Pir Mehr Ali Shah
Arid Agriculture University, Rawalpindi

University Institute of Management Sciences
Self-Assessment Report for BBA Program (2012-14)

Program Team
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Member:
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Introduction

University Institute of Management Sciences (UIMS) is a constituent institute of the Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi (PMAS – AAUR), a public sector university. UIMS was established in 1996 with the inception of MBA and MBA (Executive) programs and the first intake of 60 students. Over the years UIMS has added several new programs to its portfolio and today it is the most diverse Business School of the country with the current (accumulated) enrollment of about 1200 students in BBA, MBA, MBA (Executive), MBA (Agribusiness) and MDM (Masters in Development Management). The four years BBA program at UIMS is the major strength of this institute. The program comprises of 8 semesters (133 credit hrs). Internship and research based projects are key factors that transform students into appropriate candidates for jobs as well as higher education in business disciplines. Every year 200 students are admitted into these programs, who by going through vigorous training are absorbed in the leading organizations of Pakistan. Thousands of the graduates of UIMS are already serving the nation and making a great impact both socially and economically.

The institute, in spite of its lowest fees in the region, is working on self-sustained basis and has not required, to this day, any funding from HEC, Government of Punjab or any other body of the federal or provincial governments. Instead, it contributes significant amounts every year to the overall income of the university helping support other functions and programs of the university.

UIMS, for being a part of an agriculture university and having low fees, typically attracts students from the middle and lower-middle class communities of the rural and suburban areas, who possess bigger potential of bringing greater change in the overall outlook of the society. We boast that our graduates do not only change their own lives as individuals rather they
become catalyst of change in their extended families and in many cases even in the communities they belong.
CRITERION-1: PROGRAM MISSION, OBJECTIVES AND OUTCOMES
CRITERION-1: PROGRAM MISSION, OBJECTIVES AND OUTCOMES

The self assessment is based on a number of criteria. To meet each criterion several standards must be satisfied. This section describes how the standards of the Criterion 1 are met.

Standard 1-1: The program must have documented measurable objectives that support institution mission statements.

Mission statement (UIMS)
Our mission is to contribute to society, specifically to corporate sector, by producing innovative and creative individuals through quality education and research regarding management sciences. We also believe in developing entrepreneurial insights in students by emphasizing on social responsibility and ethical values.

Mission statement (BBA)
To impart the basic entrepreneurial and business skills in students which can help them to build their carriers and develop further insights. Also to develop strong communication and interpersonal skills which can help them succeed in their professional life.

Documented measurable objectives
The Strategic objectives of the programme are as under:

1. To develop basic understanding with business studies.
2. To develop understanding of issues relating business and economy.
3. To develop strong communication and interpersonal skills.
4. To develop the innovative mindset.
Main elements of strategic plan to achieve mission and objectives

- We follow Differentiation Strategy by nurturing distinctive competence of quality education.
- We achieve differentiation by hiring visiting faculty from industry having strong theoretical background, practical expertise and repute and also by development of permanent faculty.
- We differentiate ourselves by introducing modern disciplines (subjects).
- We conduct Research Projects at small scale in order to develop deep theoretical understanding.
- We introduce modern technology and infrastructure not to be competent but to differentiate from others.
- We orientate all the employees that how his or her job can affect the learning process of students and quality of education.
<table>
<thead>
<tr>
<th>Objectives</th>
<th>How Measured</th>
<th>When Measured</th>
<th>Improvement Needs Identified</th>
<th>Improvement Made</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-To develop basic understanding with business studies.</td>
<td>Through exams, quizzes, and assignments</td>
<td>During and at the end of each semester</td>
<td>Difficulty in communicating in English.</td>
<td>Emphasis on presentations and language learning.</td>
</tr>
<tr>
<td>2-To develop understanding of issues relating business and economy.</td>
<td>Through case analysis and articles.</td>
<td>During the semester</td>
<td>Real exposure to business environment.</td>
<td>Introduction of different dimensions of economics and Real Case studies of business</td>
</tr>
<tr>
<td>3-To develop strong communication and interpersonal skills.</td>
<td>Through presentations and group work</td>
<td>During the semester</td>
<td>Lack of confidence and language problems</td>
<td>Practicing language and presentations in class</td>
</tr>
<tr>
<td>4-To develop the innovative mindset.</td>
<td>Through business games and problem solving exercises</td>
<td>During the semester</td>
<td>Lack of innovative thinking</td>
<td>Reinforcement</td>
</tr>
</tbody>
</table>

**Program Learning Outcomes**

All the students in BBA program should be able to:

1. Communicate well through presentations, oral discussions, review articles etc
2. Use enhanced knowledge and vision
3. Apply basic knowledge of business subjects
4. Use analytical skills for understanding broader issues
5. Develop innovative mindset
6. Pursue higher studies

Standard 1-2: The program must have documented outcomes for graduating students. It must be documented that the outcomes support the program objectives and that graduating students are capable of performing these outcomes.

Table 2: Program outcomes and their relationship with objectives

<table>
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<tr>
<th>Outcomes</th>
<th>Objectives</th>
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<td>2</td>
<td>+</td>
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<td>++</td>
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<td>4</td>
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<td>5</td>
<td>+</td>
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<tr>
<td>6</td>
<td>++</td>
</tr>
</tbody>
</table>

+       = Moderately Satisfactory
++      = Satisfactory
+++     = Highly Satisfactory
Teacher evaluation

University Institute of Management Sciences offers various degrees in management sciences. The department consists of 18 full time faculty members (and a Director) that teach almost 50% of the course load. All of the faculty holds relevant academic degrees and are qualified in teaching at this level. The courses are carefully formulated and appropriate teaching methodology is adopted. Majority of the full time faculty holds higher degrees and rest are in the process. However, the current strength of the teaching faculty is far less than what is actually needed and the institute has to rely on the visiting faculty. If more faculty members are hired then the teaching quality may be improved. Furthermore, the process of improving the level of education for full time faculty is being emphasized and the faculty is encouraged to acquire higher qualifications.

52 courses are taught in this programme in a year, comprising fall and spring session, by permanent and visiting faculty members. All of these teachers were evaluated by the students at the end of the semesters in accordance with Proforma 10. The results are graphically presented on the following pages.

Detail of individual performance of each teacher is illustrated with the help of a bar chart. There is a set of 5 bars for each quality dimension / parameter of a teacher’s performance and each bar extents to a maximum value of 100%. Bar “A” shows highly satisfactory evaluation by students and Bar “E” shows highly dissatisfied feedback.
**TEACHER EVALUATION (FALL SEMESTER)**

Ms Zain ul Aabdin (SSH-302, Pakistan Studies)

**GENERAL COMMENTS**: In all the quality dimensions the students ranked the teacher as highly satisfactory. Very few students were dissatisfied in any of the quality dimensions.
GENERAL COMMENTS: It seems that the teacher taught the course quite enthusiastically. He arrived on time, left on time, integrated theoretical concept with real world applications. However there is a need for an improvement in communicating course objectives earlier in course to keep students motivated to listen and attend the classes and return the graded script on time.
Mr. Ammar Asghar (MGT-321, Fundamentals of Accounting)

**Teacher Evaluation Graph**

GENERAL COMMENTS: generally the students seemed satisfied with the teacher’s ability to teach but the teacher could improve in few aspects like the contents should have been updated and citations from Pakistani context should be provided while teaching.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
Mr. Omair Gull (MGT-341, IT in Business I)

GENERAL COMMENTS:
The students seemed satisfied with the teacher in most of the quality dimensions however there is a room for improvements in quality criterion like upgradation of material, respect towards student, return of graded material in time and fairness in grading.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

A GENERAL COMMENTS: The students seemed satisfied with the teacher in most of the quality dimensions however there is a room for improvements in quality criterion like upgradation of material, respect towards student, return of graded material in time and fairness in grading.
GENERAL COMMENTS: Although the teacher demonstrated the knowledge of the subject, kept a learning conducive environment, gave citations with reference to Pakistani context and returned graded script in reasonable amount but students’ evaluation suggests that the teacher should leave the class on time and the exams should present the contents discussed in class.
GENERAL COMMENTS: the evaluation suggests that the students in general seem quite content with the teacher in all quality dimensions. But the course needs to more integrate the contents with real world application.
GENERAL COMMENTS: The students seem quite unsatisfied with the teacher’s efforts. The teacher didn’t seem well prepared for the class, demonstrated little knowledge of the subject, did not provide updated and additional material apart from text book, the course objectives were unclear, no citations regarding the current situation with reference to Pakistan were provided. In short teacher needs improvement in all criterion.
GENERAL COMMENTS: In general, teacher’s performance was very good during the course. The course objectives were clear, the teacher was punctual, demonstrated knowledge of the subject, lecture prep was satisfactory. However the teacher needs to show more respect towards the student.
Mr. Ammar Asghar (MGT-423, Cost Accounting)

**GENERAL COMMENTS:** The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with the teacher’s ability to effectively communicate subject matter, his punctuality, his availability in office hours and clarity of course objectives. But there is a need to give citations regarding current situation with reference to Pakistani context and become fair in marking.
GENERAL COMMENTS: The evaluation suggests a satisfactory performance by the teacher in all quality aspects. Especially the students were quite content with teacher’s ability to effectively communicate subject matter, his punctuality, his availability in office hours and clarity of course objectives. But the teacher needs to make the class environment more conducive to learning, make course objectives clear before teaching the contents and relate topics to Pakistani context.
Mr. Ali Haider (MGT-512, Introduction to Organizational Behaviour)

Overall Evaluation: 5 out of 5 i-e Highly Satisfactory

GENERAL COMMENTS: students seem highly satisfied with the teacher in all aspects however they the teacher did not provide the course split in suitable time and needs to improve his grading criterion.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
Mr. Abdul Razzaque Ather (MGT-472, Macro Economics)

GENERAL COMMENTS: the students very adversely evaluated the teacher in all criterions. The course objectives were not clear, the course split was not provided on time, the teacher did not demonstrated the knowledge of the subject, the contents need to be updated, the course needs to integrate more practical examples especially pertaining to Pakistani context nd the teacher needs to show more respect towards the students.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
**Mr. Hafiz M. Hafeez (MGT-513, Corporate LAW)**

**Teacher Evaluation Graph**

<table>
<thead>
<tr>
<th>Statement</th>
<th>A</th>
<th>B</th>
<th>C</th>
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<tbody>
<tr>
<td>The instructor is prepared for each class</td>
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<td>The instructor gives citations regarding current situations with evidence to public issues</td>
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<tr>
<td>The syllabus clearly states course objectives and encourages class participation</td>
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<td>The instructor was available during the specified time</td>
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<td>The instructor communicates the subject matter effectively</td>
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<tr>
<td>The instructor arrives on time</td>
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<tr>
<td>The instructor leaves on time</td>
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<tr>
<td>The course material is modern and updated</td>
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<tr>
<td>The assignments and exams covered the material presented in the course</td>
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<td>The instructor provided course schedule in advance</td>
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<tr>
<td>The assignments were returned in a reasonable amount of time</td>
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</table>

**GENERAL COMMENTS:** The teacher demonstrated knowledge of the subject, gave citations regarding the current situations with reference to Pakistan, showed respect towards the students, was fair in examination. However the evaluation suggests that course could have been improved had the instructor been punctual in arriving and leaving the class and provided the course split on time.

E = Strongly Disagree / Highly Unsatisfactory, D = Disagree / Unsatisfactory, C = Uncertain, B = Agree / Satisfactory, A = Strongly Agree / Highly Satisfactory
Dr. Abdul Rehman (MGT-525, Introduction to Financial Management)

General Comments: The students evaluated the teacher favourably in every aspect of quality. However, the teacher remained in class for more than the allotted time and the assignments and quizzes were beyond the discussions that took place in class.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
Ms. Sidra Shahzadi (MGT-526, Money and Banking)

GENERAL COMMENTS: on average the evaluation is unsatisfactory. The course materials were outdated, the assignments and exams did not present the topics discussed in class, the graded script was not returned on time and the teacher was not available for after class consultation. In general the course did not increased their knowledge.
Mr. Shuja Ilyas (MGT-580, Strategic Management)

GENERAL COMMENTS: The overall evaluation of the teacher is quite satisfactory. The teacher scored good in criteria like punctuality, integrating Pakistani context in course, maintaining learning-conducive environment and fairness in examination.
The overall evaluation of the teacher is quite satisfactory. The teacher should have returned the graded material on time.
E = Strongly Disagree / Highly Unsatisfactory, D = Disagree / Unsatisfactory, C = Uncertain, B = Agree / Satisfactory, A = Strongly Agree / Highly Satisfactory

GENERAL COMMENTS: the overall evaluation of the teacher is quite satisfactory. The teacher should have updated the course contents, given citations regarding current situation with reference to Pakistani context and attended the office after class.
GENERAL COMMENTS: in general the teacher’s performance was satisfactory. He needs to provide graded script in reasonable amount of time and show more respect towards the student.
Mr. Hassan Rasool (MGT-686, Strategic Human Resource Management)

GENERAL COMMENTS: in general, the teacher's performance was satisfactory. He needed to upgrade the course contents and spend some after-class consultation time with students.
The students very adversely evaluated the teacher and suggested improvements in all quality aspects for example punctuality, fairness in grading, knowledge demonstration, clarity of course objectives, availability of teacher after class timing etc.
Haris Bin Khalid (MGT-561, Advertising and Promotion)

GENERAL COMMENTS: in general students were satisfied with the teacher. But there is a lot of space for improvement in aspects like lecture preparation, provision of additional material apart from books, return of the graded material on time and leaving the class room on time.
GENERAL COMMENTS: The students were quite content with the teachers performance as she maintained a learning environment in class, communicated the subject matters effectively, integrated the theory and practice, showed respect towards the students, and the students learned a lot. The effort could have been further improved by post class interaction and returning the graded script on time.
GENERAL COMMENTS:
The evaluation is satisfactory and the teacher scored good in criteria like knowledge demonstration, relate contents with Pakistani context, fairness in examination and linking theory with practice. However, the evaluation also brought into light some weaknesses. For example, the evaluation suggests that the graded script was not returned on time, the syllabus did not clearly state the course objectives and grading criteria and the teacher was not available for after class consultation.
Mr. Ali Raza (MGT-668, Strategic Marketing Planning)

GENERAL COMMENTS: the evaluation is satisfactory and the teacher scored good in criteria like knowledge demonstration, relate contents with Pakistani context, fairness in examination and linking theory with practice and many others.
Mr. Shuja Ilyas (MGT-686, International Human Resource Management)

**GENERAL COMMENTS:** The evaluation is highly satisfactory and the teacher scored good in all aspects. Especially the students were very satisfied with his communication skills and fairness in examination. However, there is some space for improvement in class environment and upgradation of content.
Dr. Rabia Imran (MGT-683, Human Resource Development)

GENERAL COMMENTS: The teacher seemed well prepared for each lecture, punctual and taught modern concepts related to the subject. However, the course would have been even better had she maintained a learning conducive environment in class, had she been available during office hours other than class, and had the course syllabus clearly stated the course objectives.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
GENERAL COMMENTS: the overall evaluation is quite satisfactory. The teacher was prepared for each class, demonstrated the subject knowledge, gave citations regarding Pakistani context, maintained learning conducive environment, was punctual, returned graded script on time and integrated theoretical course concepts with real world application. The course increased their knowledge of student’s subject.
Mr Bushra Zulfiqar (MGT-322, Financial Accounting)

**GENERAL COMMENTS:**
The overall evaluation is quite satisfactory. The teacher was prepared for each class, demonstrated the subject knowledge, gave citations regarding Pakistani context, maintained learning conducive environment, was punctual, returned graded script on time and integrated theoretical course concepts with real world application. The course increased their knowledge of student's subject.
Mr. Omair Gull (MGT-342, IT in Business-II)

GENERAL COMMENTS: the evaluation suggests that the teacher was well prepared for each lecture, showed respect towards students, was fair in examination, returned the graded script in time, demonstrate knowledge of the subject, gave citations regarding the current situations with reference to Pakistani context and linked theory with practice.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
Mr. Zia ur Rehman (MGT-351, Introduction to Marketing)

**GENERAL COMMENTS:** the evaluation by students is highly satisfactory. The teacher scored well in almost all the quality aspects. The teacher demonstrated knowledge of the subject, gave citations regarding current situations with reference to Pakistani context, showed respect towards students, was punctual and integrated theoretical concepts with real world application.
GENERAL COMMENTS: The evaluation suggests that the teacher was well prepared for each lecture, showed respect towards students, was fair in examination, returned the graded script in time, demonstrate knowledge of the subject, gave citations regarding the current situations with reference to Pakistani context and linked theory with practice.
GENERAL COMMENTS: the overall evaluation of the teacher was satisfactory and he scored well in most of the quality dimensions especially class preparation, citation of current situations with reference to Pakistani context, effective communication of subject matters, fairness in examination, return of graded script on time, on-time arrival, availability during office hours and provision of additional reading material apart from text book.
Ms. Shumaila Mazhar (MGT-411, Introduction to Management)

GENERAL COMMENTS: the evaluation by students is highly satisfactory. The teacher scored well in almost all the quality aspects. The teacher demonstrated knowledge of the subject, gave citations regarding current situations with reference to Pakistani context, showed respect towards students, was punctual and integrated theoretical concepts with real world application.
Mr. Abdul Rehman (MGT-424, Introduction to Business Finance)

GENERAL COMMENTS: the teacher received a fairly satisfactory evaluation and students seem to be satisfied with him in all the quality aspects.
Mr. Kashif Saeed (MGT-473, Introduction to Managerial Economics)

**GENERAL COMMENTS:** in general the evaluation is satisfactory. The instructor was punctual, integrated theory with practice, assessment methods were good. He showed respect towards students, and he was fair in examination. However there is space for improvement in communication methods and up gradation of content.
Mr. Ammar Asghar (MGT-504, Managerial Accounting)

GENERAL COMMENTS:

The evaluation suggests that the teacher was prepared for each lecture, provided additional reading material apart from textbook, showed respect towards students while keeping good environment in class and thus increased their knowledge of the subject. However, the course could have been better had he given citations regarding current situations with reference to Pakistan and observed the class timing well.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
Ms. Shumaila Mazhar (MGT-411, Introduction to Human Resource Management)

GENERAL COMMENTS: The teacher evaluation is satisfactory. The teacher communicated the subject matters effectively, was fair in examination, integrated the theory and practice well and provided the course split within the first week of the semester. But there is space improvement as well. The evaluation suggests that the teacher should have prepared the lectures better and showed more respect towards the students.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
GENERAL COMMENTS: on average the evaluation is satisfactory. However there was space for improvement in additional course material, integration of theory with practice and timely return of graded script.
Dr. Farida Faisal (MGT-560, Introduction to Consumer Behaviour)

**Teacher Evaluation Graph**

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

**GENERAL COMMENTS:** although the subject matters were communicated properly, citations were given with reference to Pakistani context but the teacher lacked in a lot of quality criterion, for example, provision of additional reading materials, class environment, and return of graded script on time and respect towards student.
Mr. Ali Raza (MGT-562, Sales Management)

GENERAL COMMENTS: on average the teacher’s performance was satisfactory. He scored well on few aspects like giving citations regarding current situations with reference to Pakistani context, showed respect towards students, maintained a good learning environment in class and linked theory with practice.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
Mr. Zubair Sarfraz (MGT-618, Contemporary Issues in Management)

GENERAL COMMENTS: in general students seem quite content from teacher’s performance. The teacher scored high in quality aspects like giving citations regarding current situations with reference to Pakistani context, return of graded script on time and linking theory with practice. However all the quality aspects can still be improved further.
Mr. Faisal Durrani (MGT-581, Leadership)

**GENERAL COMMENTS:** The evaluation by students is highly satisfactory. The teacher scored well in almost all the quality aspects. The teacher demonstrated knowledge of the subject, gave citations regarding current situations with reference to Pakistani context, showed respect towards students, was punctual and integrated theoretical concepts with real world application.
General Comments: On average, the students seem quite content with the teacher in most of the quality dimensions; however, the evaluation suggests that the course could have been better had the teacher changed its lecture delivery method, given citation regarding current situations with reference to Pakistani context.
GENERAL COMMENTS: the evaluation by students is highly satisfactory. The teacher scored well in almost all the quality aspects. The teacher demonstrated knowledge of the subject, gave citations regarding current situations with reference to Pakistani context, showed respect towards students, was punctual and integrated theoretical concepts with real world application.
Mr. Muhammad Ali (MGT-531, Analysis of Financial Statements)

GENERAL COMMENTS: the evaluation in very favorable and the teacher seemed to do well in all the quality dimensions especially in knowledge demonstration, effective communication of subject matters, keeping a good interactive class room environment and clearly defining the course objectives.
Mr. Salman Ali Qureshi (MGT-616, Money and Capital Markets)

GENERAL COMMENTS: The evaluation is fairly satisfactory. The teacher was prepared well for each lecture, demonstrated knowledge, showed respect towards the students and linked theory with practice.
Mr. Harris Bin Khalid (MGT-617, Entrepreneurship)

**GENERAL COMMENTS:** students are content with the teacher’s effort in all quality dimensions.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
Dr. Abdul Rehman (MGT-633, Corporate Finance)

GENERAL COMMENTS: students are content with the teacher’s effort in all quality dimensions.
Mr. Ahmed Faraz (MGT-636, Portfolio Management)

GENERAL COMMENTS: the evaluation is satisfactory in all quality aspects.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
Mr. Shahzad Ahmed (MGT-663, Services Marketing)

GENERAL COMMENTS: the evaluation by students is highly satisfactory. The teacher scored well in almost all the quality aspects. The teacher demonstrated knowledge of the subject, gave citations regarding current situations with reference to Pakistani context, showed respect towards students, was punctual and integrated theoretical concepts with real world application.
Mr. Zia Ur Rehman (MGT-665, Global Marketing)

GENERAL COMMENTS: on average the evaluation is quite unsatisfactory and suggests that the teacher needs improvement in all quality aspects. The course objectives were not clearly defined, the reading material was not very helpful, the instructor was not fair in marking and he did not integrate theory with practice. As a result the class sessions did not improve the knowledge of the students.
Mr. Shuja Ilyas (MGT-688, Seminars in HRM)

GENERAL COMMENTS: the students evaluated the teacher quite well in all criteria. However there is space for improve in some quality aspects like respect towards students, communication skills and citations regarding Pakistani context.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
Student course evaluation
The courses of the respective teachers were also evaluated as per Proforma 1. Overall Comparative evaluation and detailed evaluation for each course is given below. Detail of individual performance of each teacher is illustrated with the help of a bar chart. There is a set of 5 bars for each quality dimension / parameter of a teacher’s performance and each bar extents to a maximum value of 100%. Bar “A” shows highly satisfactory evaluation by students and Bar “E” shows highly dissatisfied feedback.
COURSE EVALUATION (FALL SEMESTER)

Pakistan Studies (SSH-302, Mr. Zain ul Aabdin)

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: the evaluation is fairly satisfactory in all quality aspects.
GENERAL COMMENTS: on average the course evaluation is quite satisfactory especially the learning resources and assessment methods were quite adequate, teaching methodology was good, the environment was conducive to learning and it all contributed to develop interest in students regarding the subject.
Fundamentals of Accounting (MGT-321, Mr. Ammar Asghar)

GENERAL COMMENTS: the course evaluation seems near to satisfactory. The availability of learning resources, quality of delivery and assessment methods seemed quite adequate, the course objectives were clear and the instructor was regular thorough out the semester.
GENERAL COMMENTS: the course seemed quite well in all aspects i-e assessment methods were satisfactory, learning resources and course content were available on time and organized, feedback on graded material was useful. This all helped to better understandings of the lectures.
Business Mathematics (MGT-391, Kashif Saleem)

GENERAL COMMENTS: on average the course was satisfactory. The demonstration on topics were effective, reading resources were readily available in library and on internet, the overall class room environment was conducive to learning, the course objectives were clear and therefore the course stimulated the interest of students in the subject area.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
Business Communication I (MGT-404, Ms Tanveer Zahra Bukhari)

GENERAL COMMENTS: the students seem content in all the aspects of course quality.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
GENERAL COMMENTS: The evaluation is on average unsatisfactory. The teacher needs to improve the assessment methods, make timely assessment, make class environment learning conducive, organize the materials well and make the course objectives clear. All this effort resulted in poor understanding of the lecture and little intellectual progress by students in the subject.
Introduction to Marketing Management (MGT-452, Dr. Farida Faisal)

**GENERAL COMMENTS:** The overall course evaluation is highly satisfactory. The course material was well organized and met the learning objectives, the feedback on assessment was timely, the teacher met effectively with the students' problems, adequate learning material was available on the web and library. All this helped to stimulate the interest of the students in the subject and make progress.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
**Cost Accounting (MGT-423, Ammar Asghar)**

**GENERAL COMMENTS:**

The course evaluation was highly satisfactory and the course scored good in all quality aspects especially quality of delivery, learning resources and course content organization. The students understood the lectures well and participated very actively.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: on average the evaluation is satisfactory. The course was well organized and reading materials were very helpful. The assessment methods and feedback on assessment was helpful and timely. Students made intellectual progress in the subject.
Introduction to Organizational Behaviour (MGT-512, Mr. Ali Haider)

GENERAL COMMENTS: on average the evaluation is quite satisfactory.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
GENERAL COMMENTS: the course evaluation is on average Unsatisfactory. The course lacked in every aspect. The learning materials provided were inadequate, the assessment methods were not affective, the course objectives were unclear, the environment in class was not conducive to learning and the teacher could not address the problems of students affectively. This all resulted in poor understanding of the students.
GENERAL COMMENTS: students seem quite content in most of the quality parameters. However in their opinion the class environment could have been improved, feedback could have been more timely and more learning materials could have been provided in library.
GENERAL COMMENTS: On average the evaluation is highly satisfactory.
Money and Banking (MGT-526, Ms. Sidra Shahzadi)

GENERAL COMMENTS: On average the evaluation is unsatisfactory. The teacher did not provide the reading materials adequately, and was unable to address their problems properly. The environment of the class was also not very conducive to learning and therefore students did not participate much during the class. As a result students did not make much progress in the course.
GENERAL COMMENTS: the students are satisfied with all the quality dimensions of the course.
GENERAL COMMENTS: the students are satisfied with all the quality dimensions of the course. However the presentation of ideas and concepts could still be improved. Feedback on graded material was not returned on time.
**GENERAL COMMENTS:** the overall course evaluation is not satisfactory. The materials were not well organized and were of little use. Concepts and ideas were not presented well. The workload was also unmanageable. The students doubt they made much progress in the course.
GENERAL COMMENTS: The students seem content about the progress they made in the course. However, most are of the opinion that materials provided were inadequate and of little use. The instructor lacked on meeting the problems of the students adequately.
A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory

GENERAL COMMENTS: The overall evaluation is satisfactory. However, it could have been better had there been better material of practical use. The teacher also did not keenly deal with problems of the students.
GENERAL COMMENTS: the overall evaluation is satisfactory.
GENERAL COMMENTS: The overall evaluation is adverse. All the quality aspects need improvement like provision of learning material by the teacher and library, assessment methods, way of dealing with students, class environment etc.
GENERAL COMMENTS: The course evaluation was highly satisfactory and the course met its learning objectives to the maximum. Students seem happy with course organization, learning environment, quality of delivery and assessment methods. However, the library lacked in learning materials related to subject.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
GENERAL COMMENTS: the course evaluation was highly satisfactory and the course met its learning objectives to the maximum. Students seem happy with course organization, learning environment, learning resources, quality of delivery and assessment methods.
GENERAL COMMENTS: The overall evaluation is quite satisfactory and students seem to be satisfied in all aspects of course quality. However, feedback on assessment needs improvement and students should have been motivated to participate.
**GENERAL COMMENTS:** the course seem to meet its desired objectives but it would have been better had there been proper class room environment and better feedback on assessment.
General Comments: the evaluation is satisfactory. However, there is space for improvement in course organization and assessment methods.
**INTERNSHIP (MGT-698)**

The students admitted to BBA (Hons) are required to pursue an internship in a registered business enterprise for a period of 6 to 8 weeks after completion of six semesters. At the end of 7th semester these students present their work at that organization to a group of evaluators (faculty members). The internship is counted as a three credit hour course.

Students evaluate their internship experience at the time of graduation when they respond to **Survey of Graduating Students** (proforma – 3). Internship experience is evaluated against eight quality parameters. These quality parameters are actually the abilities that an internship programme is supposed to develop in a student. The detailed evaluation is given below, based on responses from 30 graduating students of spring – 13 and 14. Against most quality parameters students have provided a satisfactory feedback (sum of very satisfactory and satisfactory >70%) but the programme failed to develop time management and judgement skills.
COURSE EVALUATION (SPRING SEMESTER)

Islamiat / Ethics (IS-302, Mr. Hafiz M. Hafeez)

GENERAL COMMENTS: The course was well organized and students made progress in it. The teacher returned the graded material on time, the study material were adequately provided by the teacher and were abundant in library and internet. The teacher was respectful towards students and dealt with their problems very well. As a result the students made progress in the course.
GENERAL COMMENTS: the course was well organized and students made progress in it. The teacher returned the graded material on time, the study material were adequately provided by the teacher and were abundant in library and internet. The teacher was respectful towards students and dealt with their problems very well. As a result the students made progress in the course.
General Comments: The evaluation is satisfactory. The course was well organized, assessment methods were appropriate, the quality of delivery was also good and students made progress in the course. The evaluation suggests that the course lacked in work load manageability due to its fast pace.
Introduction to Marketing (MGT-351, Mr. Zia ur Rehman)

GENERAL COMMENTS: the course was well organized and students made progress in it. The teacher returned the graded material on time, the study material were adequately provided by the teacher and were abundant in library and internet. The teacher was respectful towards students and dealt with their problems very well. As a result the students made progress in the course.
The course was well organized and students made progress in it. The teacher returned the graded material on time, the study material was adequately provided by the teacher and were abundant in library and internet. The teacher was respectful towards students and dealt with their problems very well. As a result the students made progress in the course.
**GENERAL COMMENTS:** The course evaluation is satisfactory. The course was well organized; there were sufficient learning resources, quality of delivery was also very good and thus students made a lot of progress in the course. The evaluation brings into light some deficiencies in assessment methods and class room environment.
GENERAL COMMENTS: the course was well organized and students made progress in it. The teacher returned the graded material on time, the study material were adequately provided by the teacher and were abundant in library and internet. The teacher was respectful towards students and dealt with their problems very well. As a result the students made progress in the course.
Introduction to Business Finance (MGT-424, Mr. Abdul Rehman)

GENERAL COMMENTS: the overall evaluation is highly satisfactory.
GENERAL COMMENTS: the students evaluated the course highly satisfactory. And the course was evaluated favourably in all quality criterions. The study materials were very helpful and plenty, the feedback on grades was timely, and the class atmosphere was learning conducive and encouraged participation. The students learned a lot in this course.
Mr. Ammar Asghar (MGT-504, Managerial Accounting)

GENERAL COMMENTS: in general the evaluation is satisfactory but organization of course, delivery method and work load manageability can be improved.
GENERAL COMMENTS: on average the evaluation is satisfactory, especially the teaching method and delivery of contents was excellent. However, the course organization and dealing with student problems was not up to the mark.
Business Research Methods (MGT-493, Dr. Rabia Imran)

General Comments:

On average the evaluation is satisfactory.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
GENERAL COMMENTS: the course seems to achieve all the learning outcomes. The course was well organized and the learning resources were adequate.
GENERAL COMMENTS: the evaluation is quite satisfactory and the course seems to achieve all intended objectives.
GENERAL COMMENTS: The evaluation is quite satisfactory and the course seems to achieve almost all intended objectives. However, there is still space for improvement in assessment methods.
Leadership (MGT-581, Mr. Faisal Durrani)

Course Evaluation Graph

GENERAL COMMENTS
The course was well organized and students made progress in it. The teacher returned the graded material on time, the study material were adequately provided by the teacher and were abundant in library and internet. The teacher was respectful towards students and dealt with their problems very well. As a result the students made progress in the course.
GENERAL COMMENTS: although course was well organized but the course needed improvement in aspects such as pace, availability of learning materials, assessment methods, administration of student problems. All these deficiencies lead to poor understanding and dissatisfied students.
GENERAL COMMENTS: the course was well organized and students made progress in it. The teacher returned the graded material on time, the study material were adequately provided by the teacher and were abundant in library and internet. The teacher was respectful towards students and dealt with their problems very well. As a result the students made progress in the course. However the library was deficient in provision of learning resources related to the subject.
Analysis of Financial Statements (MGT-531, Mr. Muhammad Ali)

**General Comments:**
The evaluation is satisfactory and the students made a lot of progress in this subject. The course organization, assessment methods, quality of deliver and resources provided all were satisfactory.
GENERAL COMMENTS: The overall evaluation is unsatisfactory. Almost all the quality aspects need improvement.
Entrepreneurship (MGT-617, Harris Bin Khalid)

GENERAL COMMENTS: the course was well organized and students made progress in it. The teacher returned the graded material on time, the study material were adequately provided by the teacher and were abundant in library and internet. The teacher was respectful towards students and dealt with their problems very well. As a result the students made progress in the course.
GENERAL COMMENTS: The overall course evaluation is highly satisfactory.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
GENERAL COMMENTS: on average the evaluation is satisfactory. The students seem to be content with course organization, method of teaching, resources provided and assessments used in the course.
GENERAL COMMENTS: the course was well organized and students made progress in it. The teacher returned the graded material on time, the study material were adequately provided by the teacher and were abundant in library and internet. The teacher was respectful towards students and dealt with their problems very well. As a result the students made progress in the course.
GENERAL COMMENTS: on average the evaluation is Unsatisfactory. The students seem to be Unsatisfied with course organization, method of teaching, resources provided and assessments used in the course manageability of workload and library resources.
GENERAL COMMENTS: the overall evaluation is satisfactory.

A = Strongly Agree / Highly Satisfactory, B = Agree / Satisfactory, C = Uncertain, D = Disagree / Unsatisfactory, E = Strongly Disagree / Highly Unsatisfactory
Faculty members’ research activities indicate that there are 16 research publications on the credit of faculty in fall-12 to spring-14 (Detail is given in Annexure 1).

We also have research project of 3 credit hours compulsory for each student which reflects that research culture is being inculcated among faculty and students at the institute.

Table 3: Present performance measures for research activities (Oct. 1st 2012 – Jun30, 2014)

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Publication</th>
<th>Others (Conference proceedings)</th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Rauf-i-Azam</td>
<td>5</td>
<td>Nil</td>
<td>nil</td>
</tr>
<tr>
<td>Dr. Abdul Rehman</td>
<td>5</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>Ms. Bushra Nasreen</td>
<td>--</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>Mr. Kashif Saeed</td>
<td>-</td>
<td>Nil</td>
<td>nil</td>
</tr>
<tr>
<td>Dr. Rabia Imran</td>
<td>-</td>
<td></td>
<td>Nil</td>
</tr>
<tr>
<td>Dr Abdur Razzak</td>
<td>-</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>Dr Farida Faisal</td>
<td>-</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>Mr. Ahmed Imran Hunjra</td>
<td>6</td>
<td>7</td>
<td>Nil</td>
</tr>
<tr>
<td>Mr. Shuja Ilyas</td>
<td></td>
<td>1</td>
<td>Nil</td>
</tr>
<tr>
<td>Ms Afsheen Fatima</td>
<td>-</td>
<td>-</td>
<td>nil</td>
</tr>
<tr>
<td>Mr. Zia ur Rehman</td>
<td></td>
<td></td>
<td>Nil</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>16</strong></td>
<td><strong>8</strong></td>
<td></td>
</tr>
</tbody>
</table>
Major Future Improvement Plans

- To impart quality education using audio visual aids along with provision of latest literature, cases, journals, books, reviews and access to digital library.
- To develop business graduates who meet future challenges.
- To emphasize research on specific industrial problems of national as well as international importance.
- Overall enhancement of knowledge and skills of faculty members in relation to the latest global advancements in this discipline through exchange programs, short training and collaborative research projects within and outside Pakistan.
Employer Survey (Proforma – 8)

The employer survey was sent to many organizations but only six replied. They include university of Gujra, University of education Lahore, ZTBL, U-fone, Max foster PVT ltd. and one other. These organizations employ more than 25 UIMS graduates. The feedback is very encouraging. The employers found the graduates very reliable, good team players and excellent in communication skills. Detailed results of the survey are shown on following page. The analysis is done on a scale of 5 where;
5 = Excellent, 4 = Very Good, 3 = Good, 2 = Fair and 5 = Poor

The illustration below summarizes views of the employers about the UIMS graduates employed with them. Purpose of the survey was to know the employers’ comments on the quality of education regarding: knowledge, communication skill, work skills and interpersonal skill possessed by our graduates.

Survey reflects that our graduates have scored high on all the criteria mentioned. This indicates that our graduates are adequately prepared in various knowledge, skill and attitude areas and show good potential in any given environment. The employers suggested the following regarding the BBA students that can further enhance their progress at work

- Although graduates are good at problem solving however case studies in course will further sharpen their problem solving and planning capabilities
- Students are good at using excel but are somewhat weak in using financial tools and formulas available in excel. May be a financial modelling course can help in this matter.
CRITERION 2: CURRICULUM DESIGN AND ORGANIZATION
Degree Title: BBA (Hons)

Purpose: The curriculum design process takes into account feedback from the employers of our students, need assessment of the industry, the trends in business education at other institutes and expert opinion. A committee of learned professors, subject-matter specialists and experts from other universities and research organizations from Pakistan help in the development of all the courses for degree program. When and if needed, curriculum for BBA program is revised or updated. At department level, Board of Faculty, which comprises of senior faculty members from UIMS and outside, is responsible for updating the curriculum. This body is authorized to formulate syllabus and course content. The director of the Institute chairs the meetings of this body. The curriculum is then submitted to the University Academic Council for approval. All the changes, modifications, additions and deletions with respect of the curriculum must be approved by the academic council before they are adopted for implementation.

Credit Hour Requirements:
A student must complete 136 credit hours in 4 academic years/8 semesters (minimum length of a semester is 14 teaching weeks).

Degree Plan:
Students are admitted on open merit based on their previous academic record and an entry test. The minimum duration of studies is 8 semesters (4 academic years) and maximum 12 semesters (6 academic years).

Pre-requisites: minimum academic requirements
- A person holding intermediate certificate A-Level or equivalent certificate from any recognized institute with at least second division (or minimum of 45% marks) is eligible for admission to BBA (Hons.) Program.
• Admission is given on open merit basis; based on academic achievement.

Degree requirements
On the whole a student has to study 136 credit hours. In first four semesters, students study core courses. After the completion of four semesters, students choose a major. In the next four semesters 6 courses (18 credit hours) in the chosen major are taught along with some core courses. Students are also required to undergo an internship at some organizations of good repute and size to have a practical exposure. Degrees are awarded after successful completion of the required number of credit hours (courses) followed by internship report, research project and oral presentations.
Minimum Grade Point Average (GPA) for obtaining the degree is 2.50. To remain on the roll of the university a student is required to maintain the following minimum Cumulative Grade Point Average (CGPA) in each semester.

<table>
<thead>
<tr>
<th>Semester CGPA</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>First</td>
<td>0.75</td>
</tr>
<tr>
<td>Second</td>
<td>1.00</td>
</tr>
<tr>
<td>Third</td>
<td>1.25</td>
</tr>
<tr>
<td>Fourth</td>
<td>1.50</td>
</tr>
<tr>
<td>Fifth</td>
<td>1.75</td>
</tr>
<tr>
<td>Sixth</td>
<td>2.00</td>
</tr>
<tr>
<td>Seventh</td>
<td>2.25</td>
</tr>
<tr>
<td>Eighth</td>
<td>2.50</td>
</tr>
</tbody>
</table>

**Examination and Weightage**

a) Theory
In theory paper, students’ evaluation is done by mid-term examination, assignments/quizzes and final examination. The final examination is compulsory. A student who misses the mid-term examination is not allowed any make-up examination and is awarded zero marks in that examination. In case a student does not appear in the final examination of a course, he/she is deemed to have failed in that course. In theory, weightage to each component of examination is as prescribed here under:

<table>
<thead>
<tr>
<th>Examination Type</th>
<th>Weightage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid Examination</td>
<td>30%</td>
</tr>
<tr>
<td>Assignments/Quizzes</td>
<td>20%</td>
</tr>
<tr>
<td>Final Examination</td>
<td>50%</td>
</tr>
</tbody>
</table>

b) Practical
For practical examination (if applicable) 100% weightage (for the practical part) is given to the practical examination in the final.

Eligibility for Examination
A student is eligible to sit in the final examination provided that he/she has attended not less than 75 % of the classes in theory and practical, separately. The minimum pass marks for each course are 40% for BBA (Hons).

Scheme of studies and course contents of BBA. (Hons.)
Scheme of studies BBA (Hons.) is given in the table below. Detailed course contents of under-graduate scheme of studies is given in Annexure 2.

Table 4: Scheme of studies for BBA (Hons.)
<table>
<thead>
<tr>
<th>S. No</th>
<th>Course No.</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>IS-302</td>
<td>Islamic Studies</td>
<td>2(2-0)</td>
</tr>
<tr>
<td>2.</td>
<td>MGT-304</td>
<td>Social Psychology and Self Development</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>3.</td>
<td>MGT-321</td>
<td>Fundamentals of Accounting</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>4.</td>
<td>MGT-341</td>
<td>IT in Business-1</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>5.</td>
<td>MGT-391</td>
<td>Business Mathematics</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>6.</td>
<td>MGT-404</td>
<td>Business Communication-I</td>
<td>3(3-0)</td>
</tr>
</tbody>
</table>

**SEMESTER-II**

<table>
<thead>
<tr>
<th>S. No</th>
<th>Course No.</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>SSH-302</td>
<td>Pakistan Studies</td>
<td>2(2-0)</td>
</tr>
<tr>
<td>2.</td>
<td>MGT-322</td>
<td>Financial Accounting</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>3.</td>
<td>MGT-342</td>
<td>IT in Business-II</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>4.</td>
<td>MGT-351</td>
<td>Introduction to Marketing</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>5.</td>
<td>MGT-371</td>
<td>Micro Economics</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>6.</td>
<td>MGT-411</td>
<td>Introduction to Management</td>
<td>3(3-0)</td>
</tr>
</tbody>
</table>

**SEMESTER-III**

<table>
<thead>
<tr>
<th>S. No</th>
<th>Course No.</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>MGT-405</td>
<td>Business Communication-II</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>2.</td>
<td>MGT-423</td>
<td>Cost Accounting</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>3.</td>
<td>MGT-452</td>
<td>Introduction to Marketing Management</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>4.</td>
<td>MGT-472</td>
<td>Macro Economics</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>5.</td>
<td>MGT-492</td>
<td>Business Statistics</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>6.</td>
<td>MGT-512</td>
<td>Introduction to Organizational Behavior</td>
<td>3(3-0)</td>
</tr>
</tbody>
</table>

**SEMESTER-IV**
<table>
<thead>
<tr>
<th>S. No</th>
<th>Course No.</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>MGT-407</td>
<td>Ethics in Business</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>2.</td>
<td>MGT-424</td>
<td>Introduction to Business Finance</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>3.</td>
<td>MGT-473</td>
<td>Introduction to Managerial Economics</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>4.</td>
<td>MGT-504</td>
<td>Managerial Accounting</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>5.</td>
<td>MGT-515</td>
<td>Introduction to Human Resource Management</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>6.</td>
<td>MGT-594</td>
<td>Introduction to Logic</td>
<td>3(3-0)</td>
</tr>
</tbody>
</table>

**SEMESTER-V**

<table>
<thead>
<tr>
<th>S. No</th>
<th>Course No.</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>MGT-513</td>
<td>Corporate Law</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>2.</td>
<td>MGT-514</td>
<td>Introduction to Project Management</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>3.</td>
<td>MGT-525</td>
<td>Introduction to Financial Management</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>4.</td>
<td>MGT-526</td>
<td>Money and Banking</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>5.</td>
<td>MGT-580</td>
<td>Strategic Management</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>6.</td>
<td>MGT-595</td>
<td>Statistical Inference</td>
<td>3(3-0)</td>
</tr>
</tbody>
</table>

**SEMESTER-VI**

<table>
<thead>
<tr>
<th>S. No</th>
<th>Course No.</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>MGT-493</td>
<td>Business Research Methods</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>2.</td>
<td>MGT-543</td>
<td>Introduction to Management Information System</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>3.</td>
<td>MGT-574</td>
<td>International Business</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>4.</td>
<td>MGT-696</td>
<td>Introduction to Production Operations Management</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td>Elective-I</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>6.</td>
<td></td>
<td>Elective-II</td>
<td>3(3-0)</td>
</tr>
</tbody>
</table>

**SEMESTER-VII**
<table>
<thead>
<tr>
<th>S. No</th>
<th>Course No.</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>MGT-616</td>
<td>Total Quality Management</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>2.</td>
<td>MGT-644</td>
<td>Introduction to E-Commerce</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>3.</td>
<td>MGT-699</td>
<td>Project</td>
<td>3(0-6)</td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td>Elective-III</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td>Elective-IV</td>
<td>3(3-0)</td>
</tr>
</tbody>
</table>

**SEMESTER-VIII**

<table>
<thead>
<tr>
<th>S. No</th>
<th>Course No.</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>MGT-618</td>
<td>Contemporary issues in Management</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>2.</td>
<td>MGT-617</td>
<td>Entrepreneurship</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>3.</td>
<td>MGT-698</td>
<td>Internship</td>
<td>3(0-6)</td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td>Elective-V</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td>Elective-VI</td>
<td>3(3-0)</td>
</tr>
</tbody>
</table>
Elective Courses for the MAJORs offered in BBA (Hons.)
(A STUDENT MUST STUDY 6 COURSES IN THE MAJOR OF HIS/HER CHOICE)

MARKETING

<table>
<thead>
<tr>
<th>S. No</th>
<th>Course No.</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>MGT-560</td>
<td>Consumer Behavior</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>2.</td>
<td>MGT-561</td>
<td>Advertising &amp; Promotion</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>3.</td>
<td>MGT-562</td>
<td>Sales Management</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>4.</td>
<td>MGT-663</td>
<td>Services Marketing</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>5.</td>
<td>MGT-664</td>
<td>Product &amp; Brand Management</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>6.</td>
<td>MGT-665</td>
<td>Global Marketing</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>7.</td>
<td>MGT-666</td>
<td>Marketing Research</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>8.</td>
<td>MGT-667</td>
<td>Marketing Channels</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>9.</td>
<td>MGT-668</td>
<td>Strategic Marketing Planning</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>10.</td>
<td>MGT-669</td>
<td>Seminars in Marketing</td>
<td>3(3-0)</td>
</tr>
</tbody>
</table>

FINANCE

<table>
<thead>
<tr>
<th>S. No</th>
<th>Course No.</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>MGT-530</td>
<td>Investment Banking</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>2.</td>
<td>MGT-531</td>
<td>Analysis of Financial Statements</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>3.</td>
<td>MGT-632</td>
<td>Investment &amp; Security Analysis</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>4.</td>
<td>MGT-633</td>
<td>Corporate Finance</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>5.</td>
<td>MGT-634</td>
<td>Credit Management</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>6.</td>
<td>MGT-635</td>
<td>Islamic Banking</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>7.</td>
<td>MGT-636</td>
<td>Portfolio Management</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>8.</td>
<td>MGT-637</td>
<td>Financial Institutions</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>9.</td>
<td>MGT-638</td>
<td>International Finance</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>10.</td>
<td>MGT-639</td>
<td>Money &amp; Capital Markets</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>11.</td>
<td>MGT-631</td>
<td>Securities Analysis &amp; Portfolio</td>
<td>3(3-0)</td>
</tr>
</tbody>
</table>
### HUMAN RESOURCE MANAGEMENT

<table>
<thead>
<tr>
<th>S. No</th>
<th>Course No.</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>MGT-582</td>
<td>Organizational Development</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>2.</td>
<td>MGT-683</td>
<td>Human Resource Development</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>3.</td>
<td>MGT-581</td>
<td>Leadership</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>4.</td>
<td>MGT-684</td>
<td>Learning &amp; Management Development</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>5.</td>
<td>MGT-685</td>
<td>Collective Bargaining &amp; Wage Policy</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>6.</td>
<td>MGT-686</td>
<td>International Human Resource Management</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>7.</td>
<td>MGT-687</td>
<td>Strategic Human Resource Management</td>
<td>3(3-0)</td>
</tr>
<tr>
<td>8.</td>
<td>MGT-688</td>
<td>Seminars in Human Resource Management</td>
<td>3(3-0)</td>
</tr>
</tbody>
</table>
The following table shows that the curriculum of the BBA program is consistent with its objectives.

Table 5: Program Objectives Assessment

<table>
<thead>
<tr>
<th>Subjects</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td>MGT-301, MGT-303 ,MGT-404, MGT-405 , MGT-406, MGT-512,</td>
<td>++</td>
</tr>
<tr>
<td>MGT-594, MGT-699 ,MGT-617, MGT-664 , MGT-666, MGT-668, MGT-669</td>
<td>++</td>
</tr>
<tr>
<td>MGT-472, MGT-492 ,MGT-595, MGT-616</td>
<td>+</td>
</tr>
</tbody>
</table>

+ = Moderately Satisfactory
++ = Satisfactory
+++ = Highly Satisfactory
Table 6: Detail of courses representing theoretical background, problem analysis and solution design.

<table>
<thead>
<tr>
<th>Elements</th>
<th>Courses (Codes)</th>
</tr>
</thead>
</table>

Standard 2-3: The curriculum must satisfy the core requirements for the program, as specified by the respective accreditation body.

The curriculum does satisfy the core requirements of the program and efforts are made to add value to the program through revisions and modifications from time to time.
The curriculum satisfies the basic requirements of HEC by following the structure and outlines of courses provided by HEC and with the academic council. However efforts are being made to add value from time to time.

Information provided against slandered 2-1 reflected our curriculum satisfy professional requirements needed for business professionals

While the curriculum was prepared, all aspects of information technology were considered and after a critical analysis, relevant aspects were integrated into the program as:

- Four computer and I.T. courses (12 credit hours) were included in the curriculum to fulfill the I.T. requirements for the students of BBA (Hons).
- However efforts are undertaken to add value from time to time.

The 2 courses aimed at enhancing communication skills have been integrated in the curriculum of BBA (Hons).
• Assignments are given to BBA (Hons) students on specific titles (part of the course) which are presented orally and are submitted as written report, to increase their oral and written communication skills.
• As it is important to note that in every course students have to present at least one topic of their interest or on current topic in the form of presentation with the help of multimedia and or A. V. aids.
CRITERION 3: LABORATORIES AND COMPUTING FACILITIES
CRITERION 3: LABORATORIES AND COMPUTING FACILITIES

Information regarding laboratory would be covered in this section

Lab Title: Computer Lab 1 & 2

Location and area: University Institute of Management Science

Objectives: It aids in teaching computer courses and supports the students in developing their IT skills.


Major Apparatus/Equipment: Computers

Safety regulations: No specific safety regulations are there.

Standard-3.1: Laboratory manuals/documentation/instructions for experiments

No specific lab manual is available however some manuals for individual computers are available whose record is not properly kept. The laboratories are not specious and inadequate. The computers and air conditioners are out of order.

Standard-3.2: There must be support personnel for instruction and maintaining the Facility

Currently two lab attendant are available to maintain the computers and to ensure the availability of internet. Both of them do not possess technical education relating to computers. There is a need for at least one person who has some technical knowhow of networking, database administration and trouble shooting.
Computing facilities support: Available to all faculty members but not to students pursuing their MS and PhD programme.

Computing infrastructure: Two computing labs each 24 computers strong. Out these total 48 computers, 50% have Intel core 2 duos processors and rest 50% has Intel core i-3 processors.
CRITERION 4: STUDENT SUPPORT AND ADVISING
The support programs for students are organized by the University which provides information about admissions, scholarship schemes, seminars and conferences. The Institute in its own capacity arranges orientation and guided tours of the institute. The Directorate Student Affairs also conducts various cultural activities and takes care of students’ problems. The institute provides adequate support to students in order to complete their degrees in timely manner and advises on choice of majors as well as possible employment opportunities.

**Standard-4.1: Courses must be offered with sufficient frequency and number for students to complete the program in a timely manner.**

At BBA level subjects/courses are in accordance with the approved curriculum while assuring the relevant HEC criteria as well. As the University has only one intake a year, the courses are offered once a year which means if a student fails in a certain course, he/she can take it only after the gap of at least one semester.

**Standard-4.2: Courses in the major area of study must be structured to ensure effective interaction between students, faculty and teaching assistants.**

Both theoretical and practical aspects are focused to prepare the students for upcoming challenges. Theoretical problems are explained and assignments are also given to the students whereas, for practical exposures internship program is run, study tours are organized and distinguished guest speakers are invited from the industry to keep them updated on the latest developments in the area. The internships comprises placement at an appropriate business unit where the students familiarize themselves with the work environment as well as the work requirements of 6-8 weeks. After the completion of internship, the students write a report which is
submitted to the internship coordinator and the students make a presentation of their work/learning. The evaluation of Internship programme by students is included in Fall course evaluation.

- In the board of faculty meetings, the courses are structured and decided.
- Students are encouraged to ask questions in class and after the classes. To enhance this culture, faculty members interact frequently among themselves and with students at the beginning of each semester.
- Effective interaction between each section of BBA (Hons) classes is emphasized and encouraged.

Standard-4.3: Guidance on how to complete the program must be available to all students and access to qualified advising must be available to make course decisions and career choices.

Following steps have been taken to provide guidance to the students in different ways:

- The details are provided to each candidate in print form in the shape of prospectus.
- The program structure and details are provided on the website.
- Admission office helps the students to inform about the program requirements.
- Personal interaction and communication between the teachers and the students.
- Within the University hours, students can also contact and coordinate meetings with the relevant teachers whenever they face any problem.
- The Directorate of Placement Bureau (now Student Resource Center) has been established keeping in view the need for exploring job opportunities for the university graduates.
CRITERION 5: PROCESS CONTROL
This section deals with the process of admission, registration, faculty recruitment and other such activities.

**Standard-5.1: The process by which students are admitted to the program must be based on quantitative and qualitative criteria and clearly documented. This process must be periodically evaluated to ensure that it is meeting its objectives.**

The process of admission is well established and is followed as per rules and criteria set by the University. For this purpose an advertisement is published in the national news papers by the Registrar office.

- Admissions are done once a year in August - September.
- Admission criterion for BBA (Hons) is intermediate with minimum of second division; however the admissions are awarded on competitive basis.
- Admission criteria are reviewed every year at appropriate forums before the announcement of admissions and any changes or modifications need to be approved by the academic council. Merit is based on percentage of their Inter marks.
After the completion of admission process, the student name is forwarded to the Registrar office for proper registration in the specific program. Then the registration number is issued to the student.

Students’ evaluations are made through Mid, Final, quizzes, assignments, term projects, and presentations during the course of study.

For each degree the process of registration is carried out once, the candidates’ enrollment is done each semester, and the evaluation is made on the basis of semester results.

Promotion of the students to the next semester is based on the fulfillment of the University criteria.

The institute follows the recruitment policy of the University which is the same as recommended by the HEC. Induction of all posts is done as per rule.

- Vacant and newly created positions are advertised in the national newspapers, applications are received by the Registrar office, scrutinized by the scrutiny committee, and call letters are issued to the short-listed candidates on the basis of experience, qualification, publications and other qualities/activities as determined by the University.
- The candidates are interviewed by the University Selection Board, and principal and alternate candidates are selected.
• Selection of candidates is approved by the Syndicate for issuing orders to join within a specified period.
• Induction of new candidates depends upon the number of approved vacancies.
• Standard set by HEC are complied with.
• Every possible effort is made to retain the faculty. Although being a public sector university, it is not possible to include incentives in our reward system, but motivational techniques are used effectively.

**Standard 5-4: The process and procedures used to ensure that teaching and delivery of course material to the students emphasizes active learning and that course learning outcomes are met. The process must be periodically evaluated to ensure that it is meeting its objectives.**

Keeping in view the new technological changes, innovations, and industry requirements, the institute periodically revises the curriculum to maintain and provide high quality teaching.

• Introduction and inclusion of new courses in the curriculum on the basis of emergence and demand of new fields.
• The institute’s library makes sure the availability of Asian editions for existing as well as updated books for taught courses. The institute’s library also provides facilities of documentation and internet.
• Study material prior to the lectures, multimedia, slides and handouts are provided as supplements for most of the lectures.
• The aim and the efforts remain the same that the courses and knowledge imparted meet the objectives and outcome. The progress is regularly reviewed in the staff meetings.
The commencement date of examination is announced by the controller of examinations. At the end of each semester, the controller office notifies results of the students. The evaluation procedure consists of quizzes, mid and final examinations, practical, assignments, reports, oral and technical presentations. The minimum pass marks for each course is 40%. The breakup and marks’ distribution of each component of examination is prescribed as below:

<table>
<thead>
<tr>
<th>Component</th>
<th>Marks Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid Examination</td>
<td>30%</td>
</tr>
<tr>
<td>Assignments</td>
<td>20%</td>
</tr>
<tr>
<td>Final Examination</td>
<td>50%</td>
</tr>
</tbody>
</table>

Grade points are as follows

<table>
<thead>
<tr>
<th>Marks Obtained</th>
<th>Grade</th>
<th>Grade point</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>80-100%</td>
<td>A</td>
<td>4</td>
<td>Excellent</td>
</tr>
<tr>
<td>65-79%</td>
<td>B</td>
<td>3</td>
<td>Good</td>
</tr>
<tr>
<td>50-64%</td>
<td>C</td>
<td>2</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>40-49%</td>
<td>D</td>
<td>1</td>
<td>Pass</td>
</tr>
<tr>
<td>Below 40%</td>
<td>F</td>
<td>0</td>
<td>Fail</td>
</tr>
</tbody>
</table>

- Gold medals are awarded to the students who secure highest marks. Degrees are awarded to the students on the convocation that is held every year.

**Standard 5-5:** The process that ensures that graduates have completed the requirements of the program must be based on standards, effective and clearly documented procedures. This process must be periodically evaluated to ensure that it is meeting its objectives.
CRITERION 6: FACULTY
Currently there are nineteen full time faculty members (excluding the director of the institute), three of them are on study leave. This faculty is not sufficient to run such a big institute that is why we have to go for a large number of visiting faculty.

**Table 7: Faculty distribution by program areas**

<table>
<thead>
<tr>
<th>Program/Area of specialization</th>
<th>Courses in the area and average number of sections</th>
<th>Number of faculty members in each area</th>
<th>Number of faculty with PhD degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>11 courses 4 sections (3 Morning and 1 Afternoon)</td>
<td>8</td>
<td>2 PhD</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>8 courses 4 sections (3 Morning and 1 Afternoon)</td>
<td>4</td>
<td>2 PhD</td>
</tr>
<tr>
<td>Marketing</td>
<td>8 courses 4 sections</td>
<td>1</td>
<td>-</td>
</tr>
</tbody>
</table>
Besides the data shown in table-7, an Associate professor holds a PhD degree in Economics and the Director of institute holds a PhD degree in Operations Management. PhD degree of nine faculty member and MS degrees of two faculty members are in progress.

| (3 Morning and 1 Afternoon) |

**Standard 6-2: All faculty members must remain current in the discipline and sufficient time must be provided for scholarly activities and professional development. Also, effective programs for faculty development must be in place. Effective Programs for Faculty Development**

- Professional training and availability of adequate research and academic facilities are provided to the faculty members according to the available resources.
- Currently one faculty member is abroad on study leave for doctoral degree as sponsored by the HEC whereas, eight members are doing their Ph.D. degrees from local universities.
- Existing facilities include mainly internet access, which is available through local area network. In addition library facility with latest books is also available.
- Support for attending conferences can lead to enhancement of research initiatives at the university.
Faculty Survey

The faculty looks quite content with the department except for the clarity about promotion process and their prospects for advancement. The survey revealed the following best factors that are responsible for enhancing faculty’s motivation and job satisfaction:

- Good environment for research as research is compulsory part of curriculum
- Good administrative support
- Full support from higher authority in all matters regarding faculty’s further education, working hours etc.

The survey also brought in to light the factors that can improve faculty’s motivation and job satisfaction. They are:

- Improvement in classroom conditions
- Funding to faculty members, by the institute, for higher studies
- At least two weeks summer vacations
- Well equipped computing lab and library

The detailed results of the survey (proforma-5) are shown on the graph below. The analysis is done on a scale of 5: Very Satisfied, Satisfied, Uncertain, Dissatisfied, and Very Dissatisfied.
CRITERION 7: INSTITUTIONAL FACILITIES
The faculty has access to internet and HEC digital library which is very helpful for the high quality education and producing research of international standard. The institute has also developed its own digital library that provides 500-600 online books.

However the department has the following shortcomings/problems:

- The University policy of not providing computers and printers to faculty, especially lecturers and assistant professors hampers the quality of teaching and other allied tasks.
- Due to low internet speed, the use of web based applications and resources become very difficult and time consuming. The internet services are not up to the mark and often do not work. The intercom is connected with the internet and the services are often breached.
- There is not sufficient trained supporting staff for IT based systems.
- For day to day working the fans, tube lights and air-conditions are out of order and are not properly and timely repaired.
The Institute’s Library is technically equipped however there are limited numbers of books that can only meet basic requirements. It has 3500 books of various disciplines gradually growing but at a slow pace of about 200 to 300 books a year. The library also has a limited number of periodicals that include The Time, Pakistan and Gulf Economist, Aurora and Spider. The scholarly journals include Journal of Financial and Quantitative Analysis, Review of Financial Studies, Journal of Marketing Research, Manufacturing and Service Operations Management, and Organizational Sciences.

It’s a small library in term of space and facilities with no catalogue systems. The library has one attendant and a computer assistant. Both work on alternate hours as attendants. The library staff needs to be enhanced along with catalogue system implementation and more space allocation to the library.

Currently the class rooms are not enough and the space is not only limited but also some basic facilities are lacking. The institute has 12 operational multimedia, which are enough to carry out teaching activity of this scale. There are two computer labs each consisting of 24 computers but the technical support is not enough to sustainably maintain whatever technical capability is possessed. Similarly faculty offices are equipped but are in need of up-gradation.
CRITERION 8: INSTITUTIONAL SUPPORT
The university administration has been struggling hard to strengthen all the departments, upgrade them and establish new faculties and Institutes. The university is also trying to attract highly qualified faculty.

**Standard 8-1: There must be sufficient support and financial resources to attract and retain high quality faculty and provide the means for them to maintain competence as teachers and scholars.**

Although the contribution in terms of revenues is considerable on part of the institute yet there are insufficient financial resources to maintain the present needs of the department. Keeping in view the programs run by the department as well as the number of student, there is a need for enhancing the building/area capacity of the institute. This enhancement shall overcome the limitations faced by the faculty for their private spacious rooms (to manage the study materials, students’ meetings and research work) as well as library needs (spacious, with silence and faculty zones) and computer labs. To maintain and enhance the competences of the faculty members, opportunities for improvement in qualification and foreign trainings may be provided.

**Standard 8-2: There must be an adequate number of high quality graduate students, research assistants and Ph.D. students.**

To cater for the further educational needs of BBA graduates, the institute also offers MS Programme and PhD as per HEC requirements. The intake of BBA (Hons) students is once in a year. A strict merit policy is applied during admission.
**Library Budget**: The institute is provided with Rs. 200,000 to 300,000 per annum as library budget.

**Computer Lab**: No specific budget for computer Lab is available however the institute gets about Rs.150,000 to Rs.300,000 for the purchase of Machinery & Equipment and an overall budget of Rs. 50,000 to 75,000 for Repair and Maintenance of the Machinery and Equipment.

Currently there are two computer labs each fitted with 24 computers. However, this facility is not adequate to cater for the needs of the student body that we have (approximately 500 students of BBA are enrolled at a time). Each program offered at UIMS has courses in IT applications and additionally there are assignments, presentations and projects for which students require to work on computers. Besides many classes have 50 students and as each lab has only 24 computers they do not get a chance to work individually during a class.
Summary and conclusions

University Institute of Management Sciences (UIMS) is a constituent institute of the Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi (PMAS – AAUR). UIMS was established in 1996 with the inception of BBA, MBA and MBA (Executive) programs and the first intake of 60 students. Over the years UIMS has added several new programs to its portfolio and today it is the most diverse Business School of the country with the current enrollment of approximately 500 students in BBA.

UIMS has been short on resources throughout its life but despite all these hardships it has been growing qualitatively and quantitatively. However, now it has reached a stage where if not strengthened it may fail to sustain its achievements and start deteriorating.

UIMS is severely deficient in the following areas and needs to be strengthened.

a) Faculty: The UIMS fulltime faculty consists of only 18 people that include 9 lecturers, 8 Assistant Professors and 1 Associate Professor. The fulltime faculty handles approximately 50% of the overall academic load and to take care of the rest of the load UIMS relies on the visiting faculty. In order to improve the quality of education imparted by the institute it is imperative that an extensive faculty development program be undertaken. Moreover, the incompatible remuneration packages also hamper the efforts to attract senior faculty especially in the discipline of management sciences to which some solution needs to be figured out.

b) Infrastructure: The infrastructural requirements of the institute need a big boost. Right now UIMS is operating in the building which was originally built as agricultural-research-labs and although renovated and restructured it is neither enough nor suited for the needs of a modern business school. Therefore, it is required that a larger customized building be constructed for the institute which has enough lecture halls equipped with modern multimedia facilities, computer labs, library, a seminar hall, space to conduct corporate trainings, a small business
incubation center, office space for the faculty and staff, common area for male/female students and amenities.

c) **Equipment:** Currently UIMS has two Computer Labs that house 24 core i-3 computer each but most of the sections of the classes at UIMS have 50 students and if a course needs lab support it is never possible to provide it to the whole of the class at a time. In all such classes 2 - 3 students share one computer for their work. Some of the courses that require active usage of computers are IT Applications for Business – I, IT Applications for Business - II (taught to all the classes), e-Commerce. This Comp-Lab support falls far short of the needs of the large student body and needs to be enhanced. There should be at least two more such labs.

The survey of graduating students (proforma – 3) suggested that the programme was effective in developing team work, independent thinking, communication skills and planning ability but it also brought into light few shortcomings. These included ineffectiveness of programme in developing analytical and problem solving skills, the contents of different courses overlapped and graduates found the programme deprived of co-curricular activities like seminars and job fairs.

The alumni survey (proforma 7 ) was conducted from alumni graduating in spring 2010 to spring 2041. The respondents are pursuing higher studies in reputed educational institutions or are pursuing their careers at reputed organizations. In their opinion the institute well equipped them with Communication, Interpersonal and Leadership skills. But Alumni seem a bit concerned about the repute of the Institute and suggested that university should arrange job fairs, seminars related to career development and industrial tips in order to improve the institute industry linkage and recognition at National level.

The feedback from employer survey is very encouraging. The employer found the graduates very reliable and good team players. The teacher evaluation (proforma 1) and course evaluation (proforma-10) showed mixed results for the faculty and will serve admin in better course allocation in next semesters to come.
Annexure 1: List of Publications by Faculty

Dr. Rauf I Azam


Dr. Abdul Raheman


Mr. Ahmed Imran Hunjra


Annexure 2: Detailed course contents of BBA (4-years) Degree Program

**SEMESTER-I**

<table>
<thead>
<tr>
<th>S. No</th>
<th>Course No.</th>
<th>Course Title</th>
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<th>Remarks</th>
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<tbody>
<tr>
<td>1.</td>
<td>IS-302</td>
<td>Islamic Studies/Ethics*</td>
<td>2(2-0)</td>
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</tr>
<tr>
<td>2.</td>
<td>MGT-304</td>
<td>Social Psychology and Self Development</td>
<td>3(3-0)</td>
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<tr>
<td>3.</td>
<td>MGT-321</td>
<td>Fundamentals of Accounting</td>
<td>3(3-0)</td>
<td>Contents Modified</td>
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<td>4.</td>
<td>MGT-341</td>
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<td>3(3-0)</td>
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<td>5.</td>
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<td>Business Mathematics</td>
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<td>6.</td>
<td>MGT-404</td>
<td>Business Communication-I</td>
<td>3(3-0)</td>
<td>Order reshuffled</td>
</tr>
</tbody>
</table>

Note: Muslim students will enroll Islamic Studies and non-Muslim will enroll ethics.

**IS-302**  **ISLAMIC STUDIES/ETHICS**  **2(2-0)**
As per UAAR Scheme of Studies.

**MGT-304**  **SOCIAL PSYCHOLOGY AND SELF DEVELOPMENT**  **3(3-0)**

Introduction:

Course studies human behavior in its social context to reveal how one's feelings and actions can be influenced by other people. Class examines processes of human interaction and the social influences of family, membership groups, mass media, and socioeconomic class on individuals and groups. Instruction explores basic concepts and theoretical and research perspectives on social processes. Students examine elected forms of social reaction patterns, including socialization, attitudes, language acquisition, collective behavior, deviant behavior, prejudices, and violence.
• To determine how physical characteristics and non-verbal behavior affect our formation of impressions of others, and how that information is processed;

• To understand the sociological perspective of the self and how we relate to others;

• To discuss attribution theory, the internal and external causes, and its role in self-perception and the perception of others;

• To understand the emergence of attitudes, changes in attitude, and the effect of attitudes upon behavior and use as predictors of behavior;

• To discuss the emergence of prejudice, stereotypes and discrimination from the perspective of social psychology and attitudes;

• To understand the influence of physicality, similarity, familiarity and proximity on interpersonal relationships;

• To understand helping behavior through the influences of conformity, compliance, obedience and diffusion of responsibility;

• To define social psychological theories of aggression and to apply those theories;

• To understand the nature of group behavior and to demonstrate awareness of group cognition;

• To understand the effect of culture on behavior of individuals and groups.

Contents:
Principal topics will include Social cognition, The self, Attribution and perception of others, Attitudes and attitude change, Prejudice, discrimination and stereotypes, Interpersonal attraction, Helping behavior, Aggression, Groups, Cultural influences

Recommended Book:

MGT-321  FUNDAMENTALS OF ACCOUNTING  3(3-0)

Introduction:

This course is an introduction to the fundamentals of a basic accounting system including how to record business transactions, prepare financial statements and use accounting information in accordance with Generally Accepted Accounting Principles (GAAP). The course will be a theoretical and practical problem solving learning experience and will help the students develop their analytical abilities in using financial data. The successful completion of this course will require students to demonstrate an understanding of the basics of accounting and to explain how accounting can be used as a tool to assist in making business decisions. Objectives of this course are

- To introduce accounting concepts which enable students to recognize, understand and maintain different accounts of business according to the Accounting Standards, with a clear understanding of how transactions are recorded in different types of business.

- To make students understand the basic elements of double-entry accounting systems, accounting cycle, entering transactions in journals, posting to ledgers, compiling end-of-period worksheets with adjusting entries and preparation of financial reports.

Course Contents:

What is accounting, its purpose and users of financial data, Assets, Liabilities and Owner’s Equity, Recording changes in financial position, Revenue, Expense, Measuring business income, Adjusting entries, Complete an accounting cycle (a sole proprietor service enterprise), Accounting for merchandising companies, Multiple step Income statement, Accounts receivable and notes receivable, Inventories and cost of goods sold, Cost Flow Assumptions, Generally accepted accounting principles

Books Recommended:

MGT-341  IT IN BUSINESS -I  3(3-0)

Introduction to computer and computer systems, computer operations, software and hardware concepts, window, disk operating systems, use of different application packages i.e. Ms Word, Ms Excel, Ms Power Point, concept of networking, email, computer Security and Controls.

Books Recommended:

MGT-391  BUSINESS MATHEMATICS  3(3-0)

Real Numbers, Solutions of Equalities and Inequalities, Solutions and Applications of Inequalities, Applications, Linear Equations in More Than Two Variables & 3-Dimensional Coordinate System, Graphs of Equations and Inequalities, Mathematical Functions, Applications of Systems of Linear Equations, System of Linear Equations, Mathematics of Finance.

Books Recommended:


MGT-404 BUSINESS COMMUNICATION-1 3(3-0)

This part of the business communication course would serve as a basis for the business communication II course which will be offered in the preceding semester. The objective of the course is to give these students an overview of how to communicate professionally & interact with people within and outside organization. This course would lay down the foundations of communicating successfully in organizations; include how to interact interculturally & also communicating through technology. The course of business communication I would encompass solely the written part of communication, which would mainly include planning, organizing, composing & revising the business messages. Writing direct request letters, memos and other brief messages, writing routine, good news and persuasive letters, writing and responding to bad news messages will be an important aspect of this course.

Books Recommended:


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<tr>
<th>S. No</th>
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</table>
4. MGT-351 Introduction to Marketing 3(3-0) Contents Modified
5. MGT-371 Micro Economics 3(3-0) Same
6. MGT-411 Introduction to Management 3(3-0) Order reshuffled

SSH-302 PAKKISTAN STUDIES 2(2-0)
As per UAAR Scheme of Studies.

MGT-322 FINANCIAL ACCOUNTING 3(3-0)

Introduction:
This course is a continuation of the introduction to financial accounting. Topics will include a study of long-term assets and current liabilities. Partnership and corporate accounting, the statement of cash flows, financial statement analysis, and investments in stocks and bonds. Objectives of this course are

- Demonstrate an understanding of the accounting for long-term assets
- Demonstrate an understanding of the accounting for current liabilities
- Demonstrate an understanding of the accounting for partnerships
- Demonstrate an understanding of the accounting for corporations and contributed capital
- Demonstrate an understanding of the accounting for corporations and the statement of cash flows

Course Contents:
Books Recommended:


MGT-342 IT IN BUSINESS-II 3(3-0)

Basic database concepts, use of Ms Access as end user software package, creating tables and relationships among them, designing queries, developing forms and generating reports, e-commerce, importance of information systems in business, E-banking.

Books Recommended:


MGT-351 INTRODUCTION TO MARKETING 3(3-0)

Introduction:

This course will help students to understand the basic marketing concepts and apply these concepts to complex and realistic business environments. It deals primarily with an analysis of concepts and theories behind marketing as well as the analytical procedures, techniques, and models of when and how to market products. The course addresses strategic issues such as, What business should we be in? What is
our competitive advantage? What opportunities and threats do we face? What are our marketing strategic alternatives? How should our marketing resources be allocated? What are our marketing strengths and weaknesses? What are our long term objectives and alternatives?

Course Contents:

Marketing in a changing world, creating customer value and satisfaction, what is marketing, and marketing challenges in the new “connected” millennium. The marketing environment, the company’s microenvironment, macro-environment, responding to the macro environment. Consumer markets & consumer buyer behavior, the buyer decision process, market segmentation, targeting and positioning for competitive advantage, market segmentation, market targeting, product line decisions, product mix decisions. Product & services strategy, product classifications, new-product development and product life cycle strategies. Pricing products: pricing considerations and approaches, pricing strategies, new-product pricing strategies, and product mix pricing strategies. Distribution channels and logistics management, the nature of distribution channels, channel design decision and channel management decisions. Integrated marketing communication strategy, the marketing communication mix, setting the total promotion budget and mix, advertising, sales promotion and public relations, advertising, sales promotion and public relations, personal selling and sales management.

Books Recommended:


MGT-371 MICRO ECONOMICS 3(3-0)

An introduction to economics, definition and scope of economics, laws of economics, law of demand, law of supply, market characteristics and types, equilibrium, production function and factors and characteristics of organizations. Microeconomics is conceptual approach. Demand, supply and market equilibrium,
elasticity of consumer demand and supply. Theory indifference curve theory of cost production, cost concepts, social vs. private consumption, and choice of input by firm, equilibrium of the firm. Market structure. Market equilibrium, price discounts & product differentiation. Theory of consumer behavior, consumer samples, income & substitution effect.

Books Recommended:

MGT-411 INTRODUCTION TO MANAGEMENT 3(3-0)

Definition and function of management, evolution of management, thoughts and management, effects of external environment (economics, technical, social, political, legal and ethics) on management, introduction to concepts of planning, organization, staffing, leadership, decision making, Importance and steps in Decision Making, communication and controlling, planning and its tools and techniques, human motivation, management and productivity, Concept of organization, process of Organizing, communication Concept and importance of communication, Control, Concept, planning-control relationship, process of control, Brief review of Traditional Techniques & Modern Techniques of Control.

Books Recommended:
SEMESTER-III

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<td>MGT-405</td>
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<td>Macro Economics</td>
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<td>Business Statistics</td>
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<td>6.</td>
<td>MGT-512</td>
<td>Introduction to Organizational Behavior</td>
<td>3(3-0)</td>
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MGT-405  BUSINESS COMMUNICATION-II  3(3-0)

Based on the knowledge which the students will gain in the Part I of the business communication, students would be trained at the advance level in communication that would include writing and planning short, long, formal, informal reports. The course would also include writing resumes and job applications & preparing for job interviews. The last part of this course will encompass enhancement of listening skills which are as important as the writing skills. Oral presentations and speaking skills which would include speeches and conduction of meetings will also be a part of this course.

Books Recommended:

Introduction:

The course is designed to equip students with techniques involved in per unit cost estimation. This cost estimation is the basis for profit planning. Therefore this course focuses only on cost estimation involved in different manufacturing and service operations. Objectives of this course are

- To make students learn different cost concepts and the accounting treatment for different cost elements
- To teach them the principles of cost estimation and enable them to generate different cost reports like Job Order Cost Sheet, Cost of Production Report etc.
- To enable them to use different costing methods used in different production and services concerns

Course Contents:


Books Recommended:

2. Ray H. Garrison Irvine, Managerial Accounting, USA ,5th Edition, 2005
Introduction:

This course focuses on the management of marketing activities. This will help students to apply marketing concepts to complex and realistic business management environments. It deals primarily with an analysis of concepts and theories behind marketing as well as the analytical procedures, techniques, and models of when and how to market products. The course addresses strategic issues related to marketing management.

Course Contents:

Defining Marketing For 21st Century, Marketing in 21st century, building customer satisfaction, value & retention, marketing management tasks, developing marketing strategies and plans, marketing and customer value. Value chain analysis, core competencies and understanding the supply and value chain. Strategic planning, business unit planning, strategic implementation and control, gathering information and scanning the environment, modern marketing intelligence system, the marketing research process. Profitability analysis, measuring satisfaction and loyalty, CPV, measuring customer lifetime value, organizational buying and the procurement process. Creating brand equity and crafting its positioning, what is brand equity, building brand equity, building brand equity, devising a branding strategy, marketing strategies, growth, maturity and decline, competitive intelligence system and designing competitive strategies. Designing and managing services, nature of services. Managing service quality, managing service brands, managing product support services and developing pricing strategies. Understanding pricing, setting the price, differentiated pricing, and marketing strategies to avoid price increases.

Books Recommended:


Books Recommended:

Introduction to business statistics, data organization, descriptive measures of locations, descriptive measures of variations and skewness, probability, probability distributions, sampling and sampling distributions, statistical inference, regression and correlation, time series analysis, index number.

Books Recommended:
Organization Behavior - What managers do, definition of OB, contributing
discipline to OB, challenges and opportunities for OB. Foundations of Individual
behavior - Values, Attitudes and Job satisfaction, Personality and Emotions,
Perception, Motivation Concept, Theories, Foundations of Group Behavior - work
teams, Interpersonal Skill - Transactional analysis, Life Positions, Johari Window,
Leadership: Concept, theories, Styles and their application, Power and politics in
organization, Conflict Management, Stress Management, Crisis Management,
Organizational Change & Development, innovation, creating learning organization,
Organizational Culture, Organizational Effectiveness.

Books Recommended:

3. George, M. J. & Jones, G. R., Understanding and Managing Organizational
4. Steven L Mcshane and Mary Ann Von Glinow, Organizational behavior, 4th
5. Jerald Greenberg and Robert A. Baron, Behaviour in Organizations, 9th

**SEMESTER-IV**

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<td>Ethics in Business</td>
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<td>2.</td>
<td>MGT-424</td>
<td>Introduction to Business Finance</td>
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<td>MGT-473</td>
<td>Introduction to Managerial Economics</td>
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<td>MGT-504</td>
<td>Managerial Accounting</td>
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<td>5.</td>
<td>MGT-515</td>
<td>Introduction to Human Resource Management</td>
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<td>6.</td>
<td>MGT-594</td>
<td>Introduction to Logic</td>
<td>3(3-0)</td>
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</table>
MGT-407  ETHICS IN BUSINESS  3(3-0)


Books Recommended:
2. O.C. Ferrel, Jhon Fraedrich, Business Ethics: Ethical Decision Making nad Cases, 8 edition, South-Western College, 2010

MGT-424  INTRODUCTION TO BUSINESS FINANCE  3(3-0)

This course introduces to the student the concept of Business Finance. It familiarizes the student with business related finance and techniques used in finance. This course includes concepts of Business and Finance, The Financial System and environment, The Time Value of Money, The Basics and concepts of Capital Budgeting, Capital Budgeting Techniques, Working Capital Management, factors Influencing Working Capital Requirements, Cash Management, Objectives of the Cash Management, Receivables Management, Credit Evaluation, Need for Inventory, Different Levels of Inventory

Books Recommended:

MGT-473 INTRODUCTION TO MANAGERIAL ECONOMICS 3(3-0)

Introduction to Managerial Economics, Scope of Managerial Economics, Demand analysis: Types, determinants, elasticity, demand function, Demand forecasting. Cost Analysis: Concept of cost and its types, cost output relationship in short and long period, supply curve, pricing analysis: Market structures, price determination under different market situations, price discrimination, selling costs, product differentiation, various pricing methods, transfer pricing, break even analysis, profit planning. National income analysis: Theories of income, output and employment: Classical Keynesian. Demand behavior: Duessenbury and Friedman, Theory of multiplier, Theory of trade cycles: Concept and causes of trade cycles. Measures to control trade cycles, Macro economic policy: Monetary and fiscal, Theories of inflation: causes and control of inflation.

Books Recommended:

MGT-504 MANAGERIAL ACCOUNTING 3(3-0)

Introduction:

Managerial Accounting is a course designed to make students learn effective financial decision-making at a managerial level. That preparation will begin at the basic understanding how much things cost. Only by understanding how much things cost can enable someone, intelligently and strategically reach decisions and evaluate results in today’s competitive market. From the evaluation of past results, one’s role as manager would then be to plan and control future activities; hence, the course will then cover the use of cost accounting information for management decision-making including the role of budgeting as a management control tool. We
seek to help develop analytical skills with respect to the identification and use of decision relevant accounting information.

Objectives of this course are

- Categorize costs into "fixed," "mixed," and "variable"
- Analyze cost behavior by using the appropriate accounting metrics
- Calculate desired profitability by using the appropriate accounting metrics
- Conduct a Cost-Volume-Profit (CVP) analysis to compare and project profits
- Conduct a variance analysis to compare projected and actual profits
- Perform internal and external comparative analyses using the appropriate accounting metrics

Course Contents:

Cost Planning, Control and Decision Making, Cost Behavior: variable and fixed cost behavior, cost behavior prediction and its problems, Marginal and Absorption Costing, Short-Run Decision Making, acceptance of a special order, dropping a product, make or buy decision, Break-Even Analysis: CVP analysis, contribution breakeven chart, profit chart and multi product chart, Budgets, Standard Costing

Books Recommended:


MGT-515 INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

HRM is responsible for the people dimension of the organization between its people not building, the equipment or brand names that make a company. It is responsible for getting competent people, training them, getting them to perform at high effort levels and provide mechanism to ensure that these employees maintain their productive affiliation with the organization. Topics to be covered in this course are: Basic of HRM, understanding equal employment opportunity, employee planning, job analysis including job description and job specification, recruitment and foundation of selection, socialization, orientation an developing employees, establishing rewards and pay plans, health and safety programs, managing labor unions and motivating employees.
Books Recommended:


MGT-594 INTRODUCTION TO LOGIC 3(3-0)

This is an introductory course in the discipline of logic. The primary objectives of the course are to formally introduce the skills that are essential to good critical reasoning.

The students will learn and apply logical forms of common types of argument, techniques for distinguishing between good and bad argument forms, techniques to identify some common fallacies, detect forms of arguments, test arguments for validity, and to construct valid arguments. Further topics to be studied include Principles of deductive & inductive logic, Counting methods, Paradoxes (like Russel’s Paradox & Goodman Paradox), Cause & effect relationships and Probability calculus.

Books Recommended:

SEMESTER-V

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<td>MGT-514</td>
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<td>4.</td>
<td>MGT-526</td>
<td>Money and Banking</td>
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<td>MGT-580</td>
<td>Strategic Management</td>
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<td>Statistical Inference</td>
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**MGT-513 CORPORATE LAW 3(3-0)**

Basic concept of corporate law, forms of organization, features of private and public companies, jurisdiction of courts, incorporation of companies, memorandum and articles of association, share capital, meetings, director, chief executive, stock, stock exchange, sections 1 to 205 of companies ordinance 1984 and securities law.

**Books Recommended:**

5. Selected Sections of Companies Ordinance 1984
6. Hand Book of Mercantile Law (Bare Acts), Petiwala Book Depot, 2009

**MGT-514 INTRODUCTION TO PROJECT MANAGEMENT 3(3-0)**

Introduction, Characteristics of Project, Types of Projects, Phases of Project or Project Life Cycle, Strategic Relevance of Projects, SWOT Analysis, Stakeholders, Project Portfolios, Roles of Senior Management in Project Preparation, Project Organizations and Its Types: Functional, Matrix and Projecticised Organization, Project Selection

Books Recommended:


MGT-525 INTRODUCTION TO FINANCIAL MANAGEMENT 3(3-0)

Introduction:

Firms invest in real assets such as plant and equipment (the Investment decision) and raise money via personal funds, stocks, bonds or bank loans (the Financing decision). Financial Management is about how these Investments and financing decisions should be made. This course explores the first part of Financial Management and introduces the framework, tools and techniques for making Investment decisions. Objectives of this course are

- To give students a comprehensive understanding of financial system that how financial institutions mobilize funds through financial securities
- To equip students with techniques required to evaluate a project financially
- To equip students with skills required to efficiently control working capital

Course Contents:

Books Recommended:


MGT-526 MONEY & BANKING 3(3-0)

Introduction to Money and Banking, State Bank Of Pakistan, Foreign Exchange Management, Commercial Banking, Practice and Law of Banking, Banker – Customer Relation ship, Types of Deposits, Types of Account holder/Precautions to be taken by a banker for opening such Accounts, Loans and Advances/Financing By Banks, SBP Prudential Regulations for Banks/NBFIs, Foreign Trade, Foreign Exchange and Letters of Credit, Investment Banking, Regulatory framework of Securities Markets in Pakistan.

Books Recommended:


MGT-580 STRATEGIC MANAGEMENT 3(3-0)


Books Recommended:

MGT-595 STATISTICAL INFERENCE 3(3-0)

Introduction, Estimates and estimators, Point estimation, Methods of point estimation, Estimation by confidence interval, Statistical inference hypothesis testing, Introduction, Test based on normal distribution, Test based binomial distribution. Analysis and Variance the Chi-Square Distribution.
Books Recommended:

**SEMESTER-VI**

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**MGT-493  BUSINESS RESEARCH METHODS  3(3-0)**


**Books Recommended:**

1. C. William Emory and Donald R. Cooper, Business Research Methods, revised edition, R.D Irwin, 1980

**MGT-543  INTRODUCTION TO MANAGEMENT INFORMATION SYSTEM  3(3-0)**
Introduction, History of information systems and importance, Current focus on information use, Problems in implementing global information systems, GIS implementation strategies, Ethical implications of IT, ethics and information services, system theory and methodologies, The system approach, system development life cycle methodologies and phases of SDLC, Types of MIS e.g. Management Reporting System, Transaction processing system, Artificial Intelligence, Decision support Systems, office information system etc, Use of Ms Project.

Books Recommended:


MGT-574 INTERNATIONAL BUSINESS 3(3-0)

This course is basically designed to give a comprehensive look of trade and international level. How the companies grab the international market share. Companies become multinational enterprise. How they enter in international market. What is the role of developed countries in international market? How the political changes are affecting the market on international level. How the economic integrations are taking place at various levels. How culture affects the international business. Various barriers on international level, International finance, balance of payment. What is monetary system and role of International Monetary Fund / World Bank in international trade? What is forex, participants of forex market? How the formulation of global strategy is being done. WTO, various challenges faced by developing countries. How can Pakistan grab more international market share, Challenge of WTO for Pakistan.

Books Recommended:


MGT-696 INTRODUCTION TO PRODUCTION & OPERATIONS MANAGEMENT 3(3-0)

A practical and theoretical attempt of identify the working of production sector and service sector enterprise. This subjects includes following topics: Operation management, objectives of operation management, strategies for competitive advantage, productivity, factor affecting productivity, international dimensions of productivity, forecasting, linear programming, designing product, services and processes, operating capacity, rated capacity, locating production and service facilities, business location analysis, transportation techniques, project management, scheduling, program evaluation and review techniques, critical path method, inventory control, material requirement planning, decision making / problems solving methods, decision tables, decision trees.

Books Recommended:

SEMESTER-VII

<table>
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<tr>
<th>S. No</th>
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<th>Course Title</th>
<th>Credit Hours</th>
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**MGT-616 TOTAL QUALITY MANAGEMENT 3(3-0)**


**Books Recommended:**

6. Pakistan Institute of Quality control – Proceedings

**MGT-644 INTRODUCTION TO E-COMMERCE 3(3-0)**
Introduces students to the current state-of-the-art in E-Commerce technology and instructs to make relevant, develop or buy and customize decisions on E-Commerce products. Provides an understanding of the application of special concepts and technology underlying e-commerce applications and the design and development of E-Commerce capabilities. Electronic Commerce Framework, Electronic Commerce and media Convergence. Types of Electronic Payment Systems, Electronic Data Interchange, EDI Applications in Business, Web interfaces, Architectural Framework for Electronic Commerce. Introduces concepts and models to analyze e-business firms.

Books Recommended:


MGT-699 PROJECT 3(0-6)

Students will be offered a research project in the area of his interest preferably in the area of his/ her specialization. This research project will help the students in developing the competencies for research.
MGT-618 CONTEMPORARY ISSUES IN MANAGEMENT 3(3-0)

Introduction:

This course will examine management in contemporary organizations extending the basic knowledge on management and organizations acquired earlier. The course is based around a list of topics generated by the faculty that are at the forefront of discussion in management studies, thereby extending the contemporary perspective. The topics will alter as contemporary issues change; a new list of topics will be generated each time the course is offered through faculty and students input obtained during the first week of the course.

Examples of topics may include great ideas in management, trends and changes in the global, political, legal, socio-economic, and cultural environments of business, learning organizations, knowledge workers, e-commerce, managing technologies and issues involved in managing a diverse workforce that is geographically dispersed. The course aims at providing students with an opportunity to explore the field and to develop an enquiring mind for life-long learning.

Study Materials

Articles published in the recent issues of professional journals, Case studies, Commentaries and analysis of any contemporary issues in management like mergers, acquisitions, bankruptcies, product recalls or even strategy revisions can form a basis for the course.
Students as part of the course must select any issue of importance in consultation with the faculty and write a report and make presentation in front of the class besides appearing for the traditionally required written examinations.

**MGT-617 ENTREPRENEURSHIP 3(3-0)**

The objective of this course is to develop an understanding of the entrepreneurial process and to explore the strategies that improve new venture programs. The heart of this course is the development of business plans for a prospective venture that you would like to start within five years of your business idea. The fundamentals purpose of this course is to equip the business students with all the techniques of marketing, production, financing, managing venture, risk management and project management and evaluation etc for successful management of their small businesses.

**Books Recommended:**


**MGT-698 INTERNSHIP 3(0-6)**

As a part of their degree requirement students are required to do Internship with an organization of repute. This will help students in creating links with Industry and finding suitable jobs for them.
# ELECTIVE COURSES FOR THE SPECIALIZATIONS OFFERED IN BBA (HONS.)

## MARKETING

<table>
<thead>
<tr>
<th>S. No</th>
<th>Course No.</th>
<th>Course Title</th>
<th>Credit Hours</th>
<th>Remarks</th>
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<td>Sales Management</td>
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<td>Global Marketing</td>
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<td>8.</td>
<td>MGT-667</td>
<td>Marketing Channels</td>
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<td>MGT-668</td>
<td>Strategic Marketing Planning</td>
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<td>MGT-669</td>
<td>Seminars in Marketing</td>
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### MGT-560 CONSUMER BEHAVIOR 3(3-0)

Consumer behavior, scope, importance and interdisciplinary nature. Marketing concept, societal marketing concept, social responsibilities and ethics in marketing, the consumer research process, quantitative and qualitative research. Marketing segmentation, Consumer motivation, Personality and consumer behavior product personality and brand personification. Self image, Vanity and consumer behavior. Consumer perception, Product and service positioning, perceived price, quality and risk. Manufacturer’s image, consumer learning, motivation, cues, response and reinforcement. Behavioral learning and cognitive learning theories, Attitudinal and behavioral measures of brand loyalty, Attitude formation and change, Communication process and design of persuasive communication, influence of reference groups, impact of social class, culture, subculture and cross-cultural factors on consumer behavior. The process of opinion leadership and motivation behind opinion leadership. Diffusion and adoption process of innovation, profile of consumer innovators, Consumer decision making process, Howard-Sheth, Engell, Kollat Blackwell and Nicosia models of Consumer decision-making. Consumer gifting behavior. Relationship marketing.
Books Recommended:


MGT-561 ADVERTISING AND PROMOTION 3(3-0)

Introduction:
This course focuses on the fundamental role of advertising in the communication process; how it works as an element of the marketing process, the basic terminology used; the functions and effectiveness of advertising for businesses; the influence of economics on the evolution of advertising; and advertising’s overall impact on the society in which it operates. In this course student will also understand different media used for advertising. The course will address issues like how ads are produced for print and broadcast media? What makes an ad effective? And the creative side of advertising.

Course Contents:

Defining advertising, its types, its role and function, what makes an ad effective? Characteristics of effective ads, current issues in advertising. Advertising & its role in the society, ethics, regulation, advertising and social responsibility. Advertising and marketing process, advertising and target market approaches. ad agencies. The consumer audience and their behavior, cultural and social influences on consumer. Account planning and research, evaluative research and research challenges in advertising. How advertising works? How communication works? Perception, learning, persuasion. Action etc, How brand work? Media planning and buying strategy, developing media strategy, media selection & buying process. Print media, types of media, broadcast and interactive online media, forms of TV advertising. Creative side of advertising, creative advertising, creative thinking, creative process, copy writing, the language of advertising, the copywriter, copywriting for print, copy elements. Print media requirements, copywriting for radio, tools of radio copywriting, radio commercial planning, copywriting for television. Characteristics of TV Copy, tools for television copywriting and writing for the web.

Books Recommended:
MGT-562 SALES MANAGEMENT 3(3-0)

Introduction:

This course focuses on the overall management of selling activities. This will help students to understand the selling process, basic sales functions and activities. This course will also familiarize students with territory management and Time management, sale forecasting and Quota setting, Sales training and development, and lastly the motivation and compensation aspects of sale management.

Course Contents:

What is Sales Management? Sale Management Process, Strategic Role of Sales Function. Sale Management Trends, Overview of Personal Selling, Characteristics of Sales Careers, Personal Selling Approaches and Process. Classification of selling approaches, organization strategies and sales function, strategic change and the sale function, organizational strategies and the sale function, sale strategy framework. Organizational buyer behavior, relationship and sale channel strategy, sales organization structure and sales force deployment, organization concepts and selling situations, allocation of selling effort, designing territories, developing forecasts, forecasting by sales managers. Recruitment and selection, sale force socialization, model of socialization, recruitment and selection process, sale training and its role, managing the sale training process, selecting training methods, training media and location. Sales leadership and supervision, Contemporary Views, LMX model, transformational and BSM model leadership model for sales management, motivation and reward system management: motivation and reward, type of sale force rewards and sales expenses. Evaluating the effectiveness of the organization, sale audits, sales analysis, cost analysis, profitability analysis and productivity analysis. Sale force performance evaluation, purpose and approaches, key issues in
evaluation, criteria, ranking and rating methods and measuring salesperson job satisfaction.

Books Recommended:


MGT-663 SERVICES MARKETING 3(3-0)

Introduction:

The objective of this course is to provide student a firm grounding in the application of marketing management techniques to all aspects of services. It will examine service characteristics and classifications, theoretical models of service, relationship marketing, interactive marketing, customer care, the services marketing mix, understanding service quality, organizing for service and internal marketing. Overall, the course outlines the unique challenges of managing services and successful strategies to address these. It will create an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services.

Course Contents:

Introduction to services marketing, gaps model of service quality, consumer behavior in services/customer expectations, customer perception of service & service, encounters, understanding expectations and perceptions through marketing research. Services relationship marketing, building customer relationships, service recovery, service development, and design. Customer defined service standards, physical evidence, the serviscape, employees’ role in service delivery, the customers’
role in service delivery service through intermediaries, managing demand and capacity. Integrated service marketing communications, the pricing of services, the financial and economics effect of services and the integrated gaps model of service quality.

Books Recommended:


MGT-664 PRODUCT & BRAND MANAGEMENT 3(3-0)

Introduction:

This course aims to develop understanding of brands and brand management. It also helps students to develop knowledge of how brands are developed, priced, promoted and distributed. The course is designed to make students understand the equities associated with brands. It provides the necessary depth and breadth for the students to understand how brands are chosen, how brand personalities are developed and how brand strategies are implemented with example from local industry. This course provides the knowledge that is important for marketing major students to effectively plan, implement and evaluate branding strategies.

Course Contents:

Brands & Brand Management, What is brand, why do brands matter, can anything be branded, what are the strongest brands, brand equity concept. customer-based brand equity, brand knowledge sources of brand equity, the four steps of brand building and its implications, brand positioning & values, identifying & establishing brand positioning and brand values. Choosing brand elements to build brand equity, criteria for choosing brand elements, product strategy, pricing strategy, and channel strategy. Integrating marketing communications to build brand equity, developing IMC programs, and leveraging secondary brand knowledge to build brand equity. Measuring sources of brand equity: capturing customer mindset, qualitative research, quantitative research techniques, designing & implementing
branding strategies, designing branding strategy. Introducing & naming new products & brand extensions, new products & brand extensions, understand how consumers evaluate brand extensions, evaluating brand extension opportunities. Managing brands over time, reinforcing brands. revitalizing brands, adjustments to brand portfolio, managing brands over geographical boundaries & market segments., rationale for going international.

Books Recommended:


MGT-665 GLOBAL MARKETING 3(3-0)

Introduction:

The objective of this course is to provide students with an introduction to the field of Global Marketing. The course develops an understanding of the basic concepts of global marketing and global marketing process, how decisions are made based on internal & external factors and also the impact of 4p’s of marketing & their management in a global dynamic market, global market access strategies, global competition and sourcing decisions etc. The course will also include cases from international markets to make student analyze and different global situations and issues and how they were handled by renowned companies. This course provides the knowledge that is important for marketing major students to effectively plan, implement and evaluate branding strategies.

Course Contents:
Defines the scope & challenge of international marketing, international marketing task, stages of international involvement, international marketing concepts, global markets. The global economic environment, WTO and GATT, economic integration and bloc, free trade agreement, balance of payments. The global legal environment, currencies and exchange rate and repatriation of funds. The global political & legal environment, stability of government policies, political risks in global business, assessing political vulnerability, dispute resolution, protection of intellectual property. Creating products for consumers in global markets, global markets & product development, physical or mandatory requirements & adaptation. Marketing industrial products, the industrial demand, the industrial product market, promoting industrial products and marketing services globally. International distribution system, distribution patterns, factors affecting choice of channels, locating, selecting & motivating channels. Exporting & Logistics, Special issues for small business, export documents, and the foreign freight forwarder. The global advertising & promotion effort, global advertising, media planning & analysis and global sales promotion. Designing the sales force, recruiting marketing & sales personnel, selecting & training, motivating & controlling the international sales team. Pricing for international markets, pricing policies, and dumping.

Books Recommended:


MGT- 666  MARKETING RESEARCH  3(3-0)

Basic concepts of Marketing Research - Introduction, Marketing Research & MIS, Marketing Decision Support System, Research Process, Research Design: Exploratory, Descriptive, and Experimental Designs, Methods of Data Collection, Scaling Techniques and questionnaire design, Data Preparation, Data Analysis: Discriminant Analysis, Factor Analysis, Cluster Analysis, Conjoint Analysis, Multi Dimensional Scaling, Applications of Marketing Research, Sales Analysis, Market Potential Analysis, Sales Forecasting, Market Segmentation, Product Research: New

Books Recommended:


MGT-667 MARKETING CHANNELS 3(3-0)


Books Recommended:

3. Russell W. McCalley, Marketing Channel Development and Management, Quorum Books, 1992

MGT-668 STRATEGIC MARKETING PLANNING 3(3-0)

Marketing and its basic concepts, principles of strategic marketing planning, planning implementation and controlling of strategies, the marketing environment, international marketing research, segmentation, product policy and planning, planning for pricing strategy, strategic planning for channel of distribution, promotion strategies, organization and control of marketing planning and strategy.

Books Recommended:


MGT-669 SEMINAR IN MARKETING 3(3-0)

Seminar in marketing will be arranged each week. Different marketing personnel’s will be invited to present seminars on different aspects of marketing. Teacher in-charge will be responsible to arrange the seminars and make it sure all students attend the sessions. Concern teacher will determine the examination procedures depending on the university policies. Students can also be encouraged to deliver seminar. The areas of marketing to be covered in that course are Business strategy, Marketing strategy, Relationship Marketing, CRM and its importance, Product Planning, Services planning, Total solutions planning, Distribution and logistics, supply chain management, pricing, promotion & integrated market communications, Marketing scenario in Pakistan, Web marketing and future trends in marketing.
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<th>S. No</th>
<th>Course No.</th>
<th>Course Title</th>
<th>Credit Hours</th>
<th>Remarks</th>
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<td>8.</td>
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<td>International Finance</td>
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<td>Money &amp; Capital Markets</td>
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<td>Securities Analysis &amp; Portfolio Management</td>
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**MGT-530 INVESTMENT BANKING 3(3-0)**

**Introduction:**

The landscape of banking has been changing of the years. There has been a constant decline in the intermediation activities of banks while there is a constant increase in the intermediary role of banks. Companies are no longer strictly dependent on bilateral borrowings from their bankers. They would prefer to source funds directly from economic units who have the funds by issuing financial instruments. The investors who have the liquidity will then consider investing in them. The main function of investment banking is to be an intermediary to bring this into fruition. This course addresses how banks can fulfill this role & how the respective instruments are structured on behalf of the issuers. It also addresses the considerations that drive investor decisions on the financial instruments available for their investment. Objectives of this course are
The principal goal of this course is to provide a broad overview of investment banking and of the forces that are changing it worldwide. The focus is on the major activities of investment banks: (1) raising capital for clients; (2) making markets and providing brokerage services; (3) advising on and executing mergers and acquisitions; (4) trading and investing for the bank’s own account; and (5) managing third-party assets. Throughout the course will examine some of the challenges of managing a global investment bank and discuss the trends in the investment banking industry.

Course Contents:


Books Recommended:


MGT-531 ANALYSIS OF FINANCIAL STATEMENTS 3(3-0)
Introduction:

Course is based upon the intelligent use of published financial reports by decision makers external to the firm (e.g. investors and creditors). This course will focus on key accounting concepts, financial ratios and industry issues which are critical in interpreting and analyzing external financial reports. Throughout this course students will be involved in “hands-on” financial analysis by working on class exercises/problems, discussing special topical readings and analyzing assigned cases. The cases will include primary concepts from the assigned readings, as well as the topics and financial analysis techniques discussed in class.

The objectives of this course is provide you with advanced conceptual back ground and analytical tools necessary to evaluate financial statement issued by companies especially publicly held enterprises. The course is meant to complement related studies in accounting, finance and economics. It focuses on understanding the uses and limitation of financial statement.

Course Contents:-

Overview of Financial Statements Analysis, Financial Statements Analysis and Reporting,, Accounting Analysis, Analyzing Financing, Investing ,and Operating Activities, Financial Analysis Applications and Interpretation, Short-Term liquidity, Forecasting and pro-forma analysis ,Capital structure and solvency ,Return on invested capital, Prospective analysis, Credit Analysis, Profitability Analysis, Earnings-Based analysis and Valuation, Comprehensive case applying financial statements analysis

Books Recommended:


Introduction:

This course focuses at introducing the students about the various aspects of securities analysis and portfolio management. It will provide advanced practical concepts, tools and applications. The primary objective of this course is to familiarize the student with basic concepts of Securities Analysis and Portfolio Management and its various tools and techniques to facilitate the managers in managing their portfolio. The basic objective of the course is to acquaint the students with respect to the investment decisions related to financial assets, the risks and the returns involved, to make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

Course Contents:


Books Recommended:

Introduction:


Books Recommended:


Introduction:

Overview of corporate finance, financial analysis and planning, security valuation, capital budgeting, market efficiency, capital structure, dividend policy. Option and Hybrids, Asset Backed financing, Issuing Long-Term Debt and Equity, International financial Management, Risk Management. This course is designed to provide the basic conceptual background and analytical tools necessary to evaluate business decisions in order to maximize shareholders' wealth. The course is meant to complement related studies in finance. Student motivation and skill development will be enhanced by using problems and cases from books and everyday life.

Course Contents:

Introduction to Corporate Finance, Valuation of Long-term Securities: Bonds; Preferred stock; Common Stock; Dividend Discount Models; Concept of yield to maturity (YTM); Risk and Return: Definition, probability distribution to measure risk, Coefficient of Variation; Risk and Return in a portfolio context, Theory of Capital Structure, Dividends and Share Repurchase Decisions, Lease financing and Financial Markets, Insurance, hedging with futures and forward, foreign exchange markets, Call and put option, Warrants and Covertibles, Motive for mergers

Books Recommended:

Introduction:

The main goal of this course is to develop a foundation of financial management concepts. This will enable the student to understand what is credit risk management, what are the lending objectives, and how to measure credit risk. The course also lays a foundation for more complex credit management topics that arise in additional elective courses in finance. This course in credit management also describes the credit rating systems. The main goal of this course is to develop a foundation of financial management concepts. This will enable the student to understand what credit risk management is, what the lending objectives are, and how to measure credit risk. The course also lays a foundation for more complex credit management topics that arise in additional elective courses in finance. This course in credit management also describes the credit rating systems.

Course Contents:


Books Recommended:

Introduction:

The purpose of the course is to make the student aware of this fast growing and innovative mode of financing, particularly within the Arab and Islamic world. The above coverage will illustrate as to how the field of Islamic finance is different than the conventional financial world, with the emphasis on sharing of profit and loss related to a financial transaction.

Objectives of this course are:

- Demonstrate a firm grasp of the history and development of Islamic banking
- Familiar with the basic principles and rules of Islamic banking
- Understand the differences between Islamic banking and conventional interest-based banking systems
- Understand the basic structure and operation of the key financial instruments used in Islamic banking
- Able to apply the knowledge gained to selected case studies
- Able to identify some of the key controversies in Islamic banking.

Course Contents:

Role of Islamic law in Islamic economic and financial institutions, History of Islamic banking, Relationship between finance and Islamic law, Basic principles of Islamic economics, Differences between Islamic banking and conventional interest-based banking systems, Framework of Islamic finance, Nature of Islamic banking and finance, Concept of money in Islam, Prohibition of interest, Ethical dimension of Islamic banking, Chief financing mechanisms used in Islamic banking, Supervision and oversight of Islamic banks, Reading and understanding contracts and financial statements of Islamic banks.

Books Recommended:


MGT-636 PORTFOLIO MANAGEMENT 3(3-0)


Books Recommended:

MGT-637 FINANCIAL INSTITUTIONS 3(3-0)


Books Recommended:


MGT-638 INTERNATIONAL FINANCE (3-0)

Introduction:

In this course, we study the management of the multinational firm’s financial resources. Topics include international financial markets, foreign exchange rates and risk management, evaluating foreign investment opportunities, and theories and practices of financing multinational operations. After taking this course, you will be familiar with the aspects of financial management that are encountered by multinational enterprises. You will learn why and how international financial management is similar to domestic financial decision-making and how it differs. You will learn to make financial decisions when facing multiple currencies with frequent exchange rate changes and varying rates of inflation, multiple financial markets, and political risks. You will also learn about the international financial environment, its vulnerabilities and resilience.

Course Contents:

Students will study the concepts of arbitrage, risk management, cash management and capital market behavior. In the process, students will learn to use tools for foreign exchange determination and be introduced to the international securities markets. In addition, the course will describe the relevant aspects of European monetary policy and financial market integration.

The course is divided into 4 parts:
I. Foreign Exchange
II. Foreign Exchange Risk Management
III. Corporate Finance
IV. European Context

Books Recommended:


MGT-639 MONEY AND CAPITAL MARKETS 3(3-0)

Introduction:

The course is designed to equip students with knowledge of a financial system and its regulatory framework and environments in Pakistan, and how it exists in a developed economy. On completion of the course the students shall be able to demonstrate an understanding of the subject matter and financial environments in Pakistan. The structure of this unit is designed to provide students with a sound working knowledge of the money markets and capital markets within the context of a modern financial system with particular emphasis on the purpose, functions and operation of financial institutions, instruments and markets. This unit focuses mainly on business finance, investment and provides a strong foundation for learning in finance.

Course Contents:


Books Recommended:


**HUMAN RESORUCE MANAGEMENT**

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<td>MGT-683</td>
<td>Human Resource Development</td>
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<td>4.</td>
<td>MGT-684</td>
<td>Learning &amp; Management Development</td>
<td>3(3-0)</td>
<td>Same</td>
</tr>
<tr>
<td>5.</td>
<td>MGT-685</td>
<td>Collective Bargaining &amp; Wage Policy</td>
<td>3(3-0)</td>
<td>Same</td>
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<td>6.</td>
<td>MGT-686</td>
<td>International Human Resource Management</td>
<td>3(3-0)</td>
<td>Same</td>
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<td>7.</td>
<td>MGT-687</td>
<td>Strategic Human Resource Management</td>
<td>3(3-0)</td>
<td>Contents Modified</td>
</tr>
<tr>
<td>8.</td>
<td>MGT-688</td>
<td>Seminars in Human Resource Management</td>
<td>3(3-0)</td>
<td>Same</td>
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</tbody>
</table>

**MGT-581 LEADERSHIP 3(3-0)**

Initial perspective, Situational perspective, Management effectiveness Vs Leadership Effectiveness, Leadership Environmental diagnostics, Situational leadership perception and impact of Power, Leadership training and development , Leading effective teams, managing high performances.
Books Recommended:


MGT-582  ORGANIZATIONAL DEVELOPMENT  3(3-0)


Books Recommended:


MGT-683  HUMAN RESOURCE DEVELOPMENT (HRD)  3(3-0)

HRD, concept, benefits, pre-requisites, its distinction from HRM, HRD as a total system, modern HRD mechanisms, Development: Analyzing the role for development, Management development: concept, need, and management development methods. Performance appraisal Concept, need, objectives, methods,
obstacles, designing effective appraisal system, performance appraisal in Pakistani organizations. Potential appraisal, Concept, need, procedures, requirements of a good appraisal system, Training, Training methods, evaluation of training, Quality of work life (QWL), Job enrichment, Quality Circles, concept, structure, role of management, HRA: introduction, scope, limitations, methods, Management of careers.

Books Recommended:


MGT-684 LEARNING & MANAGEMENT DEVELOPMENT 3(3-0)


Books Recommended:

Collecting Bargaining, Concept, historical introduction, meaning and purpose, features of Collecting Bargaining, Approaches, techniques and strategies of Collecting Bargaining, Determination of bargaining unit, the bargaining agent, the process of negotiation, preparation for bargaining, Issues in collective bargaining, Contract administration, Collective bargaining & technological change, Collective bargaining exercises, The concept of wages, Theories of wage, the minimum wage, fair wage, living wage, relative wages and wage differentials, productivity linkages, the dilemma of dearness allowance, the bonus issues, national wage policy.

Books Recommended:


Books Recommended:

Introduction:

This course deals with the ways in which strategic thinking can be applied to Human Resource Management. It aims to provide students with opportunities to synthesize managerial strategy issues with HRM processes, in a considered and reflective manner. The course focuses on the way strategies can be formed and enacted in organizations, and on the internal and external environmental contexts from which human resource strategies emerge. It also deals with a range of contemporary issues in human resource management against a backdrop of new and changing people management practices. Using your workplace as the starting point, you will walk through a strategic, competency-based facilitation model of human resource management. You will deal with practical aspects of managing people in the workplace in activities ranging from the assessment of the environment to the identification of staffing needs and competencies that impact human resource decisions. Students are given the opportunity to enhance their skills in teamwork, problem solving and strategic thinking - through research. Objectives of this course are

The goal of this course is to provide you with the knowledge and skills that you can use to effectively manage human resources to achieve organizational goals. In order to achieve this goal, you will:

- Take a strategic approach to human resource management.
- Assess the global human resources environment in which your organization operates.
- Forecast the human resource needs of your organization or department.
- Do a job analysis and competency audit of your organization and/or department.
- Identify competency gaps in your organization or department.
• Provide feedback to employees to help them reach personal and organizational goals.
• Use powerful "coaching" questions to help employees attain personal and organizational goals.
• Use competency-based recruitment and selection techniques.
• Manage and motivate employees using the basic principles of strategic human resource management.

Course Contents:


Books Recommended:


MGT-688 SEMINAR IN HUMAN RESOURCE MANAGEMENT (3-0)

Seminar in HRM will be arranged each week. Different HR personnel’s will be invited to present seminars on different aspects of HRM, Teacher in-charge will be responsible to arrange the seminars and make it sure all students attend the sessions. Students can also be encouraged to deliver seminar. The areas of Human resource management to be covered in this course are Personal planning, succession planning, human resource scenario in Pakistan, Recruitment, selection standards, Interviews, Training needs and Analysis, Managing strategic change, Performance appraisals, Managing careers and fair treatment, compensation Planning, Benefits and services, Employee relations.
Annexure 3: SURVEY OF GRADUATING STUDENT

The survey was conducted from students graduating in spring 2013 and spring 2014. There were 30 respondents. The survey reveals that the BBA (HONS) programme has following good aspects:

- The programme enhanced the graduates’ team working ability
- The programme developed the graduates’ independent thinking
- The programme improve the graduates’ communication skills
- The content of curriculum and faculty met the programme objectives
- There were sufficient scholarship and financial aids for needy students

However the graduates believe that the programme lacked in co-curricular/extra-curricular activities like event management activities, seminars and workshops. Also the infrastructure, including campus administration, was not sufficient to fulfill all the objectives of the programme.

Graduates identified the aspects that need to be improved like:

- The course contents should be aligned in such a way that the topics may not repeat
- Permanent faculty needs training and behavior improvement
- Seminars and industry tours must be carried out regularly
- Registration procedure in every semester should be shortened and preferably automated

The detailed analysis of the survey (Proforma – 3) is on the following page. The analysis is done on a scale of 5: Very Satisfied, Satisfied, Uncertain, Dissatisfied, Very Dissatisfied
Annexure 4: FACULTY SURVEY

The faculty looks quite content with the department except for the clarity about promotion process and their prospects for advancement. The survey revealed the following best factors that are responsible for enhancing faculty’s motivation and job satisfaction:

- Good environment for research as research is compulsory part of curriculum
- Good administrative support
- Full support from higher authority in all matters regarding faculty’s further education, working hours etc.

The survey also brought in to light the factors that can improve faculty’s motivation and job satisfaction. They are:

- Improvement in classroom conditions
- Funding to faculty members, by the institute, for higher studies
- At least two weeks summer vacations
- Well equipped computing lab and library

The detailed results of the survey (proforma-5) are shown on the graph below. The analysis is done on a scale of 5: Very Satisfied, Satisfied, Uncertain, Dissatisfied, and Very Dissatisfied.
Annexure 5: ALUMNI SURVEY

For conducting alumni survey a social media website “Linked-In” has been used. As per a report generated by it, there are 1,324 UIMS students and alumni that are having their accounts with this site. The following table summarises their country of work, organizations they work in and nature of their jobs.

<table>
<thead>
<tr>
<th>Where they live</th>
<th>Where they work</th>
<th>What they do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pakistan</td>
<td>Ufone</td>
<td>Information Technology172</td>
</tr>
<tr>
<td>United Arab Emirates</td>
<td>Telenor Pakistan</td>
<td>Sales 144</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>MCB Bank Limited</td>
<td>Operations 122</td>
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<td>Saudi Arabia</td>
<td>PTCL</td>
<td>Finance 85</td>
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<td>Australia</td>
<td>Teradata</td>
<td>Consulting 64</td>
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<tr>
<td>Canada</td>
<td>Askari Bank</td>
<td>Program and Project</td>
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<tr>
<td>United States</td>
<td>IBM</td>
<td>Management 61</td>
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<td></td>
<td>Bank Alfalah Limited</td>
<td>Human Resources 55</td>
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<td>HEC</td>
<td>Marketing 53</td>
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<td>NADRA</td>
<td>Administrative 51</td>
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<td>Education 49</td>
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<td>Ovex Technologies</td>
<td>Accounting 48</td>
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<td>SNL Financial</td>
<td>Business Development 41</td>
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<td>Systems</td>
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<td>Warid Telcom</td>
<td>Media and Communication 23</td>
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<td>PIA</td>
<td>Purchasing 20</td>
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<td>Allied Bank Limited</td>
<td>Product Management 9</td>
</tr>
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<td></td>
<td>Engro Foods Limited</td>
<td>Community and Social Services 8</td>
</tr>
<tr>
<td></td>
<td>Unilever</td>
<td>Real Estate 6</td>
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<tr>
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<td>NBP</td>
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</table>

Out of these, 50 alumni were sent the Alumni survey Performa (Performa 7) through Linked-In. However, only 9 alumni responded. Their responses are summarized in a graph on the following page.

The survey suggests that the programmes at UIMS enhanced their problem formulation and solving skills, ability to link theory to practice, data analysis skills and IT knowledge. The programmes strengthened their oral and written communication, ability to work in team, independent thinking and leadership skills. However majority of students believed that the infrastructure was not sufficient enough to facilitate all the students (master and undergrad) at
a time. Majority of the students who participated in the survey suggested that university should arrange job fairs, seminars related to career development and industrial tips in order to improve the institute industry linkage and recognition at National level.

The Survey also received the following Suggestions, for the institute, from the Alumni:

a) Students should be given actual business problems/situations faced by Pakistani business organizations and students should be asked to bring solutions. The viable solutions so found should be marketed.

b) More practical work should be incorporated for example in the course of Inferential Statistics; statistical software like SPSS should be an integral part.

c) Permanent faculty’s attitude towards students should be co-operative i-e there should be off class consultative sessions in faculty office.

d) Course outlines and schemes of studies should be updated regularly.
Annexure 6: FACULTY RESUME

Proforma - 9

Faculty Resume

<table>
<thead>
<tr>
<th>Name</th>
<th>Dr. Rauf-i-Azam</th>
</tr>
</thead>
</table>
| Personal | House No. 496, Street No. 24, Phase-3, Bahria Town, Islamabad  
Ph.: +92 (321) 5177496 e-mail: rauf@uaar.edu.pk |
| Experience | Oct 2005 to Date  
Director  
University Institute of Management Sciences, PMAS-Arid Agriculture University Rawalpindi.  
Jan 2003 to Sep 2005  
Associate Dean  
Iqra University, Islamabad Campus  
Sep 2000 to Dec 2002  
Assistant Professor  
COMSATS Institute of Information Technology, Islamabad.  
Apr 1998 to Sep 2000  
Assistant Professor  
Hamdard University, Islamabad Campus  
Jan 19991 to Mar 1994  
Mathematics Teacher  
Beonhouse School System, Rawalpindi |
| Honors and Awards | S&T Scholarship for PhD from abroad (Japan) |
| Membership | Academy of Strategic Management  
Human Resource Development Network, Pakistan |
| Graduate Students Post Docs Undergraduate Students Honour Students | Research Students (Management Sciences) produced and currently under supervision:  
PhDs Produced = 01, PhDs in Process = 02,  
MS Produced = 05, MS in Process = 03 |
| Service Activity | • Member Academic Council (PMAS-AAUR)  
• Member Advanced Studies and Research Board (PMAS-AAUR)  
• Member University Discipline Committee (PMAS-AAUR)  
• Member University Unfair Means Control Committee (PMAS-AAUR)  
• Member Selection Board (Subject Specialist Management Sciences) International Islamic University, Islamabad |
<table>
<thead>
<tr>
<th>Brief Statement of Research Interest</th>
<th>Refereed Journals</th>
</tr>
</thead>
</table>
| • Linear Programming  
• Management  
• Operations Management  
| 16. | Rasool, A. H., Bashir, A. F. and Rauf I Azam, “Pre-Training Motivation and the Effectiveness of Transformational Leadership Training: An Experiment”, Academy of |


**Refereed Conferences**


**Other Conferences**


**Press**


<table>
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<tr>
<th>Research Grants and Contracts</th>
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<tr>
<td>Other Research or Creative Accomplishment</td>
<td><strong>Virtual Teachers for Secondary Schools in NWFP (now Khyber Pakhtunkhwa)</strong></td>
</tr>
<tr>
<td></td>
<td>Supervised the team comprising of subject specialists, software developers, graphic designers, narrators and recording engineers (audio). The objective was to deliver fully interactive multimedia for the use of a teacher and/or a student to teach/understand the concepts of the Mathematics, Physics and Chemistry at the 9th and 10th class level. As team leader my responsibility was to guide the team members through all the stages in the development of Virtual Teachers right from inception till the delivery of high quality teaching software and monitor the processes. A product was successfully delivered to the client.</td>
</tr>
<tr>
<td>Selected Professional Presentations</td>
<td><strong>Curriculum Design</strong></td>
</tr>
<tr>
<td></td>
<td>FDA, COMSATS</td>
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<tr>
<td></td>
<td><strong>Effective Classroom Management</strong></td>
</tr>
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</table>
| FDA, COMSATS | Critical Thinking and its Importance  
HBL | Preparing Projects for Effective Management  
PIDE | Generalists vs Specialists  
COMSATS | Civic Activism Rule, of Law and Good Governance  
CCEP |
<table>
<thead>
<tr>
<th>Name</th>
<th><strong>Dr. Farida Faisal</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personal</strong></td>
<td>University Institute of Management Science (UIMS), Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi. Ph: +92-51-9290155 E-mail: <a href="mailto:farida.faisal@uaar.edu.pk">farida.faisal@uaar.edu.pk</a></td>
</tr>
<tr>
<td><strong>Experience</strong></td>
<td>16/01/2012 - to date; <strong>Associate Professor</strong>; UIMS Arid Agriculture University, Rawalpindi 1996 to 17/01/2012; <strong>Assistant Professor</strong>; Hailey College of Commerce, University of the Punjab,</td>
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<td></td>
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<tr>
<td><strong>Undergraduate Students</strong></td>
<td></td>
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</table>
| **Service Activity** | *Taught Graduate and Post Graduate Classes. Subjects: Marketing Management, Economics, Business Communication, Business Administration, Organisation Development;*  
*Developed course outlines and new teaching methodologies.*  
*Supervised internship reports prepared by outgoing M.Com students and projects of BBA honors Students*  
*Administration and Research.*  
*In charge Female Student Activities.* |
<table>
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<tr>
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</tr>
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<tbody>
<tr>
<td>Performance: Employment of Educated Women in the Public Sector of Pakistan.</td>
</tr>
<tr>
<td>Intrinsic Work Preference among Educated Female Public Servants in Pakistan.</td>
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<tr>
<td>International Journal of Business and Social Science, 2 (10), 112-118.</td>
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<td>Educated Female Public Servants in Pakistan. Pakistan Economic and Social</td>
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<tr>
<td>Redressing Gender Inequality. Interdisciplinary Journal of Research in</td>
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<tr>
<td>Business, 1(7), 8-16.</td>
</tr>
<tr>
<td>5. Faisal, F. (2011). Gender Bias in Conventional Economic Literature:</td>
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<tr>
<td>Towards Gender-responsive Economic Scholarship. Interdisciplinary Journal of</td>
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<td>Contemporary Research in Business, 3(3), 683-692.</td>
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<td>Scenario. Australian Journal of Business and Management Research, 1(3),</td>
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<td>89-98.</td>
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<tr>
<td>Work Preference among Female Public Servants in Pakistan. Impediments to</td>
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<td>Women’s Equitable Employment: Global Scenario. Australian Journal of Business</td>
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<td>and Management Research, 1(3), 63-74.</td>
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<td>Markets: Pakistan’s Perspective. Interdisciplinary Journal of Research in</td>
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<td>Interdisciplinary Journal of Contemporary Research in Business, 2(12),</td>
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<td>Limitations. Interdisciplinary Journal of Contemporary Research in Business,</td>
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<td>April 2010 to Date</td>
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<td><strong>Undergraduate Students</strong></td>
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<td><strong>Publications</strong></td>
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International Symposium on Business, Economics and Financial Applications. (Kefalonia, Greece) ISSN: 2241-2727


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<td><strong>Research Grants and Contracts</strong></td>
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<td>Participated in International conferences held in Greece (1-2 June 2012), Malaysia (14-15 April 2010), Bangladesh (14 and 15 January 2007) and Turkey (15-18 June 2006).</td>
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</tr>
<tr>
<td>Name</td>
<td>Dr. Abdul Raheman</td>
</tr>
<tr>
<td>------</td>
<td>------------------</td>
</tr>
</tbody>
</table>
| **Personal** | House No. 310, Street No. 4, Rawal Town, Islamabad, Pakistan  
Post Code(44000)  
Mob. +92 333 5320320  
Off. +92 51 9290155  
E-mail abdulrehman@uaar.edu.pk  
ab_rehman1976@yahoo.com |
| **Experience** | Feb 2005-to date  
Assistant Professor, University Institute of Management Sciences, PMAS- Arid Agriculture University, Rawalpindi  
Dec 1998-Jan 2005  
Lecturer, University Institute of Management Sciences, PMAS- Arid Agriculture University, Rawalpindi |
| **HonorandAwards** | • Distinction in MBA  
• Highest CGPA and %age in MS during session 2004-2006  
• HEC Indigenous Scholarship holder for MS leading to PhD program Batch-II |
| **Memberships** | • Member Society for the Study of Emerging Markets  
• Member Pakistan Society for Development Economist  
• Evaluator National Business Education Accreditation Council(NBEAC)  
• Secretary, Board of Faculty, University Institute of Management Sciences |
Graduate Students
Postdocs Undergraduate Students

**Honour Students**

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<th>Years</th>
<th>Degree</th>
<th>Name</th>
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<tr>
<td>2012</td>
<td>MS(MS)</td>
<td>Ammara Mubashir</td>
</tr>
<tr>
<td>2012</td>
<td>BBA-Hons</td>
<td>Saira Saeed</td>
</tr>
<tr>
<td>2012</td>
<td>BBA-Hons</td>
<td>Anum Maqsood</td>
</tr>
<tr>
<td>2012</td>
<td>BBA-Hons</td>
<td>Habiba Mustafa</td>
</tr>
<tr>
<td>2012</td>
<td>BBA-Hons</td>
<td>Huma Batool</td>
</tr>
<tr>
<td>2012</td>
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<td>Umna Tahir</td>
</tr>
<tr>
<td>2012</td>
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<td>Samina Niaz</td>
</tr>
<tr>
<td>2012</td>
<td>BBA-Hons</td>
<td>Muhammad Ahsan</td>
</tr>
<tr>
<td>2012</td>
<td>BBA-Hons</td>
<td>Sohail Sheeraz</td>
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</table>

**Service Activity**

**Brief Statement of Research Interest**


**Publications**


M. Khalid Sohail, Abdul Raheman, Ummara Noreen, Bashir Ahmed


**Abdul Raheman**, Abdul Qayyum, Talat Afza & M.A. Bodla(2010),


Abdul Raheman, BusharZulfiqar and Mustafa, (2007) 'Capital
Structure And Profitability- Case of Islamabad Stock Exchange’

<table>
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<tr>
<th>Name</th>
<th>Dr Muhammad Razzaq Athar</th>
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</thead>
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<tr>
<td>Personal</td>
<td>Assistant Professor, UIMS, PMAS-AAUR 0333-5521470 <a href="mailto:M.razzaq@uaar.edu.pk">M.razzaq@uaar.edu.pk</a></td>
</tr>
<tr>
<td>Experience</td>
<td>24 years of Teaching Experience One out of 24 years in Arid University</td>
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<tr>
<td>Postdocs</td>
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<tr>
<td>Undergraduate Students</td>
<td>2011</td>
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<td>Students</td>
<td>2011</td>
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<td>Honour Students</td>
<td>2011</td>
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<tr>
<td></td>
<td>2011</td>
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| Graduates: |
|------|---|---|
| Years | Degree | Name |
| 2012 | BBA (hons) | Niaz, Iqbal, Adnan |
| 2012 | BBA (hons) | Arslan, Hassan, Asad |
| 2012 | BBA (hons) | Sami, Adeel, Qasim |
Brief Statement of Research Interest: Human Resource, Self perceived employability attributes, Brain Drain, Knowledge Management, Diversification, Unemployment and employment, Inflation, Poverty Alleviation Balance of Payments,
<table>
<thead>
<tr>
<th>Publications</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. Atif Anis1, Muhammad Razzaq Athar2 (2012)” Crucial hr practices for employee retention in economic instability”. <em>Actual problems of economics</em>. vol. 2,No.4, 2012</td>
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<td>Name</td>
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<td>Experience</td>
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Name

<table>
<thead>
<tr>
<th>Name</th>
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</thead>
<tbody>
<tr>
<td>Syed Kashif Saeed</td>
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Personal

<table>
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<tr>
<th>Date of Birth:</th>
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</tr>
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<tbody>
<tr>
<td>Address</td>
<td>Flat No. 15, Block No. 3-A Gali No. 25, I-8/1, Islamabad</td>
</tr>
<tr>
<td>Telephone No:</td>
<td>051-4437990 &amp; 0334-5065490</td>
</tr>
</tbody>
</table>

Experience

| Date:          | 01-11-2006 to date |
| Title:         | Assistant Professor |
| Institution:   | UIMS- Pir Mehr Ali Arid Agriculture University Rawalpindi. |
| Date:          | 21-09-1996 to 31-12-2001 |
| Title:         | Lecturer |
| Institution:   | Preston University, Islamabad. |
| Date:          | 01-01-1994 to 20-09-1996 |
| Title:         | Assistant Works Manager (Admn) |
| Institution:   | Pakistan Ordnance Factories, Wah Cantonement. |
| Date:          | 03-12-1992 to 31-12-1993 |
| Title:         | Statistical Officer |
| Institution:   | Ministry of States & Frontier Region, Islamabad. |
| Date:          | 05-08-1990 to 02-12-1992 |
| Title:         | Statistical Assistant |

Honor and Awards

| Received letter of appreciation from late Dr. Mehboob-ul-Haq |

Membership

| None |

Theses Supervision of Graduate and Under Graduate Students

| Supervising the research theses of BBA & MBA since 2007, and the number of these students is at least one hundered, which I cannot mention individually. |

Service Activity

| NIL |

Brief Statement of Research Interest

| I have great interest in economic/business research. Now a days statistics & econometrics are the main tools used for this purpose and currently I am fully focused to equip myself with these techniques. |

Publications


Research Grants and Contracts

<p>| NIL |</p>
<table>
<thead>
<tr>
<th>Name</th>
<th><strong>Sidra Shahzadi</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal</td>
<td>H# DD-20D, St# 3, Lane 2, Gulshan Dadan Khan, Murree Road, Rawalpindi. Mobile# 03335401480, Off.Ph# 051-9290155 Date of birth: July 2, 1983 Marital status: Married</td>
</tr>
<tr>
<td>Experience</td>
<td>January 2006 to date Lecturer UIMS University of Arid Agriculture University, Rawalpindi.</td>
</tr>
<tr>
<td>Honours and Awards</td>
<td>Silver Medal and scholarship in MBA. Received shield for good performance as a coordinator of literary society of University of Arid Agriculture, Rawalpindi.</td>
</tr>
<tr>
<td>Service Activity</td>
<td>Member of literary society of University of Arid Agriculture, Rawalpindi.</td>
</tr>
<tr>
<td><strong>Name</strong></td>
<td><strong>Zia ur Rehman</strong></td>
</tr>
<tr>
<td>-----------</td>
<td>-------------------</td>
</tr>
</tbody>
</table>
| **Personal** | Address: B-86 Gulistan colony Wah cantt  
Cell # 03015052520 |
| **Experience** | 2007-date  
Lecturer Management Sciences at University Institute of Management Sciences, PMAS- Arid Agriculture University Rawalpindi  
2004-2007  
MIS & Marketing officer at Ecopack Ltd. |
| **Education** | MS(MS) Marketing SZABIST Islamabad(Waiting for Thesis Defense)  
M.B.A.(Marketing) COMSATS Institute of Information Technology(2006)  
| **Membership** | - |
| **Brief Statement of Research Interest** | Relationship quality and customer loyalty |
| **Other Research or Creative Accomplishment** | |
| **Selected Professional Presentations** | Presented two research papers on marketing issues in 8th and 9th National Research Conferences on Management & Computer Science held at SZABIST, Islamabad |
**Name**

*Ammar Asghar*

**Personal**

<table>
<thead>
<tr>
<th>Date of Birth:</th>
<th>8th May, 1985</th>
</tr>
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<tbody>
<tr>
<td>Home Address:</td>
<td>House # DD-107, Street # 8, Gulshan Dadan Khan, Shamsabad, Murree Road, Rawalpindi.</td>
</tr>
<tr>
<td>Tel (RES):</td>
<td>(051) 4422040</td>
</tr>
<tr>
<td>Tel (MOB):</td>
<td>(0345) 5181776</td>
</tr>
<tr>
<td>Email:</td>
<td><a href="mailto:ammar5_9@yahoo.com">ammar5_9@yahoo.com</a></td>
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</table>

**Experience**

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<tr>
<th>Date,</th>
<th>Title,</th>
<th>Institution</th>
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<tr>
<td>11-sept.2008 to Date</td>
<td>Lecturer</td>
<td>UIMS/PMAS-AAUR</td>
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**Honors and Awards**

**EDUCATION AND QUALIFICATIONS**

- **International Islamic University, Islamabad**
  - MS Finance (in progress)

- **University of Arid Agriculture, Rawalpindi**
  - MBA (Finance), July 2007 (CGPA=3.02/4)

- **University of Arid Agriculture, Rawalpindi**
  - BBA (HONS) June 2006 (CGPA=3.58/4)

**Membership**

**Graduate Students**

**Post Docs**

**Undergraduate Students**

**Honour Students**

**Service Activity**

For the last five semesters I have been teaching following courses to students of BBA and MBA programmes in UIMS/PMAS-UAAR

- Principles of Accounting (MBA & BBA)
- Cost Accounting (MBA & BBA)
- Managerial Accounting (MBA)
- International Trade (BBA)
- Corporate Law (MBA)

**Brief Statement of Research Interest**

I am looking forward to pursue my research efforts in the field of Managerial Accounting and Portfolio Management

**Publications**

| Research Grants and Contracts | --- |
| Other Research or Creative Accomplishment | ---- |
| Selected Professional Presentations | ---- |
Faculty Resume

AHMED IMRAN  
University Institute of Management Sciences - PMAS – Arid Agriculture University  
Rawalpindi, Pakistan; 051-9290155  
Mob: 0345-7162527, E-mail: ahmedhunjra@gmail.com

OBJECTIVE

To utilize my skills with a growing team of professionals, promoting quality of work and seeking learning and growth opportunities for personal and corporate goals

ACADEMIC QUALIFICATION

- PhD Finance (Working on Thesis)  
  Iqra University, Islamabad
- MS (Finance)  
  Iqra University, Islamabad
- MBA (Finance)  
  Iqra University, Islamabad
- M. Sc (Economics)  
  Allama Iqbal Open University, Islamabad
- BSc. (Mathematics & Economics)  
  B. Z. U. Multan

SUBJECTS OF SPECIAL INTEREST FOR TEACHING AND RESEARCH

- Business Mathematics
- Business Statistics
- Research Methods & Skills
- Advance Quantitative Analysis
- Econometrics
- Thesis Writing Business Economics
- Corporate Finance
- Introduction to Business Finance
- Financial Management
- Portfolio Management

WORKING EXPERIENCE
• Lecturer at **Arid Agriculture University, Rawalpindi** (UIMS) from December 2011 to date.
• Visiting Faculty member at **Arid Agriculture University, Rawalpindi** (UIMS) from March 2011 to December 2011. Following subjects are of special interest at UIMS-PMAS-AAUR:
  - Corporate Finance
  - Business Math & Stats
• Visiting Faculty member at **Quaid-i-Azam University** (QASMS) from October 2010 to December 2011. Following subjects are of special interest at QAU:
  - Business Math & Stats
  - Principle of Accounting
• Visiting faculty member at **Allama Iqbal Open University** (AIOU) from July 2008 to date. Following subjects are of special interest at AIOU:
  - Financial Management
  - Research Methods and Skills
  - Thesis Writing
  - Workshop Expert
  - Sub Examiner
• Visiting faculty member at **Chenab College of Advance Studies, Faisalabad** from December 2013 to date at M-Phil level. Following subjects are of special interest at:
  - Research Method Skills
  - Workshop-1 (Research Paper Writing)
• Visiting faculty member at **Foundation University Institute of Engineering and Management Sciences, Rawalpindi** from February 2011 to Jun 2011. Following subjects are of special interest at:
  - Principle of Accounting
  - Financial Management
  - Corporate Finance
• Research advisor at **Arid Agriculture University Rawalpindi**, from January 2012 to date at BBA, MBA and MS level.
• Research advisor at **Iqra University Islamabad**, from February 2011 to date at MS level.
• Research advisor at **Ripha International University Islamabad**, from January 2013 to date at MS level.
• Research Advisor at **SZABIST Islamabad** from September 2010 to date at MBA level.
• Research advisor at **Allama Iqbal Open University Islamabad** from July 2010 to date at MBA level.
• Engaged as an External Examiner at **Iqra University Islamabad** and **SZABIST University, Islamabad** at BBA and MBA level.
• Selected as a **Discussant in 2nd International Conference on Emerging Trends in Management (ICETM 2013)” held in Mohammad Ali Jinnah University Islamabad – Pakistan, June 6, 2013**.
• Head and Managing Scholar of **Iqra Intellectual Research Forum, Iqra University, Islamabad** from September 2010 to 2012.
• Conference Organizer Committee Member for Research/ Editorial/ Contribution in International Conference on Business, Technology and Engineering (ICBTE) **Iqra University, Islamabad**.

• **Reviewer of International Journals:** (12)

252
1. African Journal of Business Management (ISI listed Journal)
2. World Applied Sciences Journal (ISI listed Journal)
4. Middle East Journal of Scientific Research (ISI listed Journal)
5. International Journal of Educational Administration and Policy Studies
7. Elixir Online Journal
10. South Asian Journal of Business Global Research
12. Journal of Research in International Business and Management

- **Membership of Research Societies:**
  1. Global Development Network (GDNET)
  2. South Asian Network Development and Environmental Economics (SANDEE)
  3. Research Foundation for Humanity

- **WebPages:**
  2. [https://www.researchgate.net/profile/Ahmed_Imran_Hunjra2/](https://www.researchgate.net/profile/Ahmed_Imran_Hunjra2/)
  4. [http://uaar.academia.edu/AhmedImranHunjra/Papers](http://uaar.academia.edu/AhmedImranHunjra/Papers)
  5. [http://ideas.repec.org/f/phu279.html](http://ideas.repec.org/f/phu279.html)

**TRAININGS AND WORKSHOPS ATTENDED**

- One month workshop on SPSS
- 06 month diploma in English language from NUML
- Workshop of Management by Ufone

**RESEARCH CONTRIBUTION _____________**

_______________________________________

**Books/Monograms (06)**


**Published Papers (36)**

**National (03)**


**International (33)**


Accepted Papers (03)
National (01)


International (02)

2. I. Batool, **A. I. Hunjra**, B. Z. Butt, and A. Andleeb, “Exchange Rate Fluctuation: An Experience of Pakistani Manufacturing Sector Return”. Paper is accepted for publication in *Journal of Economics and Behavioral Studies*, ISSN: **2220-6140.**


Under Review Papers (03)

1. M. S. Ijaz, **A. I. Hunjra**, and R. I. Azam. Forecasting Bankruptcy through Multiple Discriminant Analysis in Pakistan”. Paper is under review with *Journal of Multivariate Analysis* (ISI-Journal Impact factor 0.879). **ISSN: 0047-259X.**

2. H. M. Ahmad, S. Naimat, **A. I. Hunjra**, “Role of Networking on SME base Transactional Trade: Empirical Evidence from Sialkot”. Paper is accepted for publication in *Entrepreneurship and Regional Development* (ISI-Journal Impact factor 0.73).


CONFERENCE PROCEEDINGS (11):

National (08)

Financial Performance”. Paper is presented in “2nd International Conference on
Emerging Trends in Management (ICETM 2013)” held in Mohammad Ali Jinnah University Islamabad – Pakistan, June 6, 2013.

3. E. U. Hassan, F. Shahzab, M. Shaheen, Q. Abbas, Z. Hameed, and A. I. Hunjra,
“Measuring Validity of Determinants of Individual Investor Decision Making
Investing in Islamabad Stock Exchange of Pakistan”. Paper is presented in “2nd
International Conference on Emerging Trends in Management (ICETM 2013)” held in Mohammad Ali Jinnah University Islamabad – Pakistan, June 6, 2013.

Heuristic, Fear, and Anger on the Decision Making of Individual Investor: A
Conceptual Study”. Paper presented in “1st Abasyn International Conference
on the Technology and Business Management (AiCTM) held on the April 2-4,
2013.

5. Q. Abbas, A. I. Hunjra, and R. I. Azam “Financial Performance of Banks in
Pakistan after mergers and Acquisition”. Paper presented in “1st Abasyn
International Conference on the Technology and Business Management
(AiCTM) held on the April 2-4, 2013.

investment decision making mediating by risk perception: A conceptual study”. Paper presented in “NUML International Conference on Contemporary
Trends in Business & Management (ICBM-2012)” held in National University of

Using Z-Score And Current Ratio: A Case From Sugar Sector Listed Companies

Constraints on Capital Investment” Paper presented in 8th International
Conference of Islamic Countries Society of Statistical Sciences (ISOSS) held
in National College of Business Administration & Economics (NCBA&E)
Lahore, Pakistan, at 8-9 Feb, 2011.

International (03)

Career Development”. Paper presented in International Conference on
Advanced in Psychological and Brain Sciences (ICAPBS) held in Kuala Lumpur, Malaysia December 7-9, 2011.

11. A. Ahmad, K. U. Rehman, A. I. Hunjra, S. Q. H. Naqvi, “Impact of Brand Loyalty on Brand Extension Paper presented in 1st International Conference on Information Systems For Business Competitiveness (ICISBC) held in held in Diponegoro University, Semarang - Indonesia, on 8-9 December 2011.

STUDENTS SUPERVISED SUCCESSFULLY:

<table>
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<tr>
<th>SR#</th>
<th>Student Name</th>
<th>Title of Research</th>
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<tbody>
<tr>
<td>1</td>
<td>Rizwan Ahmed</td>
<td>Effect of Personalized Financial Material on Expected Returns</td>
<td>Degree Completed (March- 2014)</td>
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<tr>
<td>2</td>
<td>Salma Hafeez</td>
<td>Roll of Planned Behavior Theory in Personality, and Literacy Knowledge and its Impact on Future Investment</td>
<td>Degree Completed (April-2013)</td>
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<tr>
<td>3</td>
<td>Syed Faisal Hasan Bukhari</td>
<td>Herding Behavior of Investors in Karachi Stock Exchange: Theory and Application</td>
<td>Degree Completed (Dec-2012)</td>
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Iqra University Islamabad
MS Level Degree Completed (04)

<table>
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<td>1</td>
<td>Muhammad</td>
<td>Determinants of Cash Holding and its Impact</td>
<td>Proposal Approved (01)</td>
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<tr>
<td>1</td>
<td>Zeeshan Ahmad Khan</td>
<td>Application of Lintner's Dividend Model in Pakistan: Sector Wise Analysis</td>
<td>Degree Completed (May- 2014)</td>
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<td>2</td>
<td>Hammad Riaz</td>
<td>Impact of Terrorism on Stock Exchange</td>
<td>Degree Completed (May- 2014)</td>
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<td>3</td>
<td>Aqeel Alam</td>
<td>Investment Options and Preferences of Small Investors From Salaried Class</td>
<td>Degree Completed (April- 2014)</td>
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<tr>
<td>4</td>
<td>Azhar Iftikhar</td>
<td>Determinants of Firm Growth: Empirical Evidence from Pakistan</td>
<td>Degree Completed (Dec- 2013)</td>
</tr>
<tr>
<td>5</td>
<td>Shahzad Ijaz</td>
<td>Predicting Corporate Financial Distress and Bankruptcy in Pakistan</td>
<td>Degree Completed (May-2013)</td>
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<td>6</td>
<td>Lubna Riaz</td>
<td>Impact of Psychological Factors on Investment Decision Making Mediating by Risk Perception</td>
<td>Degree Completed (May-2013)</td>
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Final Thesis Submitted (03)

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<td>1</td>
<td>Lubna Riaz</td>
<td>Impact of Psychological Factors on Investment Decision Making Mediating by Risk Perception</td>
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<tr>
<td>1.</td>
<td>Syed Ali Raza &amp; M. Usman</td>
<td>Impact of Macroeconomic Variable on FDI</td>
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<td>Arif</td>
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<tr>
<td>2.</td>
<td>Amber Bashir &amp; Khalil ur</td>
<td>Comparative Financial Performance Analysis of Conventional and Islamic Banks</td>
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<td></td>
<td>Rehman</td>
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<td>Moqeeet Ahmed &amp; Group</td>
<td>Impact of Foreign Direct Investment, Imports, Exports of Goods and Services on</td>
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<td>Economic Growth of Pakistan</td>
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<td>4.</td>
<td>Muhammad Shoai &amp; Group</td>
<td>Impact of Uncertainty on Firm Level Investment: Evidence From Pakistan Textile</td>
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<td></td>
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<tr>
<td>5.</td>
<td>Sultan Mehmood &amp; Group</td>
<td>Development of a Model for the Prediction of Corporate Financial Distress in</td>
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<td>Textile Sector of Pakistan Using Descriptive Statistics, Factor Analysis, and Logit</td>
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<td>M. Umar Asghar &amp; Shanza</td>
<td>Impact Of Psychological And Social Factors On Investment Decisions Of Individual</td>
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<tr>
<td></td>
<td>Ashrif Hashmi</td>
<td>Investor</td>
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<td>7.</td>
<td>Muhammad Usman &amp; Group</td>
<td>Corporate Social Responsibility Enhances</td>
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<td>Financial Performance of the Organization</td>
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<td>8.</td>
<td>Saba Nazir</td>
<td>Causal Relationship among Macro Economic Variables and Equity Market Returns</td>
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<td>9.</td>
<td>Afzal Haider &amp; Group</td>
<td>Efficient Market Hypothesis: A case of KSE</td>
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<tr>
<td>10.</td>
<td>Hafiz Ali Akbar and group</td>
<td>Applications of Accounting Practices in Pakistani Corporate Sector</td>
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<td>11.</td>
<td>Muhammad Farooq and Kamran</td>
<td>The Impact of Macro-Economic Variables on Stock Prices in Pakistan</td>
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<td></td>
<td>Khan</td>
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<td>12.</td>
<td>Mujeeb ur Rehman and group</td>
<td>Impact of Dividend Yield, Dividend Payout Ratio, ROE on Stock Prices</td>
<td>Degree Completed (July-2013)</td>
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<tr>
<td>13.</td>
<td>Qammar Abbas and group</td>
<td>Impact of the M&amp;A on Performance of the Banking Sector of Pakistan</td>
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<tr>
<td>14.</td>
<td>Muhammad Ehsan and group</td>
<td>Impact of information Asymmetry on the investor Decision Making</td>
<td>Degree Completed (Feb-2013)</td>
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<td>15.</td>
<td>Ali Asgahr and group</td>
<td>Income Affects on the Performance of the Organization</td>
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<td>16.</td>
<td>Kamran Khan</td>
<td>Impact of Macroeconomic Variables on</td>
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and group

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<tr>
<td>17.</td>
<td>Haseeb ur Rehman and Naeem Iqbal</td>
<td>Association among the Net Income and Credit of the Poultry Farmer in Rawalpindi, Pakistan</td>
<td>Degree Completed (Feb-2013)</td>
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### BBA Level (06)

<table>
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<tr>
<td>2.</td>
<td>Aqsa Kiran Latif and Amna Mushtaq</td>
<td>Impact of Anomalies on Stock Returns</td>
<td>Degree Completed (July – 2013)</td>
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<td>3.</td>
<td>Mamoona Kanwal and Group</td>
<td>Does Consumption Behavior Motivate the Inflation</td>
<td>Degree Completed (July-2012)</td>
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<tr>
<td>5.</td>
<td>Bilal Raza and Group</td>
<td>Determinants of Dividend Policy: A Case of Banking Sector of Pakistan</td>
<td>Degree Completed (July-2012)</td>
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<td>6.</td>
<td>Hassan Bilal and Group</td>
<td>Determinants of FDI: Pakistani Perspective</td>
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### SZABIST University Islamabad

#### MBA Level

Degree Completed (04)

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<tr>
<td>2.</td>
<td>Shafiqat Hussain</td>
<td>Determinants of Capital Structure in Chemical Sector of Pakistan</td>
<td>Degree Completed (January-2013)</td>
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<tr>
<td>3.</td>
<td>Syed Tauqueer Ahmad and Group</td>
<td>Cause Related Marketing and its Impact on Sales with Special Reference to Pakistan</td>
<td>Degree Completed (Jun-2011)</td>
</tr>
<tr>
<td>4.</td>
<td>Allah Yar and Group</td>
<td>Merger &amp; Acquisition: Pre and Post Analysis of Pakistani Financial Sector</td>
<td>Degree Completed (Dec-2011)</td>
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### Allama Iqbal Open University Islamabad

#### MBA Level

Degree Completed (46)

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<tr>
<td>1.</td>
<td>Rabina Manzoor</td>
<td>Determinants of Banking Industry Growth In Pakistan</td>
<td>Degree Completed (May-2014)</td>
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<tr>
<td>2.</td>
<td>Ms. Abida</td>
<td>Discrimination and Employees Performance in Banking Sector of Pakistan</td>
<td>Degree Completed (May-2014)</td>
</tr>
<tr>
<td>3.</td>
<td>Muhammad Azeem Khan</td>
<td>Relationship between Brand awareness, Brand perception and price on behavioural outcomes of customers in Pakistan</td>
<td>Degree Completed (April-2014)</td>
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<td>5.</td>
<td>Ruqia Qoddus</td>
<td>Impact Of Training On Job Satisfaction</td>
<td>(April-2014)</td>
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<tr>
<td>7.</td>
<td>Muhammad Umair Qasim Aziz Khan</td>
<td>Impact of Dividend Policy, Earning per Share, Return on Equity and Profit after Tax on Stock Prices</td>
<td>(April-2014)</td>
</tr>
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<td>8.</td>
<td>Khurram Bashir</td>
<td>Factors Determining Customers Loyalty toward Cellular Companies</td>
<td>(April-2014)</td>
</tr>
<tr>
<td>10.</td>
<td>Anwar Hussain</td>
<td>Knowledge Management in Telecom Industry and its Relationship to Strategy and Organizational Learning</td>
<td>(March-2014)</td>
</tr>
<tr>
<td>11.</td>
<td>Aamer Saeed</td>
<td>Elements Affecting Implementation of Strategic and Marketing Plans</td>
<td>(March-2014)</td>
</tr>
<tr>
<td>12.</td>
<td>Arslan Saeed</td>
<td>Organization Culture and Firm Performance, Role of Employee Attitude as Intervening Variable: Empirical Evidence from Pakistan</td>
<td>(March-2014)</td>
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<td>13.</td>
<td>Quratulain Yousaf</td>
<td>The Impact of Training on Employee Performance and Commitment: An Empirical Evidence of Pakistan’s Development Sector</td>
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<td>Organizational Performance Under Supportive Working Climate at Retail Pharmacies</td>
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<td>Ali Hashim</td>
<td>Role of HR practices and work place trust in achieving superior performance. Evidence from social sector of Pakistan</td>
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<td>Shakeela Nasir</td>
<td>The Impact of Human Resource Management Practice on Employees Performance in PHA Foundation</td>
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<td>Fiaz Hussain Qadri</td>
<td>The Role of Knowledge Management Enablers and Dynamic Capabilities in Product Development</td>
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<td>The Impact Of Safety Training On The Employees Of Electricity Distribution Companies Of Pakistan</td>
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<td>Causal Relationship among Economic Variables and Equity Market Returns</td>
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<td>The Impact of E-Banking on Customer Satisfaction: A Comparative Analysis on Pakistani Banks</td>
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<td>Arif Rashid</td>
<td>Analysis of Employee Retention Factors in Banking Sector With Specific to Askari Bank Ltd</td>
<td>May-2013</td>
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<td>Khurram Mirza</td>
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<td>Quality Perception of the Customers towards Services of Domestic Islamic Banks in Pakistan</td>
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<td>The Role of Employee Retention and Employee Productivity on the Performance of OGDCL</td>
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<td>Fahad Rafiq Malik</td>
<td>Impact and Role of Information Technology System on the Supply Chain Management: A Study of Ericsson Pakistan</td>
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<td>Tariq Rehman</td>
<td>Relationship between Marketing Research and Product Promotion</td>
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<td>Hammad Ahmad</td>
<td>Impact of performance Appraisal System on Employees Motivation of Oil and Gas Sector of Pakistan</td>
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<td>Basharat Ali</td>
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<td>The Relationship between Technology Based Employee Trainings and Organizational Performance</td>
<td>June-2012</td>
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<td>1.</td>
<td>Abdul Waheed Khan</td>
<td>Job Satisfaction of Nurses at The College of Nursing, AFPGMI Rawalpindi</td>
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<td>Muhammad Ahsan Hafeez</td>
<td>Performance Management System at Pakistani Banking Industry</td>
<td>Proposal Approved (June-2013)</td>
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<td>Muhammad Asif</td>
<td>A study to determine the Role of marketing strategies on market share</td>
<td>Proposal Approved (Feb-2013)</td>
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<td>Tahir Mehmood</td>
<td>Determinants of Job Satisfaction: A Study of Public Sector Universities at Islamabad, Pakistan</td>
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<td>Col. Amir</td>
<td>Effect of work environment, remuneration, relationship with supervisor and work load on employee performance</td>
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<td>Factors those Influence the Sales of the Organization</td>
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<td>Nadeem Abdullah</td>
<td>Determinants of Employee Satisfaction in International NGOs in Pakistan</td>
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**COMPUTER SKILLS**

- MS Office: Good at MS Word, Power point & Excel
- Research/Modeling Software: Expertise in AMOS, SPSS, and Eviews.
PERSONAL PROFILE

- Fathers’ Name: Muhammad Ramazan
- Date of Birth: December 15, 1985
- Domicile: Muzaffar Garh, Pakistan
- Marital Status: Single

REFERENCES

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Professor & Director
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University Rawalpindi; 0519290155
<table>
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<tr>
<th>Name</th>
<th>Afsheen Fatima</th>
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| **Personal** | UIMS, PMAS-AAUR  
Off: 051-9290155  
Mob: 0333-5473931 |
| **Experience** | December, 2011  
Lecturer at UIMS, PMAS-AAUR  
February, 2007  
Asst. Director at UIMS, PMAS-AAUR |
| **Memberships** | Assistant Editor for Journal of Business Management Studies (JBMS) |

**Brief Statement of Research Interest**

Thirst for making significant and original contribution towards knowledge and practice through quality research.

**Conference Publications**


5. **Fatima, Afsheen; Iqbal, Muhammad Zahid and Imran Rabia (2012) "Organizational Commitment and Counterproductive work behavior: Role of employee empowerment” The Sixth International Conference on Management Science and Engineering Management (November), to be held in Islamabad, Pakistan**


7. **Fatima, Afsheen, Awan, Sajid Hussain & Imran, Rabia (2011)** Stress and Organizational Rewards: Predictors of Job Satisfaction, presented in International Management Conference (IMaC 2011) at Universiti Sultan Zainal Abidin - UniSZA, Taman Tamadan Islam Malaysia, held from April 16-17, 2011.

8. Imran, Rabia, **Fatima, Afsheen**, Noreen, Umar and Awan, Sadia (2011) Work Environment as a Predictor of Employee Performance: Gender as a Moderator, presented in International Management Conference (IMaC 2011) at Universiti Sultan Zainal Abidin - UniSZA, Taman Tamadan Islam Malaysia, held from April 16-17, 2011.


10. **Fatima, Afsheen & Awan, Sajid Hussain (2010)** Impact of Emotional Intelligence on Transformational leadership in telecom sector of Pakistan, presented in 10th National Research Conference at SZABIST, Islamabad.

**Journal Publications**


Annexure 7: COURSE REVIEW REPORTS