Brand Elements to Build Brand Equity

Brand Resonance, Brand Value Chain and Positioning, Positioning – Guiding Principles, Brand Picture, Brand Persona, Brand Contract, Brand Based Customer Model. Describe the main concepts and tools for managing brands over time, geographic areas, and market segments ü Formulate effective branding strategies for both consumer and business products/services ü Analyze new product development and brand extension programs

Unit 4. Brand Strategy

Market Research (Different types of research and desired outcomes) Opportunity Sizing (Quantifying a new or existing category) Innovation & Renovation (Innovation process to bring an idea to life). Brand Positioning (Brand Ethos)

Unit 5. Brand Extension and Brand Portfolio

Line Extension, Brand Extension/ Diversification, Positioning – The Base of Extension, Developing the Model of Brand Extension. Brand Architecture, Channels of Distribution, Creating Value, Co-Branding, Customer Response Hierarchy

Unit 6. Service Brands and Consumer Communication, Media insights

Brand Planning, Brand Planning Process, Brand Plan. Consumer Portrait (How to unearth the core insight of consumers) Communication Development (Steps involved in developing a comm) Effective communication (Breaking down communication into its parts).

Communication testing (Drivers of a LINK Test). Media Best Practices (How to perform on YouTube and Facebook) b. Media planning (Media metrics for TV and Digital)

Unit 7. Developing A Brand Equity Measurement and Management System, Measuring Brand Performance

Measuring outcomes of brand equity: capturing market performance. Brand and business metrics (How to gauge the health of your brand) b. Research Tools (BHT, HHP, Retail Audit).

Unit 8. Evaluating Brands and Marketing Awards

Describe the process and methods of measuring brand performance ü Interpret basic quantitative and qualitative brand performance data ü Propose brand evaluation plan. Award-winning campaigns (Criteria of Effie Awards)

Recommended Books/Reference Material

1. Aaker, D. A., & Moorman, C. (2023). *Strategic market management*. John Wiley & Sons.
2. Heding, T., Knudtzen, C. F., & Bjerre, M. (2020). *Brand management: Mastering research, theory and practice*. Routledge.
3. Kelley, L. D., Sheehan, K. B., Dobias, L., Koranda, D. E., & Jugenheimer, D. W. (2022). *Advertising media planning: a brand management approach*. Taylor & Francis.
4. Loken, B., & Ahluwalia, R. (Eds.). (2023). *Brands and brand management: Contemporary research perspectives*. Psychology Press.
5. Naim, A., & Kautish, S. K. (Eds.). (2022). *Building a Brand Image Through Electronic Customer Relationship Management*. IGI Global.

10.2.4 Advertising and Promotion

BBA- Business Administration

Course Code: MKT-424

Credit Hours: 03

Pre-requisite: Nil

Objectives

Advertising and Promotion management is designed as an introduction to the field of integrated marketing communications (IMC). The emphasis is on the use of communication to meet marketing objectives, including but not limited to advertising. This course will provide a broad overview of many areas that pertain to marketing communication. Special attention will be placed on understanding the consumer in order to communicate better. Although creative issues will be examined, this is primarily a management, not a creative, course.

Learning Outcomes

- To understand the structure of advertising and promotion industry and the roles of its separate players for promotion.
- To compare and generalize different promotion programs is also one of the main tasks of the course.
- To analyze and subdivide given advertisements (and other elements of promotion mix) into single measurable units, as well as the ability to link distinguished units to campaign's overall goals and evaluation methods.

Course Outline

Unit 1. Introduction And Evolution of Modern Advertising

Definition, Functions, Classifications, Advertising and the social, ethical and legal issues.

Unit 2. The Advertising Business

The company's own department, Advertising agencies and the media

Unit 3. The Marketing Mix and Advertising

Advertising and the product, Advertising and the price, Advertising and the place, Advertising and the promotion.

Unit 4. The Advertising Research Stages

Advertising strategy determination, Concept development and testing, Testing and evaluation of advertising

Unit 5. Copywriting And Advertising Strategy

Message strategy: The product marketing facts for copywriters, copy platform, Objectives of creative copy, The structure of copy, how to write effective copy, Common pitfalls and copywriting

Unit 6. Designing The Advertising

The advertisement layouts, The design principles, The features of the best layout design

Unit 7. Media Planning and Selection

Role of media in marketing framework, defining media objectives, Developing media strategies, Media selection and scheduling

Unit 8. Advertising Media

Print media: Newspapers and magazines, electronic media: Television, radio and limitations of cable, Direct mail and the creative mix, Out-of-home media, Transit advertising

Recommended Books/Reference Material

1. Brader, T. (2020). *Campaigning for hearts and minds: How emotional appeals in political ads work*. University of Chicago Press.
2. Rorty, J. (2020). *Our master's voice: Advertising* (p. 318). mediastudies. Press.
3. Rosenbaum-Elliott, R. (2020). *Strategic advertising management*. Oxford University Press.
4. Sutherland, M. (2020). *Advertising and the mind of the consumer: what works, what doesn't and why*. Routledge.
5. Umar, R. S. B. (2023). *Advertising management*. Kalm Edutech.
6. Vardar, N. (2022). *Global advertising: Rhyme or reason*. El İzi İletişim Danışmanlık Ltd. Şti.

10.2.5 Supply Chain Management

BBA- Business Administration

Course Code: MKT-425

Credit Hours: 03

Pre-requisite: Nil

Objectives

In today's world of competitiveness supply-chains compete with supply-chains rather than individual organizations. Individual organizations cannot survive by maximizing their local benefits rather they have to develop linkages and collaborate with others in order to survive and get a bigger pie of the market share. Moreover, globalization brings its own challenges and opportunities that impact the performance of each partner within a supply chain.

In the wake of these challenges, many local and multinational organizations in Pakistan and abroad have established their own supply chain planning departments. Whether that be manufacturing sector (FMCGs, Textiles, Engineering goods, Defense etc.), services sector (Financial Services, Retailing, Food Industry etc.) or social development sector (natural disaster management, social mobilization etc.), the need of supply chain management has become imperative.

Learning Outcomes

- To develop an understanding of key drivers of supply chain performance.
- To impart analytical and problem-solving skills necessary to develop solutions for a variety of supply chain management.
- To develop the ability to design logistics systems and formulate integrated supply chain strategy.

Course Outline

Unit 1. Introduction to Supply Chain Management

Introduction to supply chain management, Types of supply chains, Supply chain performance: achieving strategic fit

Unit 2. Supply Chain Network Design

Network design in the supply chain, Divergent and convergent supply chain networks, Case study: Network design

Unit 3. Managing Supply Side in The Supply Chain

Supply chain sourcing, Supplier relationship management, Procurement management, Case study: Procurement, Price determination Managing inventories in supply chain, Risk pooling in inventories, Case study: Inventories

Unit 4. Managing Demand Side in The Supply Chain

Distribution network design, Distribution strategies, Partnerships in distribution, The agile supply chain, Transportation & warehousing in supply chain, Case study: Distribution, transportation and warehousing, Pricing and demand segmentation in supply chain management, Service oriented supply chain, Case study: Pricing and demand segmentation

Unit 5. Special Topics in Supply Chain Management

Information technology and value of information in supply chain, Postponement and double marginalization, Lack of coordination in supply chain - bullwhip effect: rohafza game, Case study: Value of information in supply chain, environmentally conscious supply chains

Recommended Books/Reference Material

1. Altekar, R. V. (2023). *Supply chain management: Concepts and cases*. PHI Learning Pvt. Ltd.
2. Benton Jr, W. C. (2020). *Purchasing and supply chain management*. Sage Publications.
3. Blanchard, D. (2021). *Supply chain management best practices*. John Wiley & Sons.
4. Meredith, J. R., & Shafer, S. M. (2023). *Operations and supply chain management for MBAs*. John Wiley & Sons.
5. Wisner, J. D., Tan, K. C., & Leong, K. (2021). *Principles of supply chain management: A balanced approach*. South-Western, Cengage Learning.

10.2.6 Marketing Analytics

BBA- Business Administration

Course Code: MKT-429

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course develops students' capabilities to use analytical tools and techniques to address marketing problems, with a focus on providing data to assist marketing decision-making. Marketing analytics enables marketers to measure, manage and

analyse customer preferences and trends, as well as evaluate marketing performance to maximize its effectiveness. Students will develop an understanding how to use marketing analytics to predict outcomes. The course also examines the ethical and technical issues related to data privacy.

Learning Outcomes

- Demonstrate the use of analytical tools in marketing.
- Choose appropriate data sources and analytical tools to assess marketing performance.
- Apply analytics tools to a variety of data collected by marketers.

Course Outline

Unit 1. Introduction to Marketing Analytics

All About Data: Data Types, Data Management, and Wrangling

Unit 2: STP Analytics

Market Segmentation + Targeting, Positioning and Branding

Unit 3. Measuring Customer Value (Analytics)

Customer Lifetime Value (CLV) + CRM, Assessing Measurement Scales: Validity, Reliability and Dimensionality Customer Base Analysis – Modeling Customer Purchasing

Unit 4: 4P Analytics

Product – Conjoint Analysis & Diffusion of Innovation. Price + Place - Measuring Willingness to Pay, Price Optimization, Channels of Distribution, Double Marginalization. Promotion - Measuring the Effectiveness of Promotions

Unit 5. Predictive Analytics in Marketing

Look-alike modelling, next-best action, Lead qualification, uplift modelling, proactive churn management, demand forecasting, data-driven creatives. Using R, simple regression, linear regression, Multiple linear regression

Unit 6. Market Basket Analysis

Social Media and Text Analytics, Fairness + Social Networks. Market Design & Auctions + Review Session

Unit 7. Data Visualization and Data Storytelling

Extracting Meaning from Data on the Web Marketing Analytics Metrics.

Unit 8. Artificial Intelligence in Marketing analytics

Recommended Books/Reference Material

1. Dinsmore, T. W. (2021). *Disruptive Analytics: Charting your strategy for next-generation business analytics*. Apress.
2. Hair, J. F., Harrison, D. E., & Ajjan, H. (2022). *Essentials of marketing analytics*. McGraw-Hill.
3. McCarthy, R. V., McCarthy, M. M., Ceccucci, W., Halawi, L., McCarthy, R. V., McCarthy, M. M., ... & Halawi, L. (2022). *Applying predictive analytics* (pp. 89-121). Springer International Publishing.
4. Palmatier, R. W., & Sridhar, S. (2020). *Marketing strategy: Based on first principles and data analytics*. Bloomsbury Publishing.
5. Tandoc Jr, E. (2021). *Analyzing analytics: Disrupting journalism one clicks at a time*. Routledge.

10.2.7 Sales Management

BBA- Business Administration

Course Code: MKT-430

Credit Hours: 03

Pre-requisite: Nil

Objectives

The course involves the management of a sales force and its activities. It explores primarily the intricacies of an outside sales force (the salesperson who reaches out directly to the customer), including the management of sales forces of manufacturers and wholesale intermediaries. Additionally, the role of the sales force in supply chain management is presented. Consequently, virtual sales forces plus technology applications will also be covered in this course. Finally, case studies will be used to help students understand the demands of selling in a dynamic, shrinking world.

Learning Outcomes

- Understand selling- know the steps in the personal selling process
- Develop a basic understanding of operating a sales force
- Understand the process of recruiting, selecting, hiring and assimilating salespeople

Course Outline

Unit 1. Field of Sales Management

Strategic Sales Management, Personal Selling Process, Course Introduction. Evolution of Professional Sales. Customer-Centric Model

Unit 2. Sales Force Organization, Collaboration Between Sales Vs. Marketing Organization

Profiling and Recruiting Salespeople, Selecting and Hiring Salespeople, Developing, Delivering, Reinforcing Sales Training Program. Sales Strategies. Sales Organizations. Staffing Options. Recruiting. Training Performance, Compensation and Incentive Plans. Sales Forecasting. Operate Sales Organization in MNCs. Front office and back-office collaboration. Sales and marketing functional Excellency. Revenue, cost and profit margin target management. Sales target setting by product line vs. by region. Performance evaluation metrics

Unit 3. Motivating Sales Force

Sales Force Compensation, Eight Sales Force Quotas and Expenses, Forecasting Sales and Developing Budgets; Sales Territories, Leadership of a Sales Force. Transform product sales to value proposition sales. Value proposition of people & company. Volume & value sales vs. channels. Product-selling vs. solution-selling. Bundle products as total solution to make differences. Backward vs. process-driven sales approach & behavior

Unit 4. Analysis Of Sales Volume, Individual Selling Skill: Generate Demand, Not Just Satisfy

Marketing Cost and Profitability Analysis, Evaluating a Salesperson's Performance. Buying and Selling Processes. Process Alignment. Trend of Sales Approach. Open door and engage clients: sales high & engage high. Eventually, salesman's core skill is to build client trust. Help clients explore vision & define goals. Find individual client's drivers: understand buying motives. Consultancy-based selling methodology. Story-telling skill & framework. Question-based selling methodology, skill & process

Unit 5. Individual Selling Skill: Selling Process Management, Large Account Penetration Strategy Qualify Leads & Strategize Win

Process & Personal Value Involvement. Understand client purchase process. Relationship, close relationship, and absolute relationship. Critical challenges in key account sales processes. Sales person's role while client makes purchase decision. Create clients' sense of urgency while purchasing. Take the right sales approach for different market segment. Large account itself is a big market with sub-markets. Position your value proposition in the target market. Select project/opportunity; it has to be selective. Qualify leads with questions. Asking right questions. Through

questions to understand decision factors. Know individual-level & organizational-level interests. Teamwork. 100 questions that each sales manager needs. Teamwork: target account categorization & selection

Unit 6. Manage Sales Process in A Scientific Way

Client's purchase procedure vs. seller's sales procedure. Manage sales funnel/pipeline and shorten it. Develop individual sales motion report. Review individual sales report. Monitor monthly, quarterly, half-yearly, yearly sales performance review

Unit 7. Solution-Selling Methodology, Channel Management: Manage Sales Through Channel Partners

Understand Politics in Client Organizations. Enhance business relationship. Decision-making types among various organizations. Political structure: formal / informal. Key decision-maker's personality & characteristics. Your relationship network coverage. Key individual's support level. Craft opportunity map. Teamwork: Key account sales – opportunity evaluation & execution plan. Channel Strategy & Partner Relationship Management. Direct sales vs. channel sales. Sales partner collaboration: models of channel sales. Dealer, distributor, agency management. Dealership: exclusive distributor vs. multi-distributors

Unit 8. Channel Management: Rules with Channel Partners, Manage Sales Team and Organization, KSF Of Contemporary Sales Person & Sales Team Self Branding Management

Closely Manage Partner's Result. Craft partner contract & manage contract execution. Select/evaluate potential sales partners. Drive partner to meet sales forecast/target. Teamwork & presentation: evaluate channel contract. Learn Sales Team Management Structure. Evaluate & recruit sales persons. Target & compensation/motivation. Manage probation & on-the-job sales training. Build the sales team morale & spirit. Set performance target & conduct effective coach. Motivate at the right time, in the right place. Change management for underperformers

From Sales Person to CEO - The Critical Skills. Sales hard skills: opportunity evaluation, risk management, prioritization. Sales soft skills: listening, communication, interaction, relationship-building, trust-building. Sales leadership: EQ, coaching, conflict-management. Self-brand-building & personal branding strategy. Opportunity evaluation & execution plan. Ethical And Legal Responsibilities

Recommended Books/Reference Material

1. Ingram, T. N., LaForge, R. W., Avila, R. A., Schweper Jr, C. H., & Williams, M. R. (2021). *Sales management: Analysis and decision making*. Routledge.
2. Jobber, D., Lancaster, G., & Le Meunier-FitzHugh, K. (2022). *Selling and sales management*. Pearson UK.
3. Johnston, M. W., & Marshall, G. W. (2020). *Sales force management: Leadership, innovation, technology*. Routledge.
4. Nowroth, A. (2022). *Sales and Business Models in the Logistics Industry: Ensuring Growth with Innovative Strategies*. Springer Nature.
5. Trnavčević, A., Brezovec, A., & Mekinc, J. (2021). *Analysis for the International Sales Management Profile*. Universitat Rovira i Virgili.

10.2.8 Service Marketing

BBA- Business Administration

Course Code: MKT-431

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course is designed to benefit the students of service marketing in terms of introduction of basic concepts of services marketing, the customer gap by examining customer expectations and perceptions and also in terms of service quality, alignment of service strategies service standard service recovery, service delivery and management of service promises. Services marketing substantially differ from goods marketing and it requires different strategies for its function.

Learning Outcomes

- Understand the Nature of services and its impact on marketing, and Modified marketing mixes for services
- Analyze Service design through blueprinting for efficient delivery
- Apply how to Balance supply and demand in service setting

Course Outline

Unit 1. Introduction to Services Marketing

Features of Services, The Servuction Model, Three-Stage Model of Consumer Behaviour in Services, Environmental Perspectives on the Service Encounter.

Unit 2. Marketing Mix Pricing of Services

Pricing Strategies Applied to Services, Services Specific Issues on Price Discrimination, Cost price for Services, Price Bundling and Cross-Selling.

- Unit 3. Marketing Mix I: Communications and Distribution**
- Setting Communication Strategies for Services, Specific Issues in Communication Strategies, Guidelines for Advertising of Services, Branding & Promotion of Services, Distribution Channels for Services, Internationalisation of Service Firms, Global Distribution Systems.
- Unit 4. Marketing Mix II: Designing Customer Service Processes and Environment**
- Full-Service Models Versus Restricted Service Models, Flow Charting as a Basic Tool for Understanding & Managing Service Processes, A Theoretical Framework for Understanding the Impact of Service Environments on Customer Behaviour and Satisfaction, Engineering Customer Service Experiences
- Unit 5. Marketing Mix III: The Service Product and Managing Service Personnel**
- The Flower of Service, Core and Supplementary Services, Importance of Service Personnel, Selection, Training and Motivation of Service Staff, Internal Marketing to Build and Foster a Customer Service-oriented Culture
- Unit 6. Marketing Implementation I: Understanding Service Quality**
- Importance of Quality: The Economics of Customer Retention, The Quality Model: Diagnosing Service Quality Failures, Dimensions of Quality - Relationship between Service Quality, Productivity and Profitability, Effective Membership and Customer Retention Programs
- Unit 7. Marketing Implementation II: Managing Service Quality**
- Complaint Management, Service Guarantees and Service Recovery, TQM Tools Applicable to Services, Developing & Implementing Effective Customer Feedback Systems, Customer Churn Diagnostics and Retention Programs, CRM Strategies
- Unit 8. Marketing Implementation III: Growth Strategies for Service Organizations**
- Multisite, Multiservice and Multi-segment Strategies - Risk/Return Considerations

Recommended Books/Reference Material

1. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for humanity*. John Wiley & Sons.
2. Lucas, R. (2022). *Customer service*. McGraw-Hill US Higher Ed USE.

3. Morrison, A. M. (2022). *Hospitality and travel marketing*. Taylor & Francis.
4. Schlegelmilch, B. B. (2022). *Global marketing strategy*. Springer International Publishing.
5. Wirtz, J., & Lovelock, C. (2021). *Services marketing: People, technology, strategy*. World Scientific.

10.3 Course Outlines for Major / Elective Courses (HRM Specialization)

10.3.1 Training and Development

BBA-Business Administration

Course Code: HRM-431

Credit Hours: 03

Pre-requisite: Nil

Objectives

Training and development in organizations is usually defined as planned activities directed at enhancing the learning of job-relevant knowledge, skills and attitudes by members or employees of the organization. Almost invariably, the goal is to improve on-the-job performance so as to enhance the overall effectiveness of the organization and/or to increase the likelihood that organizational goals will be reached. This course will familiarize students with the training and development function. Topics covered in this course will include: training needs assessment, the development of specific training objectives, the planning and delivery of instruction, relevant learning principles, and the development and implementation of criteria and procedures for evaluation of training. Thus, the course provides a general framework for examining and revising existing training programs and for establishing new, viable training programs. In addition, special training topics will be explored based on students' interests.

Learning Outcomes

After studying this course, the student will be able to understand:

- Understanding of the issues in managing the training and development function and its relation to corporate objectives and performance.
- Ability to design training programs and need analysis including consideration of training needs and objectives, principles of learning, appropriate selection and use of training methods, measurable training objectives, management development methods, and career development methods, transfer of training to the job, evaluation of training, costing, incorporating expected learning outcomes.
- Comprehending issues in training evaluation, including the cost/benefits (utility) of training, ability to design a training evaluation procedure, and ability to use the results to improve training programs and/or make appropriate decisions concerning the training and development function.

Course Outline

Unit 1. Training And Development Process

The training & development process. Introduction to training and HRD. Influences on employee behavior Organizational learning. Understanding the

demographics of today's workforce Understanding the difference between training and development. Understanding the role of training and development in the workplace.

Unit 2. The Strategic Context of Learning & Development

Strategic Organizational Development (OD), and HR planning. Business Strategy: Planning for Future Skills and Competences. Aligning Development to Meet Business Objectives. Defining Organizational Learning for Organisation. Essential Steps to Becoming a Learning Organisation. Managing Development Expectations: Gen Y and Gen Z.

Unit 3. Learning, HRD and Motivation

Correlating training needs with the strategic goals of the firm B. Conducting an analysis to determine current talent's skills & capabilities of the employees. Motivation. Organizational Learning and Development Needs. Understanding the Organizational Training / Development Cycle. The Role of Competencies in Organisation Development. Competency Frameworks, Measurement, and Assessment. Talent Management Systems and Procedures. OCR and Succession Planning.

Unit 4. The Needs Analysis Process

Conducting a Training / Learning Needs Analysis (TNA). Correlating training needs with the strategic goals of the firm B. Conducting an analysis to determine current talent's skills & capabilities of the employees. Motivation. Training design Selecting the best training method B. Determining who should be involved in training

Unit 5. Managing & Leading the Training / L&D Function

How to Lead and Manage the L&D Function. Quality Assurance: The Role of ISO:29993 Standards. Factors in the Strategic Planning of the Training / L&D Function. Learning Management Systems (LMS) and e-Learning. How Development Fits with Performance Appraisal. Budget Planning and Formulation

Unit 6. Training Methods, Implementation and Delivery Training Evaluation, Programs and Outcome Metrics (ROI), COST Benefit Analysis)

Selecting the best training method Determining who should be involved in training Transfer of training Ensuring the Success of a Training Program A. Evaluation of the training. Reinforcement of competencies taught during training. Assessment of the effects of training Evaluation Models: Levels and ROI. Kirkpatrick model of training. Why clear and measurable learning objectives matter? Understanding and Applying Cost-benefit Analysis How to Measure Training Return-On-Investment (ROI). Defining Measurement Parameters and Metrics. Measuring Intangible Impacts: Cultural, Social

Unit 7. Training and Development and Career Progression

How training and development relate to the employee's current position? How training and development relate to the employee's progression throughout the firm? Costs and benefits Training trends & best practices. Employee orientation; Skills and technical training. Performance management & coaching, Employee counseling. Career management and development. Management development.

Unit 8. Organization Development and Change

Change Management, personality development, Training impact, change in policies of organisations towards better. The Business Case for Training, Learning & Development. Key Factors for Powerful Business Communication. Preparing the Business Case for An Investment in Training. Presenting the Business Case to Key Stakeholders. Personal Action Planning

Recommended Books/ Reference Material

1. Arnold, W., & McClure, L. (2023). Communication training and development.
2. Blanchard, P. N., & Thacker, J. W. (2023). *Effective training: Systems, strategies, and practices*. SAGE Publications.
3. Carliner, S. (2023). *Informal learning basics*. American Society for Training and Development.
4. Goldstein, A. P., & Michaels, G. Y. (2021). *Empathy: Development, training, and consequences*. Routledge.
5. McDonald, K. S., & Hite, L. M. (2023). *Career development: A human resource development perspective*. Taylor & Francis.

10.3.2 Recruitment and selection

BBA-Business Administration

Course Code: HRM-432

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course will provide a conceptual and operational understanding of the key aspects of human resources staffing functions, including job analysis, recruitment, assessment, selection, and performance evaluation. At the completion of this class, students should be able to design and implement an effective and legally defensible staffing system tailored to organizational requirements. They should also be able to evaluate existing staffing programs for efficaciousness and legal compliance.

Learning Outcomes

After studying this course, the student will be able to:

- Understand the basic processes and principles related to organizational staffing.
- Recognize and comprehend the influence of individual, job-related, and organizational characteristics on the attraction of job applicants.
- Critically evaluate the recruitment and selection practices being used by organizations.

Course Outline

Unit 1. Introduction to Recruitment and Selection

Processes of recruitment and selection are introduced, as well their centrality and importance to the organization and HR system. Introduction to Organizational needs in terms of talent and human capital. Road map for alignment of resources with other value chain activities of the organization. Organizational forecast and futuristic approach with reference to its related or unrelated diversification.

Unit 2. Attracting Talent Personnel

Hiring the right person, principles of Recruitment, need for recruitment, alternatives to recruitment, cost of recruitment and selection, study triple constraints (attracting talent, developing and training) their relationship and flow. Attracting human capital, hiring for attitude and train for skills, hiring study, why new employees fail and factors contributing, define low and high-performance organizations, attributes of low and high performers, developing process flow of recruitment and questionnaires, differential situations and experiences. Case study: Microchip

Unit 3. Conducting Job Analysis (Job Description and Job Specification and Competency Models)

Discuss Google, McKinsey, Goldman Sachs and Boston consulting unique attractive propositions. Job analysis, design and its purpose, recruitment strategies, types and deployment based on need, internal and external environment, advantages and disadvantages and discrimination. Analyzing jobs - Work flow analysis. HR Planning. Person-job fit - Job-person fit - Job characteristics Job Description. Job Design, Job Specification, Job Enrichment, Job implication, Job rotation. Job Enlargement, Job Evaluation Outline the difference between job analysis and competency modeling.

Unit 4. Application Process and Scrutiny of Employees, Recruitment

Recruiting and selecting employees. Recruitment techniques. Sources of recruitment. Methods of recruitment. Placement Recruiting pyramid, stages of recruitment, budget over runs and time lines., HR dilemma, employee referrals. Difference between recruiting, selection and placement. Costs and benefits.

Unit 5. The Selection Process, Testing, Ability Tests, And Personality Assessment

Selection and post selection strategies Selection tests, questions, interviews, types of interviews, verification, decision making and ROI of the human capital investment, cost, time, quality, longevity and legal liabilities. Performance tests, assessment centers, Integrity testing, drug testing, graphology, psychological tests, assessment centers, simulation tests, aptitude tests, structures and unstructured interviews Reliability and validity of testing. Strategies for selection decision making.

Unit 6. Staffing

Final selection, equal opportunity in selection and employment, evaluating recruitment & selection process, major strategic issues (formulation of business strategy or buy-make decision), study different approaches. How to design job offer, components of offer, payroll, benefits and other emoluments. Negotiations and making final offer of employment

Unit 7. Testing, Measurement Though Indicators and Use of Technology

Orientation, Training and development of employees, management development programs and skill measurement analysis Feedback to candidates (unsuccessful), data and record keeping, content management and evaluate the quality of the entire selection and recruitment process. Use of technology such as Oracle ERP HRMS systems, Core HR functions, Payroll automation, leave management, performance management, self-service and succession planning

Unit 8. Legal Issues and Legislatives for Recruitment, And Equal Employment Opportunities

Relevant legislation, policies, key legal concerns and concepts in Pakistan.

Recommended Books/ Reference Material

1. Dobbin, F., & Kalev, A. (2022). *Getting to diversity: What works and what doesn't*. Harvard University Press.
2. Goldstein, H. W., Pulakos, E. D., Semedo, C., & Passmore, J. (2020). *The Wiley Blackwell handbook of the psychology of recruitment, selection and employee retention*. John Wiley & Sons.
3. Heneman, H. G., Judge, T. A., & Kammeyer-Mueller, J. D. (2021). *Staffing organizations*. McGraw-Hill.
4. Phillips, J. (2022). *Strategic staffing*. SAGE Publications.
5. Storey, J., Ulrich, D., & Wright, P. M. (2019). *Strategic human resource management: A research overview*. Routledge.

10.3.3 Change Management

BBA-Business Administration

Course Code: HRM-434

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course focuses on the importance of change management in an organization. The main aim of this course is to identify the need for change and then evaluate and plan the change process to ensure that, if a change is made, it is done in the most efficient way possible, following the established procedures and ensuring the quality and continuity of the organizational activities at all times. It will also help students in learning different techniques and models to overcome resistance to change process

Learning Outcomes

After studying this course, the student will be able to:

- Understand the significance of change management
- Discuss the principles of change management
- Explain various practical models of managing change

Course Outline

Unit 1. Some Basic Concepts and Definitions

Benefits and significance of change management. Kurt lewin model: assumptions and implications. Implications of Kurt lewin model the human relations, social, growth and development and complex-integrative assumptions about human performance in the work place and the implications for managing change, OD and reinventing the organization. The role of

expectations, situational helplessness and locus of control. Personal characteristics and OD

Unit 2. Life Cycle Theory

Teleological theories of change. Dialectical theories of change. Diagnosing change, open systems theory and systems thinking, socio-technical systems theory and work redesign. Change levers and organizational change and OD. The role of communication and information in change and OD. Greenfields and Greenfielding

Unit 3. A Dialectical Approach to Organizational Strategy and Planning

Limitation of dialectics; da and di. Planned, reactive and proactive change. Diagnostic and analytical tools. Understanding technical, political, social and cultural organizational contexts and contextual implications for organizational change and organizational learning. Envisioning change and OD. Organization renewal, planned change, OD and changing organizational culture. Strong and weak organizational cultures and their implications for change. Stakeholder analysis, force field analysis and action research. Weisbord's six box model and creating organizational change for dignity, meaning and community.

Unit 4. Theories of change in Organisation

Application of evolutionary theory. Further application of evolutionary theories. Process consulting and intervention, the recipients of change, resistance to change and overcoming resistance to change. Individual and organizational barriers to change. overcoming barriers to change. Resistance to organizational learning and overcoming barriers to organizational learning.

Unit 5. Greiner's Model of Organizational Evolution and Revolution

Growth Rate of the Industry. Coordination. Implementing OD and change, Power and influence in organizations, frame bending, change programs and organizational development. Leading OD and change. Consulting for high performance. Transformational Leaders and the role and style of leaders, change agents and OD consultants

Unit 6. Organization Ecology

Classification of Organizational Species. Footnotes to Organizational Change. Some Complexities of Change. Change Process & Leading Change. Changing Culture New/changing Business Direction. Participation as a lever of change and OD. Employee involvement, participative management and empowerment in OD. Team building.: OD intervention strategies. Using change levers to analyze, critique and develop OD and planned change interventions. Grid OD, organizational design, Likert Systems 1-4, changing organizational structure.

Changing organizational culture, revisited. Technological change and Socio-Technical Systems. Work and job redesign, cross functional teams autonomous work groups and self-managing teams. T groups, sensitivity groups. System wide interventions and high-performance systems. Organizational Transformation: Strategic management, OD and change. Managing Change, OD and the new science of chaos theory. The frontiers of organizational structure, organizational learning and change: High Reliability Organizations and emerging forms, including virtual and ambidextrous organizations.

Unit 7. Intergroup development interventions and conflict management.

Diversity training. Goal Setting. Management by Objectives (MBO). Survey feedback and appreciative inquiry. Six Sigma, Total Quality Management and other approaches to continuous quality, production and process improvement interventions. Technological change and changing work processes. OD and Change Programs: fads, fancies and evolution. Radical change: reengineering and restructuring the organization, downsizing and dumbsizing. Incremental change and OD. System wide interventions and high-performance systems. Organizational Transformation: Strategic management, OD and change. Managing Change, OD and the new science of chaos theory. The frontiers of organizational structure, organizational learning and change: High Reliability Organizations and emerging forms, including virtual and ambidextrous organizations.

Unit 8. Organizational Adaptation and Strategic Change

Prospectors. Skeletal Model of Adaptation. Strategic Change. Management Styles and Roles. Symbolic Processes. Determinants of a Successful Change Management. Higgins Model – An Adaptation from Waterman’s Seven S Model. Why Implementing Strategic Change is So Difficult? Implementation. Approaches Radical or Transformative Change. Punctuated Equilibrium Model. Change Implementation: OD Models. Culture, Values and Organizational Change. Approaches to evaluating and assessing the effectiveness of OD, change programs and organizational learning. Using organizational change levers to assess and diagnose change programs and evaluate the likelihood of successful and enduring change and OD. Managing change and OD in the 21st century. Future search and the challenges of the future.

Recommended Books/ Reference Material

1. Anderson, D. L. (2021). *Organization development: The process of leading organizational change*. Sage Publications.
2. Burnes, B., & Hughes, M. (Eds.). (2023). *Organizational change, leadership and ethics*. Taylor & Francis.
3. Burke, W. W. (2023). *Organization change: Theory and practice*. Sage publications.

4. Cameron, E., & Green, M. (2019). *Making sense of change management: A complete guide to the models, tools and techniques of organizational change*. Kogan Page Publishers.
5. Jabri, M., & Jabri, E. (2022). *Managing organizational change*. Bloomsbury Publishing.

10.3.4 Leadership and Team Management

BBA-Business Administration

Course Code: HRM-436

Credit Hours: 03

Pre-requisite: Nil

Objectives

Good leaders have always been expected to be able to solve new problems, capitalize on new opportunities and navigate through the ever-changing landscape of business. Leadership is a complex process by which the leader influences others to perform and achieve. The leadership attributes – belief, values, ethics, character, knowledge, and skills – are all traits, which can be learned. This course provides the basis for understanding what leadership is and what leaders do to be successful.

Learning outcomes

After studying this course, the student will be able to understand:

- Be a leader with a vision, not just a manager
- Understand Situational Leadership Know thyself
- Influence with passion and empower others to act
- Understand key success factors (KSFs) for successful rollout of Management of Change in dynamic organizations

Course Outline

Unit 1. Leadership – Role, theories and styles

Introduction and Definition of Leadership and its Grid. Leadership in the new era, Trends, Theories of Leadership. The Great man theory, Trait theory, Behavioral theory, Situational theory Transactional/ Transformational theory, Participative theory of Leadership, Leader- Member Exchange theory (LMX), Charismatic theory of Leadership, Contingency theory of Leadership, Indifferent theory of Leadership, Servant theory of leadership, Ethical and social theory of leadership. Styles of Leadership. Authoritative/ Autocratic/ Coercive Democratic/ Participative/ Facilitative Laissez faire style Strategic style. Transactional style/ Transformational style Coaching/ Conscious and Mentoring style. Bureaucracy/ Administrative style. Visionary style/ Affiliative style. Pace setting style. Ethical and social style/Servant style. Collaborative style/supportive style. Team \ (people)-oriented/ Task-oriented (achievement-oriented style) Charismatic style Lean leadership style Country club style Cross-cultural style Situational style Models of leadership Goleman styles of Leadership Kurt Lewin Model Leadership competency framework Hersey and

Blanchard leadership style Blanchard's SLII leadership styles Tannenbaum and Schmidt leadership continuum

Unit 2. Leadership Teams, what and why

Definition of team, Characteristics of team, managing team, Team dynamics, Team roles and theories, Types of teams, Issues in creation and developing of teams, what next, how to overcome the issues in teams and create harmony. Developing high performing teams.

Unit 3. Cross-cultural leadership and diversity management

What is cross-cultural leadership, Hofstede's dimensions of culture, how leadership should be culturally strengthen to know teams, some common dilemmas in diversity, what is diversity? Types of diversity, Diversity model, how to manage diversity, Issues of diversity, How the leaders manage the diverse workforce

Unit 4. Leadership, Personality and Motivation

Introduction. Leadership and motivation. Personality and motivation. Theories of personality (16 PF Catell Theory and• Five Factor Model of. Personality, AMO). Types of ability Cognitive ability, Psychomotor ability, Mechanical ability, Visual ability, Special learning abilities, Linkage of ability with motivation (Personality), Motivation and its types (Intrinsic, extrinsic), Theories of motivation (Content and process-based theories), Approaches of motivation, Strategies by Leaders to motivate employees

Unit 5. Leadership and communication

Basics of effective Communication. Barriers to communications. Verbal & non-verbal communication. The art of listening. Conducting effective meetings. Introduction. Leadership and Communication. Why communication needed in organizations. Process of communication. Leader as a Communication Champion. Types and Forms of Communication. Factors of listening. Strategies by Leaders to improve communication process

Unit 6: Leadership and decision making, change management

What is decision. Why it is important for leaders to make transparent and timely decision. Models of decision-making. Victor Vroom. Tannebaum and Schmidt taxonomy, Normative Model of decision making. Time-Driven Model. Decision matrices. Development-driven model- descriptive model. Situational factors in decision making. Common Pitfalls in Decision-making. Thinking and Decision-making processes. Likelihood of commitment... Types of decisions. Focus & Impact. The 3D Model – Debate, Discussion & Dialogue. What is change management. The need for change (VMOST), External and internal factors of change. Types of change driven process. Psychology of resistance to

change. The process of managing change Kurt Lewin change model. Kotter's eight step model. Source of resistance Four major factors in implementation of change. Dealing with resistance. Developing the change management plan. Strategies for better implementation of change

Unit 7: Leadership, power, management and ethics

Authority vs. Responsibility. Delegation and Acceptance. Roles and relationships. The manager as a leader. Being a leader: Bridging the gap. Different types of power (Legitimate power, reward, expert, referent and coercive power). Difference between management and leadership. Different dimensions of leadership. Anatomy of leadership. What makes effective leader. The POPCI (purpose, organization, process, culture & influence). Self-actualization in the team. Character and integrity. Ethics and Values. Building excellence. Emotional intelligence. Influencing team/organizational culture

Unit 8: Leadership and coaching and problem solver

The coaching cycle. Pre-requisites for coaching & mentoring. Coaching for performance. The Leader's role in coaching. Managing people issues. The Team Leader as a facilitator, mediator & negotiator. Leadership life cycle. Continuum of leadership. Problem solving steps. Identifying the problem. Techniques for developing alternatives. Getting consensus. The leader as a problem solver

Recommended Books/ Reference Material

1. Belbin, R. M., & Brown, V. (2022). *Team roles at work*. Routledge.
2. Cardona, P., & Rey, C. (2022). *Management by Missions: Connecting People to Strategy through Purpose* (p. 156). Springer Nature.
3. Hawkins, P. (2021). *Leadership team coaching: Developing collective transformational leadership*. Kogan Page Publishers.
4. Kouzes, J. M., & Posner, B. Z. (2023). *The leadership challenge workbook*. John Wiley & Sons.
5. Lee, M. R. (2021). *Leading virtual project teams: Adapting leadership theories and communications techniques to 21st century organizations*. CRC press.

10.3.5 Human Resource Development

BBA-Business Administration

Course Code: HRM-437

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course on Human Resource Development (HRD) enables the people to make things happen. It deals both with the process of competency development in people and creation of conditions (through interventions) to help people apply these competencies

for their own benefits and for that of others. The core purpose of this course is to encounter two major development challenges of the world. The first is to ensure that the fruit of development reach the neediest through equitable distribution of resources, opportunities and benefits. The second is to develop human capabilities and address the challenges of development in political, economic and social areas.

Learning Outcomes

After studying this course, the student will be able to understand:

- Describe and explain the significance of HRD.
- Develop and inculcate competencies which include knowledge, skills, attitudes and values pertaining specifically to the field of management and organizations, both in the public and private sectors.
- Look at the process of HRD not only from a purely personnel management perspective but also from a human development perspective in general.

Course Outline

Unit 1. Introduction to Human Resource Development

Foundations of Human Behavior. Perception. Intrinsic Motivation. Five Factor Model. Motivation. Interpersonal Communication. The World Beyond Words. Introduction to Human Resource Development: Emergent of HRD, Critical HRD roles, challenges for HRD. The strategic role of human resource development (HRD): defining the HRD function and links with organizational strategies, goals and sub-systems.

Unit 2. The Learning Organizations

Leadership. Understanding group behavior. Understanding Team Behavior. Emotional Facet. HRD, Organizational Learning, and learning organizations. The Learning Organisation: traditional forms of HRD, current models and predictions for the future

Unit 3. HRD and employee orientation

Organizational socialization and the role of HRD, role interpretation; vicarious learning; problems and benefits of formal induction programs. Employee coaching and performance management: Coaching to improve poor performance, coaching analysis. HRD interventions: Mentoring for employee development: Role of mentoring in development. Employee counseling for HRD: Overview of counseling program mess, employee assistance Programme, stress management, employee wellness and health promotion

Unit 4. HRD in global perspective, HRD- Performance link

Strategic perspective of HRD. HRD Process Model: identification of HRD needs and Design and development of HRD programs. HRD Process Model: Methods of Implantation, Evaluation of HRD programs. Analysis: at an organizational, task and individual level; the rationale for analysis, methods utilized for analysis, how analysis can be linked to training programs. Training Programs: the design, delivery, methods and media, assessment and evaluation of training programs. Adult learning styles and theories and integration with training programs.

Unit 5. Competency framework of HRD:

Why competency mapping? Understanding the competency mapping framework, Career Planning, management, and development: Career development stages and activities, role of individual and organization in career planning, Issues in career management.

Unit 6. Organizational development concepts and interventions

Analysing forces for and against change and a range of change interventions. Transfer of Learning: the role of mentoring, coaching and feedback in transferring "off the job" training to "on-the-job" behaviour. Transitional problems, skill acquisition and utilization.

Unit 7. Intellectual capital (IC), its measurement and management

Components of IC, measurement models of IC, IC index and challenges for HR. HRD, Organizational Learning, and learning organizations. Management of talented employees; the need for management development; strategies and trends. Open and distance learning: HRD through various media and technology; advantages and disadvantages of learning "off-the-job".

Unit 8. Future Issues and HRD: adapting to workplace diversity

The increasing development of networks and global alliances; ethics, corporate social responsibility and sustainability; faster pace and less resources; working as an HRD contractor as opposed to a full-time employee. HRD Ethics: Research, practice and education of HRD for innovation and talent development and management, Role of HRD in developing ethical attitude and behavior and development, Ethical problems with HRD roles.

Recommended Books/ Reference Material

1. McDonald, K. S., & Hite, L. M. (2023). *Career development: A human resource development perspective*. Taylor & Francis.
2. Newman, B. M., & Newman, P. R. (2022). *Theories of human development*. Taylor & Francis.

3. Rothwell, W. J., Imroz, S. M., & Bakhshandeh, B. (Eds.). (2021). *Organization Development Interventions: Executing Effective Organizational Change*. CRC Press.
4. Swanson, R. A. (2022). *Foundations of human resource development*. Berrett-Koehler Publishers.
5. Werner, J. M. (2021). *Human resource development: Talent development*. Cengage Learning.

10.3.6 HR Analytics

BBA-Business Administration

Course Code: HRM-438

Credit Hours: 03

Pre-requisite: Nil

Objectives

To be a strategic human resources practitioner, one must be able to provide data driven facts and be able to use them in order to proactively address HR issues and strategically support the business. Data driven analytics and metrics, provides HR with information to help drive strategic business decisions and build executive partnerships. To help businesses deliver a competitive advantage over the competition, HR provides analytics on key performance indicators, HR analytics and interpretation of the data for the organization. This course will provide the theory, concept and best practices in gathering business requirements, planning, research techniques, data analysis, metrics, and reporting. HR analytics is the application of statistics, modeling, and analysis of employee-related factors to improve business outcomes. HR analytics is also often referred to as People analytics, Talent analytics or Workforce analytics. The application of analytics techniques to understand employees, their behaviors, measure resources in hand, allocate manpower to projects, study patterns of attrition, recruitment, employee satisfaction, and just appraisal and incentive systems. This course is designed to equip HR professionals to make data-driven decisions to attract, manage, and retain employees, which improves ROI. The course will also introduce you on how to feed workforce data into sophisticated data models, algorithms, and tools to gain actionable insights. You will be given hands on tools that provide insights in the form of dashboards and visualizations.

Learning Outcomes

After studying this course, the student will be able to understand:

- Recognize how HR analytics supports business decisions, aligns to company goals and builds executive relationships.
- Prepare and plan your HR analytics project using a systematic approach to collecting, analyzing and interpreting the data.
- Analyze data using appropriate metrics, benchmarks and indicators and into strategic decision-making information

Course Outline

Unit 1. Fundamentals of HR analytics

HR metric and HR analytics project scoping. Basics of Human Resource Management/HRIS. The field of HR analytics. HR questions that can be answered with HR analytics, Kinds of analytics that address talent questions. Leading and lagging indicators and their relationships to HR analytics. Linking HR practices to business outcomes

Unit 2. HR analytics project development I

Design and validity

Unit 3. HR analytics project development II

Measurement and scale development

Unit 4. HR analytics I& II

Descriptive and categorical data. Comparing and predicting

Unit 5. How to Migrate from Business Analytics to People Analytics

The Seven Pillars of People Analytics Success. Workforce Planning Analytics. Talent Sourcing Analytics. Talent Acquisition Analytics. Onboarding and Cultural Fit. Talent Engagement Analytics. Analytical Performance Management. Employee Lifetime Value and Cost Modeling. Using Retention Analytics to Protect Your Most Valuable Asset. Employee Wellness, Health, and Safety to Drive Business Performance and Loyalty. Big Data and People Analytics. Future of People Analytics

Unit 6. HR Analytics in action: HR analytics in recruiting, performance, learning, compensation, absenteeism, compliance

Williams, M. (2017). Numbers Take Us Only So Far. Harvard Business Review, 95.

Tursunbayeva, A., Pagliari, C., Di Lauro, S., & Antonelli, G. (2021). The ethics of people analytics: risks, opportunities and recommendations. Personnel Review

HBR Guide to Data Analytics Basics for Managers, 10185-PDF-ENG.

Effectively Presenting HR Data. Assessing Your Audience. Crafting the Message. Excel Quantitative Techniques. Key Systems of Record for HR Data. Software Tools. Metrics, Benchmarks, and Other Indicators. Using Excel for HR Analytics. Excel Visualization. Excel Analytic Techniques. HR Regulations and Reporting Requirements. HR Laws, Policies, Procedures, and Guidelines. Key Regulations and Reporting Requirements. Connecting Missions or Goals to HR Benchmarks and Metrics.

Unit 7. Knowledge and development of competencies in HR analytics

Predictive analytics. HR Analytics Workflow. Principles of research and survey design. Types of data. Relationships between data types and analytic methods. Analyzing and comparing human capital facts

Unit 8. Performing human capital investments and talent data modeling, HR Analytics and the Analytics Process Model

Planning for analytics in an organization, HR analytics planning considerations Avoiding common pitfalls. The Analytics Process Model (APM) and Its Phases. Human Resources Value Proposition. HR Analytics in the Workplace and the Human Capital Framework (HCF). Decisions to setting up analytics team or outsourcing. HR analytical competencies. Implications for HR practitioners

Recommended Books/ Reference Material

1. Bauer, T., Erdogan, B., Caughlin, D., & Truxillo, D. (2023). *Human resource management: People, data, and analytics*. Sage Publications.
2. Edwards, M. R., & Edwards, K. (2021). *Predictive HR analytics: Mastering the HR metric*. Kogan Page Publishers.
3. Harney, B., & Collings, D. G. (2021). Navigating the shifting landscapes of HRM. *Human Resource Management Review*, 31(4), 100824.
4. Khan, N., & Millner, D. (2023). *Introduction to people analytics: a practical guide to data-driven HR*. Kogan Page Publishers.
5. West, M. (2020). *People analytics for dummies*. John Wiley & Sons.

10.3.7 Talent Management

BBA-Business Administration

Course Code: HRM-439

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course will introduce you to the building blocks organizations use to manage the performance of individuals, teams, and total organizations. You will learn how to create a work environment that enables employees to thrive. We will explore the major facets of talent management from developing core competencies to the design and implementation of performance management systems to identifying, assessing, and developing talent, to delivering performance coaching for individuals and teams to driving employee engagement and retention. We will explore these practices through experiential learning. You will be expected to actively participate in team and individual-based projects, group discussion/ debate, assessments, presentations, and a variety of learning methodologies that will promote your professional growth.

Learning Outcomes

After studying this course, the student will be able to understand:

- Identify various methodologies organizations can use to accelerate and improve individual, team, and organizational performance.
- Develop and promote leadership competencies that will frame the behaviors expected for organizational success.
- Pinpoint the components of the performance management system to maximize people's potential and performance.
- Assess an organization's bench strength and learn how to design and facilitate the succession planning process.
- Identify when and how to use assessment tools for both talent selection, talent development and team formation purposes.
- Orchestrate a 360-degree feedback process and deliver positive and constructive feedback to ultimately improve individual and team performance.

Course Outline

Unit 1. Talent Management

An Overview, Introductions and Team. Model. Strategy and Process. Selection. Building High performance teams. Context of Talent Development & Management 'Talent' Defined A "T"-Shape and agile workforce Talent Development & Management Imperatives Business Case for Talent Management Forces Influencing Working & Learning Careers in HRD and ATD Competency Model Strategic Human Resource Development

Unit 2. Strategic Talent Management & Demand Planning

Designing a Strategic Talent Management Practice Talent Demand Planning & Segmentation. Why Talent Management? Who is 'Talent'? What is Talent Management? Twin Focus for Success A Talent Management Model Succession Planning & Management

Unit 3. Managing the Talent Supply Chain.

Developing competencies at employee, organizational and functional level. Career Management & Development Talent/Leadership Development Approaches Evaluative Metrics Determining Talent Supply Needs. Talent Supply Strategies. Performance management aligned with goals and objectives

Unit 4. Needs Assessment of Talented workforce.

Learning & Transfer of Learning What is learning? What is Learned? Learning Theories Transfer of Training Theory. The Learning Process Needs Assessment Process Methods used in Needs Assessment Competency Model.

Unit 5. Creating an Environment for Talent to Thrive.

Organizational Culture. Coaching your teams for talent management. Engaging & Retaining Talent Career & Mobility Management. Organizational Culture Designing the Desired Culture Changing. Organizational Culture. Gain a deep understanding of what organizations can do and are doing to develop talent. Be able to identify the development Programs that make a meaningful difference in driving skill development. Examine current research that pinpoints the differences in how high potentials and high performers develop themselves for positions of greater responsibility.

Unit 6. Program design and Best Practices in Developing People

Talent Mapping Talent Reviews Building Leadership Talent Pools Developing Leadership Talent. Program Design Effective Program Design and Considerations Competencies – In Practice. Development Planning. Driving Employee Engagement and Retention

Unit 7. Big Data, Predictive Analytics and Talent Management

Learn how HR must use data analytics to analyze business impact and predictive analytics to forecast future talent requirements. Gagne's 9 Levels Model Technology's Influence in Training & Learning eLearning and Blended Learning social media. technology-Based Training Methods II Learning Management System Choosing New Technology Training Methods Group Project Briefing. Traditional Training Methods Presentation, hands-on and group building methods Choosing a Training Method Experiential Learning Cycle.

Unit 8. Training Evaluation Assessing Talent, 360 Degree Feedback and Strengths Finder Organizational Development

Training Evaluation Purpose of Training Evaluation Models/Frameworks for Evaluation Barriers to Training Evaluation in Organizations Training Metrics Recent Developments. Organization Development I Introduction to OD Theories of Planned Change Overview of the OD Process Diagnosis Framing. OD Interventions - Interpersonal and Group Processes Coaching for Performance with GROW model

Recommended Books/ Reference Material

1. Chun, E., & Evans, A. (2023). *The new talent acquisition frontier: Integrating HR and diversity strategy in the private and public sectors and higher education*. Taylor & Francis.
2. Dai, D. Y. (2023). Introduction: Talent Development as a Central Issue for the Twenty-First Century. In *Talent Development from the Perspective of Developmental Science: A Guide to Use-Inspired Research on Human Excellence* (pp. 1-10). Cham: Springer International Publishing.
3. Greenwood, G. (2023). *Extraordinary Leadership Skills for Managers: Effective Team Management for Organizational Development*. Ginger Greenwood.

4. Hill, D., Keller, K. M., Rico, M., Shostak, M., & Matthews, M. (2023). *Talent Management and Diversity, Equity, and Inclusion in Private-Sector Organizations: A Qualitative Review of Promising Practices* (p. 21). RAND.
5. Renzulli, J. S., & Reis, S. M. (2021). *The schoolwide enrichment model: A how-to guide for talent development*. Routledge.
6. Werner, J. M. (2021). *Human resource development: Talent development*. Cengage Learning.

10.3.8 Performance and Compensation Management

BBA-Business Administration

Course Code: HRM-440

Credit Hours: 03

Pre-requisite: Nil

Objectives

Performance management and reward systems are vital components of Human Resource Management and are essential to developing a sustainable and efficient Organizational eco-system. This course is divided into two modules i.e., Performance Management and Compensation Management. The modules are designed to develop a clear understanding of the strategic importance of both these components and how their effective application can benefit employees as well as help Organizations achieve their goals.

Learning Outcomes

After studying this course, the student will be able to understand:

- Recognize how pay decisions help the organization achieve a competitive advantage.
- Analyze, integrate, and apply the knowledge to solve compensation-related problems in organizations.
- Design rational and contemporary compensation systems in modern organizations.

Course Outline

Unit 1. Performance Management

Meaning and concept of: Performance, Performance Appraisal, Potential Appraisal and Performance Management, Distinction between Performance Appraisal and Performance Management, Objectives and Principles of PMS, Challenges of PMS. Strategies for effective implementation of PMS.

Unit 2. Performance Management Cycle

Performance Management Cycle (Four Phase). Performance Planning: Objectives, Importance, Process. Performance Monitoring: Objectives, Importance, Process, Popular Tools of Performance Monitoring Performance

Developing: Performance Coaching and Counselling. Performance Measurement & Reward: Performance Measurement (360 Degree, Assessment Center, Competency Mapping/Modeling, Balance Score Card and HR Audit), Linking performance and reward.

Unit 3. Issues and challenges in performance appraisal

Documentation of performance appraisal, Methods of Performance appraisal, Traditional methods, modern methods with advantages and disadvantages of each. Appraisal interviews, performance feedback and counseling, use of technology and e-PMS, Ethical perspectives in performance appraisal.

Unit 4. Organizational uses of Performance

Appraisal Methods of Appraisal. Shift from Performance Appraisal to Potential. Appraisal. Appraisal Interview and Follow up

Unit 5. Compensation

Definition, Classification and Types. Components of remuneration, Basis pay, dearness allowance, flat and indexed DA, allowances and reimbursement, Determining Compensation, Compensation Approaches. Compensation as a Retention Strategy, Financial and non-financial compensation

Unit 6. Compensation and Reward

Rewards – Meaning, Classification of Rewards (Intrinsic & Extrinsic). Incentives – Definition, Types, Essentials of Effective Incentive Plan. Latest trends in Compensation Management – Cafeteria Compensation Plan, VRS Compensation, Employee Stock Option, Digitized Rewards

Unit 7. Compensation Management and its relevant Laws

Payment of Wages Act,1936, Minimum Wages Act,1948, Payment of Gratuity Act,1972, Payment of Bonus Act, 1965, Equal Remuneration Act,1976, Employees' State Insurance Act,1948, Employees' P F & Misc Provisions Act,1952, Maternity Benefits Act,1981

Unit 8. Difference in the compensation plans of the public and private sector, Ethics in performance measurement

Public sector, Private sector, Performance and Compensation Counseling Performance monitoring. Performance management in international context. Compensation and Job evaluation. Architecture of compensation management. Compensation for flexible workforce. Legal framework for compensation system. International payment system. Behavioral dimensions of compensation management

Recommended Books/ Reference Material

1. Aguinis, H. (2023). *Performance management*. SAGE Publications.
2. Armstrong, M. (2022). *Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Performance Leadership*. Kogan Page Publishers.
3. Goel, D. (2023). *Performance appraisal and compensation management: A modern approach*. PHI Learning Pvt. Ltd.
4. Varma, A., Budhwar, P. S., & DeNisi, A. (Eds.). (2023). *Performance management systems: A global perspective*. Taylor & Francis.
5. Weiss, T., & Hartle, F. (2023). *Reengineering performance management breakthroughs in achieving strategy through people*. CRC Press.
6. Sirkin, M. S., & Cagney, L. K. (2023). *Executive compensation*. Law Journal Press.

11. List of Mandatory Courses

Sr. No.	Course Code	Course Title	Pre-Requisite	Credit Hours
1	UHQ-101/ ETH-103	Understanding of the Holy Quran-I / Ethics-I	Nil	1
2	UHQ-102/ ETH-104	Understanding of the Holy Quran-II / Ethics-II	Nil	1
3	INT-499	Internship	Nil	3
4	CP-498	Capstone Project	Nil	3

12. Course Outlines for Mandatory Courses

12.1 Understanding of Holy Quran-I

Course Code: UHQ-101

Credit Hours: 1

Weeks: 15-16

Pre-Requisites: Nil

Course Objectives:

This course will enable the students to understand the Holy Quran by learning Arabic in a simple and easy way. Through relating their basic Urdu vocabulary with Quran, and without engaging them in complex Arabic Grammar, Sarf or Balagha. Students will gradually build the skills to read and understand Quranic verses directly—without needing translation. The course focuses on making Arabic accessible for everyone, even those with no prior background.

Learning Outcomes:

This course will enable the students to:

1. Develop the ability to understand basic words of the Quran, phrases and sentences that do not contain verbs (unit 1 to 5 of Muallim ul Quran Book) and then sentences having present tense (first half of unit 6 of Muallim ul Quran Book).
2. Acquire a strong foundation for understanding long verses of the Quran with clarity.
3. Comprehend Quranic vocabulary, particles (operative & non operative particles), compounds (Adjective & Possessive compound), pronouns (singular & plural) and types of plurals through hundreds of Quranic sentences.
4. Recognize and understand different styles of Quranic sentences, including nominal sentence, emphatic sentence, double emphatic sentence, negative sentence, interrogative sentence, oath –based sentences.
5. Strengthen understanding of fundamental Quranic linguistic styles, expressions and idioms.
6. Understand at least 30 to 40 % of each page of the Holy Quran.

Course Outline:

Unit 1: Simple Quranic Words

Muallim ul Quran: Book 1: Unit: Lesson 1-19

Unit 2: Words that comes before (The simple Quranic words)

Muallim ul Quran: Book 1: Unit#2: Lesson 1-13

Unit 3: Quranic words in terms of their relationship and characteristics

Muallim ul Quran: Book 1: Unit#3: Lesson 1-10

Unit 4: Singular Pronouns

Muallim ul Quran: Book 2: Unit#4: Lesson 1-17

Unit 5: Singular pronouns & Demonstrative Pronouns

Muallim ul Quran: Book 2: Unit#5: Lesson 1-23

Unit 6: Present Tense

Muallim ul Quran: Book 3: Unit#6: Lesson 1-5

Reference Books:

1- بشير، دكتور. عبيد الرحمن - معلم القرآن - اسلام آباد: دار العلم، ٢٠٢٤. جلد ١، ٢ & ٣

Ethics-I (in lieu of Understanding of Holy Quran-I)

Course Code: ETH-103

Credit hours: 1

Contact Hours: 3 per week

Weeks: 15-16 (45-48 hours)

Pre-Requisites: Nil

Objectives

Upon successful completion of the course, students will be able to know the basics of ethics, & know how to develop an ethical approach. Also, analyze the importance of ethical and ethical values for a human being. And identify the Semitic & Non-Semitic Religions. Moreover, develop the concept of Ethics in Semitic & Non-Semitic religions. Also, analyze the similarities and differences between ethical teachings of various religions.

Learning Outcomes:

- Students will be able to demonstrate their understanding about the concept of ethics & ethical approach.
- Analyze the difference between the concept of Ethics in Semitic and Non-Semitic religions.

Course Outline:

Unit 1: Introduction and Importance of Ethics & Basic Ethical Principles

Definition of Ethics, Importance of Ethics, Beneficence, Non-maleficence, Autonomy, Justice as basic ethical behaviors.

Unit 2: Theories of Moral Standards

Moral Standards as Law, Moral Standards as Pleasure, Moral standards as Perfection.
(Theories of Various Philosopher such as Kant, Spencer, John S. Mackenzie etc)

Unit 3: The concept of Ethics in Major Religions- Christianity, Judaism

Introduction of the Religion, Its Basic Concepts and major ethical teachings.

Unit 4: The concept of Ethics in Major Religions- Hinduism & Buddhism

Introduction of the Religion, Its Basic Concepts and major ethical teachings.

Unit 5: The concept of Ethics in Major Religions- Islam

Introduction of the Religion, Its Basic Concepts and major ethical teachings.

References/Recommended Books:

Books

1. Davis, N.K. (2023). *Elements of Ethics*, Legare Street Press.
2. Edmonds, D. (2019). *Ethics and the Contemporary World*, Taylor & Francis,
3. Hastings, J. Alexander, J. Gray S.L. (2023). *The Encyclopedia of Religion and Ethics*, Creative Media Partners, LLC
4. Robinson, D. Garratt C. (2008). *Introducing Ethics-a Graphic Guide*, Icon Books Ltd. UK.
5. اخلاق اور فلسفہ اخلاق، سیوہاروی، حفظ الرحمن، ندوة المصنفین، دہلی، ۱۹۷۶
6. دنیا کے بڑے مذاہب، فاروقی، عماد الحسن، مکتبہ جامعہ لمیٹڈ، دہلی، ۱۹۸۶

Websites & Articles

1. Articles on Ethics www.infotrac-college.com
2. Brown. (2017). The ethical dimensions of Global Environmental Issues. American Academy of Arts and Sciences. Retrieved July 7, 2017 from amacad.org
3. Business Ethics Magazine www.business-ethics.com/annual.htm
4. Bussmann, J. (2016). Top 9 ethical Issues in artificial intelligence. Retrieved 7 July 2017 from world Economic Forum [weforum.org](http://www.weforum.org)
5. Ethics and Religion, Shefali Narange <http://www.paperpublications.org/>
6. <http://www.jstor.com/stable/resrep12025.7>
7. <http://www.learnwell.org/ethicalproblems.htm>
8. Institute for Global Ethics www.globalethics.org
9. Klimes, Rudolf e. (2000). Ethical Problems.
10. Ten Ethical Problems of the Present World <https://www.lifepersona.com/10-ethical-problems-of-the-present-world>
11. Ward, Stephen J.A (March 2005). "Philosophical Foundations for Global Journalism Ethics" *Journal of Mass Media Ethics*:20(1)

12.2 Understanding of Quran Holy Quran-II

Course Code: UHQ-102

Credit Hours: 1

Contact Hours: 3 per week

Weeks: 15-16 (45-48 hours)

Pre-Requisites: Nil

Course Objectives:

This course will enable the students to understand the Holy Quran by learning Arabic in a simple and easy way. Through relating their basic Urdu vocabulary with Quran, and without engaging them in complex Arabic Grammar, Sarf or Balagha. Students will gradually build the skills to read and understand Quranic verses directly—without needing translation. The course focuses on making Arabic accessible for everyone, even those with no prior background.

Learning Outcomes:

This course will enable the students to:

1. Directly comprehend hundreds of Quranic sentences & verses.
2. Understand at least 80 to 85 % of each page of the holy Quran.
3. Understand common verses across different Quranic topics.
4. Achieve proficiency in the basic and advance linguistic aspects of the Arabic language.
5. Understand the difference between Quranic verbs in various forms, such as present, past and imperative.
6. Develop the ability to understand long verses of the holy Quran independently and then comprehend their interpretation.

Course Outline:

Unit 1: Past Tense

Muallim ul Quran: Book 4: Unit#7: Chapter 1: Lesson 1-9

Unit 2: Past Tense

Muallim ul Quran: Book 4: Unit#7: Chapter 2: Lesson 1-7

Unit 3: Past Tense

Muallim ul Quran: Book 4: Unit#7: Chapter 3: Lesson 1-9

Unit 4: Past Tense

Muallim ul Quran: Book 5: Unit#7: Chapter 4: Lesson 1-5

Unit 5: Past Tense & Passive Voice

Muallim ul Quran: Book 5: Unit#7: Chapter 5 - 9

Unit 6: Imperative Verbs for Singulars

Reference Books:

1- بشير، دكتور. عبيد الرحمن - معلم القرآن - اسلام آباد: دار العلم، ٢٠٢٤. جلد ٣، ٤، ٥، ٦

Ethics-II (in lieu of Understanding of Holy Quran-II)

Course Code: ETH-104

Credit hours: 1

Contact Hours: 3 per week

Weeks: 15-16 (45-48 hours)

Pre-Requisites: Nil

Objectives

Upon successful completion of the course, students will be able to have better understanding of ethics in various walks of life like in workplace, in business, journalism etc. Moreover, they will be able to be familiarize with Contemporary World's Ethical Issues. And, try to develop answers about them.

Learning Outcomes:

- Students will be able to demonstrate their understanding about the importance of ethics in their lives today.
- Identify Contemporary World's Ethical Issues.
- Create problem solving for these contemporary Ethical issues.

Course Outline:

Unit 1: Professional Ethics & Bioethics

Meaning of Work/Professional Ethics, Professional Ethics and Human Values, Elements of professional Ethics:

Person attitude, Beliefs about work, Positive Attributes (honesty, integrity, dedication, commitment, responsibility, interpersonal relationship)

Genetic engineering, Organ Donation, Cloning, Head Transplant

Unit 2: Ethical Conduct in Business Ethics & it's important

Types of Business Ethics, Common Business Ethical Challenges

Conflict of interest, honesty& integrity, whistle blowing, loyalty vs truth

Unit 3: Journalism

Principles of Ethical Journalism:

Truth & Accuracy, Independence, Fairness & Impartiality, Humanity, Public Accountability

Unit 4: Environmental Ethics

Core Principles of environmental ethics:

Justice & sustainability, Sufficiency & compassion, Solidarity & public participation, Pollution prevention.

Current issues of environmental ethics:

Pollution, The depletion of natural resources, Loss of biodiversity, Destruction of ecosystem, Global climate change

Unit 5: Social Inequalities

Meaning of Social Inequalities, Issues related to social inequality

Difference in source of income, Health care, Freedom of speech, Gender inequality, Toxic workplace culture, Education, Political representation & participation

Unit 6: Social Media Ethics

Facebook, YouTube, WhatsApp, Instagram, TikTok, Snapchat, LinkedIn, X

Current Ethical issues in social media:

Plagiarism, Fake news, Harassment, Photo ethics, Post without caution, inappropriate behavior privacy

References/Recommended Books:

Books

1. Davis, N.K. (2023). *Elements of Ethics*, Legare Street Press.
2. Edmonds, D. (2019). *Ethics and the Contemporary World*, Taylor & Francis,
3. Hastings, J. Alexander, J. Gray S.L. (2023). *The Encyclopedia of Religion and Ethics*, Creative Media Partners, LLC
4. Robinson, D. Garratt C. (2008). *Introducing Ethics-a Graphic Guide*, Icon Books Ltd. UK.
5. اخلاق اور فلسفہ اخلاق، سیوہاروی، حفظ الرحمن، ندوۃ المصنفین، دہلی، ۱۹۷۶
6. دنیا کے بڑے مذاہب، فاروقی، عماد الحسن، مکتبہ جامعہ لمیٹڈ، دہلی، ۱۹۸۶

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2. Brown. (2017). The ethical dimensions of Global Environmental Issues. American Academy of Arts and Sciences. Retrieved July 7, 2017 from amacad.org
3. Business Ethics Magazine www.business-ethics.com/annual.htm

4. Bussmann, J. (2016). Top 9 ethical Issues in artificial intelligence. Retrieved 7 July2017 from world Economic Forum weforum.org
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6. <http://www.jstor.com/stable/resrep12025.7>
7. <http://www.learnwell.org/ethicalproblems.htm>
8. Institute for Global Ethics www.gloablethics.org
9. Klimes, Rudolf e. (2000). Ethical Problems.
10. Ten Ethical Problems of the Present World <https://www.lifepersona.com/10-ethical-problems-of-the-present-world>
11. Ward, Stephen J.A (March 2005). “Philosophical Foundations for Global Journalism Ethics” Journal of Mass Media Ethics:20(1)

12.3 Internship

BBA- Business administration

Course Code: INT-499

Credit hour: 3

Pre-Requisites: Nil

Objectives

Upon successful completion if the course, students will be able to be familiarize with Contemporary World’s Ethical Issues. And, try to develop answers about them.

Learning Outcomes

- Identify Contemporary World’s Ethical Issues
- Demonstrate their understanding about various present world’s ethical problems.

Course Content

The students will do internship in any organization for enhancing their skills and then it will be counted as 3 credit hours. This internship program or training is to make ensure that students should learn practically and related with theory, and understand the basic challenges and trends of their core area.

12.4: CAPSTONE PROJECT

BBA- Business administration

Course Code: CP-498

Credit hour: 3

Pre-Requisites: Nil

Objectives

It will enable the student to understand importance and applications of statistics in real life.

Learning Outcomes

A capstone project allows students to bring together the concepts, principles and methods that they have learned in their course of study and to apply their knowledge and acquired competencies to address the real-world problems

Course Content

The capstone project (preferably undertaken in the last semester) shall be supervised and graded by a faculty member as per the rules prescribed by the university. This shall be a mandatory degree award requirement of 3 credit hours with course code of CP-498 for all students enrolled in the program.

13. List of General Education Courses

Sr. No.	Course Code	Course Title	Pre-Requisite	Credit Hours
1	ISL-101/ ETH-101	Islamic Studies / Ethics	Nil	2
2	ENG-110	Functional English	Nil	3
3	MTH-110	Quantitative Reasoning-I	Nil	3
4	MGT-108	Entrepreneurship	Nil	2
5	PAK-103	Ideology and Constitution of Pakistan	Nil	2
6	PAK-104	Pakistan Studies	Nil	2
7	STA-112	Quantitative Reasoning-II	Nil	3
8	CS-107	Application of Information and Communication Technologies	Nil	2
	CS-107L	Application of Information and Communication Technologies (Lab)	Nil	1
9	ENG-111	Expository Writing	Nil	3
10	BFA- 120	Arts and Humanities (Photography)	Nil	2
11	SCO-104	Social Sciences (Introduction to Social Sciences)	Nil	2
12	CCE-497	Civics and Community Engagement	Nil	2
13	SCI-101	Natural Sciences	Nil	2
	SCI-101L	Natural Sciences (Lab)	Nil	1
Total				32

14.Course Outlines for General Education Courses

14.1 Islamic Studies

General Education Course

Course Code: ISL-101

Credit Hours: 02

Pre-Requisites: Nill

Objectives

Students will be able to demonstrate enhanced knowledge of Islamic Fundamentals, beliefs, practices, historical development, spiritual values and Ethical Principles. Describe Basic sources of Islamic Law and their application in daily life. Also, Identify and discuss contemporary issues being faced by the Muslim world Including Social Challenges, Gender Role and Interfaith dialogue.

Learning Outcomes

- Evaluate and discuss their understanding about the beliefs, history and Ethical values of Islam.
- Be able to apply and relate the Articles of faith in their life according to present world.
- Be able to analyze the importance of Quran and Sunnah in their life and also to refute many relating misconceptions
- Engage in Discussions and write about Contemporary issues specifically related to Women.

Course Outline

Unit 1. Introduction to Islam

Definition of Islam and its core Beliefs (Tawheed, Akhirat and Risalat), Pillars of Islam and their significance (Tawheed, Prayers, Fasting, Zakat & Hajj), The Holy Quran (Introduction, Revelation & Compilation), Sunnah & Hadith (Introduction, Revelation & Compilation)

Unit 2. Seerah of the Holy Prophet pbuh

Life of Prophet pbuh in Makkah, Life of Holy Prophet pbuh in Medina, Diverse roles of Holy Prophet pbuh (individual, leader, peacemaker, educator etc)

Unit 3. Islamic History and Civilization

World before Islam, The Rashidun Caliphate and its expansion, Contributions of Muslim Scientists and Philosophers.

Unit 4. Islamic Jurisprudence

Fundamental sources of Islamic Jurisprudence, Major Schools of Islamic Jurisprudence, Significance & principle of Ijtihad

Unit 5. Family & Society in Islam

Status and Rights of Women in Islam, Marriage, Family & Gender roles in Muslim Society, Family values and Structure in Muslim Society

Unit 6. Islam & Modern world

Relevance of Islam in Modern World. (Islamophobia, Interfaith dialogue & Multiculturalism), Islamic viewpoint towards socio-cultural and technological changes.

Recommended Books/Reference Material

1. Ahmed, Dr. A. (1996). *Women & Social Justice: An Islamic Paradigm*, The Islamic Foundation UK
2. Ahmed, K. (1971) *Islami Nazria e Hayat*, Karachi University press.
3. Ahmed, K. (1980). *Islam, Its meaning & message*, The Islamic Foundation UK.
4. Al-Mubarikpuri, M. S. (2002), *Al Raheeq ul Makhtoom (The Sealed Nector)*, Dar ul Salam.
5. Al-Suhaym, Dr. M.B., A. (2006) *Islam, Its foundation & concepts*, Darussalam
6. An Introduction to Islamic Theology by John Renard.
7. Bokhari, A.S, Zafar, M.D., Prof. Shakir, A.S. (2021). *A textbook of Islamic Education*, Akram Printing Press, Lahore.
8. Hussain, M. *The Five Pillars of Islam: A Framework for Islamic Values and Character building*, Kube Publishing, The Islamic Foundation UK
9. Maududi, Abul A. (2008). *Islamic Civilization Foundations, Beliefs & Principles*, Kube Publishing, Islamic Foundation UK
10. Maududi, Abul. A. (2007). *Towards understanding Islam*, The Islamic foundation UK
11. Phillip, Dr. A. A., B. (2018) *Islamic Studies*, International Islamic Publishing House.
12. Prof. Dr. Chaudary, M.N., Prof. Malik, M.A (2022). *Tafheem e Islamiyat*, Qureshi Brothers Publishers, Lahore.

14.2 Functional English

General Education Course

Course Code: ENG-110

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course is designed to equip students with essential language skills for effective communication in diverse real-world scenarios. It focuses on developing proficiency in English language usage: word choices, grammar and sentence structure. In addition, the course will enable students to grasp nuanced messages and tailor their communication effectively through application of comprehension and communication aspects including professional writing, public speaking, and everyday conversation. Ensuring that students are equipped in both academic and professional spheres. An integral part of the course is fostering a deeper understanding of the impact of language on diverse audiences. Students will learn to communicate inclusively and display a strong commitment to cultural awareness in their language use. Additionally, the course will enable them to navigate the globalized world with ease and efficacy, making a positive impact in their functional interactions.

Learning Outcomes

- Apply enhanced English communication skills through effective use of word choices, grammar and sentence structure
- Comprehend a variety of literary non-literary written and spoken texts in English.
- Effectively express information, ideas and opinions in written and spoken English.
- Recognize inter-cultural variations in the use of English language and to effectively adapt their communication style and content based on diverse cultural and social contexts.

Course Outline

Unit 1. Introduction

Ice breaking Activities. Types and modes of Communication. Intrapersonal, Intra-personal and group Communication.

Unit 2. Rules for Structure of Sentences

Types of sentences on the basis of function (Declarative, Interrogative, Imperative, Exclamatory and structure (simple, compound, complex). Synthesis of sentences. Punctuation and Spellings. Vocabulary, lexical and functional categories.

Unit 3. Concept of Time and Tense (present, past, future).

Discussion: General topics and everyday conversation. Concept of Voice: active and passive voice. Functional use of Voice in different situations.

Unit 4. Direct and Indirect Reporting.

Discussion regarding description of things persons, places, pictures, events etc. Salutation & Greeting, Introduction, asking and answering questions.

Unit 5. Practicing Everyday Conversation

Request and Permission, Agreement and Disagreement. Apologizing, expressing likes and Dislikes, expressing opinion. Expressing approval, Disapproval.

Unit 6. Articulating Expression

Expressing appreciation, regret, and indifference. Expressing certainty, uncertainty, and obligation. Expressing suggestion, warning, Expressing possibility, impossibility & logical conclusion.

Unit 7. Art of Inviting

Accepting, declining invitation. Expressing & inquiring about preferences. Stating intentions and Making Plans. Giving directions. Instructing people how to do things.

Unit 8. Discussing Past and Present

Future prospects. Talking about the past.

Recommended books/ Reference material

1. Azar, B. S. (2003). *Fundamentals of English grammar*. Longman.
2. Beebe, S. A., Beebe, S. J., & Ivy, D. K. (2010). *Communication: Principles for a lifetime* (p. 483). Boston, MA: Allyn & Bacon.
3. Eastwood, J. (1994). *Oxford guide to English grammar*. Oxford University Press.
4. Floyd, K., & Cardon, P. (2023). *Business and Professional Communication*. McGraw-Hill US Higher Ed USE.)
5. Kortmann, B. (2020). *English linguistics: essentials*. Springer Nature.
6. Langan, J. (2001). *College writing skills with readings*. New York.
7. Murphy, R. (2003). *English grammar in use*. Cambridge: Cambridge University Press.
8. Sharma, Gajendra Dutt (2023) *A Comprehensive Resource Book of Functional English*, OEP, New Delhi.
9. Thomson, A. J., & Martinet, A. V. (2015). *A practical English grammar*. New York: Oxford University Press.
10. Wren, P. C., & Martin, H. (2000). *English grammar and*

14.3 Quantitative Reasoning-I

General Education

Course Code: MTH-110

Credit Hours: 03

Pre-requisite: Nil

Objectives

Quantitative Reasoning-I is an introductory-level undergraduate course that focuses on the fundamentals related to the quantitative concepts and analysis. The course is designed to familiarize students with the basic concepts of mathematics to develop students' abilities to analyze and interpret quantitative information. Through a combination of theoretical concepts and practical exercises, this course will also enable students cultivate their quantitative literacy and problem-solving skills while effectively expanding their academic horizon and breadth of knowledge of their specific major / field of study.

Learning Outcomes

By the end of this course,

- The students shall have fundamental numerical literacy to enable them work with numbers, understand their meaning and present data accurately.
- Understanding of fundamental mathematical concepts. Basic ability to interpret data presented in various formats including but not limited to tables, graphs, charts, and equations etc.

Course Outline

Unit1. Numerical Literacy

Number system and basic arithmetic operations. Units and their conversions, dimensions, area, perimeter and volume. Rates, ratios, proportions and percentages. Types and sources of data; Measurement scales. Tabular and graphical presentation of data. Quantitative reasoning exercises using number knowledge.

Unit 2. Fundamental Mathematical Concepts

Basics of geometry (lines, angles, circles, polygons etc. Relations, functions, and their graphs. Exponents, factoring and simplifying algebraic expressions. Algebraic and graphical solutions of linear and quadratic equations and inequalities. Quantitative reasoning exercises using fundamental mathematical concepts.

Unit 3. Mathematical Modeling and Analyses

Introduction to deterministic models. Use of linear functions for modeling in real-world situations. Modeling with the system of linear equations and their solutions. Elementary introduction to derivatives in mathematical modeling. Linear and exponential growth and decay models. Quantitative reasoning exercises using mathematical modeling.

Unit 4. Logic, Logical and Critical Reasoning

Introduction and importance of logic. Inductive, deductive and abductive approaches of reasoning. Propositions, arguments (valid, invalid), logical connectives, truth tables and propositional equivalences. Logical fallacies. Venn Diagrams. Predicates and quantifiers. Quantitative reasoning exercises using logical reasoning concepts and techniques.

Recommended Books/Reference Books

1. Bennett, J., & Briggs, W. (2019). *Using & understanding mathematics: quantitative reasoning approach*. Pearson.
2. Mesquita, E.B., and Fowler, A. (2021). *Thinking Clearly with Data: A Guide to Quantitative Reasoning and Analysis*. Princeton University Press.
3. Rosen, K. H. (2007). *Discrete mathematics and its applications*. The McGraw Hill Companies.
4. Schröder, B. (2010). *Fundamentals of Mathematics*. Wiley.
5. Zaslow, E. (2020). *Quantitative Reasoning: Thinking in Numbers*. Cambridge University Press.

14.4 Entrepreneurship

General Education

Course Code: MGT-108

Credit Hours: 02

Pre-requisite: Nil

Description

This course is designed to promote entrepreneurial spirit and outlook among students, encouraging them to think critically, identify opportunities, and transform their ideas into successful ventures. It aims at imparting them with the requisite knowledge, skills, abilities, enabling them to seize the identified opportunities for initiating ventures and successfully navigating the challenges that come with starting a business and managing it. The course covers topics relevant to entrepreneurship including setting up and initiation of business, market research, opportunity identification, business planning, financial literacy for managing finances and securing funding, marketing and sales, team building and innovation.

Learning Outcomes

By the end of this course, students shall have:

- Knowledge of fundamental entrepreneurial concepts, skills and process.
- Understanding on different personal, social and financial aspects associated with entrepreneurial activities.
- Basic understanding of regulatory requirements to set up an enterprise in Pakistan, with special emphasis on export businesses;
- Ability to apply knowledge, skills and competencies acquired in the course to develop a feasible business plan.

Course Outline

Unit 1. Introduction to Entrepreneurship:

Definition and concept of entrepreneurship. Why to become an entrepreneur? Entrepreneurial process. Role of entrepreneurship in economic development.

Unit 2. Entrepreneurial Skills:

Characteristics and qualities of successful entrepreneurs (including stories of successes and failures). Areas of essential entrepreneurial skill and ability such as creative and critical thinking, innovation and risk taking abilities etc.

Unit 3. Opportunity Recognition and Idea Generation:

Opportunity identification, evaluation and exploitation. Innovative idea generation techniques for entrepreneurial ventures.

Unit 4. Marketing and Sales

Target market identification and segmentation. Four P's of Marketing. Developing a marketing strategy. Branding.

Unit 5. Financial Literacy:

Basic concepts of income, savings and investments. Basic concepts of assets, liabilities and equity. Basic concepts of revenue and expenses. Overview of cash-flows. Overview of banking products including Islamic modes of financing. Sources of funding for startups (angel financing, debt financing, equity financing etc.).

Unit 6. Team Building for Startups:

Characteristics and features of effective teams. Team building and effective leadership for startups.

Unit 7. Regulatory Requirements to Establish Enterprises in Pakistan:

Types of enterprises (e.g., sole proprietorship; partnership; private limited companies etc.). Intellectual property rights and protection. Regulatory requirements to register an enterprise in Pakistan, with special emphasis on export firms. Taxation and financial reporting obligation.

Suggested Practical Activities (Optional)

As part of the overall learning requirements, students shall be tasked with creating and presenting a comprehensive business plan at the end of the course for a hypothetical or real business idea. This practical exercise shall allow them to apply the knowledge, skills and competencies acquired in the course to develop a feasible business plan.

Recommended Books/ Reference Material

1. "Entrepreneurship: Successfully Launching New Ventures" by Bruce R. Barringer and R. Duane Ireland.
2. "Entrepreneurship: Theory, Process, and Practice" by Donald F. Kuratko.
3. "New Venture Creation: Entrepreneurship for the 21st Century" by Jeffry A. Timmons, Stephen Spinelli Jr., and Rob Adams.
4. "Entrepreneurship: A Real-World Approach" by Rhonda Abrams.
5. "The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses" by Eric Ries.
6. "Effectual Entrepreneurship" by Stuart Read, Saras Sarasvathy, Nick Dew, Robert Wiltbank, and Anne-Valérie Ohlsson.

14.5 Ideology and Constitution of Pakistan

General Education

Course Code: PAK-103

Credit Hours: 02

Pre-requisite: NIL

Objectives

This course is designed to provide students with a fundamental exploration of the ideology and the constitution of Pakistan. The course focuses on the underlying principles, beliefs, and aspirations that have been instrumental in shaping the creation and development of Pakistan as a sovereign state. Moreover, the course will enable students to understand the core provisions of the Constitution of the Islamic Republic of Pakistan concerning the fundamental rights and responsibilities of Pakistan citizens to enable them function in a socially responsible manner.

Learning Outcomes

- Demonstrate enhanced knowledge of the basis of the ideology of Pakistan with special reference to the contributions of the founding fathers of Pakistan.
- Demonstrate fundamental knowledge about the Constitution of Pakistan 1973 and its evolution with special reference to state structure.
- Explain about the guiding principles on rights and responsibilities of Pakistani citizens are enshrined in the Constitution of Pakistan 1973.

Course Outline

Unit 1. Introduction to the Ideology of Pakistan:

Definition and significance of ideology. Historical context of the creation of Pakistan (with emphasis on socio-political. Religious and cultural dynamics of British India between 1857 till 1947). Contributions of founding fathers of Pakistan in the freedom movement including but not limited to Allama Muhammad Iqbal, Muhammad Ali Jinnah., etc. Contributions of women and students in the freedom movement or separate homeland.

Unit 2. Two-Nation Theory:

Evolution of the Two-Nation Theory (Urdu-Hindi controversy. Partition of Bengal. Simla Deputation 1906, Allama Iqbal Presidential Address 1930, Congress Ministries 1937 Lahore Resolution 1940). _Role of communalism and religious differences.

Unit 3. Introduction to the Constitution of Pakistan:

Definition and importance of a constitution. _Ideological factors that shaped the Constitution(s) of Pakistan. Overview of constitutional developments in Pakistan.

Unit 4. Constitution and State Structure

Structure of government (executive, legislature, and judiciary). Distribution of powers between federal and provincial governments. 18th Amendment and its impact of federalism.

Unit 5. Fundamental Rights, Principles of Policy and Responsibilities

Overview of fundamental rights guaranteed to citizens by the Constitution of Pakistan 1973 (Articles R-28). Overview of Principles of Policy (Articles 29-40). Responsibilities of the Pakistani citizen.

Unit 6. Constitutional Amendments:

Procedures for amending the Constitution. Notable constitutional amendments and their implications

Recommended Books/Reference Material

1. Cohen, S. P. (2004). The Idea of Pakistan.
2. Iqbal, J. (2005). Ideology of Pakistan.
3. Qureshi, I. H. (1965). The Struggle for Pakistan.
4. Sayeed, K. B. (1960). Pakistan: The Formative Phase.
5. Mahmood, S. (2003). Pakistan: Political Roots and Development
6. Mujahid, S. u. (2001). Ideology of Pakistan.
7. Jalal, A. (2014). The Struggle for Pakistan: A Muslim Homeland and Global Politics.
8. Ahmed, A. S. (1997). Jinnah, Pakistan and Islamic Identity: The Search for Saladin.
9. Aziz, K. K. (2002). The Making of Pakistan: A Study of Nationalism.

10. Talbot, I. (2015). Pakistan: A New History.
11. Ziring, L. (2000). Pakistan in the Twentieth Century: A Political History.
12. The Constitution of Pakistan 1973.
13. Khan, H. (2009). Constitutional and Political Development of Pakistan.
14. Hussain, M. (2020). The Parliament of Pakistan.
15. Choudhury, G. W. (1960). Constitutional Development in Pakistan.
16. Choudhury, G. W. (1969). *Constitution-Making in Pakistan: The Dynamics of Political.

14.6 Quantitative Reasoning-II

General Education

Course Code: STA-112

Credit Hours: 03

Pre-requisite: Nil

Objectives

The main purpose of the course is to enable students to understand the significance of statistics in the real world, particularly in the field of other sciences. The course focuses on the methods of collection presentation and analysis of data using measures of central tendency and measures of dispersion. The course also focuses on basic principles of probability and distributions, regression and correlation analysis, estimation and testing of hypothesis. It will prepare students to apply the quantitative reasoning skills in solving quantitative problems which they will experience in their practical lives.

Learning Outcomes

- Student will understand the basic statistical concepts and have ability to interpret data presented in various formats including but not limited to tables, graphs, charts and equation etc.
- Understand basic quantitative modeling and analyses.
- Ability to critically evaluate quantitative information to make evidence-based decision through appropriate statistical tools.

Course Outline

Unit 1. Introduction of Statistic and Data Condensation

Types and sources of data. Measurement scales. Population and sample. Tabular and graphical presentation of data. Quantitative reasoning exercises using fundamental statistical concepts.

Unit 2. Measure of Central Tendency and Dispersion

Measure of central tendency. Measure of dispersion. Data interpretation. Quantitative reasoning exercises using statistical concepts.

Unit 3. Probability and Probability Distributions

Basic probability theory. Rules of counting (multiplicative, permutation, combinations). Introduction to random variables and their probability distributions. Quantitative reasoning exercises using probability theories and distribution concepts.

Unit 4. Regression and Correlation Analysis

Introduction to probabilistic models. Bivariate analysis. Scatter plots. Simple linear regression model. Correlation analysis. Quantitative reasoning exercises using statistical modelling.

Unit 5. Estimation and Testing of Hypothesis

Basics of estimation and confidence interval. Testing of Hypothesis (z-test; t-test). Statistical inference in decision making. Quantitative reasoning exercises using estimation and Statistical inference concepts and techniques.

Recommended Books/Reference Material

1. Chaudhry S.M. & Kamal. S. (2018). *Introduction to Statistical Theory Part I*. Ilmi Kitab Khana Lahore, Pakistan.
2. Chaudhry S.M. & Kamal. S. (2018). *Introduction to Statistical Theory Part II*. Ilmi Kitab Khana Lahore, Pakistan.
3. Hogg, R., Mckean, J. & Craig, A. (2021). *Introduction to Mathematical Statistics*, (8th ed.). Pearson, Boston.
4. Mendenhall, W., Beaver, R. J., & Beaver, B. M. (2012). *Introduction to Probability and Statistics*. Cengage Learning.
5. Mood, A.M., Graybill, F.A. & Boes, D.C. (1974). *Introduction to the Theory of Statistics* (3rd ed.). McGraw Hill, New York.
6. Moore, D. S., McCabe, G.P. & Craig, B. A. (2021). *Introduction to the Practice of Statistics*, (10th ed.). WH Freeman, New York.
7. Walpole, R. E. (2002). *Introduction to Statistics*, (7th ed.). Macmillan publishing company, New York.
8. Walpole, R.E., Myers, R.H. & Myers, S.L. (1998). *Probability and Statistics for Engineers and Scientist* (6th ed.). Prentice Hall, New York.

14.7 Application of Information and Communication Technologies

General Education

Course Code: CS-107

Credit Hours: 2

Pre-requisite: Nil

Objectives

This course provides a very broad range of topics and prepares the students for various DOMAINS in computing that they will face in upcoming semesters. This course is very comprehensive as it provides every student a set of productivity tools that they will be able to use for the rest of their lives. It provides knowledge and skills for use of computing and communication technologies to solve real life problems. This is an introductory course about Information and Communication Technologies that includes ICT terminologies, hardware and software components, the internet and World Wide Web, and ICT based applications.

Learning Outcomes

- **Define** various types and components of computer including input/output devices, memory, storage media.
- **Describe** different types of software from operating systems to system utilities and productivity apps.
- **Describe** the basic concepts of computer networks, database management and computer security from a user point of view, components of a computer including input/output devices, memory, storage media.

Course Outline

Unit 1. Technology

Types of Computers, Mobile & Game Devices, Data and Information, The Web, Web Searching, Online Social Networks, Internet Communications. Digital Security and Privacy, Viruses and Other Malware, Privacy, Health Concerns, Environmental Issues, Programs and Apps, Operating Systems, Applications, Installing and Running Programs, Developing Programs and Apps, Communications and Networks, Wired and Wireless Communications, Networks, Technology Uses, Government, Finance, Retail, Entertainment, Health Care, Science, Travel, Publishing, Manufacturing, Technology Users.

Unit 2. Online Web

The Internet, Websites and Media, The Internet, Evolution of the Internet, connecting to the Internet, Internet Service Providers, How Data Travels the Internet, IP & MAC Addresses and Domain Names, The World Wide Web, Navigating the Web, Web Addresses, Web Apps and Mobile Apps. Types of Websites, Digital Media on the Web, Graphics, Audio, Video, Plug-Ins, Other Internet Services, Email, Email Lists, Internet Messaging, Chat Rooms, Online Discussions, VoIP, FTP, Netiquette.

Unit 3. Evaluating Computers and Mobile Devices

Mobile Computers and Desktops, Laptops, Tab and Other Mobile Computers, Handheld Computers, Desktops and All-in-Ones, Servers, Terminals, Point-of-Sale Terminals, Wearable Devices, Game Devices, Embedded Computers, Inside the Case, The Motherboard, Processors, The Control Unit, The Arithmetic Logic Unit, Machine Cycle, Registers, The System Clock, Personal Computer

and Mobile Device Processors, Processor Cooling, The Internet of Things, Cloud Computing, Cloud Computing Services. Memory, Bytes and Addressable Memory, Types of Memory, RAM, Cache, ROM, Flash Memory, CMOS, Memory Access Times, Adapters, Adapter Cards, USB Adapters, Buses, Bus Width, Types of Buses, Power Supply and Batteries, Data Representation & Number System.

Unit 4. Programs and Apps

Role of the Operating System, Obtaining Software, Installing Software, Categories of Programs and Apps, Multimedia and Interest Applications, Communications Applications, File, Disk, and System Management Tools.

Unit 5. Digital Security Ethics, and Privacy: Threats, Issues, and Defenses

Digital Security Risks, Cybercrime, Internet and Network Attacks Malware, Botnets, Encryption, Digital Signatures and Certificates, Hardware Theft, Vandalism, and Failure, Backing Up — The Ultimate Safeguard, Wireless Security, Ethics and Society, information Accuracy, Intellectual Property Rights, Codes of Conduct, Cookies, Phishing, Spyware and Adware, Social Engineering, Privacy Laws, Employee Monitoring, Content Filtering, What is data base and data base management system, Evolution of database management, Data Concepts and Characteristics, Data Organization, Operating Systems, Operating System Functions, Starting Computers and Mobile Devices, Shutting Down Computers and Mobile Devices, providing a User Interface, Managing Programs, Managing Memory.

Recommended books/reference material:

1. Campbell, J. T., Freund, S. M., Frydenberg, M., Last, M. Z., & Pratt, P. J. (2016). Shelly Cashman Series Discovering Computers & Microsoft Office 365 & Office 2016: A Fundamental Combined Approach. Cengage Learning.
2. Hafez, K., Skinner, A., & Grüne, A. (2022). Foundations of Global Communication: A Conceptual Handbook. Routledge.
3. Hawkrigde, D. (2022). New information technology in education. Taylor & Francis.
4. Pearlson, K. E., Saunders, C. S., & Galletta, D. F. (2024). Managing and using information systems: A strategic approach. John Wiley & Sons.

14.7.1 Application of Information and Communication Technologies (Lab)

General Education

Course Code: CS-107L

Credit Hours: 1

Pre-requisite: Nil

Objectives

This course provides a very broad range of topics and prepares the students for various DOMAINS in computing that they will face in upcoming semesters. This course is very

comprehensive as it provides every student a set of productivity tools that they will be able to use for the rest of their lives. It provides knowledge and skills for use of computing and communication technologies to solve real life problems. This is an introductory course about Information and Communication Technologies that includes ICT terminologies, hardware and software components, the internet and World Wide Web, and ICT based applications.

Learning Outcomes

- **Define** various types and components of computer including input/output devices, memory, storage media.
- **Describe** different types of software from operating systems to system utilities and productivity apps.
- **Describe** the basic concepts of computer networks, database management and computer security from a user point of view, components of a computer including input/output devices, memory, storage media.

Course Outline

Unit 1. Technology

Introduction to the lab equipment and SOPs of the labs. Introduction to computer hardware and system information. Introduction to the Web, Web Searching, Online Social Networks, Internet Communications. Digital Security and Privacy, Viruses and Other Malware, Privacy.

Unit 2. Online Web

IP & MAC Addresses and Domain Names, The World Wide Web, Navigating the Web, Web Addresses, Web Apps and Mobile Apps. Types of Websites, Digital Media on the Web, Graphics, Audio, Video, Plug-Ins, Other Internet Services, Email, Email Lists, Internet Messaging, Chat Rooms, Online Discussions, VoIP, FTP, Netiquette.

Unit 3. Evaluating Computers and Mobile Devices

Inside world: The Motherboard, Processors, The Control Unit, The Arithmetic Logic Unit, Machine Cycle, Registers, The System Clock, Personal Computer and Mobile Device Processors, Processor Cooling, The Internet of Things, Cloud Computing, Cloud Computing Services. Memory, Bytes and Addressable Memory, Types of Memory, RAM, Cache, ROM, Flash Memory, CMOS, Memory Access Times, Adapters, Adapter Cards, USB Adapters, Buses, Bus Width, Types of Buses, Power Supply and Batteries, Data Representation & Number System.

Unit 4 Programs and Apps

File, Disk, and System Management Tools. MS office

Unit 5. Digital Security Ethics, and Privacy: Threats, Issues, and Defenses

Digital Security Risks, Cybercrime, Internet and Network Attacks
Malware, Botnets, Encryption, Digital Signatures and Certificates,
Hardware Theft, Vandalism, and Failure. Backing Up — The Ultimate
Safeguard, Wireless Security, Ethics and Society, information Accuracy,
Intellectual Property Rights, Codes of Conduct, Cookies, Phishing,
Spyware and Adware, Social Engineering, Privacy Laws, Employee
Monitoring, Content Filtering. What is data base and data base
management system, Evolution of database management, Data Concepts
and Characteristics, Data Organization. Operating Systems, Operating
System Functions, Starting Computers and Mobile Devices, Shutting
Down Computers and Mobile Devices, providing a User Interface,
Managing Programs, Managing Memory.

Recommended books/reference material:

1. Campbell, J. T., Freund, S. M., Frydenberg, M., Last, M. Z., & Pratt, P. J. (2016). Shelly Cashman Series Discovering Computers & Microsoft Office 365 & Office 2016: A Fundamental Combined Approach. Cengage Learning.
2. Hafez, K., Skinner, A., & Grüne, A. (2022). Foundations of Global Communication: A Conceptual Handbook. Routledge.
3. Hawkrigde, D. (2022). New information technology in education. Taylor & Francis.
4. Pearlson, K. E., Saunders, C. S., & Galletta, D. F. (2024). Managing and using information systems: A strategic approach. John Wiley & Sons.

14.8 Expository Writing

General Education Course

Course Code: ENG-111

Credit Hours: 03

Pre-requisite: Nil

Objectives

Expository Writing is a sequential undergraduate course aimed at refining writing skills in various contexts. Building upon the foundation building pre-requisite course, Functional English, this course will enhance students' basic skills of producing clear, concise and coherent written texts in English. The course will also enable students to dissect intricate ideas, to amalgamate information and to express their views and opinions through well-organized essays. The students will further be able to refine their analytical skills to substantiate their viewpoints using credible sources while adhering to established ethical writing norms. Additionally, the course will highlight the significance of critical thinking enabling students to produce original and engaging written texts.

Learning Outcomes

- Understand the essentials of the writing process integrating pre-working, drafting, editing and proofreading to produce well-structured essays.
- Uphold ethical practices to maintain originality in expository writing.

Course Outline

Unit 1. Introduction to Expository Writing

Understanding expository writing (definition, types, purpose and applications). Characteristics of effective expository writing (clarity, coherence and organization). Introduction to paragraph writing.

Unit 2. The Writing Process

Pre-writing techniques (brainstorming, free-writing, mind-mapping, listing, questioning and outlining etc.). Drafting (three stage process of drafting techniques). Revising and editing (ensuring correct grammar, Clarity, coherence, conciseness etc.). Proofreading (fine-tuning of the draft). Peer review and feedback (providing and receiving critique).

Unit 3. Essay Organization and Structure

Introduction and hook (engaging readers and introducing the topic). Thesis statement (crafting a clear and focused central idea). Body Paragraphs (topic sentences, supporting evidence and transitional devices). Conclusion (types of concluding paragraphs and leaving an impact). Ensuring cohesion and coherence (creating seamless connections between paragraphs).

Unit 4. Types of Expository Writing

Description, Illustration, Classification. Cause and effect (exploring causal relationships and outcomes). Process analysis (explaining step-by-step procedures). Comparative analysis (analyzing similarities and differences).

Unit 5. Writing for Specific Purposes and Audiences

Different types of purposes (to inform, to analyze, to persuade, to entertain etc.). Writing for academic audiences (formality, objectivity, and academic conventions). Writing for public audiences (engaging, informative and persuasive language). Different tones and styles for specific purposes and audiences.

Unit 6. Ethical Considerations

Ensuring original writing (finding credible sources, evaluating information etc.). Proper citation and referencing (APA, MLA, or other citation styles). Integrating quotes and evidences (quoting, paraphrasing, and summarizing). Avoiding plagiarism (ethical considerations and best practices).

Recommended books/ Reference material

1. Axelrod, R. B., & Cooper, C. R. (2010). *The St. Martin's guide to writing*. Macmillan.
2. Faigley, L., Selzer, J., Enoch, J., & Wible, S. (2009). *Good reasons with contemporary arguments*. Pearson Longman.
3. Floyd, K., & Cardon, P. (2023). *Business and Professional Communication*. McGraw-Hill US Higher Ed USE.
4. Graff, G., Birkenstein, C., & Maxwell, C. (2014). *They say, I say: The moves that matter in academic writing* (p. 245). Gildan Media Corp Book Publisher.
5. Johnson-Sheehan, R., Paine, C., & Paine, C. (2010). *Writing today*. Pearson Education India.
6. Keizer, E. (2015). *A functional discourse grammar for English*. Oxford University Press.
7. Rosenwasser, D., & Stephen, J. (2011). *Writing analytically*. Cengage Learning Press.
8. Straaijer, R. (2018). Modern English usage from Britain to America: Bryan Garner follows Henry Fowler from A Dictionary of Modern American English Usage to Garner's Modern English Usage. *English Today*, 34(4), 39-47.
9. Wachal, R. S. (2000). The Elements of Style, by William Strunk, Jr., and EB White; and A Dictionary of Modern American Usage, by Bryan A. Garner. *American speech*, 75(2), 199-207.
10. Williams, J. M., & Bizup, J. (2022). *Lessons in clarity and grace*. Pearson.

14.10 Arts and Humanities (Photography)

BS-Fine Arts (General Education)

Course Code: BFA-120

Credit Hours: 02

Pre-requisite: Nil

Objectives

This course will help students to understand camera functionality and technical settings for creative control. Master the principles of light and its role in photography. Develop compositional skills to create visually compelling images. Learn basic post-processing techniques to enhance photographs. Build a foundation for continued growth in photography.

Learning Outcomes

- Students will understand the basics of light and how their eyes perceive light effects.
- Students will capture what they envision through technical camera control.
- Students will master essential camera features and functions.

- Students will produce a beginning portfolio demonstrating technical and creative skills.
- Students will develop basic editing skills to enhance their photographs.

Course Outline

Unit 1. Know Your Camera (6 Hours)

Camera Types and Basic Functions. DSLR vs Mirrorless vs Smartphone. Understanding your specific camera model. Essential accessories and equipment. Exposure Triangle. Aperture: controlling depth of field (hands-on exercises). Shutter Speed: freezing vs blurring motion (hands-on exercises). ISO: managing sensitivity and noise (hands-on exercises). Exposure compensation and metering modes. Focus and White Balance. Auto vs. manual focus techniques. Focus modes and focusing points. Understanding white balance and color temperature. Common camera issues and troubleshooting.

Unit 2. Composition (6 Hours)

Core Compositional Principles. Rule of thirds and grid systems. Leading lines and visual flow. Framing and perspective. Symmetry vs. Asymmetry. Subject and Background. Depth of field for landscape photography. Filling the frame effectively. Subject isolation techniques. Background considerations and management. Advanced Composition. Breaking the rules purposefully. Using negative space. Creating visual balance. Composition exercises across different genres.

Unit 3. Directions Of Light (4 Hours)

Fundamental Light Directions. Front lighting: characteristics and applications (studio exercises). Side lighting: creating dimension (studio exercises). Top and bottom lighting: mood and drama (studio exercises). Back lighting: silhouettes and rim lighting (studio exercises). Creative Applications. Bulb photography and long exposures. Mixed lighting direction techniques. Problem-solving challenging lighting directions. Digital Workflow Basics. File formats and management. Organizing and backing up images. Software options (free and paid).

Unit 4. The Quality Of Light (4 Hours)

Artificial Light Sources. Tungsten lighting characteristics and challenges. Fluorescent lighting techniques. Flash and strobe basics. LED and continuous lighting options. Natural Light Qualities. Hard vs. soft light. Diffused light techniques. Reflected light applications. Light modifiers for natural light. Introduce AI image generators (Midjourney, DALL-E) as conceptual tools for photography planning. Assign projects that combine AI-generated concepts with original photography. Essential Adjustments. Exposure, contrast, and brightness. Color correction and white balance. Cropping and straightening. Basic retouching techniques.

Unit 5. Creative Applications of Light (4 hours)

Outdoor Lighting Scenario. Golden hour photography (morning/evening light. Handling harsh midday sun. Overcast and cloudy day techniques. Night and low-light photography basics. Genre-Specific Lighting. Portrait lighting fundamentals. Landscape lighting considerations. Street photography lighting challenges. Action and movement photography. Creative Editing. Black and white conversions. Vignettes and borders. Export settings for different uses. Before and after analysis.

Recommended Books/Reference Material

1. Parashar, L. G. Exploring the World Through the Lens: A Journey into Photography. *Worldwide International Inter Disciplinary Research*, 10.
2. Ross, E. S. (2023). *Insects Close Up: A Pictorial Guide for the Photographer and Collector Featuring 125 Photographs and Drawings*. Univ of California Press.
3. Safori, A., & Ananbey, A. (2023). The Photo Manipulation from the Perspective of Photographers: Study from Jordan. *Mutah Journal of Humanities and Social Sciences (MJHSS)*, 38(2).
4. Shaw, M. (2023). *The Beginner's Guide to Astrophotography: How to Capture the Cosmos with Any Camera*. Bruce Birnbaum.
5. Stillman, W. (2023). *The Amateur's Photographic Guide Book*. BoD–Books on Demand.

14.11 Social Sciences (Introduction to Social Sciences)

BS-Sociology (General Education)

Course Code: SCO-104

Credit Hours: 02

Pre-requisite: Nil

Objectives:

Introduction to Social Sciences offers a comprehensive overview of the various disciplines within social sciences, exploring their origins, scope, methodologies, applications, and interconnectedness. Students will be introduced to anthropology, sociology, psychology, political science, economics, geography, and history, with an emphasis on their relevance to contemporary Pakistani society. The course encourages critical thinking, interdisciplinary understanding, and the application of social sciences in real-world contexts.

Learning Outcomes

Upon completion of this course, students will be able to:

- Understand the origins and development of social sciences as distinct fields of study.
- Recognize the scope, methodologies, and principles of various social science disciplines.
- Analyze social phenomena from interdisciplinary perspectives.
- Apply social science concepts to understand and address issues relevant to Pakistani society.
- Engage in critical discussions, research, and ethical considerations within social sciences.

Course Outline

Unit 1. Introduction to Social Science

Definition and Importance of Social Sciences
Historical Development and Interconnectedness

Unit 2. Anthropology

Scope, Methods, and Key Concepts
Cultural and Biological Anthropology

Unit 3. Sociology

Origin and Scope of Sociology
Key Concepts
Sociological Imagination

Unit 4. Psychology

Introduction to Psychology and its Branches
Human Behavior and Mental Processes

Unit 5. Political Science

Understanding Political Systems and Governance
Politics and International Relations

Unit 6. Social Sciences in Pakistani Society

Application of Social Sciences in Pakistani Context
Social Issues, Policies, and Cultural Insights

Unit 7. Research Methods in Social Sciences

Quantitative and Qualitative Research
Research Ethics

Unit 8. Interdisciplinary Approaches and Future Trends

Integration of Social Science Disciplines
Emerging Trends and Future Challenges

Recommended Books/Reference Material

1. Colander, D., & Hunt, E. (2022). *Social science: An introduction to the study of society*. Routledge.
2. Gerring, J. (2011). *Social science methodology: A unified framework*. Cambridge University Press.
3. Habermas, J. (2015). *On the logic of the social sciences*. John Wiley & Sons.

4. Sharpes D. K. (2009). *The evolution of the social sciences*. Lexington Books.
5. Williams, M. (2012). *Science and social science: An introduction*. Routledge.

14.12 Civic and Community Engagement

General Education

Course Code: CCE-497

Credit Hours: 02

Pre-requisite: Nil

Objectives

This course is designed to provide students with fundamental knowledge about civics, citizenship and community engagement. In this course the students will learn about the essential of civil society, government, civic responsibilities, inclusivity and effective ways to participate in shaping the society which will help them apply the theoretical knowledge to the real-world situation to make a positive impact on their communities.

Learning Outcomes

By the end of this course, student will be able to:

- Demonstrate fundamental understanding of civics, government, citizenship and civil society.
- Understand the concept of community and recognize the significance of community engagement for individuals and groups.
- Recognize the importance of diversity and inclusivity for societal harmony and peaceful co-existence.

Course Outline

Unit 1. Civic and Citizenship

Concepts of civic, citizenship, and civic engagement. Foundations of modern society and citizenship. Types of citizenship: active, participatory, digital etc.

Unit 2. State, Government and Civil Society

Structure and function of government in Pakistan. The relationship between democracy and civil society. Right to vote and importance of political participation and representation.

Unit 3. Rights and Responsibilities

Overview of fundamental rights and liberties of citizens under constitution of Pakistan 1973. Civic responsibilities and duties. Ethical consideration in civic engagement (accountability, non-violence, peaceful dialogue, civility etc.).

Unit 4. Community Engagement

Concept, nature and characteristics of community. Community development and social cohesion. Approaches to effective community engagement. Case studies of successful community driven initiatives.

Unit 5. Advocacy and Activism

Public discourse and public opinion. Role of advocacy in addressing social issues. Social action movements.

Unit 6. Digital Citizenship and Technology

The use of digital platform for civic engagement. Cyber ethics and responsible use of social media. Digital divides and disparities (access, usage, socio-economic, geographic etc.) and their impact on citizenship.

Unit 7. Diversity, Inclusion and Social Justice

Understanding diversity in society (ethnic, cultural, economic, political etc.). Youth, women and minorities engagement in social development. Addressing social inequalities and injustices in Pakistan. Promoting inclusive citizenship and equal rights for social harmony and peaceful co-existence.

Suggested Practical Activities (Optional)

Apart of the overall learning requirements, the course may have one or a combination of the following practical activities

1. **Community Storytelling:** Students can collect and share stories from community members. This could be done through oral histories, interviews or multimedia presentations that captured the lived experiences and perspectives of diverse individuals.
2. **Community Event Planning:** Student can organize a community event or workshop that addresses a specific issue or foster community interaction. This could be a health fair, environmental cleanup, cultural festival or educational workshop
3. **Service Learning:** Student can collaborate with a local nonprofit organization or community group. They can actively contribute by volunteering their time, and skills to address a particular community need, such as tutoring, mentoring or supporting vulnerable population.
4. **Cultural Exchange Activities:** Student can organize a cultural exchange event that celebrates the diversity within the community. This could include food tastings, performances and presentations that promote cross cultural understanding.

Recommended Books/Reference Material

1. Džankić, J., & VINK, M. P. (2022). Citizenship & migration.
2. Kymlicka, W. and Norman, W. (2010). *Citizenship in Diverse Societies*. University Press, United Kingdom.

3. Mackert, J., & Turner, B. S. (2017). The Transformation of Citizenship, Volume 2. Boundaries of Inclusion and Exclusion.
4. Mattson, K. (2017). *Digital Citizenship in Action: Empowering Students to Engage in Online Communities.*: International Society for Technology in Education, United Kingdom.
5. McGraw-Hill Education, (2009). *Civics Today: Citizenship, Economics, & You*, Student Edition. United States.
6. Weinstock, D. (2017). Citizenship and Cultural Diversity. The Oxford Handbook of Citizenship.
7. Youniss, J. and Levine, J. (2009). *Engaging Young People in Civic Life*. Vanderbilt University Press, Ukraine.

14.13 Natural Sciences

BS-Zoology

Course Code: SCI-101

Credit Hours: 02

Pre-requisite: Nil

Objectives

This course is intended to give students a broad understanding of those sub-disciplines that comprise the natural sciences and to provide students with an understanding of the history, philosophy, and social contributions of science.

Learning Outcomes

The students will be able to understand

- Overview of the philosophical background of natural science development
- Survey of historical events that contributed to the development of natural science
- Description and explanation of the main branches of natural science

Course Outline:

Unit 1.

Introduction to Natural Sciences

Definition and scope, Categorization of natural sciences: Physics, Chemistry, Biology, Earth Sciences, and Astronomy, Interdisciplinary fields and their importance

Unit 2.

Historical Development of Natural Sciences

The scientific method and its evolution. Major historical events that shaped the natural sciences, Significant discoveries and their

impact on scientific progress, The role of key figures in the advancement of natural sciences

Unit 3.

Main Branches of Natural Science

Detailed exploration of the main branches: Physics, Chemistry, Biology, Earth Sciences, and Astronomy, Key concepts and principles in each branch

Unit 4.

Natural Science and Modern Technology

Relationship between natural sciences and technological advancements, Examples of how natural science drives technological innovation, Impact of technology on scientific research and vice versa.

Unit 5.

Natural Science in Modern Society

The role and importance of natural sciences in contemporary society, Contributions of natural sciences to societal development, Public perception and understanding of natural sciences. Science and Society Interface: Major issues at the interface between science, technology, and society

Recommended Books/Reference Material:

1. Brush, S.G. (1988). *The History of Modern Science: A Guide to the Second Scientific Revolution*, 1800-1950. Iowa State University Press.
2. Bryson, B. (2003). *A Short History of Nearly Everything*. Broadway Books.
3. Cantor, G.N., Christie, J.R.R., Hodge, M.J.S., & Olby, R.C. (Eds.). (2006). *Companion to the History of Modern Science*. Taylor & Francis.
4. Cohen, H.F. (2010). *How Modern Science Came into the World: Four Civilizations, One 17th-Century Breakthrough*. Amsterdam University Press.
5. Gal, O. (2021). *The Origins of Modern Science: From Antiquity to the Scientific Revolution*. Cambridge University Press.
6. Kuhn, T.S. (1970). *The Structure of Scientific Revolutions*. University of Chicago Press.
7. Zilsel, E., & Zilsel, P. (2013). *The Social Origins of Modern Science*. Springer Netherlands.

Natural Sciences (Lab)

BS-Zoology

Course Code: SCI-101L

Credit Hours: 01

Pre-requisite: Nil

Objectives

This course is intended to give students a broad understanding of those sub-disciplines that comprise the natural sciences and to provide students with an understanding of the history, philosophy, and social contributions of science.

Learning Outcomes

The students will be able to understand

- Overview of the philosophical background of natural science development
- Survey of historical events that contributed to the development of natural science

Description and explanation of the main branches of natural science.

Course Outline

- Lab rules, PPE use, emergency protocols
- Using balances, rulers, thermometers, graduated cylinders
- pH testing using indicators and pH meter
- Introduction to microscope, viewing plant/animal cells
- Test water turbidity, color, smell, pH
- Use of vernier caliper and screw gauge

14.14 Pakistan Studies

General Education Course

Course Code: PAK-104

Credit Hours: 02

Pre-requisite: Nil

Objectives

This course is designed to provide students with a comprehensive exploration of Pakistan's identity, spanning geographical, historical, and cultural dimensions. It delves into the diverse landscapes, ancient civilizations, and rich cultural heritage that define Pakistan. Moreover, it examines the socio-cultural and political transformations in Pakistan over time including democratic transitions and military interventions. The aim of this course is to inculcate in students a nuanced understanding of Pakistan's past, present, and potential future trajectories, enabling them to critically evaluate the complex dynamics shaping the nation's development.

Learning Outcomes

After studying this course, the student will be able to:

- Have enhanced knowledge of the geographical, historical, and political aspects of Pakistan.
- Understand the society and culture of Pakistan.
- Understand and explain the socio-economic developments in Pakistan.
- Explore contemporary issues and challenges faced by Pakistan and their implications for the future.

Course Outline

Unit 1. Introduction to Pakistan

Geographical location and significance. Historical background: Ancient civilizations in the region. Factors leading to the creation of Pakistan.

Unit 2 Political History of Pakistan

Formative phase. Military interventions and democratic transitions.

Unit 3. Geography of Pakistan

Physiography: Mountains, plains, plateaus, deserts, valleys and coastal areas.
River systems: Indus River and its tributaries. Climatic regions of Pakistan.

Unit 4. Society and Culture of Pakistan

Socio-cultural diversity. Languages and literature of Pakistan

Unit 5. Economic Development of Pakistan

Agriculture and industrial sectors of Pakistan. Economic challenges of Pakistan.

Unit 6. Contemporary Issues

Foreign relations of Pakistan. Security challenges: terrorism, extremism, and regional conflicts. Environmental problems and sustainable development (SDGs). Media and social change.

Recommended Books/ Reference Material

1. "Jinnah of Pakistan" by Stanley Wolpert
2. "The Sole Spokesman: Jinnah, the Muslim League, and the Demand for Pakistan" by Ayesha Jalal
3. "The struggle for Pakistan" by Ishtiaq Husain Qureshi
4. "Pakistan, the Formative Phase, 1857-1948" by Khalid B. Sayeed
5. "Pakistan Studies: A Book of Readings" by Sikandar Hayat
6. "Constitutional and Political History of Pakistan" by Hamid Khan
7. "Trek to Pakistan" by Ahmad Saeed and Kh. Mansur Sarwar
8. "Pakistan: A Modern History" by Ian Talbot
9. "Politics in Pakistan: The Nature and Direction of Change" by Khalid B. Sayeed
10. "Physical Geography of Pakistan" by Umar Jahangir
11. "A Geography of Pakistan: Environment, People, and Economy" by Fazle Karim Khan
12. "Pakistan's Foreign Policy: An Historical Analysis" by S. M. Burke

13. "Separatism in East Pakistan" by Rizwan Ullah Kokab
14. "Being Pakistani: Society, Culture and the Arts" by Raza Rumi
15. "Pakistan's Cultural Heritage: Socio-Economic and Technological Aspects" edited by Abdul Jabbar Khan
16. "Language and Politics in Pakistan" by Tariq Rahman
17. "Sociology" by Horton and Hunt
18. "Pakistan in the Twentieth Century: A Political History" by Lawrence Ziring
19. "Economic Development of Pakistan" by Ishrat Husain
20. "Issues in Pakistan's Economy" by S. Zaidi

15. List of interdisciplinary courses followed by BBA

Department	Sr. No	Course Code	Course Title	Pre-Requisite	Credit Hours
Computer Science/ IT	1	CS-206	Artificial Intelligence	Nil	3
		CS-206L	Artificial Intelligence (LAB)	Nil	1
	2	CS-414	Introduction to Data Science	Nil	2
		CS-414L	Introduction to Data Science (LAB)	Nil	1
Psychology	3	PSY-405	Positive Psychology	Nil	3
	4	PSY-409	Social Psychology	Nil	3
Media and Communication Studies	5	MCM-209	Introduction to Digital Media	Nil	3
	6	MCM-306L	Graphic Design (Lab)	Nil	3
	7	MCM-319	Online Journalism	Nil	2
		MCM-319L	Online Journalism (Lab)	Nil	1
Statistics	8	STA-101	Statistical Methods	Nil	3
	9	STA-109	Statistical Inference	Nil	3
English	10	ENG-214	Creative Writing	Nil	3
	11	ENG-206	Introduction to Gender Studies	Nil	3
	12	ENG-308	Introduction to Psycholinguistics	Nil	3
Fine Arts	13	BFA-318	Digital Art-I	Nil	3
	14	BFA-328	Digital Art-II	Nil	3
	15	BFA-124	History of Ancient Civilizations	Nil	3

16 Course Outlines Interdisciplinary Courses

16.1 CS/ IT department.

16.1.1 Artificial Intelligence

BS-Computer Science

Course Code: CS-206

Credit Hours: 03

Pre-requisite: Nil

Objectives

Artificial Intelligence (AI) is a constantly and actively growing and changing field. In this course, students will learn the basics of modern AI as well as some of the representative applications of AI. This course introduces students to the basic knowledge representation, problem solving, and learning methods of artificial intelligence. Upon completion, students should be able to develop intelligent systems by assembling solutions to concrete computational problems; understand the role of knowledge representation, problem solving, and learning in intelligent-system engineering; and appreciate the role of problem solving, vision, and language in understanding human intelligence from a computational perspective

Learning Outcomes

- Know various AI search algorithms (tree search, uninformed, informed, and heuristic), understand different types of AI agents, and know how to build simple knowledge-based systems.
- Ability to apply knowledge representation, reasoning, and machine learning techniques to real-world problems.

Course Outline

Unit 1. Introduction

What is AI, Major AI areas, Intelligent Agents: Agents and environments, Rationality? PEAS (Performance measure, Environment, Actuators, Sensors), Environment types, Agent Types, Problem solving through uninformed search: Breadth First Search, Depth First Search, Iterative DFS, Comparison of Search Algorithms.

Unit 2. Problem solving through informed search, Expert Systems

Problem solving through informed search: Heuristically Informed Methods, Hill Climbing, Beam Search, Best First Search, A*Procedure, Adversarial Search, Min-Max Procedure, Static Evaluation Function, Alpha Beta Pruning, Expert Systems: Knowledge Base Expert System Their Types and Application, Working of Expert Systems with its different components.

Unit 3. Neural Networks, Back Prop algorithms

Binary Expert Systems: Developing an Expert System, Identifying the problem, forward and Backward Chaining. Neural Network: Introduction to Artificial Neural Networks (ANN), ANN Applications, Topologies of ANN, Single Layer perception (SLP).

Unit 4. Genetic Algorithm, Fuzzy System, Classification

Genetic Algorithm: Introduction to Evolutionary Computing, Genetic Algorithm (GA), Genetic operators (Crossover and Mutation) and its applications. Fuzzy System: Fuzzy Set Theory, Fuzzy Inference, And Classification: Decision Tree, Bayes Classification

Unit 5. Machine Learning, Introduction to Computer Vision, Mining Frequent Patterns

Machine Learning: Introduction to Learning, Supervised Machine Learning: Unsupervised Learning, K-means Clustering Algorithm, and Introduction to Computer Vision (CV), Pattern Recognition, Mining Frequent Patterns, Association and Correlation.

Recommended books/reference material

1. Elaine, R., Kevin, K., & Shivashankar Nair, B. (2009). Artificial Intelligence 3rd edition.
2. Joshi, P. (2017). Artificial intelligence with python. Packt Publishing Ltd.
3. Le, D., Chung, K., Quach, S., & Thaichon, P. (2022). Introduction to artificial intelligence (AI). Artificial Intelligence for Marketing Management.
4. Luger, G. F. (2005). Artificial intelligence: structures and strategies for complex problem solving. Pearson education.
5. Mehrotra, D. (2019). Basics of artificial intelligence & machine learning. Notion Press.
6. Miller, B. N., Ranum, D. L., & Anderson, J. (2019). Python programming in context. Jones & Bartlett Learning.

Artificial Intelligence (Lab)

BS-Computer Science

Course Code: CS-206L

Credit Hours: 01

Pre-requisite: Nil

Objectives

Study the applications of AI and agent-based approach to AI and First-order predicate calculus, logical reasoning and problem-solving using Prolog language. To study and discuss various techniques and algorithms of AI used in general problem solving, optimization problems, constraint satisfaction problems, and game programming. Familiarize students with various sub-areas of AI, such as expert systems, natural language processing and machine learning.

Learning Outcomes

- Explain artificial intelligence, its characteristics and its application areas
- Formulate real-world problems as state space problems, optimization problems or constraint satisfaction problems.
- Select and apply appropriate algorithms and AI techniques to solve complex problems.
- Design and develop an expert system by using appropriate tools and techniques.

Course Outline

Unit 1. Problem Solving

Problem solving (2 jug puzzles, 3 jug puzzles, lion man puzzles, vacuum cleaner puzzle. Implementation of 2 jug puzzles, 3 jug puzzles, lion man puzzles, vacuum cleaner puzzle using DFS and BFS.

Unit 2. Cost Search Algorithm Implementation

Implementation of A* and Uniform cost search algorithms to solve problems. Implementation of different games using game search tree algorithms

Unit 3. Game Search Algorithm Implementation

Implementation of different games using game search tree algorithm Solution of 8 queen problem using genetic algorithm.

Unit 4. 8 queen problem and Prolog Language

Solution of 8 queen problem using genetic algorithm. Learning Prolog language for Logic Practice of Prolog and Lisp.

Unit 5. K Means Clustering Algorithm and Neural Networks

Implementation of K mean clustering algorithm. Implementation of single layer neural network.

Recommended books/reference material

1. Elaine, R., Kevin, K., & Shivashankar Nair, B. (2009). Artificial Intelligence 3rd edition.
2. Joshi, P. (2017). Artificial intelligence with python. Packt Publishing Ltd.
3. Le, D., Chung, K., Quach, S., & Thaichon, P. (2022). Introduction to artificial intelligence (AI). Artificial Intelligence for Marketing Management.
4. Luger, G. F. (2005). Artificial intelligence: structures and strategies for complex problem solving. Pearson education.
5. Mehrotra, D. (2019). Basics of artificial intelligence & machine learning. Notion Press.
6. Miller, B. N., Ranum, D. L., & Anderson, J. (2019). Python programming in context. Jones & Bartlett Learning.

16.1.2 Introduction to Data Science

BS-Computer Science

Course Code: CS-414

Credit Hours: 02

Pre-requisite: Artificial Intelligence

Objectives

The objective of Data Science is to generalize knowledge from data and integrate integrated skill set spanning mathematics, statistics, machine learning, databases and other branches of computer science along with a good understanding of the craft of problem formulation to engineer effective solutions. Similarly introduce students to this rapidly growing field and equip them with some of its basic principles and tools as well as its general mindset. Explain the significance of exploratory data analysis in data science. Identify common approaches used for Feature Generation as well as Feature Selection, and finally discuss the Ethical and Privacy issues. Programming language Python has been proposed for the practical work of this course.

Learning Outcomes

- Describe what Data Science is and the skill sets needed to be a data scientist.
- Apply EDA and the Data Science process in a case study.
- Comprehend the fundamental constructs of Python programming language.
- Apply basic machine learning algorithms to solve real world problems of moderate complexity.

Course Outline

Unit 1 Introduction to Data science

What is Data Science? Big Data and Data Science hype, Datafication, Current landscape of perspectives, Skill sets needed.

Unit 2. Statistical Inference

Populations and samples, Statistical modeling, probability distributions, fitting a model.

Unit 3. Intro to Python

Exploratory Data Analysis and the Data Science Process; Basic Machine Learning Algorithms: Linear Regression, k-Nearest Neighbors (k-NN), k-means, Naive Bayes; Feature Generation and Feature Selection.

Unit 4. Machine learning Algorithms

Dimensionality Reduction: Singular Value Decomposition, Principal Component Analysis; Mining Social-Network Graphs: Social networks as graphs, Clustering of graphs, Direct discovery of communities in graphs, Partitioning of graphs, Neighborhood properties in graphs

Unit 5. Data Visualization

Data Visualization: Basic principles, ideas and tools for data visualization; Data Science and Ethical Issues: Discussions on privacy, security, ethics, Next-generation data scientists.

Recommended books/reference material

1. Blum, A., Hopcroft, J., & Kannan, R. (2020). Foundations of data science. Cambridge University Press.
2. Efron, B., & Hastie, T. (2021). Computer age statistical inference, student edition: algorithms, evidence, and data science (Vol. 6). Cambridge University Press.
3. Grus, J. (2019). Data science from scratch: first principles with python. O'Reilly Media.

Introduction to Data Science (Lab)

BS-Computer Science

Course Code: CS-414L

Credit Hours: 01

Pre-requisite: Nil

Objectives

The objective of Data Science is to generalize knowledge from data and integrate integrated skill set spanning mathematics, statistics, machine learning, databases and other branches of computer science along with a good understanding of the craft of problem formulation to engineer effective solutions. Similarly introduce students to this rapidly growing field and equip them with some of its basic principles and tools as well as its general mindset. Explain the significance of exploratory data analysis in data science. Identify common approaches used for Feature Generation as well as Feature Selection, and finally discuss the Ethical and Privacy issues. Programming language Python has been proposed for the practical work of this course.

Learning Outcomes

- Learn in-demand skills from market and industry experts.
- Master a subject or tool with hands-on projects.
- Develop a deep understanding of key concepts.

Course Outline

Unit 1. Introduction to Data science

What is Data Science? Big Data and Data Science hype, Datafication, Current landscape of perspectives, Skill sets needed.

Unit 2. Statistical Inference

Tools for data science, Describe the Data Scientist's tool kit which includes: Libraries & Packages, Data sets, Machine learning models, and Big Data tools. Utilize languages commonly used by data scientists like Python, R, and SQL.

Unit 3. Intro to Python

Demonstrate working knowledge of tools such as Jupyter notebooks and RStudio and utilize their various features. Create and manage source code for data science using Git repositories and GitHub.

Unit 4. Machine learning Algorithms

Dimensionality Reduction: Singular Value Decomposition, Principal Component Analysis; Mining Social-Network Graphs: Social networks as graphs, Clustering of graphs, Direct discovery of communities in graphs, Partitioning of graphs, Neighborhood properties in graphs

Unit 5. Data Visualization

Data Visualization: Basic principles, ideas and tools for data visualization; Data Science and Ethical Issues: Discussions on privacy, security, ethics, Next-generation data scientists.

Recommended books/reference material

1. Blum, A., Hopcroft, J., & Kannan, R. (2020). Foundations of data science. Cambridge University Press.
2. Efron, B., & Hastie, T. (2021). Computer age statistical inference, student edition: algorithms, evidence, and data science (Vol. 6). Cambridge University Press.
3. Grus, J. (2019). Data science from scratch: first principles with python. O'Reilly Media.

16.2 Course Outlines Interdisciplinary Courses of Psychology

16.2.1 Positive Psychology

BS-Psychology

Course Code: PSY-405

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course offers students a comprehensive history and perspectives of Positive Psychology. Moreover, to gain a greater understanding of how Positive Psychology can develop and be promoted over one's lifetime. Positive Psychology focuses on how to live a meaningful and fulfilling life, cultivate what is best within people, and enhance people's experiences of love, work, and play. This course aims to orient students with the scientific study of the strengths that enable individuals and communities to thrive.

Learning Outcomes

- Student will be able to understand the value of personal experiences in the past, in the present and for the future contributing to personal satisfaction and happiness.
- Students will understand the importance of emotional and cognitive states as well as positive interpersonal behavior which could make one's life more meaningful. Bring positive changes in one's life by thinking and behaving positively at various levels and situations– schools, work, and communities.
- Students will identify and use positive emotions and strengths to spark personal growth.

Course Outline

- | | |
|----------------|---|
| Unit 1. | <u>Introduction to Positive Psychology</u>
An introduction. Applications and theoretical approaches. |
| Unit 2. | <u>Positive Emotional States and Processes</u>
Principles of pleasure: Understanding positive affect, positive emotions, happiness, and wellbeing. Making the most emotional experiences: Emotion-focused coping, emotional intelligence, and emotional storytelling. |
| Unit 3. | <u>Positive Cognitive States and Processes</u>
Self-efficacy, optimism and hope. Wisdom and courage. Mindfulness, flow and spirituality. |
| Unit 4. | <u>Positive Psychology Across Lifespan</u>
Positive psychology for children and adolescents: development, prevention, and promotion. Positive youth development perspective. Aging well: Challenges and opportunities. |
| Unit 5. | <u>Positive Environments</u> |

Positive schooling. Positive home environment. Positive work environment.

Recommended Books/Reference Material

1. Frisch, M. B. (2005). *Quality of life therapy: Applying a life satisfaction approach to positive psychology and cognitive therapy*. John Wiley & Sons.
2. Hefferon, K., & Boniwell, I. (2011). *Positive psychology: Theory, research and applications*. McGraw-Hill Education (UK).
3. Ivtzan, I., Lomas, T., Hefferon, K., & Worth, P. (2015). *Second wave positive psychology: Embracing the dark side of life*. Routledge.
4. Lopez, S. J. (Ed.). (2011). *The encyclopedia of positive psychology*. John Wiley & Sons.
5. Pasha-Zaidi, N. (2021). *Toward a positive psychology of Islam and Muslims*. Springer International Publishing.
6. Peterson, C. (2006). *A primer in positive psychology*. Oxford university press.
7. Snyder, C. R., & Lopez, S. J. (Eds.). (2001). *Handbook of positive psychology*. Oxford university press.
8. Snyder, C. R., Lopez, S. J., Edwards, L. M., & Marques, S. C. (Eds.). (2020). *The Oxford handbook of positive psychology*. Oxford university press.
9. Zelenski, J. (2020). *Positive psychology: The science of well-being*. India: SAGE Publications.

16.2.2 Social Psychology

BS-Psychology

Course Code: PSY-409

Credit Hours: 03

Pre-requisite: Nil

Objectives

The course will develop an insight in students into how people think, perceive and relate to others. This will help in developing an understanding of the concepts related to self and how self-functions in the social world. This will also enable students to think critically about social processes, influences, relations, and attitudes.

Learning Outcomes

- Student will be able to think critically about social processes, influences, relations and attitudes understand the application of Social Psychology concepts in the real world.
- Students will understand the application of Social Psychology concepts in the real-life settings.

Course Outline

Unit 1. Nature and Scope of Social Psychology

What is social psychology? Social psychology and allied disciplines. Brief history of social psychology. Current trends in social psychology

Unit 2. Self in a Social World

Concept of self in social psychology. Components of self: Why they are essential and its relationship to other personality constructs. Self-esteem, Self-presentation, Self-awareness, Self-efficacy, Self-conscious emotions, guilt, shame, and embarrassment.

Unit 3. Social Perception

Social cognition; person schemas, roles and scripts. Impression formation; Stereotypes. Attribution; Bias in attribution, Research in attribution.

Unit 4. Altruism and Aggression

Altruism: The motivation to help. Factors, rewards and costs of helping. Aggression: The motivation to harm. Frustration and aggression: Other views. Threatened self-esteem and aggression. Controlling and socializing for non-aggressive ways of conflict resolution.

Unit 5. Behavior and Attitudes

Attitude formation. Prejudice, stereotypes, and discrimination. Attitude change. Cognitive dissonance. Persuasive communication. Measurement of attitudes

Unit 6. Social Influence and Group Behavior

Nature of groups, group polarization. De-individuation, group cohesiveness, productivity and decision making. Conformity, obedience and deviance, cultural and social norms. Leadership: Effective leadership. Theories of leadership

Unit7. Social Psychology in Action

Social psychology entering: Health Psychology, Environmental Psychology, Legal Affairs. Organizational Psychology, Peace and conflict.

Recommended Books/Reference Material

1. Baumeister, R. F., & Bushman, B. J. (2020). *Social psychology and human nature*. Cengage Learning.
2. Burke, P. J. (2006). *Contemporary social psychological theories*. Stanford University Press.
3. Chadee, D. (Ed.). (2022). *Theories in social psychology*. John Wiley & Sons.
4. Crisp, R. J., & Turner, R. N. (2020). *Essential social psychology*. Sage.
5. Gergen, K. J., & Gergen, M. M. (2012). *Social psychology*. Springer Science & Business Media.
6. Hewstone, M., & Stroebe, W. (Eds.). (2021). *An introduction to social psychology*. John Wiley & Sons.
7. Hogg, M. A., & Vaughan, G. M. (2008). *Social psychology*. Pearson Education.
8. Potter, J., Stringer, P., & Wetherell, M. (2023). *Social texts and context: Literature and social psychology*. Taylor & Francis.

16.3 Course Outlines Interdisciplinary Courses of Media and Communication Studies:

16.3.1 Introduction to Digital Media

BS-Media and Communication Studies

Course Code: MCM-209

Credit Hours: 03

Pre-requisite: NIL

Objectives

This course aims equip students with a thorough understanding of social media's dynamic role in news dissemination and opinion shaping. Objectives include developing students' ability to craft tailored messages for specific audiences on relevant social media platforms. The course also focuses on exploring the evolution of social media platforms, ensuring students gain the skills to navigate and leverage these digital landscapes effectively for impactful communication.

Learning Outcomes

- To engage social media users with content that they are looking for and to produce that content as well.
- To execute actionable social media strategies for different organizations/businesses and brands.
- To develop the command over social media management and social media advertising tools.
- To do audience research through social media.

Course Outline

Unit 1. Foundations of Digital Journalism

Introduction to digital journalism. Working of digital newsrooms.

Unit 2. News and Feature Writing for Digital Newsroom

Content Management Systems of Digital Media: WordPress and Other Platforms. Digital Newsroom Tools: Understanding Web Analytics (Google Analytics, Chartbeat), Search Engine Optimization (SEO), and Engagement Strategies to enhance news reach on digital platforms.

Unit 3. Social Media Foundations and Usage for Journalism

Foundations and importance of social media platforms (Facebook, Twitter, LinkedIn, Instagram, Pinterest, YouTube, Google+, Snapchat). Using social media to find and spread news. Photo and video editing for digital journalism.

Unit 4. Blogs, Data Journalism, and Mobile Journalism (MoJo)

Blog writing and editing. Data journalism. Mobile journalism (MoJo)

Unit 5. Advanced Digital Journalism Skills

Understanding news website design and basic coding. Programming for digital and live shows.

Recommended Books/Reference Material

1. Bradshaw, P. (2020). HTML and CSS for Journalists: A Basic Guide. SAGE Publications.
2. Briggs, M. (2021). Journalism Next: A Practical Guide to Digital Reporting and Publishing. CQ Press.
3. Hermida, A. (2020). Tell Everyone: Why We Share and Why It Matters. Doubleday Canada.
4. Kovach, B., & Rosenstiel, T. (2020). The Elements of Journalism: What Newspeople Should Know and the Public Should Expect. Three Rivers Press.

16.3.2 Graphic Design (Lab)

BS-Media and Communication Studies

Course Code: MCM-306L

Credit Hours: 03

Pre-requisite: NIL

Objectives

This course focuses on the principles and elements of design with reference to Communication Design. The idea is to promote an understanding of fundamental design ideas through developing concepts for visual communication. It will enable students to draw and edit visuals. Students will be able to design pamphlets, brochure, banners, and billboard advertisements.

Learning Outcomes

- Learn basic tools of Photoshop.
- Design advertising tools.
- Learn the skill to improve photographs professionally

Course Outline

Unit 1. Photoshop Basics

Importance of Graphics, Why Editing is Compulsory, How Photoshop Works. Selecting Canvas Size, Resolution, Color Selection and Other Basic Settings. Name and Functions of Tools.

Unit 2. Basics of Drawing

LINE: Creating images using line format with the help of Pen Tool. SHAPE: Creating images with the help of different shapes.

Unit 3. Working with Selections

Selection Tools: Lasso Tool, Magnetic Lasso Tool, Polygonal Lasso Tool, Magic Wand Tool. Rectangular and Oval Selections: Quick Selection Tool, Feathering (Softening Edges). Selecting by Color.

Unit 4. Basics of Photo Correction

Understanding Images: Raster & Vector. Image Resolution. Exposure and Balance. Tonal Values and Photography. Image Adjustments Options.

Unit 5. Advanced Techniques in Adobe Photoshop

Working with the Adjustments Panel: Histogram, Levels Dialog Box, Curves Dialog Box. Straightening and Cropping. Using Automatic and Manual Adjustments: Contrast, Shadows & High Lights, Hue and Saturation. Replacing Colors: Dodge, Sponge & Burn Tools, Black and White Adjustment Feature. Working with Other Tools: Working with Layers, Working with Brushes. Masking / Designing Brochures, Pamphlets, Billboards, Stationary Items.

Assessment Criteria:

MIDTERM: 50 Marks (Practical 30 marks + Viva 20 marks)

FINALTERM: 50 Marks (Practical 30 marks + Viva 20 marks)

Recommended Books/Reference Material

1. Conrad, C., & Faulkner, A. (2020). Adobe Photoshop Classroom in a Book. Adobe Press.
2. Dabner, D., Stewart, S., & Zempol, E. (2021). Graphic Design School: The Principles and Practice of Graphic Design. Wiley.
3. Kelby, S. (2021). Photoshop for Photographers: The Adobe Photoshop Lightroom Book. New Riders.
4. Lupton, E. (2021). Thinking with Type: A Critical Guide for Designers, Writers, Editors, & Students. Princeton Architectural Press.
5. Tondreau, B. (2020). Layout Essentials: 100 Design Principles for Using Grids. Rockport Publishers.
6. Williams, R. (2020). The Non-Designer's Design Book: Fourth Edition. Peachpit Press.

16.3.3 Online Journalism

BS-Media and Communication Studies

Course Code: MCM-319

Credit Hours: 03

Pre-requisite: NIL

Objectives

This course will not only equip students about applying journalistic knowledge for web world but also make them able to design their website as well. The subject will cover exposure to the basics of online advertising i.e. SEO (search engine optimization) SMM (Social Media Marketing), SEM (Search Engine Marketing) as well.

Learning Outcomes

- To understand the basic concepts of online journalism.
- To understand Blogging and elements of websites.
- To understand the Concept of Social media marketing.

Course Outline

Unit 1. Foundations of Online Journalism

Introduction to Online Journalism. Understanding Online Journalism vs. Conventional Journalism. Interactivity and Feedback in Online Journalism. Models of Interactivity. ICT Society: Four Levels and its Role in the 21st Century.

Unit 2. Website Analysis and Writing for the Web

How to Analyze a website: 10 Steps to Analyze a Website, Dos and Don'ts for a Website. Writing Styles for a Website. Portal Writing.

Unit 3. Screen Studies and Blogging

An Introduction to Screen Studies. Teaser Study. Clicking vs. Scrolling Study. Eye Movement Study. Introduction to Blogging, Creation, Moderation, SEO of a Blog, SMM of a Blog.

Unit 4. Debates and Challenges in Online Journalism

Debates in Online Journalism. Cybercrime and its Implications. E-Alienation and Reprogramming of Brain. Digital Divide. Cybercrime Bill: Punishments and Intellectual Property Law Online.

Unit 5. Digital Marketing and SEO

Introduction to Social Media Marketing. Search Engine Marketing. SEO: Introduction to SEO, White Hat SEO, Black Hat SEO. Organic and Inorganic Advertising on social media.

Recommended Books/Reference Material

1. Baron, N. S., Lindell, A. K., & Schober, M. F. (Eds.). (2021). Screen Time: What an Electronic Media—From Baby Videos to Educational Software—Affects Your Young Child. Oxford University Press.
2. Blood, R. (2020). Weblogs: A History and Perspective. Digital Journalist's Handbook.
3. Godin, S. (2020). This Is Marketing: You Can't Be Seen Until You Learn to See. Penguin.
4. Smith, A. N., Fischer, E., & Yongjian, C. (Eds.). (2021). Consumer Engagement in a Social Media World: Culture, Commerce, and Media Convergence. Taylor & Francis.
5. Singer, J. B., Domingo, D., Heinonen, A., Hermida, A., Paulussen, S., Quandt, T., ... & Vujnovic, M. (Eds.). (2020). Digital Journalism Studies: The Key Concepts. Oxford University Press.

Online Journalism (Lab)

BS-Media and Communication Studies

Course Code: MCM-319L

Credit Hours: 01

Pre-requisite: NIL

Objectives

This is a Lab course, which provides students hands on training to practice journalism via online mediums i.e., Twitter, Facebook, YouTube and Google+. The subject will cover exposure to the basics of online advertising i.e. SEO (search engine

optimization) SMM (Social Media Marketing), SEM (Search Engine Marketing) as well.

Learning Outcomes

- Create their own blog/site.
- Develop online writing skill.
- Design online social media campaigns.

Course Outline

Unit 1. Blogging

Creation of Online Blogs. Create link of Blogs with SEO.

Unit 2. Microblogging

Practice of Microblogging. Linking Microblogging with SEO.

Unit 3. Online News Writing

Practice to write news for online platforms.

Unit 4. Using Social Networking Sites

Use of SNS for journalistic practices i.e., Facebook, Twitter, YouTube and Google +.

Unit 5. Cyber Security

Practice to protect online resources and ensuring cyber security.

Assessment Criteria:

MIDTERM: 50 Marks (Practical 30 marks + Viva 20 marks)

FINALTERM: 50 Marks (Practical 30 marks + Viva 20 marks)

Recommended Books/Reference Material

1. Baron, N. S., Lindell, A. K., & Schober, M. F. (Eds.). (2021). Screen Time: What an Electronic Media–From Baby Videos to Educational Software–Affects Your Young Child. Oxford University Press.
2. Blood, R. (2020). Weblogs: A History and Perspective. Digital Journalist's Handbook.
3. Godin, S. (2020). This Is Marketing: You Can't Be Seen Until You Learn to See. Penguin.
4. Smith, A. N., Fischer, E., & Yongjian, C. (Eds.). (2021). Consumer Engagement in a Social Media World: Culture, Commerce, and Media Convergence. Taylor & Francis.

5. Singer, J. B., Domingo, D., Heinonen, A., Hermida, A., Paulussen, S., Quandt, T., ... & Vujnovic, M. (Eds.). (2020). Digital Journalism Studies: The Key Concepts. Oxford University Press.

16.4 Course Outlines Interdisciplinary Statistics:

16.4.1 Statistical Methods

BS-Statistics

Course Code: STA-101

Credit Hours: 03

Pre-requisite: Nil

Objectives

The main purpose of the course is to provide sound base of statistical knowledge and concepts to the students who are not studying subject of Statistics as major. The contents of the course are designed to give knowledge and understanding of the key features which provides base to do statistical research. Furthermore, this course focuses on applications of all concepts using statistical software SPSS.

Learning Outcomes

- Students will understand the basic concepts of statistical methods and able to apply descriptive & inferential statistics on data using SPSS.
- Students will gain understanding about graphical presentation of data and able to draw conclusion from SPSS output.

Course Outline

Unit 1. Introduction to Statistics

Introduction to basic concept of statistics and its related definitions. Classification, tabulation & frequency distribution using SPSS. Diagrams and graph drawing on SPSS.

Unit 2. Measures of Central Tendency and Dispersion

Mean, median and mode and criterion of good average. Measure of dispersion, moment, skewness and kurtosis. Application of all these measures on SPSS.

Unit 3. Introduction to Probability, Regression and Correlation

Definition and concept of correlation & regression, calculation of correlation coefficient using SPSS. Measuring regression coefficients using SPSS, fitting of regression lines on SPSS. Introduction to probability, basic concepts and addition laws.

Unit 4. Estimation

Introduction to normal distribution. Point estimation, interval analysis using SPSS. Interval estimation for mean, difference between mean using SPSS.

Unit 5. Testing of Hypothesis and ANOVA

Introduction to testing of hypothesis, testing of hypothesis for population mean using t and z-test on SPSS. Testing of hypothesis for difference between population means on SPSS. Concept of p-values and analysis of SPSS output. Short description of analysis of variance technique using SPSS.

Recommended Books/Reference Material

1. Amork, N.M. (2013). *IBM SPSS Statistics 24 Core System User's Guide*. International Business Machine Corporation.
2. Chaudhry S.M. & Kamal. S. (2018). *Introduction to Statistical Theory Part 2*. Ilmi Kitab Khana Lahore, Pakistan,
3. Chaudhry S.M. & Kamal. S. (2018). *Introduction to Statistical Theory Part 1*. Ilmi Kitab Khana Lahore, Pakistan.
4. George, D. & Mallery, P. (2020). *IBM SPSS Statistics 23 Step by Step: A Simple Guide and Reference*. (14th ed.). Routledge Taylor & Francis Group.
5. Illowsky, B., Dean, S. & Openstax. (2022). *Introductory Statistics*. [Open Stax Textbooks](#).
6. Walpole, R. E. (2002). *Introduction to Statistics*, (7th ed.). Macmillan publishing company, New York.
7. Weiss, N. A. & Hassett, M. J. (1999). *Introductory Statistics*. Boston: Addison-Wesley.

16.4.2 Statistical Inference

BS-Statistics

Course Code: STA-109

Credit Hours: 03

Pre-requisite: Nil

Objectives

The aim of the course is that the students should understand the general principles that constitutes the foundation of theory of inferential statistics. The course outlines are designed to familiarize students with basic techniques of sampling and estimation, their properties and application. Furthermore, the students will learn the methods regression and correlation analysis and hypothesis testing for various parameters to draw inferences about them.

Learning Outcomes

- Students will gain understanding of the concepts and application of probability-based statistical inference and perform tests of hypothesis.
- Students will be capable to apply regression and correlation analysis on data and interpret its results.

- Student will gain knowledge about both theoretical and practical framework of sample surveys.

Course Outline

Unit 1. Sampling Distribution

Introduction of sampling techniques, sample design and sampling frame, bias, sampling and non-sampling errors. Sampling with and without replacement. Probability sampling and non-probability sampling.

Unit 2. Estimation and Testing of Hypothesis

Introduction to inferential statistics, point estimation and interval estimation. Interval estimation of mean, proportion, difference of mean of two population, difference of proportion of two population, variance of the population, ratio of variances of two population. Hypothesis testing of mean, proportion, difference of mean, difference of proportion, variance, ratio of variances.

Unit 3. Regression and Correlation Analysis

Linear regression, coefficient of determination, calculation of Standard error. Correlation analysis. Hypothesis testing of OLS estimates.

Unit 4. Chi square and Analysis of Variance (ANOVA)

Goodness-of-fit-tests. Test of independents. Contingency table 2x2 and higher orders. One way ANOVA. Two-way ANOVA.

Unit 5. Time Series Analysis

Basic definitions and terms. Moving Average. Seasonality. Measure of trend and seasonal variations. Time series analysis in forecasting

Recommended Books/Reference Material

1. Chaudhry S.M. & Kamal. S. (2018). *Introduction to Statistical Theory Part II*. Ilmi Kitab Khana Lahore, Pakistan.
2. Hogg, R., McKean, J. & Craig, A. (2021). *Introduction to Mathematical Statistics*, (8th ed.). Pearson, Boston.
3. Levin, R. I., Rubin, D. S., Siddique, M. H. & Rastogi, S. (2017). *Statistics for Management*, (8th ed). Pearson Education, India.
4. Martian, S. K. & Bowen, E. K (1983). *Statistics for Business and Economics*. McGraw Hill, New York.
5. Mood, A.M., Graybill, F.A. & Boes, D.C. (1974). *Introduction to the Theory of Statistics* (3rd ed.). McGraw Hill, New York.
6. Moore, D. S., McCabe, G.P. & Craig, B. A. (2021). *Introduction to the Practice of Statistics*, (10th ed.). WH Freeman, New York.

7. Walpole, R. E. (2002). *Introduction to Statistics*, (7th ed.). Macmillan publishing company, New York.
8. Wu, C. & Thompson, M.E. (2020). *Sampling Theory and Practice*. Springer International Publishing.

16.5 Course Outlines for Inter disciplinary courses (English)

16.5.1 Creative Writing

Arts and Humanities/Interdisciplinary

Course code: ENG-214

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course provides an opportunity for students to pursue advanced creative writing work. The purpose of this course is three-fold: 1) to engage students in the careful reading and critical analysis of imaginative/creative literature, thus deepening their understanding of the ways writers use language to provide both meaning and pleasure for their readers, 2) to enable students to create works of literature in various genres, including, but not limited to: short story/fiction, creative nonfiction, drama, and poetry, and 3) to prepare students with the reading, analytical, and writing skills necessary for success in this course.

Learning Outcomes

After completion of this course, students will be able to

- Develop the ability to express ideas, emotions, and narratives creatively through various forms of writing.
- Hone language skills, including vocabulary, syntax, and style, to craft compelling and evocative prose and poetry.
- Gain proficiency in multiple creative writing genres, including fiction, poetry, and creative nonfiction, fostering versatility as a writer.
- Learn to give and receive constructive feedback, fostering the ability to revise and improve one's own work.
- Cultivate a vivid imagination and the ability to think innovatively, generating original and imaginative ideas for creative writing projects.
- Understand and apply principles of narrative structure, character development, and plot dynamics to create engaging and well-structured stories.
- Develop editing skills to refine and polish written work, emphasizing attention to detail and precision in language.
- Explore and develop a distinctive writer's voice and experiment with different narrative perspectives to enhance storytelling techniques.
- Engage in collaborative exercises and discussions to foster a creative community, gaining insights from peers and expanding creative perspectives.

Course Outline

Unit 1. Narrative Writing

Focus on creative fiction. Characteristics of Good Writing. How to raise timeless voices and timeless themes? Use of narrative techniques, such as dialogue, pacing, description, reflection, and multiple plot lines. Unit culminates in students producing a ten-page original short story/novella.

Unit 2. Poetic Versification

Figurative language, imagery, sensory details, point of view, rhyme, meter. Symbols. Personification. Working with similes. The Magic of Metaphors. Expanding Metaphors. Generating Fresh Imagery.

Unit 3. Argumentative and Information writing

Focus on creative nonfiction. Humor. Using Structure to reflect theme. Descriptive writing and persuasive writing. Commercial news story.

Unit 4. Memoir and Autobiography

Reflective Writing, literature by doing. Students create a personal memoir of a unique and memorable event or time in their lives.

Unit 5. Literary Critique (Film/Novel review)

Word Choices. Precise language. Poetic forms Adventure story character, setting, plot, style and playwriting.

Recommended Books/Reference Material

1. Dawson, P. (2004). *Creative writing and the new humanities*. Routledge.
2. Demirbaş, İ., & Şahin, A. (2023). The effect of digital stories on primary school students' creative writing skills. *Education and Information Technologies*, 28(7), 7997-8025.
3. Earnshaw, S. (Ed.). (2014). *Handbook of creative writing*. Edinburgh University Press.
4. Harper, G. (2010). *On creative writing* (Vol. 4). Multilingual Matters.
5. Kaufman, S. B., & Kaufman, J. C. (Eds.). (2009). *The psychology of creative writing*. Cambridge University Press.
6. Maitlo, S. K., Soomro, A. R., & Lashari, A. A. (2023). The Impact of Picture Series Learning on the Creative Writing Skills of ESL Learners. *Global Digital & Print Media Review*, VI, 211-223.
7. May, S. (2007). *Doing creative writing*. Routledge.
8. Morley, D. (2007). *The Cambridge introduction to creative writing*. Cambridge University Press.
9. Syrewicz, C. C. (2023). The motivations that improve the creative writing process: what they might be and why we should study them. *New Writing*, 20(2), 178-200.

16.5.2 Introduction to Gender Studies

Social Sciences/Interdisciplinary

Course Code: ENG-206

Credit Hours: 03

Pre-requisite: Nil

Objectives

The course introduction to gender studies aims to provide students with a comprehensive understanding of key concepts related to gender. It introduces fundamental ideas, such as the social construction of gender, intersectionality, and the distinction between sex and gender. Emphasizing critical analysis, the course encourages students to examine societal structures and power dynamics that shape and are shaped by gender roles. By exploring historical and cultural contexts, students gain insights into the fluidity and diversity of gender experiences. The curriculum delves into feminist perspectives, promoting the evaluation and application of feminist theories to analyze various aspects of society. It underscores the intersectionality of gender with other social categories, fostering an appreciation for the interconnectedness of social identities. Additionally, the course explores global perspectives on gender, examines media representations, and addresses issues of gender-based violence and discrimination.

Learning Outcomes

After completion of the course, students will be able to

- Develop a solid grasp of key gender concepts, including the social construction of gender, intersectionality, and feminist perspectives.
- Hone the ability to critically analyze societal structures and power dynamics that influence and are influenced by gender.
- Gain insights into global perspectives on gender, fostering an understanding of cultural variations and international issues related to gender equality.
- Cultivate a commitment to social justice and advocacy, preparing students to address issues such as gender-based violence and discrimination.
- Recognize and appreciate the intersectionality of gender with other social categories, fostering a nuanced understanding of diverse social identities.
- To introduce students to a wide range of linguistic analyses of language used by and about women and men

Course Outline

Unit 1. Introduction

Relationship between language, gender and society, Introduction to the Historical Perspective, Introduction to the Relationship between Language Gender and Society.

Unit 2 Feminism and Feminist Linguistics

Influence of Feminism and Feminist Linguistics, Language and Gender, Sexism in Language, Word-order, Generics, Marking gender

Unit 3. Research Models and Approaches to Gender and Language

Research Models to the topic of Language and Gender. Social Construction of Gender Stereotypes. Linguistic Approaches to the topic of Language and Gender, i. Deficit Approach ii. Dominance Approach iii. Difference Approach. Gender and Representation.

Unit 4. Role of Media and Education in Gender Representation

Media and Gender representation, Role of Print and Electronic Media in the construction of Gender Roles, Gender and Language in Education, Gender and language in foreign language classroom.

Unit 5. Gender and Identity.

Colonial and Capitalistic Perspectives of Gender. Construction of gender identity at work place.

Recommended books/reference material

1. Fleischner, J. B. (2022). Mastering slavery: Memory, family, and identity in women's slave narratives. In *Mastering Slavery*. New York University Press.
2. Helgeson, V. S. (2020). *Psychology of gender*. Routledge.
3. Marchbank, J., & Letherby, G. (2014). Introduction to gender: Social science perspectives. Routledge.
4. Martinsson, L. (2020). When gender studies become a threatening religion. *European Journal of Women's Studies*, 27(3), 293-300.
5. Orr, C. M., & Braithwaite, A. (Eds.). (2012). *Rethinking women's and gender studies*. Routledge.
6. become, O. (Ed.). (2016). *African gender studies: A reader*. Springer.
7. Pilcher, J., & Whelehan, I. (2016). *Key concepts in gender studies*. Sage.
8. Richardson, D., & Robinson, V. (Eds.). (2020). *Introducing gender and women's studies*. Bloomsbury Publishing.
9. Rushton, A., Gray, L., Canty, J., & Blanchard, K. (2019). Beyond binary:(re) defining “gender” for 21st century disaster risk reduction research, policy, and practice. *International journal of environmental research and public health*, 16(20), 3984.
10. Sabbe, E., & Aelterman, A. (2007). Gender in teaching: A literature review. *Teachers and Teaching: theory and practice*, 13(5), 521-538.

16.5.3 Introduction to Psycholinguistics

Social Sciences/Interdisciplinary

Course Code: ENG-308

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course aims to develop an awareness and understanding of different variables that interact with and upon the teaching and learning of language. It aims to equip students with the theoretical background of learning and teaching. It also introduces students to contemporary theoretical issues in language learning and teaching.

Learning Outcomes

- Understanding of the relationship of language and mind.
- Understanding of different variables that interact with and upon the teaching and learning of language.
- Their skills in dealing the contemporary theoretical issues in language learning and teaching.

Course Outline

Unit 1. Introduction

Relationship of language and brain, the scope of Psycholinguistics, Relation and difference between Psycholinguistics and neurolinguistics; Psychology of learning, Language and the animal, Language and human mind, Theories of language (Behaviorism, Mentalism, Interactionism); Stages of Linguistic Development; Biological Bases of Language; Modularity of Brain, Aphasias (Broca's Aphasia, Wernicke's Aphasia, Conduction Aphasia), Memory Dominance/ Lateralization

Unit 2. Theoretical Approaches

Theories of Linguistic Abilities: Critical Period Hypothesis, Word-Association Theory, Word-Class Association Theory, Sentence Frame Theory, Transformational and Generative Grammar, Language Acquisition Theories: Behaviorism, Mentalism, Interactionism

Unit 3. First Language Acquisition

Acquisition Schedule, Acquisition Stages, Child-Directed Speech, Phonological Development, Grammatical Development, Lexical/Semantic Development, Pragmatic Development, Factors that Affect Linguistic Development; age, affective and personality factors, motivation, cognitive styles, learner strategies

Unit 4. Language Production

Conceptualization, Formulation, Articulation, Self-Monitoring

Unit 5. Language Perception

Auditory word recognition, Visual word recognition, Semantic priming

Recommended books/ Reference material

1. Fernández, E. M., & Cairns, H. S. (2010). *Fundamentals of psycholinguistics*. John Wiley & Sons.
2. Gass, S. M., Behney, J., & Plonsky, L. (2020). *Second language acquisition: An introductory course*. Routledge.
3. Khazratkulova, E. I. K. (2022). The Importance of Psycholinguistic Aspects in Teaching English. *Oriental renaissance: Innovative, educational, natural and social sciences*, 2(5-2), 194-197.
4. Mitchell, R., Myles, F., & Marsden, E. (2004). *Second language acquisition theories*. London: Hodder Arnold.
5. Oktoviandry, R., Arianto, M. A., & Arni, R. (2023). Developing Virtual Reality-Based Learning Media in Introduction to Psycholinguistics Class. *Journal of English Language Teaching*, 12(2), 361-371.
6. Steinberg, D. D., & Sciarini, N. V. (2013). *An introduction to psycholinguistics*. Routledge.
7. Tatlılıoglu, K., & Senchylo-Tatlılıoglu, N. (2020). A Theoretical Perspective on Psycholinguistics. *Psycholinguistics in a Modern World*, 15, 241-245.

16.6 Course Outlines for Inter disciplinary courses (Fine Arts)

16.6.1 Digital Art-I

BS-Fine Arts

Course Code: BFA-318

Credit Hours: 03

Pre-requisite: Nil

Objectives

Amongst the general objectives of this course are to introduce Adobe Photoshop, design software and provide a thorough grounding in tools and skills for students. Students will be able to produce impressive professional-standard images.

Learning Outcomes

This course teaches the essential knowledge needed to create and edit images in Photoshop. It will cover all of Photoshop's tools and features including

- Color correction.
- Working with layers.
- Compositing images.
- Preparing images for use on the electronic media.

Course Outline

Unit 1. Introduction To Adobe Photoshop

A: File types, B: The Photoshop environment, C: Tool options and presets. Exploring the Menu Bar. Introducing the Toolbox. Understanding the Options

Bar. Using Palettes. Opening and Navigating Images. Overview of the Selection Tools. Using the Marquee Tools. Exploring the Lasso Tools.

Unit 2. Basic Selection Techniques

Creating selections using the Magic Wand. Transforming a Selection- Sizing: transforming, skew, distort, perspective, warp. Copying Pasting and Moving a Selection. Using Pen Tool.

Unit 3. Working With Layers

Understanding Layers. Working with Layers. Applying Layer Styles. Fill and Adjustment Layers. What are Masks? Using Layer Masks. Merging and Flattening Layers. Understanding Color Modes. Color Theory. Specifying Color. Understanding Color Adjustment. Using the Adjustment Tools. Replacing Color. Introduction to the Drawing Tools. Creating Paths. Digital Manipulation.

Unit 4. Visual And Graphics

Logo Sketching

Unit 5. Typography

Type Formatting – Character and Paragraph. Exploring Type Effects. Introduction to the Painting Tools. Using the Painting Tools – brushes, creating brushes.

Recommended Books/Reference Material

1. Cetinic, E., & She, J. (2022). Understanding and creating art with AI: Review and outlook. *ACM Transactions on Multimedia Computing, Communications, and Applications (TOMM)*, 18(2), 1-22.
2. Kelby, S. (2023). *How Do I Do That in Photoshop?* Rocky Nook, Inc.
3. Pattinson. (2018). *A Beginners Guide for Adobe Photoshop, Adobe Illustrator, Adobe In-Design Basics*. Amazon Digital Services.
4. Paul, C. (2023). *Digital art*. Thames & Hudson.

16.6.2 Digital Art-II

BS-Fine Arts

Course Code: BFA-328

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course introduces the students to the skills and concepts that enable them to create documents for both print and interactivity. Using Adobe Illustrator, the students will apply their knowledge of color, type, layout, and design to create a portfolio project. While Illustrator permits several possible workflows, this course will focus on those that most readily translate into digital art and design.

Learning Outcomes

- The student will be able to demonstrate effective communication strategies graphically.
- The students will be able to show they work effectively in a team.
- The students will demonstrate knowledge of the principles, tools and processes related to visual and interactive media.
- Digital media students will be able demonstrate they think critically to solve technical and aesthetic challenges, in their work and the work of others.

Course Outline

Unit 1. Introduction To Adobe Illustrator

Understanding Vector Art. Customizing File Size. Exploring tools.

Unit 2. Digital Media

Exploring tools. Composing functional design using vector graphics.

Unit 3. Electronic And Print Media Designing

Design management. Designing a creative Advertisement

Unit 4. Visual And Graphics

Logo Sketching

Unit 5. Digital Marketing

Research. Communication art and media. Branding. Creating and marketing a brand from a scratch using aesthetics of design and art.

Recommended Books/Reference Material

1. Bakhromovna, K. Z. (2023). Innovative Process of Computer Graphics. *EUROPEAN JOURNAL OF INNOVATION IN NONFORMAL EDUCATION*, 3(4), 45-49.
2. Chaffey, D., & Smith, P. R. (2022). *Digital marketing excellence: planning, optimizing and integrating online marketing*. Taylor & Francis.
3. Pattinson. (2018). *A Beginners Guide for Adobe Photoshop, Adobe Illustrator, Adobe In-Design Basics*. Amazon Digital Services.
4. Paul, C. (2023). *Digital art*. Thames & Hudson.

16.3 History of Ancient Civilizations

BS-Fine Arts

Course Code: BFA-124

Credit Hours: 03

Pre-requisite: Nil

Objectives

Students will compare and analyse how the accomplishments made by ancient civilizations during their transition still affect our world today. They will also develop understanding about how geography played a role in the development of early civilizations.

Learning Outcomes

- Through understanding, students will be equipped to respect the diversity of contemporary society.
- Upon learning that the environment was a deciding element in the emergence of ancient complex societies, students will be able to realize and uphold a sense of communal, environmental responsibility.

Course Outline

Unit 1. Man, Aesthetic Culture & Civilization

History, Art, Evolution of man: from prehistoric to civilized stance: definition of history, evolution, and civilization. Aesthetic culture of man that differentiates him from all other living beings (Story of ornamentation and anthropology of art). Primitive & Prehistoric culture: Upper, Middle, and Lower eras. 1st civilized stance on the earthen globe (Indus Valley Civilization).

Unit 2. Civilizations (An Overview)

Mesopotamian & Egyptian (An overview of their art and architecture, defining general characteristics and important artifacts). Assignment: Egyptian themed pot painting.

Unit 3. Advanced Civilizations

Greek (Innovations in architecture, sculpture, and painting). Assignment: Geometric designs in 3D forms.

Unit 4. Advanced Civilizations Continued

Roman (Innovations in architecture, sculpture, and painting). Assignment: Mosaic work.

Unit 5. Sub-Continent

Buddhist Art (sculpture and painting; Sanchi, Bharut, Gandhara, and Ajanta. People and their cultural values. Assignment: Study of Signs and Symbols in Buddhist Art.

Recommended Books/Reference Material

1. Blattner. (2012). *World Civilizations and Cultures*, Mark Twain Media,
2. Brown. (2023). *Indian Architecture*. Palmer Press, United States.
3. Edwards. (2023). *Ancient Civilizations of History - Trivia Adventures*. United States.
4. Kleiner, S. (2016). *Gardner's Art Through the Ages, 15th Edition*. Thomson Wadsworth, United States

**17 List of Interdisciplinary / Allied Courses
(Offered by BBA Department to other departments)**

Sr. No.	Course Code	Course Title	Pre-Requisite	Credit Hours
1	MGT-101	Fundamental of Accounting	Nil	3
2	MGT-104	Introduction to Management	Nil	3
3	MGT-105	Introduction to Digital Marketing	Nil	3
4	MGT-107	Introduction to Finance	Nil	3
5	MGT-201	Introduction to Human Resource Management	Nil	3
6	MGT-312	Project Management	Nil	3
7	ECO-101	Introduction to Economics	Nil	3
8	MGT-401	Money and Banking	Nil	3
9	MGT-405	E-commerce	Nil	3
10	HRM-436	Leadership and Team Management	Nil	3
11	FIN-416	Islamic Banking	Nil	3

18 Course Outline of Interdisciplinary Courses

18.1 Fundamentals of Accounting

BBA-Business Administration

Course Code: MGT-101

Credit Hours: 03

Pre-requisite: Nil

Objectives

The primary aim of Financial Accounting is to provide students with an introduction to the process and function of financial reporting. Whilst a large proportion of the course is aimed at understanding accounting as a process, taking a preparer's perspective, we will also seek to develop an understanding of the importance of the role of accounting in today's society.

Learning Outcomes

By the end of this course, students will:

- Be able to understand accounting and financial reporting;
- Be able to comprehend complete accounting cycle
- Be able to Prepare financial issues and the role of Journal, Ledger and subsidiary books, Preparation of balance sheet, profit and loss account and cash flow statement.

Course Outline

Unit 1. Accounting: Information For Decision Making

Accounting Information: A Means to an End, Accounting Systems. Financial Accounting Information. Management Accounting Information. Integrity of Accounting Information. Careers in Accounting.

Unit 2. Basic Financial Statements

Introduction to Financial Statements. A Starting Point: Statement of Financial Position. Income Statement. Statement of Cash Flows, Relationships among Financial Statements. Financial Analysis and Decision Making. Forms of Business Organization. The Use of Financial Statements by External Parties.

Unit 3. The Accounting Cycle: Capturing Economic Events

The Accounting Cycle. The Ledger. The Use of Accounts, Debit and Credit Entries. The Journal, Recording Balance Sheet Transactions: An Illustration. Ledger Accounts after Posting. What Is Net Income? Dividends. Recording Income Statement Transactions: An Illustration. February's Ledger Balances. The Trial Balance

Unit 4. The Accounting Cycle: Accruals and Deferrals

The Need for Adjusting Entries. Types of Adjusting Entries. Adjusting Entries and Timing Differences. Characteristics of Adjusting Entries. Year-End at Overnight

Auto Service. Converting Assets to Expenses. The Concept of Depreciation. Converting Liabilities to Revenue. Accruing Unpaid Expenses. Accruing Uncollected Revenue. Accruing Income Taxes Expense: The Final Adjusting Entry

Unit 5. The Accounting Cycle: Reporting Financial Results

Preparing financial statements. Relationships among the financial statements
Drafting the notes that accompany financial statements.

Unit 6. Merchandising Activities

Merchandising Companies. The Operating Cycle of a Merchandising Company. Income Statement of a Merchandising Company. Accounting System Requirements for Merchandising Companies. Two Approaches Used in Accounting for Merchandise Inventories. Perpetual Inventory Systems. Periodic Inventory Systems. Comparison of Perpetual and Period Inventory Systems.

Recommended Books/ Reference Material

1. Bettner, M., Williams, J., Haka, S., & Carcello, J. (2023). Financial & Managerial Accounting. (Latest Edition)
2. Khan, (2021): Financial Accounting. Pakistan
3. Kimmel, P. D., Weygandt, J. J., & Kieso, D. E. (2020). *Financial accounting: tools for business decision-making*. John Wiley & Sons.
4. Narayanaswamy, R. (2022). *Financial accounting: a managerial perspective*. PHI Learning Pvt. Ltd.
5. Schroeder, R. G., Clark, M. W., & Cathey, J. M. (2022). *Financial accounting theory and analysis: text and cases*. John Wiley & Sons.

18.2 Introduction to Management

BBA-Business Administration

Course Code: MGT-104

Credit Hours: 03

Pre-requisite: Nil

Objectives

This is an introductory course about the management of organizations. It provides instructions on principles of management that have general applicability to all types of enterprises; basic management philosophy and decision making; principles involved in planning, organizing, leading, and controlling; and recent concepts in management. The principles learned in this course will allow the student to effectively work with and through others in an organization.

Learning Outcomes

By the end of this course, students will:

- Be able to enhance their expertise in managing organizations.
- Be able to understand the relevance of the management principles and theories, for local settings.
- Be able to comprehend knowledge on the reality regarding management.

Course Outline

Unit 1. Introduction to Management

Organization, The management Process.

Unit 2. The History and Evolution of Management

Organizational theories and different approaches to management.

Unit 3. The Organizational Culture and The Manager, Motivation Its Theories

The internal/external environment and the Manager. Current issues in Motivation

Unit 4. Foundations And Basic Elements of Planning

Process of planning and MBO. SWOT Analysis Effective strategic planning. Strategic management process

Unit 5. Organizational Structure, Team Work and Group Behaviour

Types of organizational structures. Case Decision-making. The process of Control
The Control Standards. Case of Controlling, Case of team and team work

Unit 6 Decision Making Process, Leadership and Its Characteristics

The manager's role as decision maker. Leadership styles and behaviours

Unit 7. Managing Change and Basics of Strategic Management

Define the importance of change management and explain where it fits in the four management functions. Explain the steps managers can take to implement planned change. Explain why people resist change. Apply attitude change strategies. HRM and staffing

Unit 8: Nature And Importance of Communication

Recognize the part communication plays in the 4 management functions • Assess basic communication skills.

Recommended Books/ Reference Material

1. Gupta, M. J., Chaturvedi, S., Prasad, R., & Ananthi, N. (2022). *Principles and practice of management*. (AGPH Books).
2. Jones, G. R., & George, J. M. (2019). *Essentials of contemporary management*. McGraw-hill.

3. Robbins, S. P., DeCenzo, D., Coutler, M., & Woods, M. (2022). *Management: the essentials*. University Of Tasmania.
4. Prasad, L. M. (2020). *Principles and practice of management*. Sultan Chand & Sons.
5. Singh, C., & Khatri, A. (2024). *Principles and Practices of Management and Organizational Behavior*. Taylor & Francis.

18.3 Introduction to Digital Marketing

BBA – Business Administration

Course Code: MGT-105

Credit Hours: 03

Pre-requisite:

Objectives

The aim of the this course is to provide students with the knowledge about business advantages of the digital marketing and its importance for marketing success; to develop a digital marketing plan; to make SWOT analysis; to define a target group; to get introduced to various digital channels, their advantages and ways of integration; how to integrate different digital media and create marketing content; how to optimize a Web site and SEO optimization; how to create Google AdWords campaigns; social media planning; to get basic knowledge of Google Analytics for measuring effects of digital marketing and getting insight of future trends that will affect the future development of the digital marketing. The application of the gained knowledge, skills and competences will help future managers in forming digital marketing plan in order to manage a digital marketing performance efficiently.

Learning Outcomes

- Develop and implement Internet marketing strategies.
- Critically appraise the application of the Internet in marketing.
- Apply the marketing concepts in an online environment.

Course Outline

Unit 1. Introduction of the digital marketing, Creating initial digital marketing plan

Digital vs. real marketing, Digital marketing channels, The Opportunity-Mega trends, Content management, SWOT analysis, Target group analysis

Unit 2. Strategic E-marketing and SEO Optimization

Writing the SEO content, E-business models, Consumers online characteristics

Unit 3. Site design basics

Four cornerstone approach, Personas and scenarios, how to write project briefs, Site design usability, Usability Best Practices, Domain name management.

Unit 4. Introduction to CRM

CRM platform, CRM models, CRM strategy

Unit 5. Introduction to Web analytics and marketing communications

Web analytics – levels, Introduction of Social Media Marketing, Social Media Marketing plan, Online advertising methods, online promotional tools.

Unit 6. Business opportunities and social media

Instagram options, Optimization of Instagram profiles, Integrating Instagram with a Web Site and other social networks, keeping up with posts, Linked-in options, creating campaigns on LinkedIn, analyzing visitation on LinkedIn, YouTube Advertising, YouTube Analytics, Facebook Ads, Creating Facebook Ads, Ads Visibility, E-mail marketing

Unit 7. Digital marketing impact on society

Its impact and way forward in the society.

Recommended Books/Reference Material

1. Chaffey, D., & Smith, P. R. (2022). *Digital marketing excellence: planning, optimizing and integrating online marketing*. Taylor & Francis.
2. Deiss, R., & Henneberry, R. (2020). *Digital marketing for dummies*. John Wiley & Sons.
3. Hall, S. (2023). *B2B digital marketing strategy: how to use new frameworks and models to achieve growth*. Kogan Page Publishers.
4. Kingsnorth, S. (2022). *Digital marketing strategy: an integrated approach to online marketing*. Kogan Page Publishers.
5. Zahay, D. (2020). *Digital marketing management: A handbook for the current (or future) CEO*. business expert press.

16.4 Introduction to Finance

BBA-Business Administration

Course Code: MGT-107

Credit Hours: 03

Pre-requisite: Nil

Objectives

Introduction to Finance course aims at imparting knowledge about the very basic concepts and tools of Business Finance. It emphasizes the importance of Business Finance skills to individuals and enterprises. It deals with the finance function in an organization, the role of the finance manager and the financial environment in which the firm operates. The financial environment covers the understanding of financial and capital markets along with the broad orientation of macro-economic factors affecting the business.

Learning Outcomes

After studying this course, the student will:

- Be able to understand basics of finance theory and its applications to corporate financial decisions.
- Be able to do analyse financial statements.
- Be able to comprehend about tools and techniques of time value of money for investing decisions.

Course Outline

Unit 1. An Overview of Finance

Finance a quick look. Business finance and financial manager. Forms of business organization. Goals of business finance. Agency problem.

Unit 2. Understanding Financial Statements and Cash Flows

The balance sheets. The income statements. Taxes. Cash flow.

Unit 3. Analyzing The Financial Statements

Standardized financial statements. Ratio analysis. The Du-Pont identity. Internal and sustainable growth. Using financial statement information.

Unit 4. Time Value of Money

The role and perspectives of the TVM concept. Future values / Present values. The relationship between future and present values. Annuities. Present values of cash flows under high compounding frequency. Future values of cash flows under high compounding frequency.

Unit 5. Bond and Their Valuation, Risk and Return

Definition, types and features of bonds. Valuation of bonds (the basic process). Basic relationships in bond valuation. Bondholder's expected rate of return. Risks associated with bond returns. Expected returns and risk defined. Calculating expected return. Calculating risk (Variance and Standard deviation). Portfolio expected returns. Portfolio variance and standard deviation. Systematic and unsystematic risk. Diversification and portfolio risk

Unit 6. Stocks and Their Valuation

Shares and their basic features. Benefits from a share investment. Price of ordinary shares. Behaviour of expected dividend growth and share price. Price of shares based on earnings. Expected rate of return. Preferred shares and their characteristics. Price of preferred shared and the expected rate of return. Valuing the entire business

Unit 7. Introduction to Islamic Finance.

Mudarba, Musharqa, Murabah, Ijara. Comparison with the conventional financial system

Recommended Books/ Reference Material

1. Brigham, E. F., & Houston, J. F. (2021). Fundamentals of Financial Management. Cengage Learning. (Latest edition)
2. Gitman, L. J., & Madura, J. (2022). Introduction to Finance. Addison Wesley. Ross, Westerfield, Jordan: Corporate Finance Essentials. (Latest edition)
3. Harvey, C. R., Ramachandran, A., & Santoro, J. (2021). *DeFi and the Future of Finance*. John Wiley & Sons.
4. Moffett, Michael H., Arthur I. Stonehill, and David K. Eiteman (2021). *Fundamentals of multinational finance*. Pearson
5. Palepu, K. G., Healy, P. M., Wright, S., Bradbury, M., & Coulton, J. (2023). *Business analysis and valuation: Using financial statements*. Cengage AU.

18.5 Introduction to Human Resource Management

BBA-Business Administration

Course Code: MGT-201

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. The course is designed to help the students understand if western human resource management theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of managing human resource.

Learning Outcomes

After studying this course, the student will:

- Be able to understand the relevance of the HRM theories and practices, developed in Western settings, in indigenous cultures.
- Be able to conduct internal research on HR-related problems at work, and communicate results effectively to colleagues and peers.
- Be able to comprehend the difference between HRM theories, their relevance and application from indigenous context.

Course Outline

Unit 1. Introduction (Meeting Present Human Resource Requirements)

HRM and its importance. Theories and Models of HRM.

Unit 2. Emerging Human Resource Management Challenges.

Trends in HRM. Global vs local HRM practices

Unit 3. HRM From Islamic and Indigenous Perspective

Basic Islamic philosophy of managing human resource

Unit 4. Conducting Job Analysis

HR Planning. Job Description. Job Specification. Job Design, Job Specification, Job Enrichment, Job implication, Job rotation. Job Enlargement, Job Evaluation.

Unit 5. Staffing

Recruiting and selecting employees. Recruitment techniques. Sources of recruitment. Selection tests and Interviewing techniques

Unit 6. Employee Development, Training and Development Developing Careers, Employee Relations

Training the employees. Purpose of training. Types of training. Training process. Technique of training. Key Components of Learning & Training. ADDIE Plan. Development- Motivation

Unit 7. Performance Management and Compensation Management

Performance appraisals. Performance management. Career growth Total rewards and compensation - Incentive plans and executive compensation - Employee benefits. Succession Planning- Identifying and measuring employee performance criteria / KPIs- Performance Evaluation (360-degree evaluation / Balanced Scorecards). Managing compensation. Types of compensation. Pay for Performance. Designing and administering benefits. Types of benefits

Unit 8. Corporate Culture / Ethics/ Change Management

Creating efficient and ethical corporate cultures - Impact of culture - Defining and evaluating organizational culture - Learning organizations. The role of leadership / strategic leadership - How to deal with constant rapid change - The implementation cycle - Sense of urgency - Organizational development, Human Resource Development, Career Development, Training and development

Recommended Books/ Reference Material

1. Armstrong, M., & Taylor, S. (2023). *Armstrong's Handbook of Human Resource Management Practice: A Guide to the Theory and Practice of People Management*. Kogan Page Publishers
2. Gary, D. (2020). *Human resource management*. Pearson Education India
3. Nankervis, A., Baird, M., Coffey, J., & Shields, J. (2022). *Human Resource Management 11e*. Cengage AU.
4. Sharma, F. C. (2023). *Human resource management*. SBPD Publications.
5. Stone, R. J., Cox, A., Gavin, M., & Carpini, J. (2023). *Human resource management*. John Wiley & Sons.

16.6 Project Management:

BBA Business Administration

Course Code: MGT-312

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course will broaden the skills to implement and manage projects effectively. This will also help you to better appreciate the importance of good project management. After doing this course you will gain basic knowledge of the nature and importance of projects in the international as well as local arena; working knowledge of the disciplines and knowledge areas involved in project management; practical knowledge and skill to apply project management techniques required in the identification, planning, management and execution of projects; awareness of best practices in respect of project management and how to apply project management concepts by working on a group.

Learning Outcomes

After studying this course, the student will:

- Understand the project lifecycle to effectively organize projects.
- Apply project life cycle to Improve organizational productivity.
- Comprehend Estimate project costs, time and schedules for better quality and realistic approach.

Course Outline

Unit 1. Introduction To Project Management

Concept, definition and nature of projects. Concepts of project management

Unit 2. Project Management Methodologies and Organizational Structure

PESTEL, OPAs, Project Management, Methodologies, Project life cycle. The project manager

Unit 3. Project Conception And Project Feasibility

Project selection. Project proposal

Unit 4. Project Planning and Scheduling

Project Charter, SWOT analysis, Work break down structure, RACI Matrix, Schedules and charts. Total project planning. Project scope and planning. Project scope management. Network Scheduling Techniques. CPM, PER, GERT. Lead time and Lag time

Unit 5. Project Cost and Risk Management

Cost Project, Life cycle costing, Types of estimates. Project risk, Qualitative and quantitative risk analysis Risk Assessment,

Unit 6. Project Quality Management, procurement and stakeholder management

Customer focused project management. Quality improvement tools. Project effectiveness through enhanced productivity Pricing and Estimation. Quality in Project Management. Total quality Management Cost of quality (Conformance and Non-conformance). Quality audits. Procurement Management. Defining Procurement and its Objectives, Strategy and Phases Resource Management Plan. Estimate Activity Resources. Bid document, Procurement Statement of work. Make-or -buy decisions. Project Stakeholder management. **power/influence grid**, Salience Model-Stakeholder Evaluation Matrix-Stakeholder Strategy Matrix

Unit 7. Project Communication and Ethics:

Definition of Communication and Conflict-Causes and Types of Conflict-Conflict Resolution Modes-Ethics Obligation Matrix-Tools and Techniques of Communication Technology, Methods and Models-Interpersonal and Team Skills- Project Management Information System (PMIS)- Ethics and Culture in Project Management. Contract Management

Unit 8. Project Implementation Stage, Project Report and Closure, Current Era

Analyse scope and implementation, Performance Reporting, Project Reporting Check list, The Project dashboard, Project Closure, Project Closure Plan and Checklist, The Project Closure report, Post Mortem View, Hybrid project-Data-driven project management.

Recommended Books/ Reference Material.

1. Horine, G. M., & Haque, A. E. (2023). *Project Management Professional (PMP)® Cert Guide*. Pearson IT Certification.
2. Kerzner, H. (2022). *Project management metrics, KPIs, and dashboards: a guide to measuring and monitoring project performance*. John Wiley & Sons.
3. Kuster, J., Bachmann, C., Hubmann, M., Lippmann, R., & Schneider, P. (2023). *Project Management Handbook: Agile-Traditional-Hybrid* (Vol. 2). Springer.
4. Lock, D. (2020). *Project management*. Routledge.
5. Stackpole, C. S. (2022). *A user's manual to the PMBOK guide*.

16.7 Introduction to Economics

BBA-Business Administration

Course Code: ECO-101

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course is designed to give an understanding of economic laws and their application. The course addresses behaviour of individuals, firms in the economy and major macroeconomic issues in different markets environment, and making students aware of the day to day changing market conditions. They will learn how to use different economic instruments to apply in their practical field works

Learning Outcomes

After studying this course, the student will be able to understand, comprehend and analyse:

- The Economic problem of allocation and distribution of resources.
- The factors that determine demand and supply
- The concept of elasticity of demand and supply

Course Outline

Unit 1. Basic Economic Concepts

Economics: Basic Themes and Nature. Micro versus Macro Economics. Positive versus Normative economics. Economic problem of resource allocation. Economics relevance to business organizations. Nature, scope and importance of Economics, Scarcity and choice. Opportunity cost, Factors of production, Production possibility frontier.

Unit 2. Demand and Supply Analysis

The demand functions. Changes in demand. The supply functions. Changes in supply. _Equilibrium of Supply & Demand. Elasticity of demand/supply and its measurement.

Unit 3. Elasticity

Concept of elasticity, Price elasticity of demand, Income elasticity of demand, Cross Elasticity of Demand, Price elasticity of supply, Applications of elasticity. Shifts in demand and supply curves

Unit 4. Theories- Utility theory, theory of firm

Consumer behavior, Preferences, Utility function, Law of increasing and decreasing marginal utility, Law of equi-marginal utility.

Unit 5. Production Analysis

Basic production concepts. Total, Average and Marginal Product. Returns to scale. Short-run and long-run production. Least-cost factor combination. Producer equilibrium.

Unit 6. Cost and Revenue Analysis

Various cost concepts. The cost of production: Short-run cost, long-run cost. Revenue and revenue curves: Total, average and marginal revenues. Profit-Maximization

Unit 7. Market Structures and Pricing

Market and its forms. Price and out-put under perfect competition. Price and out-put under monopoly, duopoly, oligopoly and monopolistic competition.

Unit 8. Resource Allocation

Role of the government in market efficiency. The theory of Marginal Productivity. Market demand for resources.

Recommended Books/ Reference Material

1. Besanko, D., & Braeutigam, R. (2020). *Microeconomics*. John Wiley & Sons.
2. Browning, E. K., & Zupan, M. A. (2022). *Microeconomics: Theory and applications*. John Wiley & Sons.
3. Gans, J., King, S., Byford, M., & Mankiw, G. (2023). *Principles of Microeconomics 9e*. Cengage AU.
4. Mankiw, N. G., Kneebone, R. D., & McKenzie, K. J. (2020). *Principles of microeconomics*. Nelson Education Ltd.
5. Nicholson, W., & Snyder, C. M. (2021). *Intermediate microeconomics and its application*. Cengage Learning

16.8 Money and Banking

BBA-Business Administration

Course Code: MGT-401

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course aims to provide a basic understanding of money and banking principles and practices. Knowledge of money and banking will enable students to understand economic decision-making and think strategically about the best policies for the economy. This course covers the definition, function, and theory of money: classical, Keynesian, and contemporary views, central and commercial banking, and the study of monetary policy. The course also covers the principles of international finance and financial institutions. The course also introduces the concepts of block-chain, bit coin, crypto-currencies, smart contracts, and the future of money.

Learning Outcomes

After studying this course, the student will:

- To understand the impact of factors associated with changing money value and its impact on economy.
- Be able to analyse the functions of banks and their role in bringing equilibrium to economies with respect to changing money value
- Be able to comprehend the money and banking theories and functions.

Course Outline

Unit 1. Introduction to Money

Origin and Growth of Money. The concept of money. Types of money. Principles and methods of note issue. Functions of money. Characteristics of good money

Unit 2. Value Of Money

Quantity theory of money. Cash balance theory of money. Liquidity Preference theory

Unit 3. Changes In Value of Money

The concept of inflation. Kinds of inflation. Causes of inflation. Inflation in developed countries. Theories of inflation. Deflation. Effects of inflation and deflation. Stagflation. Reflation. Disinflation, Inflationary and deflationary gaps

Unit 4. Measurements In Changes in Value of Money

Index number. Devaluation. **Foreign Exchange**. Introduction. Foreign **exchange** market. Exchange **rate** system. Exchange **control**

Unit 5. Introduction To Money and Capital Market

Money market. Capital market. International Monetary systems. International monetary fund IMF. World bank WB. Asian Development Bank ADB Islamic Development Bank IDB. World Trade Organizations WTO

Unit 6. Introduction To Banking

Definition and evolution of banking. Types and scope of banking. Commercial Bank. Role in economic development

Unit 7. Negotiable Instruments

Promissory note, Bill of exchange, Cheque, Endorsement, Bank draft

Unit 8. E-Banking

Introduction, Benefits, E-Banking, Central Bank, Models, Monetary policy, State bank of Pakistan establishment and functions, National institutional

facilitation technology NIFT, Banking in Pakistan, Role of banks in economic development of Pakistan, Phases in banking sector, Zarai Taraqati bank, Islamic Banking, Pakistan and Islamic banking, Blockchain, Bitcoins, Cryptocurrency, Smart contracts, Future of money

Recommended Books/ Reference Material

1. Anderson, B. M. (2023). *The value of money*. Good Press.
2. Carson, B. B., & Wright, R. E. (2023). *Explaining Money & Banking*. Business Expert Press.
3. Choudhry, M. (2022). *The principles of banking*. John Wiley & Sons.
4. Lane, F. C., & Mueller, R. C. (2020). *Money and Banking in Medieval and Renaissance Venice: Volume I: Coins and Moneys of Account*. JHU Press.
5. Law, J. (2023). *Money and trade considered*. BEYOND BOOKS HUB.
6. Matthews, K., Thompson, J., & Zhang, T. (2023). *Economics Of Banking, The*. World Scientific.

16.9 E-commerce

BBA-Business Administration

Course Code: MGT-405

Credit Hours: 03

Pre-requisite: Nil

Objectives

This course covers everything required to know about starting an e-commerce store in Pakistan and run it smoothly. The participants will learn in depth about effective business strategies for e-commerce. The instructor will take the participants step-by-step through all the aspects of starting their own e-commerce business. First, the participants will learn how to choose winning products and how to import them or source them from local manufacturers. Afterwards, they will learn how to set up their online e-commerce store and optimize the customer buying experience. Participants will then setup their brands on social media and learn how to run targeted ads. At the end, the course will cover logistics and payment gateways which are required to sell products in Pakistan and internationally. After learning about e-commerce, three e-commerce founders will join the class to share their learnings with the students. The students will have the opportunity to learn more about specific industries and ask questions from the experts.

Learning Outcomes

After studying this course, the student will be able:

- To understand the nature of e-Commerce
- To analyse the critical success factors in implementing an e-commerce system;
- To know how to plan and how to manage e-commerce solutions

Course Outline

Unit 1 Ecommerce Fundamentals

What is E-commerce? Online intermediates. Location of trading in the E-commerce marketplace. Marketplace channel structure. Types of online intermediates. What is e-auction? Types of e-auctions. Business model for e-commerce

Unit 2 Business Models and Ecommerce

Electronic Tailing/ E-tailing. Primary e-tailing business model. Channel Conflict and Personalization in e-tailing. Online Stock Trading Service. Online demand delivery

Unit 3 E-Commerce Strategy

What is strategy. What is e-commerce strategy. Forms of organization structure. E-channel strategies. A Generic Strategy Process Model. Strategic Analysis. Strategic Objectives. Strategic definition. Strategic Implementation

Unit 4 E-Supply Chain

Definition of SCM. Types of SCM. Members of SCM. Electronic consumer relationship (ECR). Model of SCM. E-procurement. E-invoicing. What is logistics, Push and pull supply chain model. Deise et al. (2000) adapted a new model. Benefits of SCM. Responsibilities of SCM Manager. E-collaborative tools workflow software and groupware

Unit 5 E-Procurement

What is e-procurement. Drivers of e-procurement. Risks and impacts of procurement. Implementing e-procurement. Future of e-procurement

Unit 6 E-Marketing

What is E-marketing. E-marketing planning. Situation analysis. Demand analysis. Competitor analysis. Intermediary analysis. SOSTAC. Objective setting. SMART e-marketing objectives. Online branding

Unit 7 Principles of E-Marketing

Understand customer value perceptions when setting prices. Understand the importance of Awareness about pricing. Advantages. Types of marketing. Strategic Advantages. Old 4Ps Paradigm. New 4Ps Paradigm. Developing a Marketing Strategy. Marketing Research and Information Systems. The Marketing Environment. The Marketing Mix and strategies. Promotion Mix

Unit 8. E-Advertising and Online Consumer Behavior, Mobile Commerce and Pervasive Computing

Types of e-advertising. Types of e-advertising on the basis of Cost. Affiliate marketing. What is consumer? What is behavior? Comprehend the role that

promotion plays in creating an image of the product as well as the company in mind of the consumer. Identify promotional tools. Awareness about promotion. Definition of consumer behavior. Definition of online consumer behavior. Types of market. Consumer buying behavior. Consumer behavior model. Influences on consumer behavior. Aspects of information search Types of perception. Maslow's Hierarchy of Needs. Types of online shoppers. Online purchase decision aids. Generic Purchasing-Decision Model. Online Buyer Decision Support Model. Online versus traditional consumer. Consumer buying decision process. Model of consumer buying process. Mobile commerce and its relationship to e-commerce. Mobile computing environment that supports m-commerce. Value-added attributes and fundamental drivers of commerce. Application of m-commerce within organizations. B2B and supply chain management applications of commerce. Technologies and potential application of location-based commerce. Major inhibitors and barriers of commerce

Recommended Books/ Reference Material

1. Bîrjoveanu, C. V., & Bîrjoveanu, M. (2022). *Secure Multi-Party E-Commerce Protocols*. Springer.
2. Cao, J. (2023). *E-Commerce Big Data Mining and Analytics*. Springer Nature.
3. Gao, H., Kim, J. Y., Hussain, W., Iqbal, M., & Duan, Y. (2022). *Intelligent processing practices and tools for E-commerce data, information, and knowledge*. Springer.
4. Joseph, P. T. (2023). *E-commerce: An Indian perspective*. PHI Learning Pvt. Ltd.
5. Qin, Z., Shuai, Q., Wang, G., Zhang, P., Cao, M., & Chen, M. (2022). *E-Commerce: Concepts, Principles, and Application*. Springer.

16.10 Leadership and Team Management

BBA-Business Administration

Course Code: HRM-436

Credit Hours: 03

Pre-requisite: Nil

Objectives

Good leaders have always been expected to be able to solve new problems, capitalize on new opportunities and navigate through the ever-changing landscape of business. Leadership is a complex process by which the leader influences others to perform and achieve. The leadership attributes – belief, values, ethics, character, knowledge, and skills – are all traits, which can be learned. This course provides the basis for understanding what leadership is and what leaders do to be successful.

Learning Outcomes

After studying this course, the student will be able to understand:

- To apply and influence with passion and empower others to act
- To comprehend the performance of your team by setting objectives, expectations and goals
- To deal with Management of Change as a leader in dynamic organizations

Course Outline

Unit 1. Leadership – Role, skills and styles

Introduction. Definition and the leadership Grid. Leadership theories, styles and Models Collaborative leadership. Transitional leadership. Visionary leadership. Situational leadership

Unit 2. Leadership, Communication, cross-cultural leadership and Conflict

Basics of effective Communication. Barriers to communications. Verbal & non-verbal communication. The art of listening. Conducting effective meetings

Unit 3. Leadership, Personality and Problem-Solving

Problem solving steps. Identifying the problem. Techniques for developing alternatives. Getting consensus. The leader as a problem solver

Unit 4. Leadership And Management

Authority vs. Responsibility. Delegation and Acceptance. Roles and relationships. The manager as a leader. Being a leader: Bridging the gap

Unit 5. Leadership And Coaching

The coaching cycle. Pre-requisites for coaching & mentoring. Coaching for performance. The Leader's role in coaching. Managing people issues

Unit 6. Leadership team building and team leader

Team building process. Essential building blocks for teams. The POPCI (purpose, organization, process, culture & influence). fundamentals for effective teams. Dealing with internal and external politics. The Team Leader as a facilitator, mediator & negotiator. Leadership life cycle. Continuum of leadership. Leadership for virtual teams. Developing high performance teams. Checklist – team maturity & leader behavior. Types of teams. High performing teams

Unit 7. Leadership motivation and ethics

Principles of motivation. Motivation theories and their application. Motivation through goal setting. Guidelines for setting SMART goals. Self-actualization in the team. Character and integrity. Ethics and Values. Building excellence. Emotional intelligence. Influencing team/organizational culture

Unit 8. Leadership management of change and decision-making

The need for change, Psychology of resistance to change. Implementing the change model. Developing the change management plan. Communicating for change. Common Pitfalls in Decision-making. Thinking and Decision-making processes. Decision-making matrix – Focus & Impact. The 3D Model – Debate, Discussion & Dialogue

Recommended Books/ Reference Material

1. Belbin, R. M., & Brown, V. (2022). *Team roles at work*. Routledge.
2. Bolden, R., Hawkins, B., & Gosling, J. (2023). *Exploring Leadership 2e*. Oxford University Press.
3. Brent, M., & Dent, F. E. (2017). *The leadership of teams: How to develop and inspire high-performance teamwork*. Bloomsbury Publishing
4. Cardona, P., & Rey, C. (2022). *Management by Missions: Connecting People to Strategy through Purpose* (p. 156). Springer Nature.
5. Hawkins, P. (2021). *Leadership team coaching: Developing collective transformational leadership*. Kogan Page Publishers.
6. Kouzes, J. M., & Posner, B. Z. (2023). *The leadership challenge workbook*. John Wiley & Sons.
7. Lee, M. R. (2021). *Leading virtual project teams: Adapting leadership theories and communications techniques to 21st century organizations*. CRC press.
8. Yukl, G. (2013). *Leadership in Organizations, 9/e*. Pearson Education India

16.11 Islamic Banking

BBA-Business Administration

Course Code: FIN-416

Credit Hours: 03

Pre-requisite:

Objectives

This course is focusing on the basis of Islamic Finance and Islamic Financial Instruments and covers both their theoretical as well as practical domains. In this course, students are trained to deal with some major contracts. They are given an overview of all participatory modes of financing, sale-based modes of financing, Lease based modes of financing, debt creating modes and sub-contracts. Students then learn the design, operational mechanism, management, documentation, contracts, Shariah rulings and issues related to some major contracts, including Murabahah, Musharakah, Diminishing Musharakah, Mudarabah and Ijarah. A resort is also made to the work of classical as well as contemporary jurists for the better and critical understanding of Islamic finance. Moreover; the views of proponent as well as of opponent of Islamic finance are discussed critically.

Learning Outcomes

- Identify a range of commonly used Islamic financial products and services
- Acquire a sound in-depth understanding of the principles of Islamic banking and finance

Course Outline

Unit 1. An Introduction to Islamic Economic System

Factor of production in Islam. The objectives of the distribution of wealth in Islam. Capitalist Vs Islamic economy. Asset Backed Financing. Capital and Entrepreneur. Present practices of Islamic Banks

Unit 2. Musharakah

Basic Rules of Musharakah. Distribution of profit. Ratio of profit. Sharing of Loss. The nature of capital. Management of Musharakah. Termination of Musharakah. Termination without closing business. Objections on Musaharakah Financing. House Financing Using Musahrak

Unit 3. The Concept of Mudarabah

Business of Mudarabah. Distribution of Profit. Termination of Mudarabah. Combination of Musaharakah and Mudarabah. Musharakah & Mudarabah mood of Financing. Project Financing

Unit 4. The Concept of Ijarah

The concept of Ijarah. Basic rules of Leasing. Determination of rental. Lease as mood of financing. The commencement of lease. Termination of Lease. Insurance of Lease. The residual value of leases asset. Securitization of Ijarah

Unit 5. The concept of Salam

Meaning of Salam. Condition of Salam. Salam as mood of Financing. Some rules of parallel Salam

Unit 6. The concept of Istisna

Salam Versus Istisna. Istisna Versus Ijarah. Time of Delivery. Istisna as mood of financing

Unit 7. Principles of Shairiah

Islamic Investment Funds. Equity Funds. Condition for Investment in Shares. Ijarah Fund. Commodity Funds. Murabahah Funds. Bai-al-dain. Mixed Fund

Unit 8. The concept of Limited Liability

Waqf. Baitul-Mal. Joint Stock. Inheritance under debt. The Limited Liability of the Master of a Slave

Unit 9. The performance of Islamic banks

Evolution

Recommended Books/Reference Material

7. An Introduction to Islamic Finance by Mufti Muhammad Taqi Usmani
8. Alamad, S. (2020). *Financial and accounting principles in Islamic finance*. Springer International Publishing.
9. Casu, B., Girardone, C., & Molyneux, P. (2022). *Introduction to banking*. Pearson.
10. Hassan, M. K., Rabbani, M. R., & Rashid, M. (Eds.). (2022). *FinTech in Islamic Financial Institutions: Scope, Challenges, and Implications in Islamic Finance*. Springer Nature.
11. Kuforiji, J. O. (2022). *The essentials of Islamic banking, finance, and capital markets*. Rowman & Littlefield.
12. Zubair, H. (2023). *Islamic Banking and Finance*. Taylor & Francis.