

**Pir Mehr Ali Shah
Arid Agriculture University, Rawalpindi**



**University Institute of Management Sciences
Self-Assessment Report for BBA Program (Fall2020-Spring2022)**

Program Team

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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 1300 plus students in BBA, MS (management Science) and PhD (Management Science). 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 1: Program Objectives Assessment

Objectives	How Measured	When Measured	Improvement Needs Identified	Improvement Made
1-To develop basic understanding with business studies.	Through exams ,quizzes, and assignments	During and at the end of each semester	Difficulty in communicating in English.	Emphasis on presentations and language learning.
2-To develop understanding of issues relating business and economy.	Through case analysis and articles.	During the semester	Real exposure to business environment.	Introduction of different dimensions of economics and Real Case studies of business
3-To develop strong communication and interpersonal skills.	Through presentations and group work	During the semester	Lack of confidence and language problems	Practicing language and presentations in class
4-To develop the innovative mindset.	Through business games and problem solving exercises	During the semester	Lack of innovative thinking	Reinforcement

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

	Objectives				
Outcomes		1	2	3	4
	1	++	++	+++	++
	2	+	++	++	+
	3	++	++	++	++
	4	++	++	+	+++
	5	+	+	++	++
	6	++	++	+++	+

+ = 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.

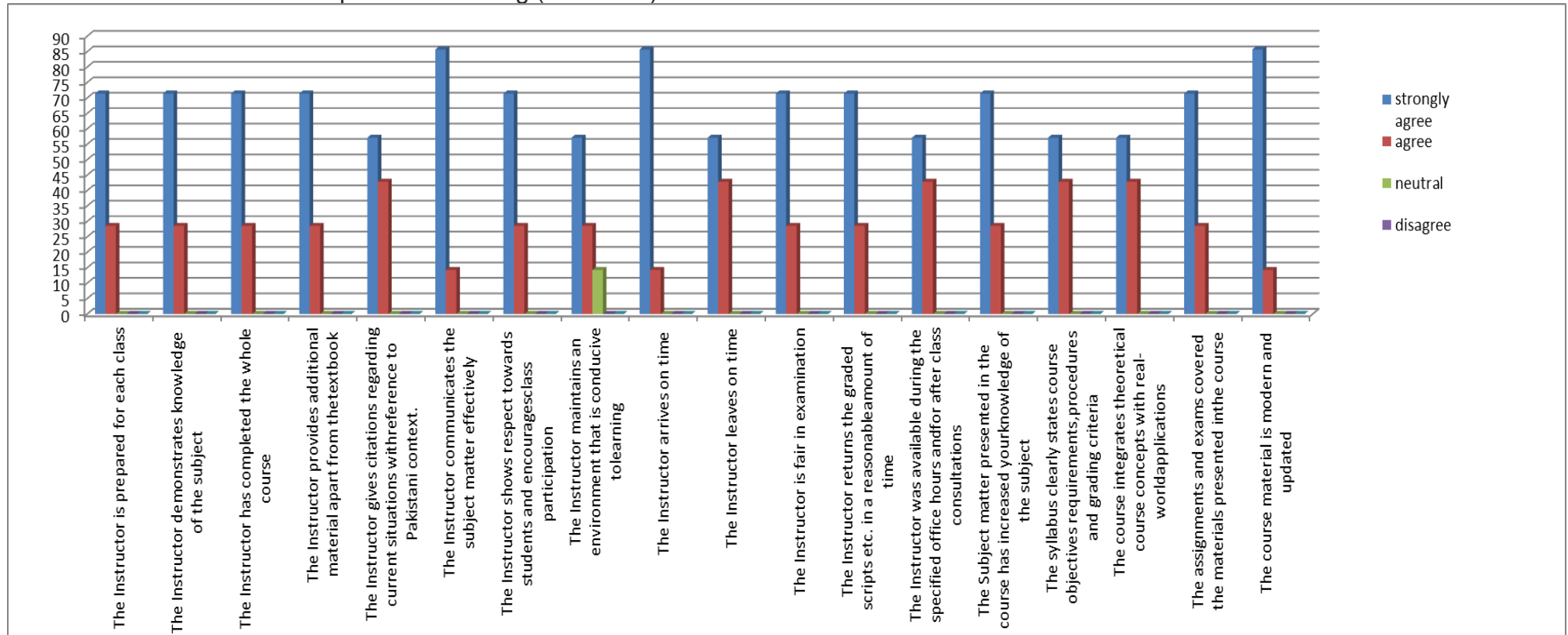
52 courses are taught in this programme in a year, comprising fall and spring session, by permanent and visiting faculty members. All of these teachers were evaluated by the students at the end of the semesters in accordance with Proforma 10. The results are graphically presented on the following pages.

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 extends to a maximum value of 100%.

TEACHER EVALUATION

Teacher Name: Dr. Ali Raza

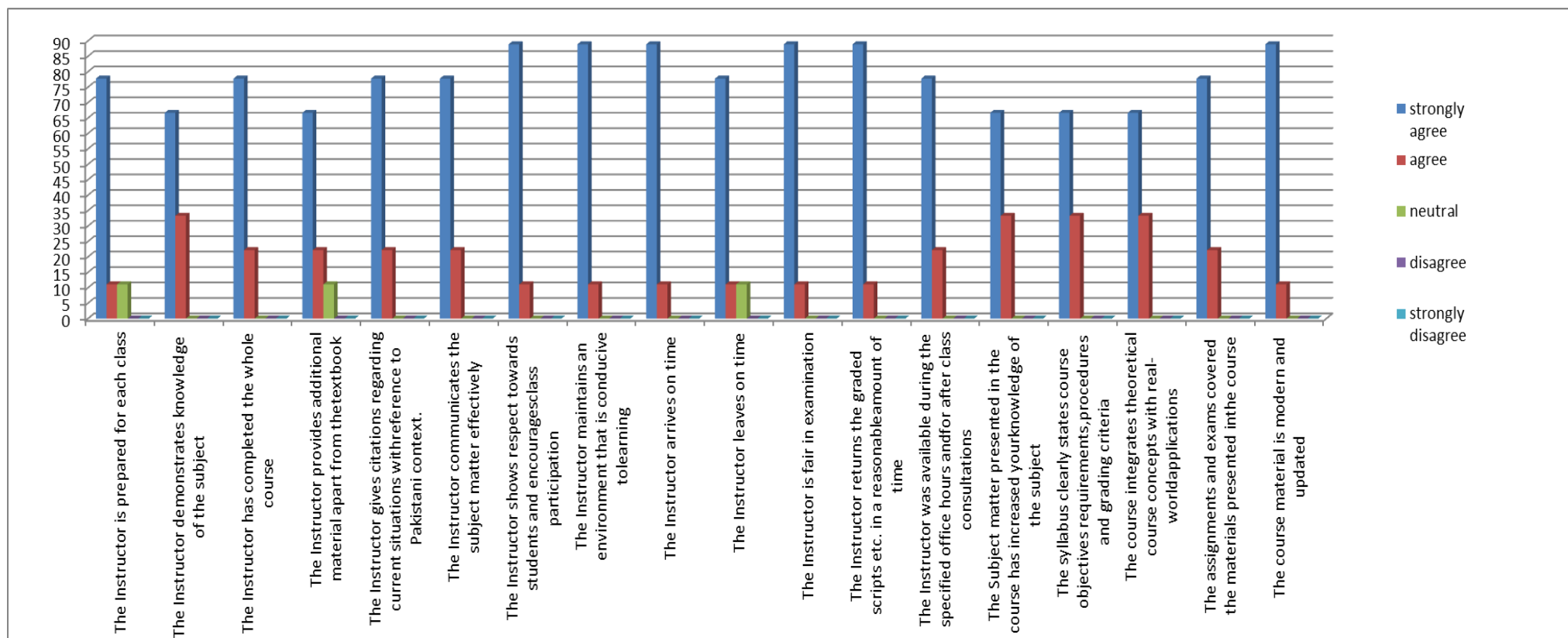
Course Title and Code: Principles of Marketing (MGT-351)



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.

Teacher Name: Dr. Irfan Ullah Munir

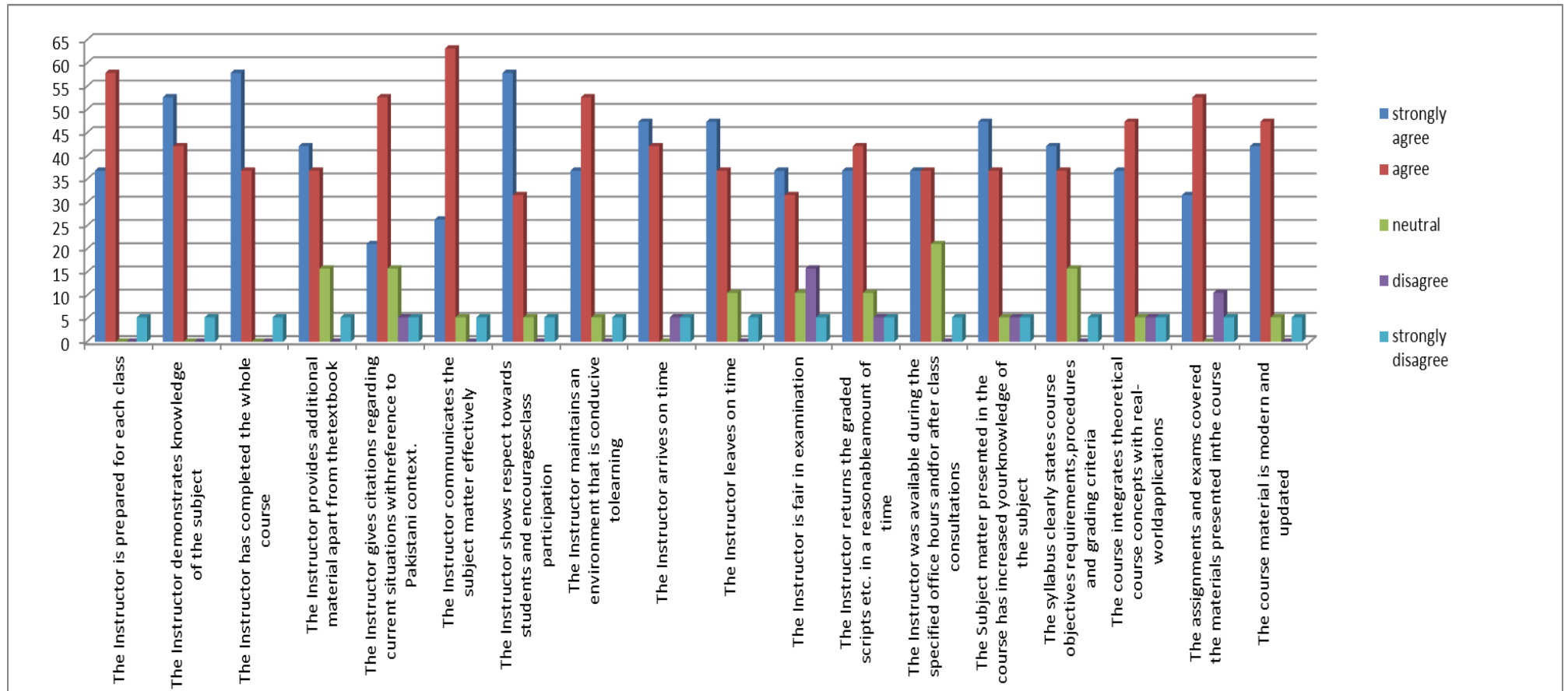
Course Title and Code: Fundamentals of Accounting (MGT – 321)



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.

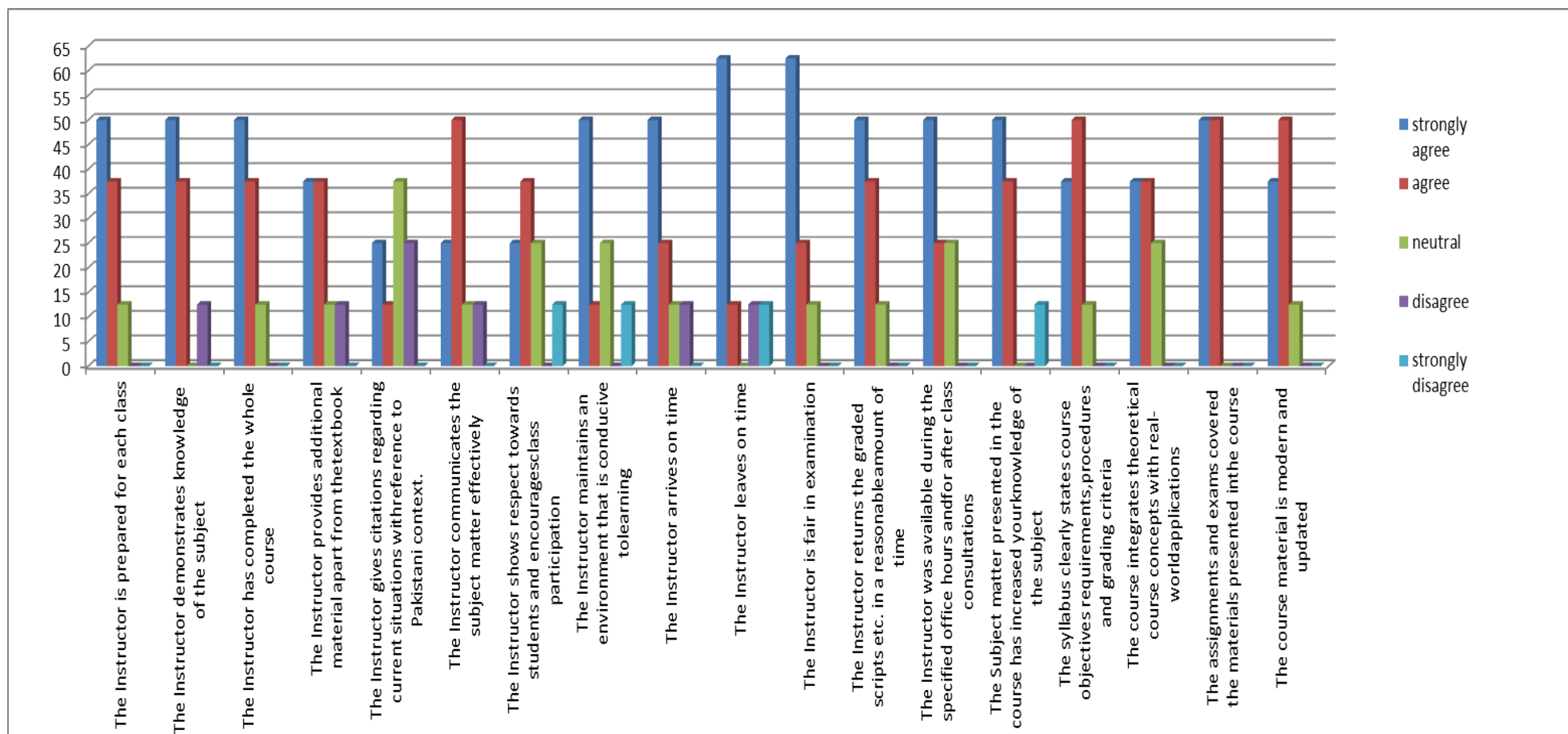
Teacher Name: Dr. Zai Ur Rehman

Course Title and Code: Marketing Management (MGT-452)



Teacher Name: Dr. Bushra Zulfiqar

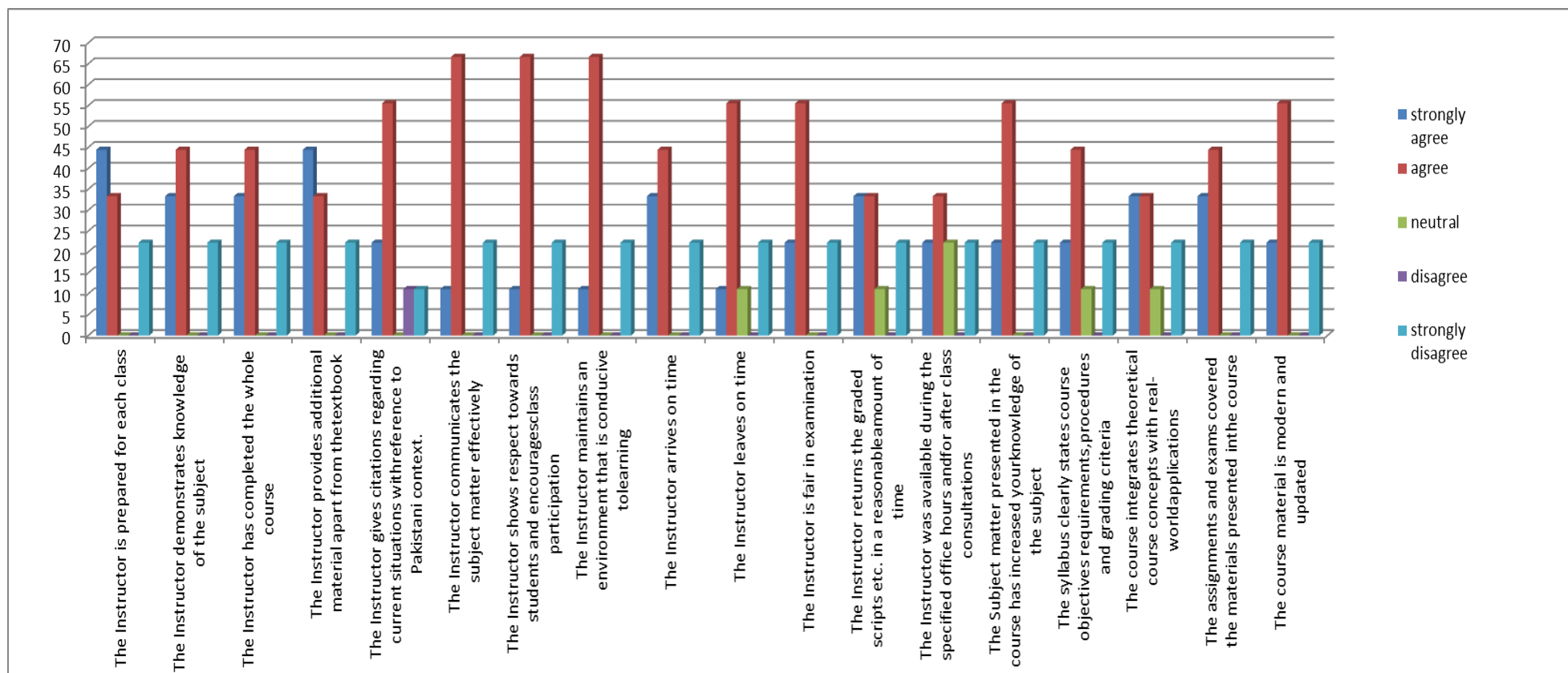
Course Title and Code: Financial Accounting (MGT-322)



General Comments: the teacher performance was very much reasonable. The teacher was prepared for class, demonstrated and communicated knowledge, completed the whole course and kept the contents up to date. However course teacher could have given students some attention during office hours after class and related theory with practice to improve the learning of students.

Teacher Name: Dr. Manzoo Akhtar

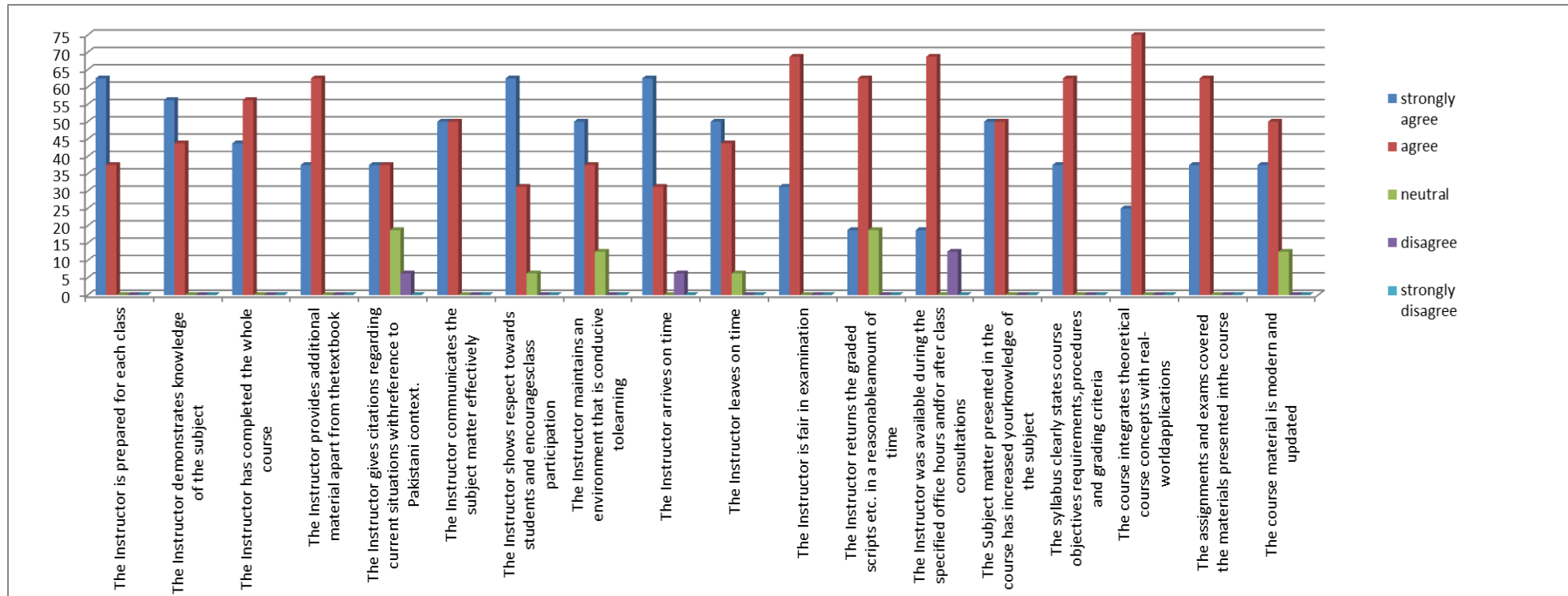
Course Title and Code: Ethics in Business (MGT-407)



General Comments: In general the students were quite content with the teacher's performance as he 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. However, teaching could have been improved if the teacher had been attending studies during office hours after class. Only few students think that the teacher needs improvement in all aspects of quality.

Teacher Name: Dr. Kaleem Ullah

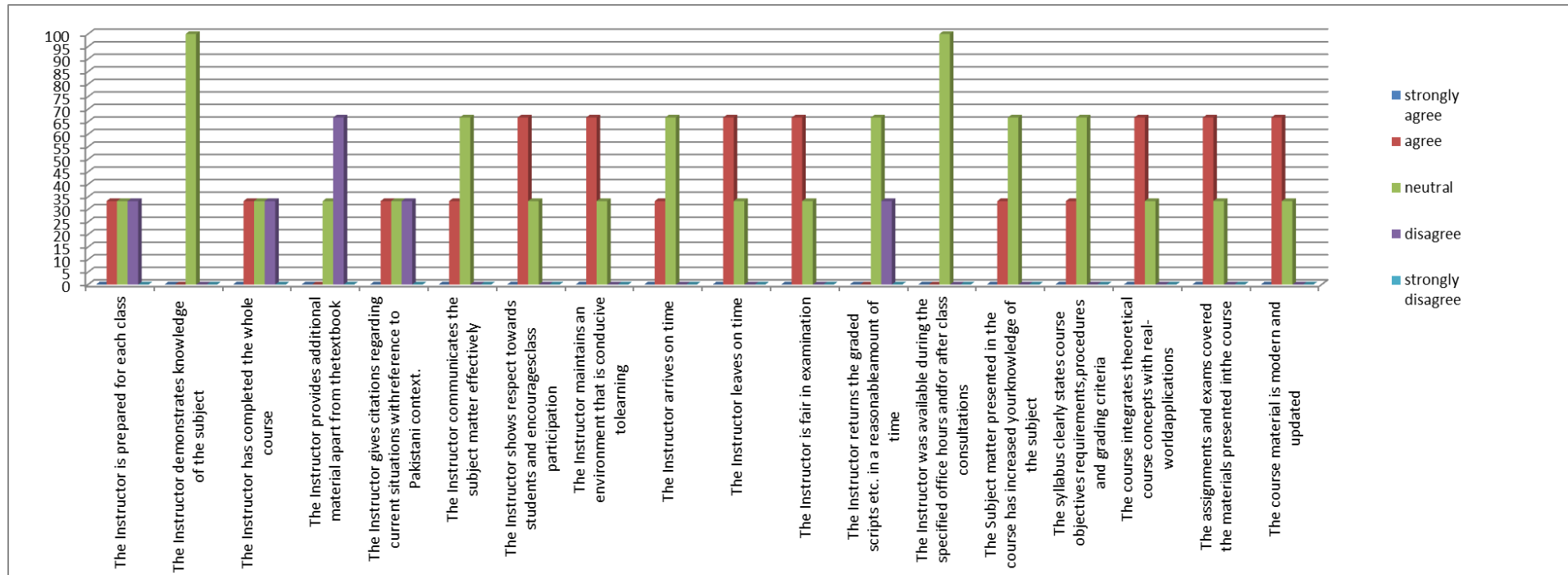
Course Title and Code: International Business (MGT-574)



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. However, teaching could have been improved if the teacher updated the contents and returned the graded script on time.

Teacher Name: Mr. Faraz Ahsan

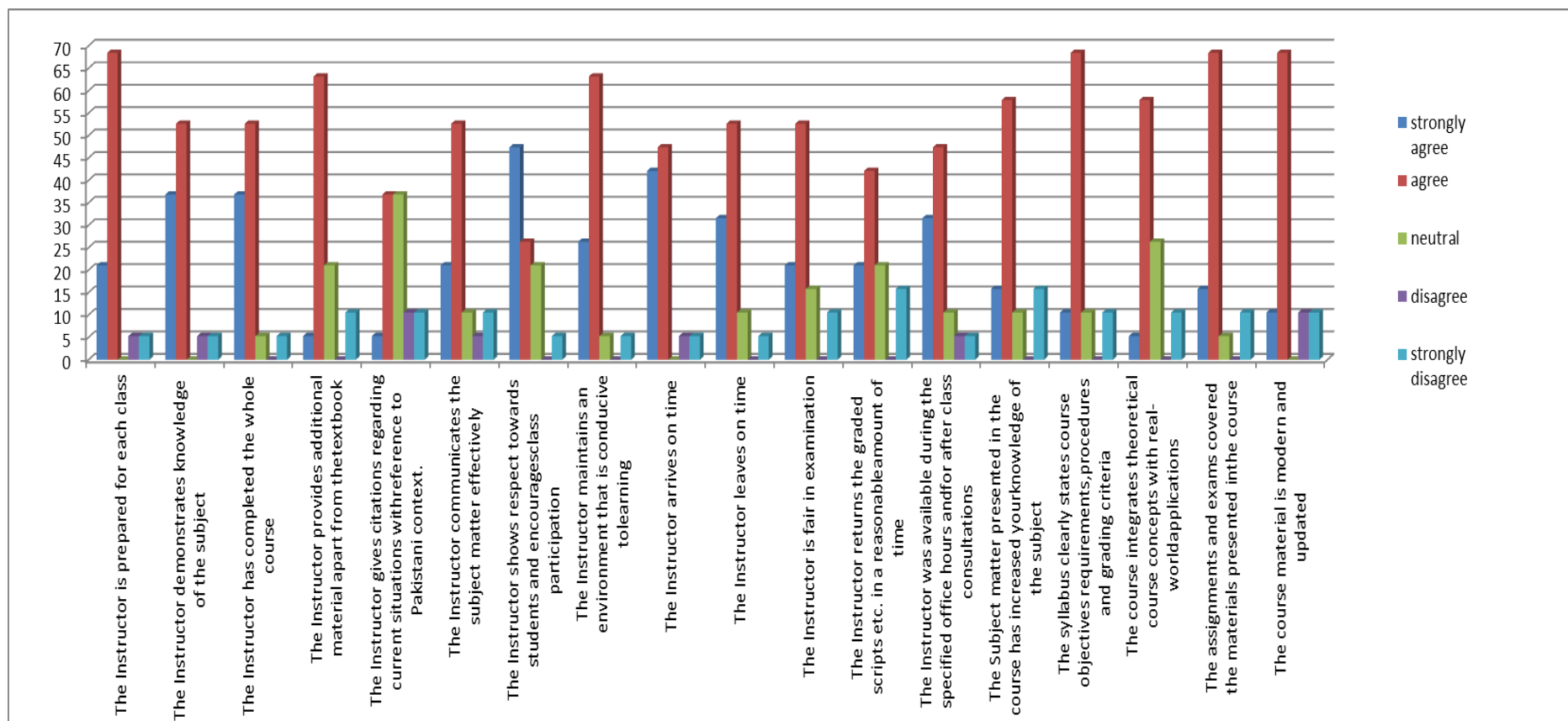
Course Title and Code: Introduction to Management information system (MGT - 553)



General Comments: the students very adversely evaluated the teacher and suggested that teacher needs improvement in every dimension of teaching quality.

Teacher Name: Mr. Waqas Aslam

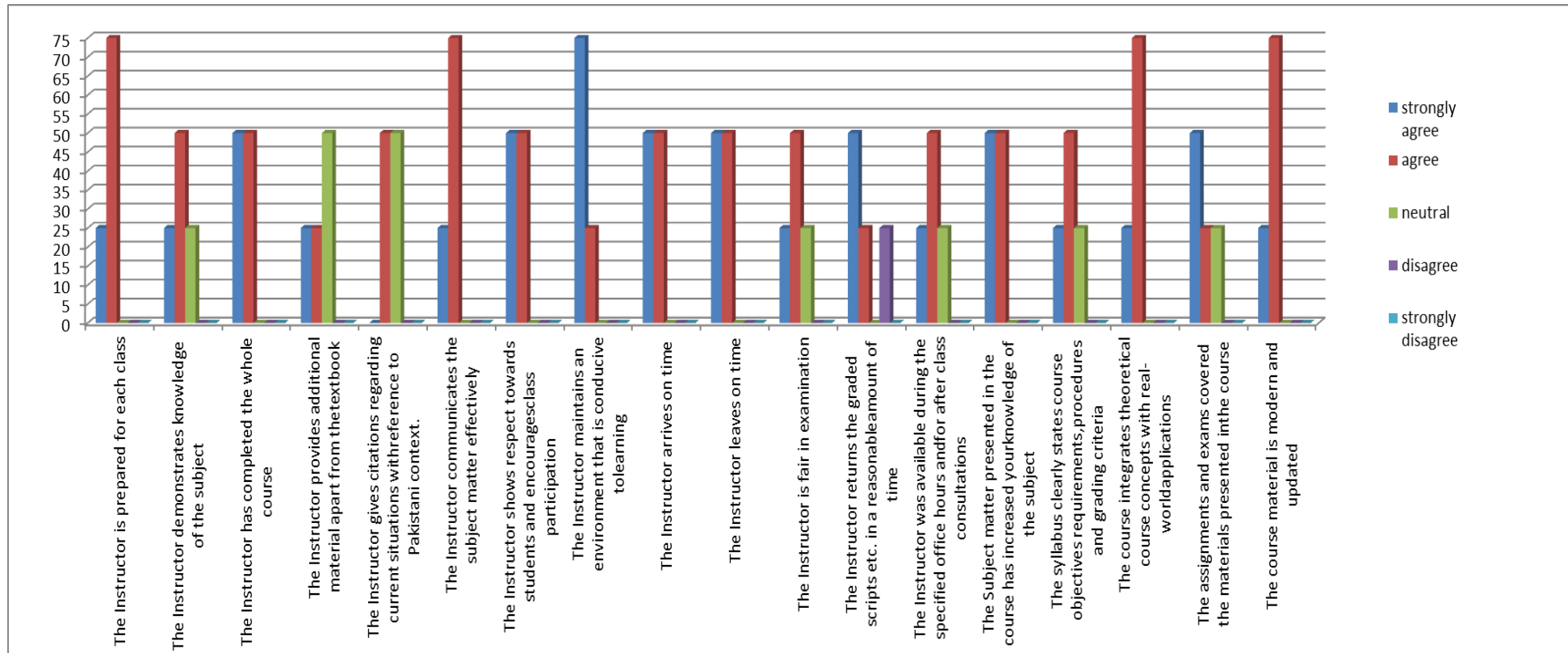
Course Title and Code: Micro Economics (MGT - 371)



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. However, teaching could have been improved if the teacher had given citations e with reference to Pakistani context and had linked theory with practice.

Teacher Name: Ms Sidra Akhtar

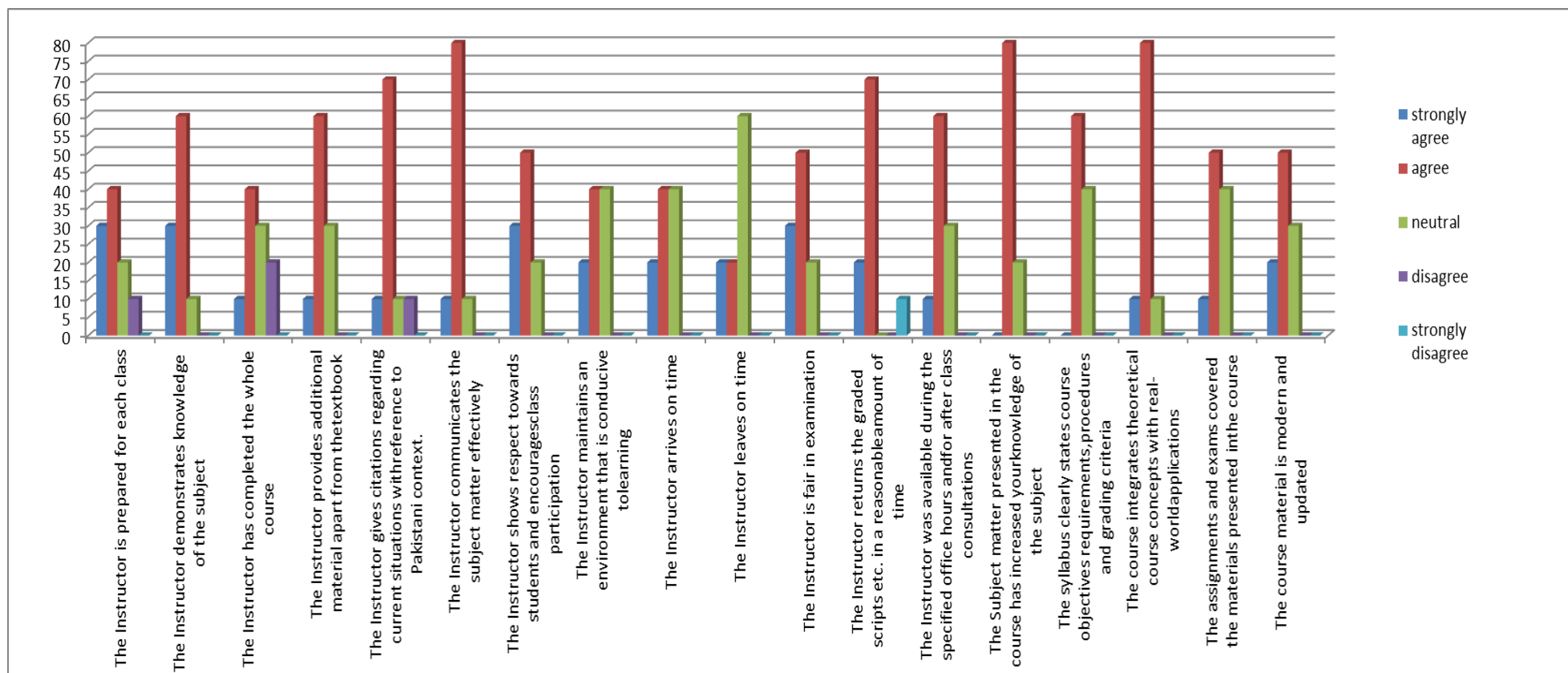
Course Title and Code: Principal of Management (MGT - 411)



General Comments: the teacher performed well in general. But the teaching could have been improved by providing additional material apart from textbook and by giving citations regarding current Pakistani situations.

Teacher Name: Mr Ammar Asghar

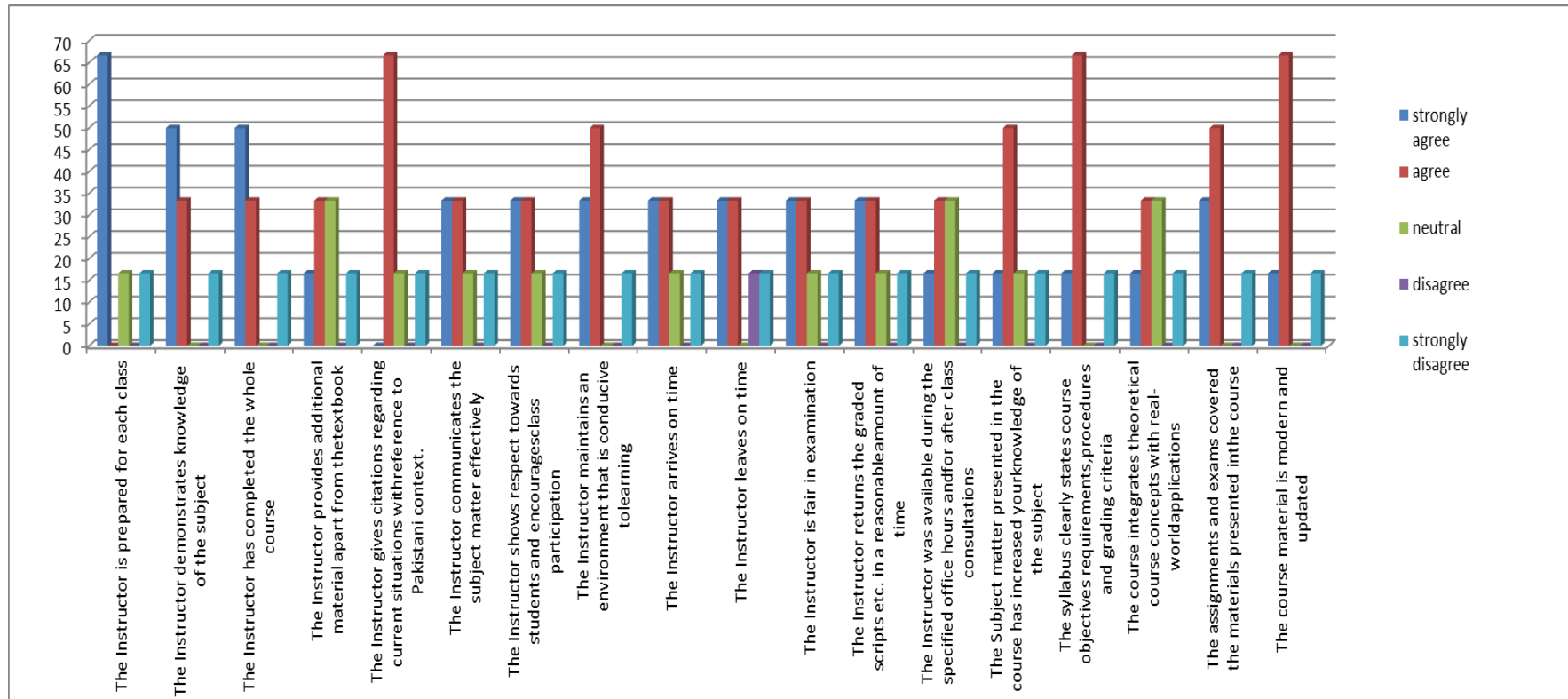
Course Title and Code: Monet and Capital Markets (MGT - 639)



General Comments: the teacher demonstrated knowledge, communicated subject matters effectively, returned the graded script on time and integrated theory with practice. However, students were not impressed with his punctuality as he may be arriving and leaving classes out of scheduled time.

Teacher Name: Salman Ali Quershi

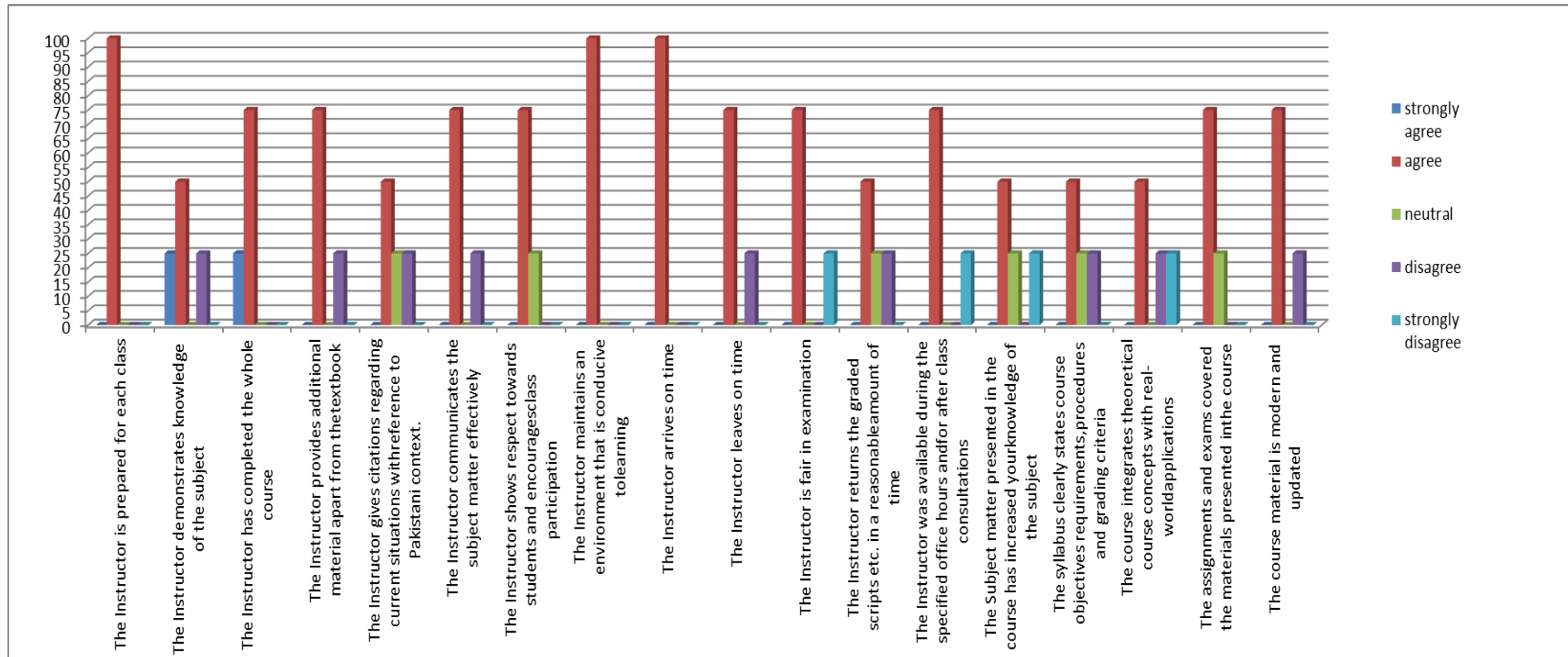
Course Title and Code: International Finance (MGT - 638)



General Comments: Teacher needs improvement in every aspect of quality

Teacher Name: Dr. Zoya Khan

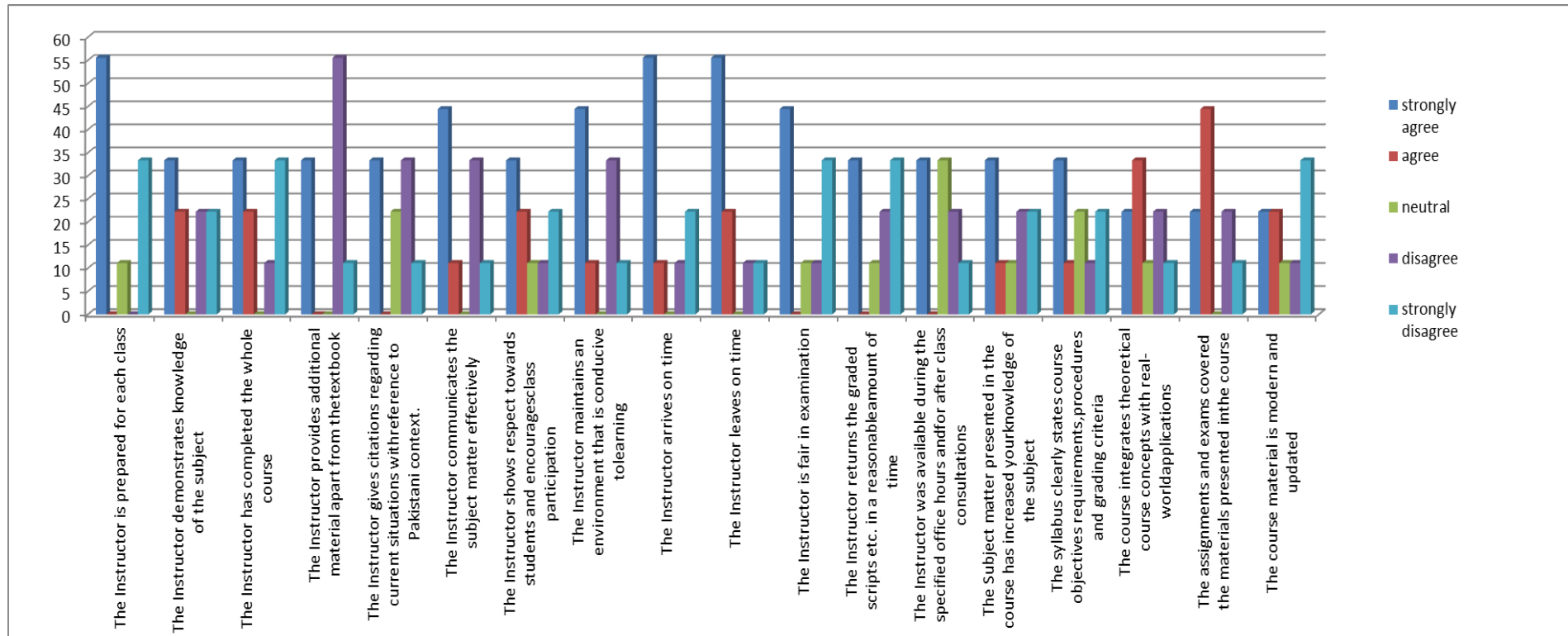
Course Title and Code: Introduction to Production Operations Management (MGT - 696)



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.

Teacher Name: Mr. Osman Alvi

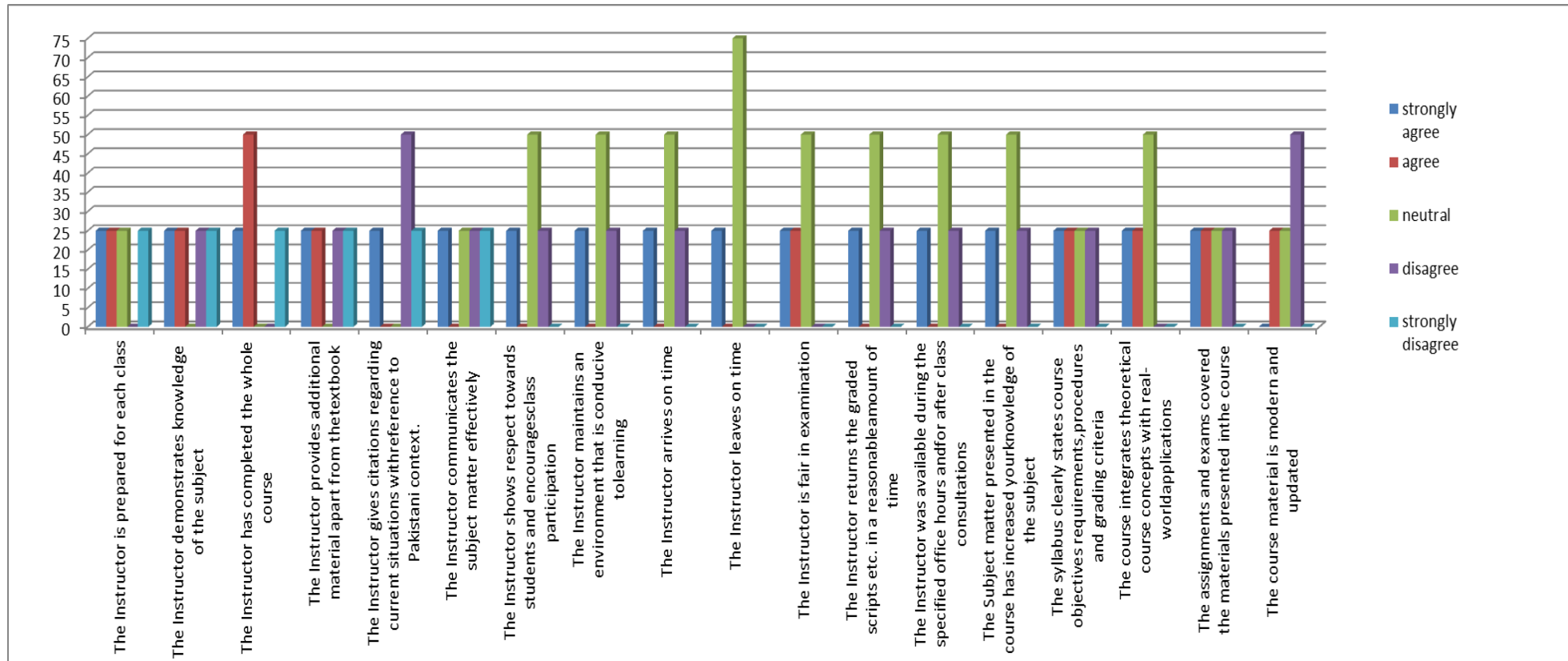
Course Title and Code: Contemporary issues in Management (MGT - 618)



General Comments: the teacher's performance was satisfactory.

Teacher Name: Dr. Muhammad Asif Zaheer

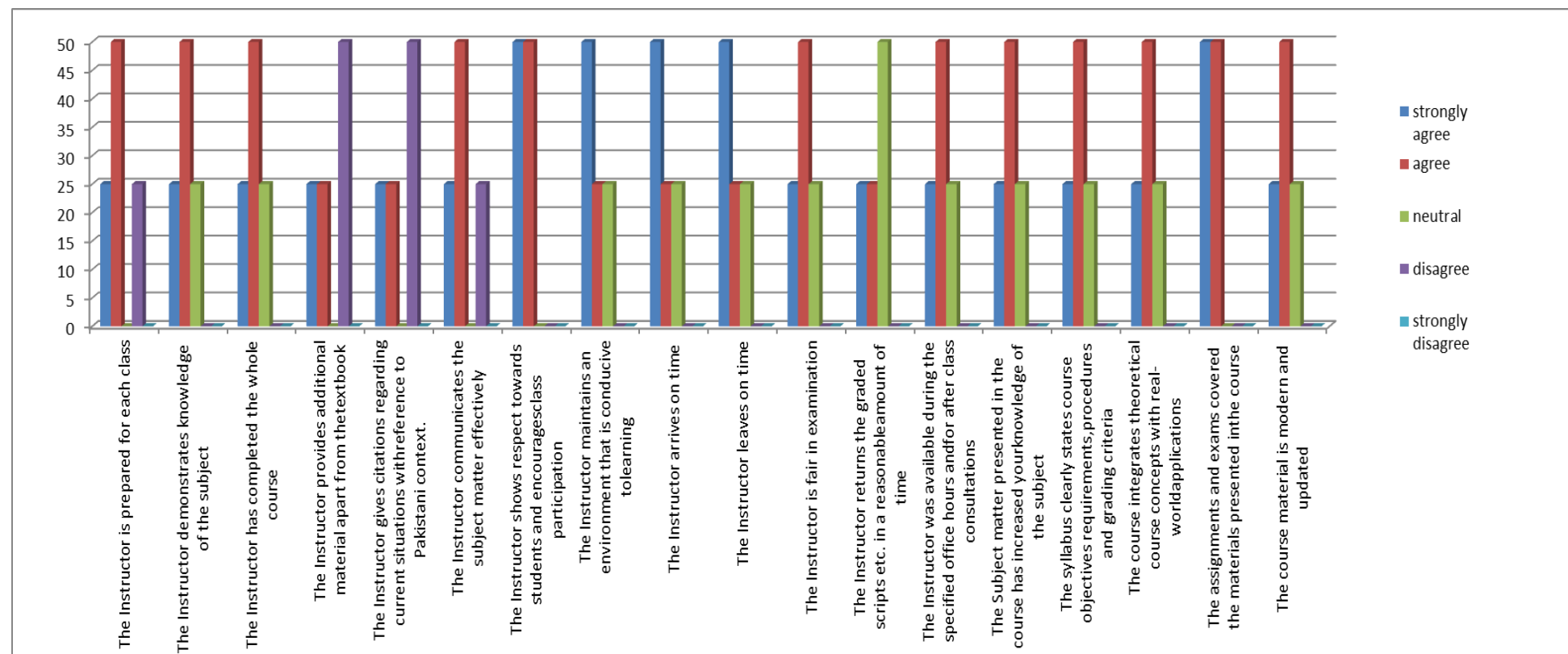
Course Title and Code: Strategic Human Resource Management (MGT - 687)



General Comments: the teacher's performance was unsatisfactory. The teacher needs to show respect towards students, maintain a learning conducive environment, be punctual, be fair in marking, return the graded script on time and link theory with practice.

Teacher Name: Dr. Afsheen Fatima

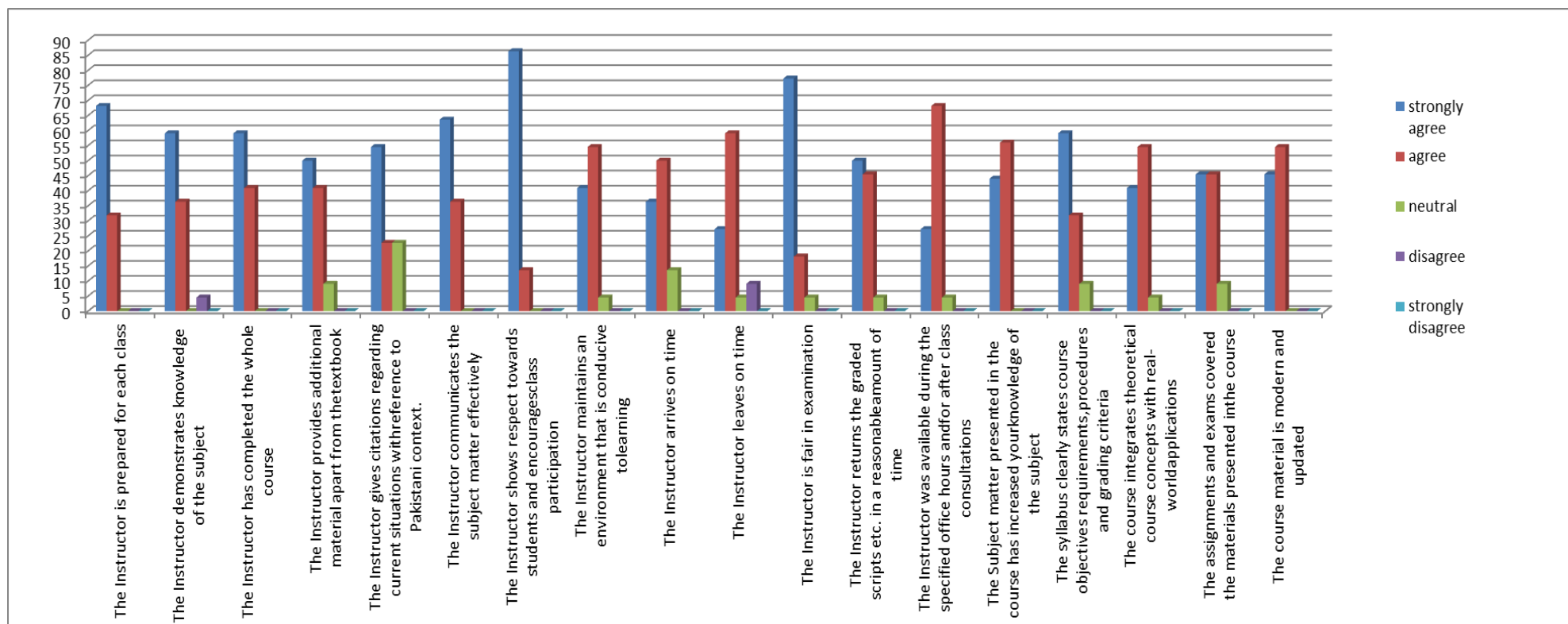
Course Title and Code: Seminar in Human Resource Management (MGT - 688)



General Comments: In general the students were quite content with the teacher's performance as he 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. However, teaching could have been improved if the teacher had been attending studies during office hours after class. Only few students think that the teacher needs improvement in some aspects of quality.

Teacher Name: Ms. Anum Shafique

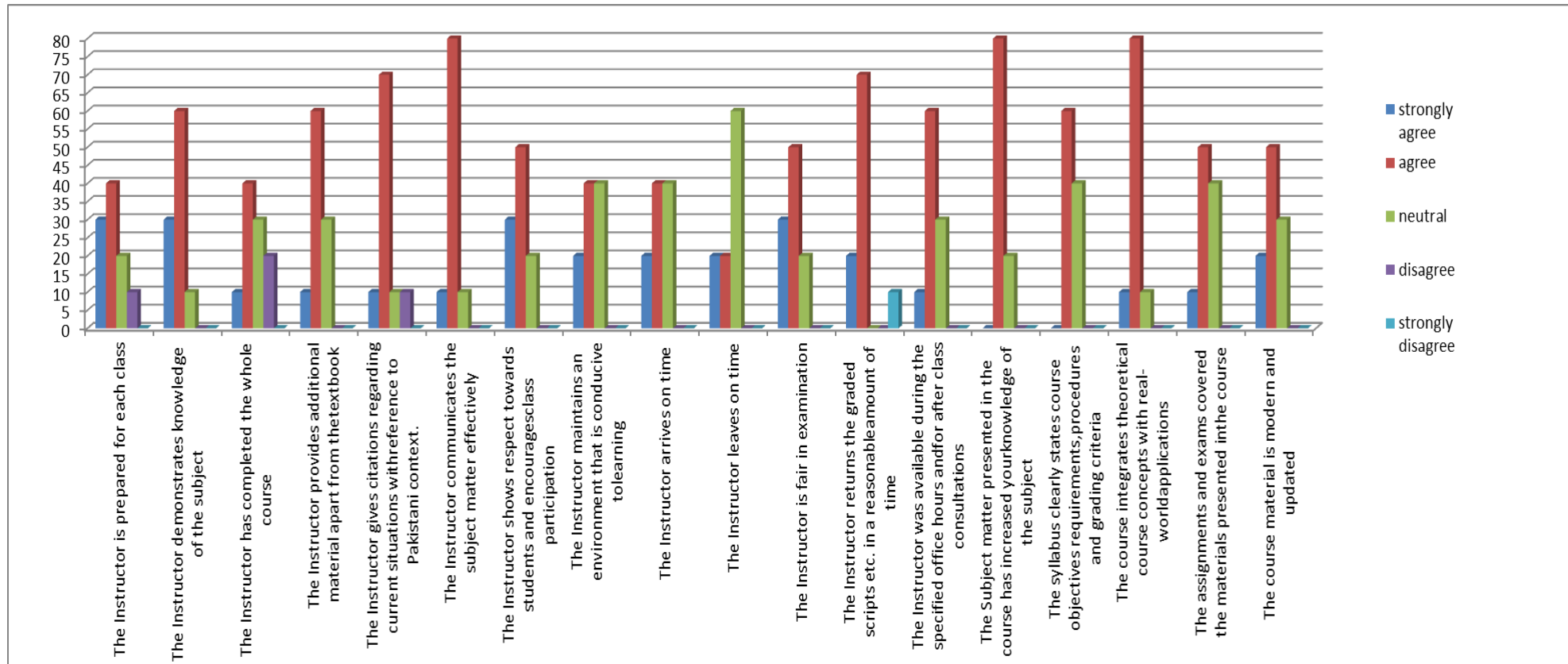
Course Title and Code: Corporate Law (MGT - 513)



General Comments: The performance of teacher is highly satisfactory.

Teacher Name: Mr. Abid Nazeer

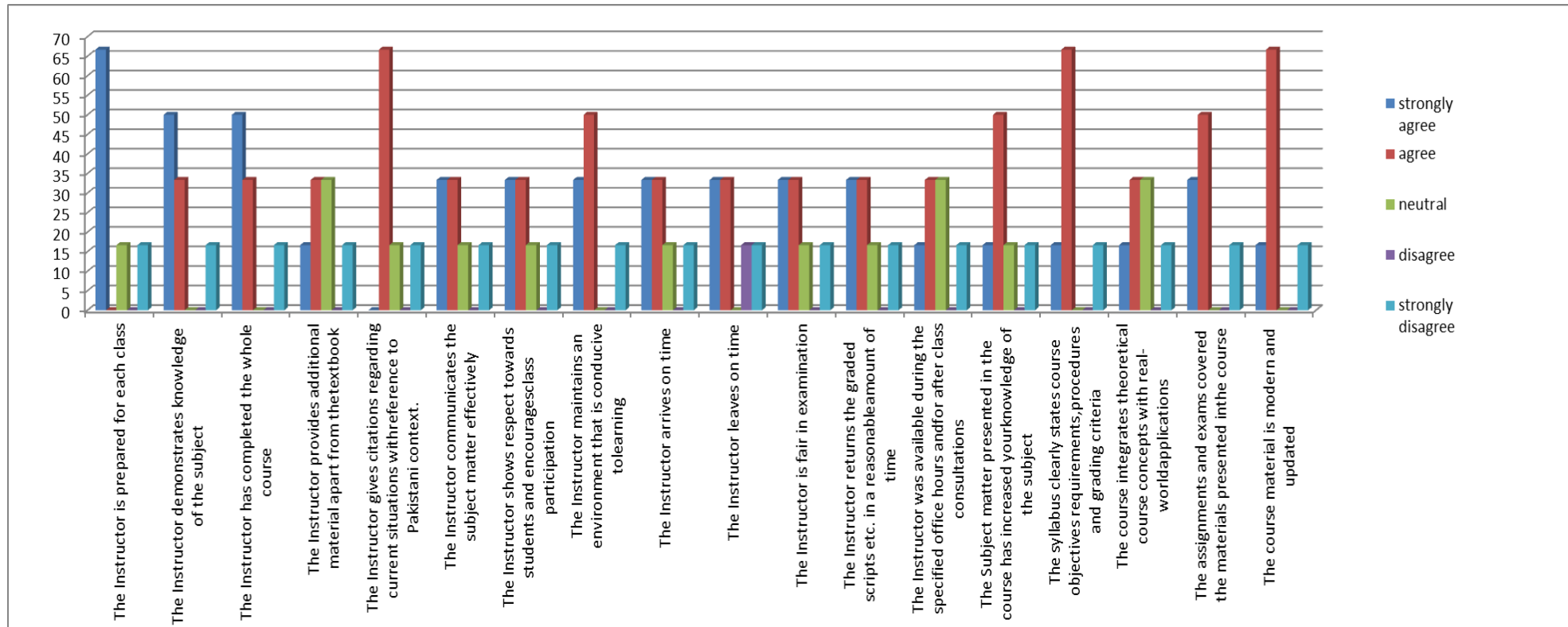
Course Title and Code: Corporate Finance (MGT - 633)



General Comments: the teacher demonstrated knowledge, communicated subject matters effectively, returned the graded script on time and integrated theory with practice. However, students were not impressed with his punctuality as he may be arriving and leaving classes out of scheduled time.

Teacher Name: Dr. Ali Raza

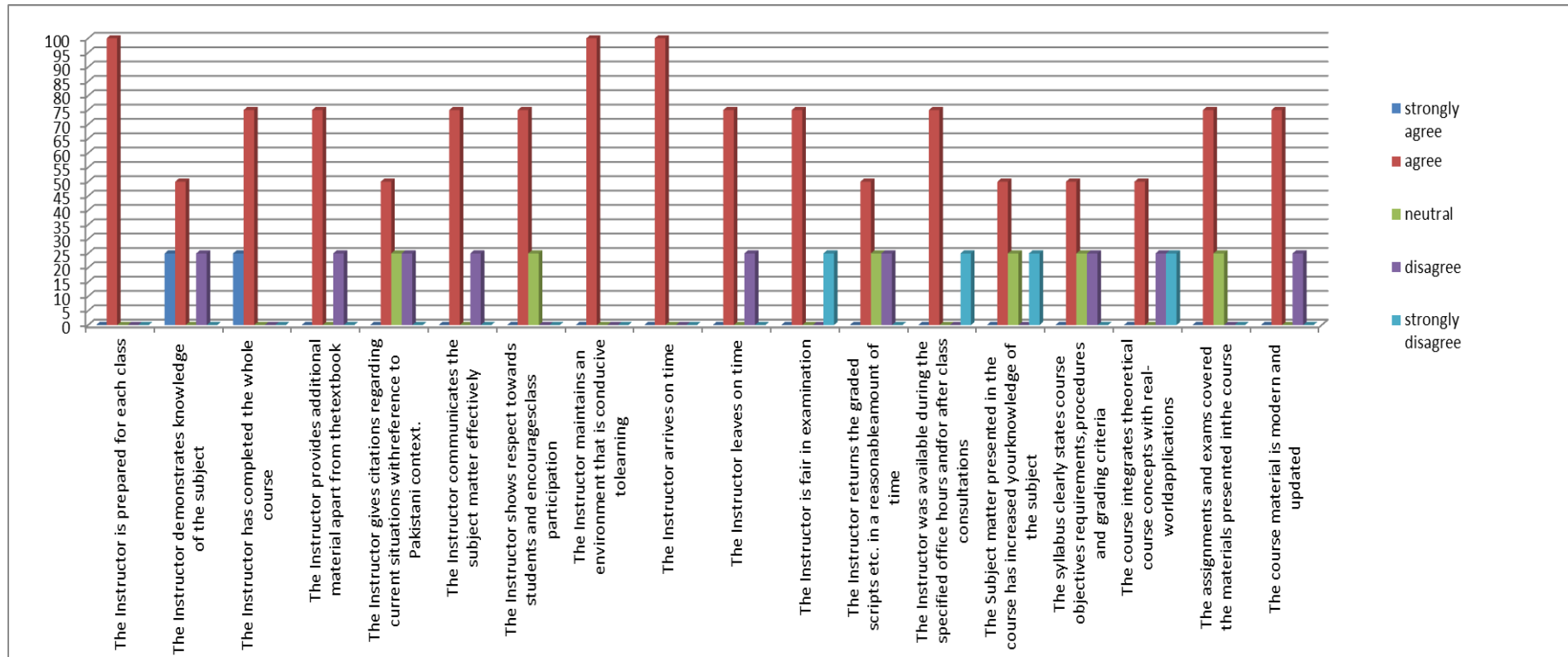
Course Title and Code: Sales Management (MGT - 562)



General Comments: Teacher needs improvement in every aspect of quality

Teacher Name: Dr. Muhammad Maroof Ajmal

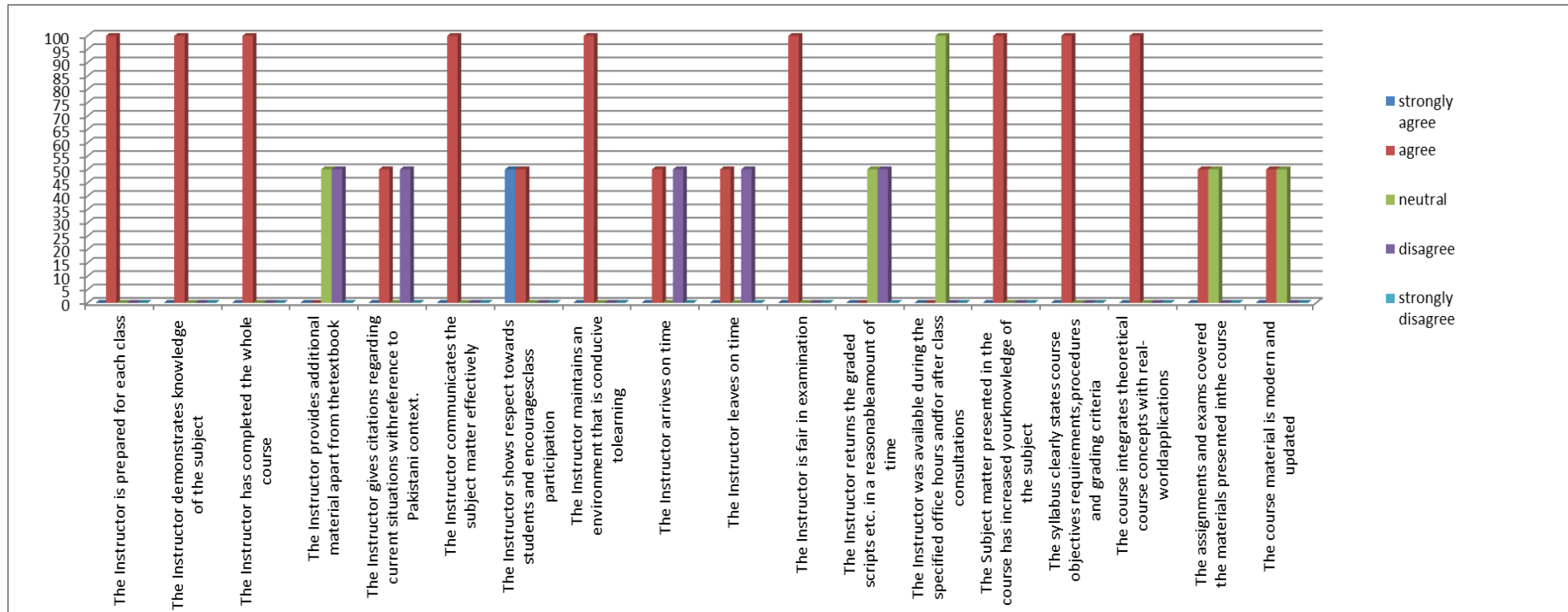
Course Title and Code: Advertising & Promotions (MGT - 561)



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.

Teacher Name: Dr. Muhammad Maroof Ajmal

Course Title and Code: Entrepreneurship (MGT - 617)



General Comments: the teacher's performance is satisfactory, however he needs to give attention to students after class, provide additional material apart from text book, return graded script on time and update the course contents.

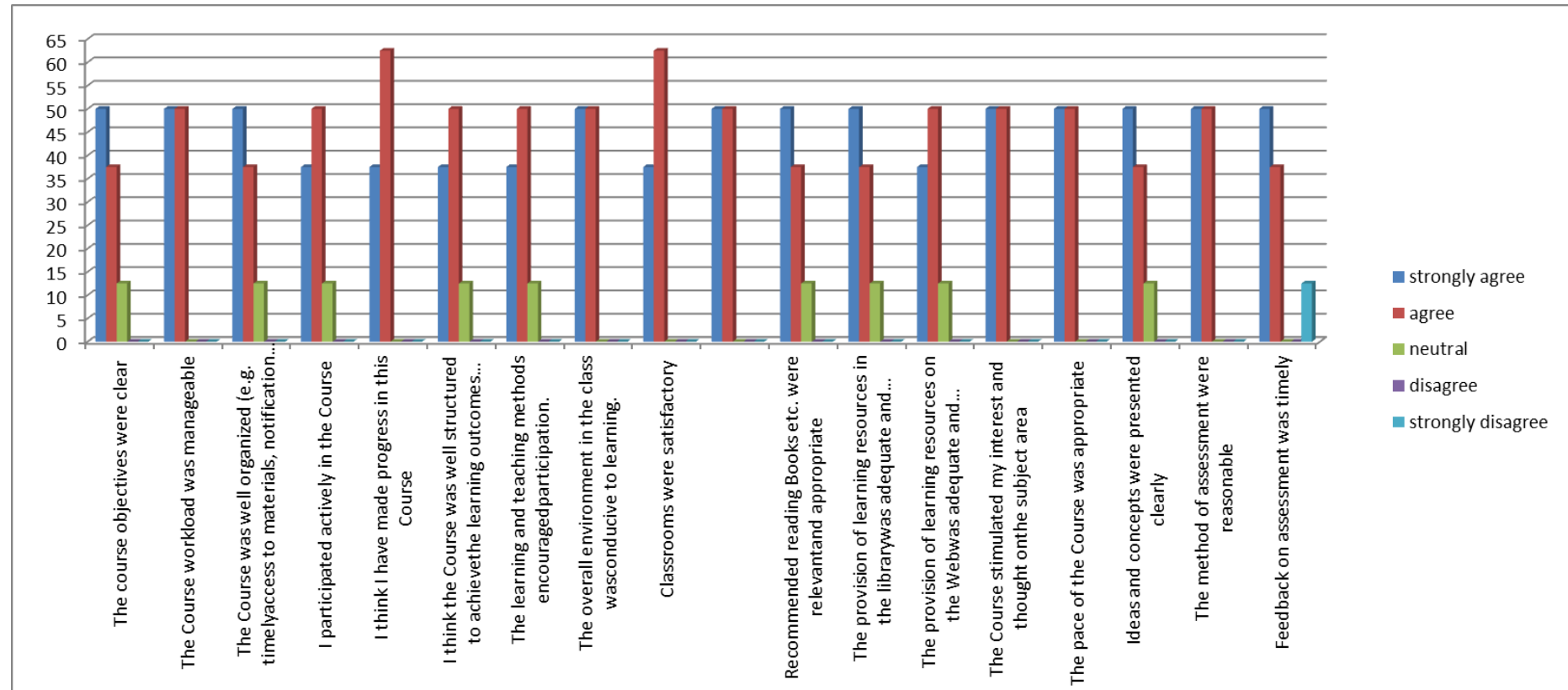
Student course evaluation

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 extends to a maximum value of 100%.

COURSE EVALUATION (FALL SEMESTER)

Course Title and Code: Macro Economics (MGT-472)

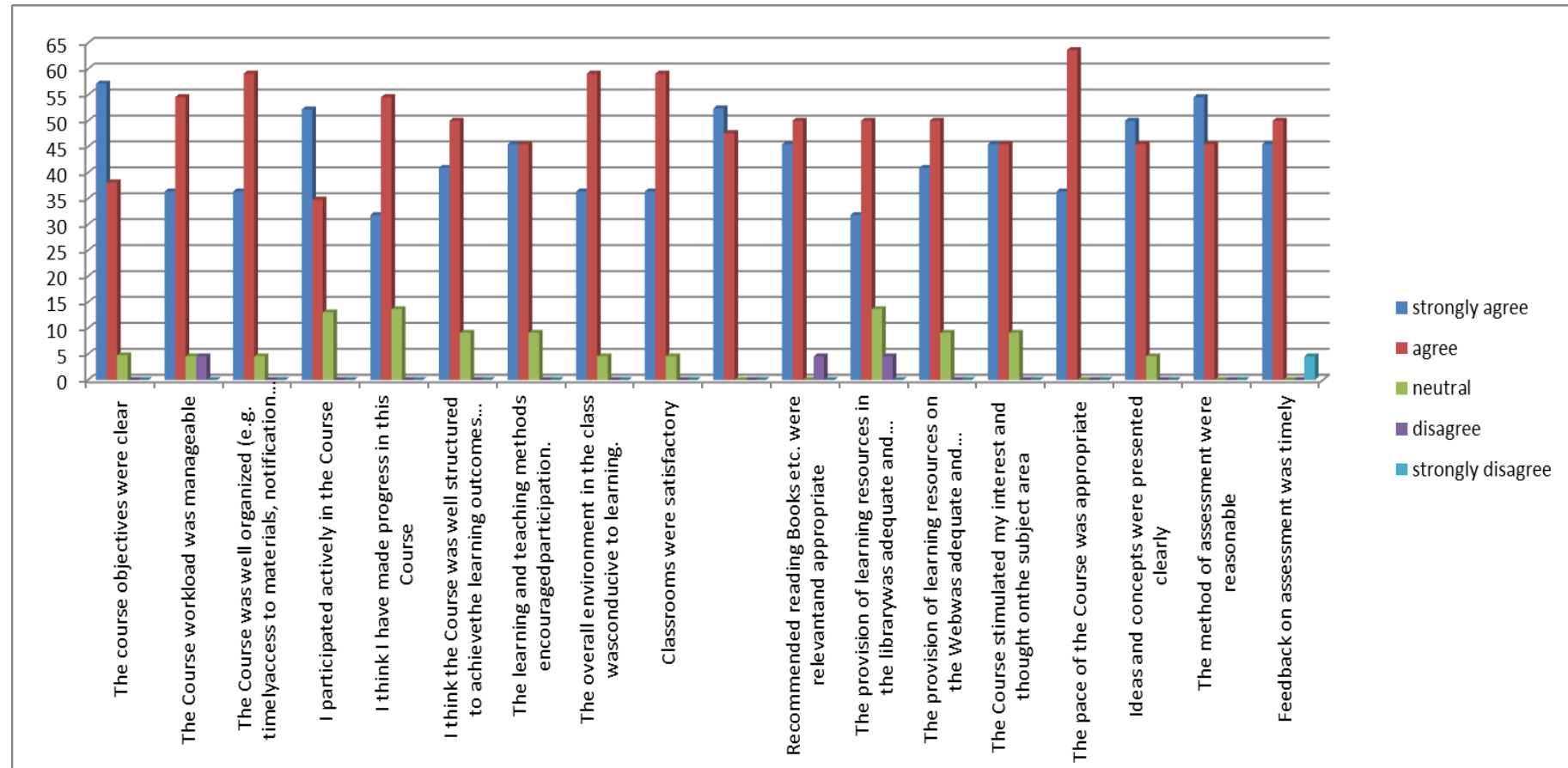
Course Teacher: Dr. Farida Faisal



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.

Course Title and Code: Product and Brand Management (MGT-664)

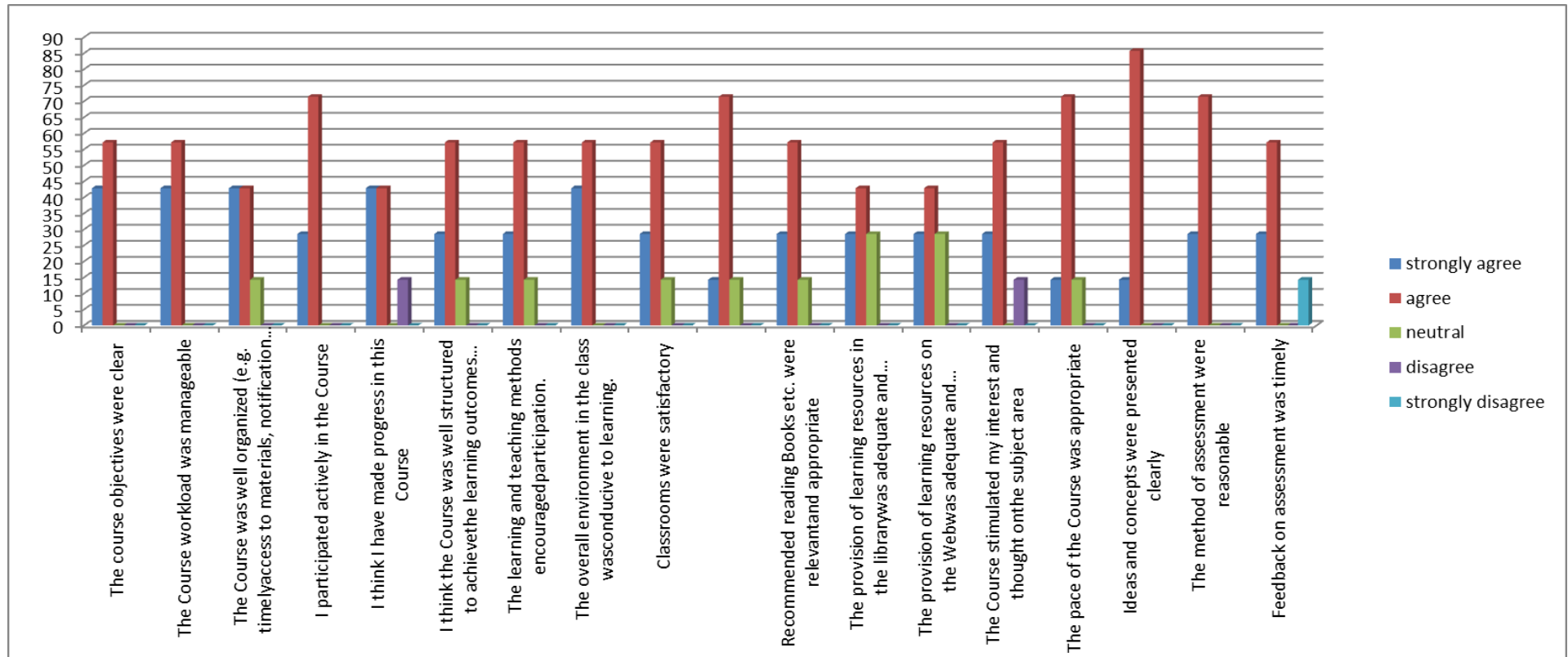
Course Teacher: Dr. Zia Ur Rehman



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.

Course Title and Code: Introduction to Project Management (MGT-514)

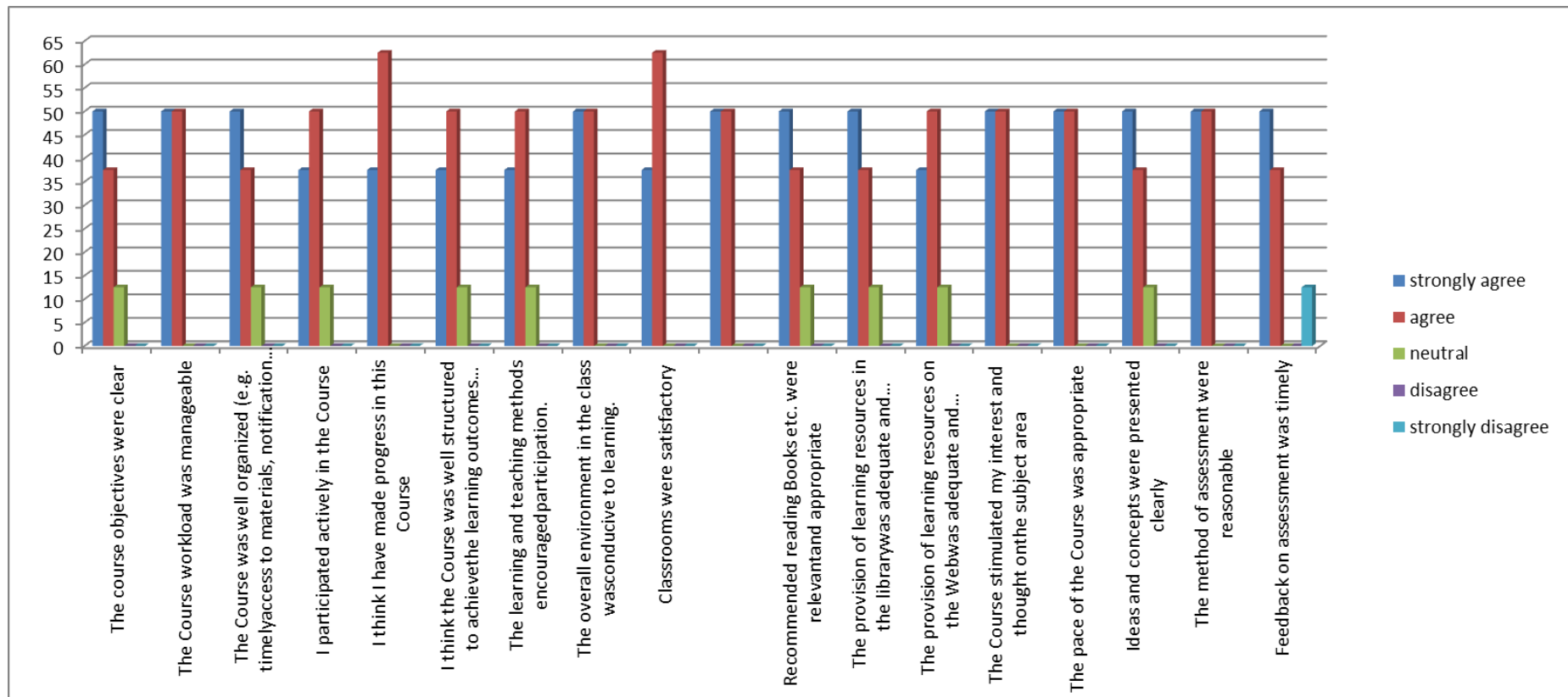
Course Teacher: Dr. Zoya khan



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 library resources could be improved.

Course Title and Code: Global Marketing (MGT-665)

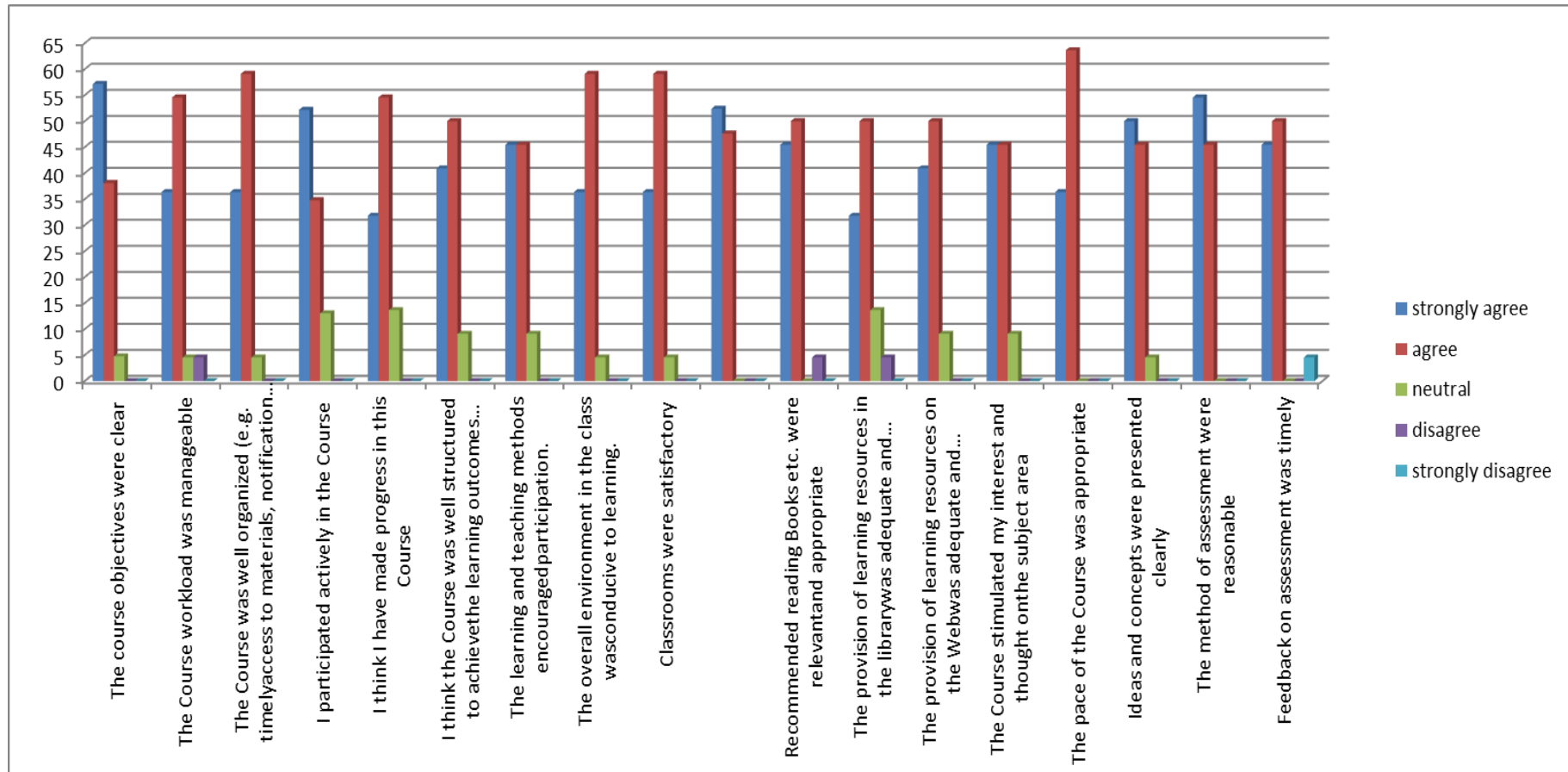
Course Teacher: Dr. Akhtar Tanveer



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.

Course Title and Code: Introduction to Marketing (MGT-351)

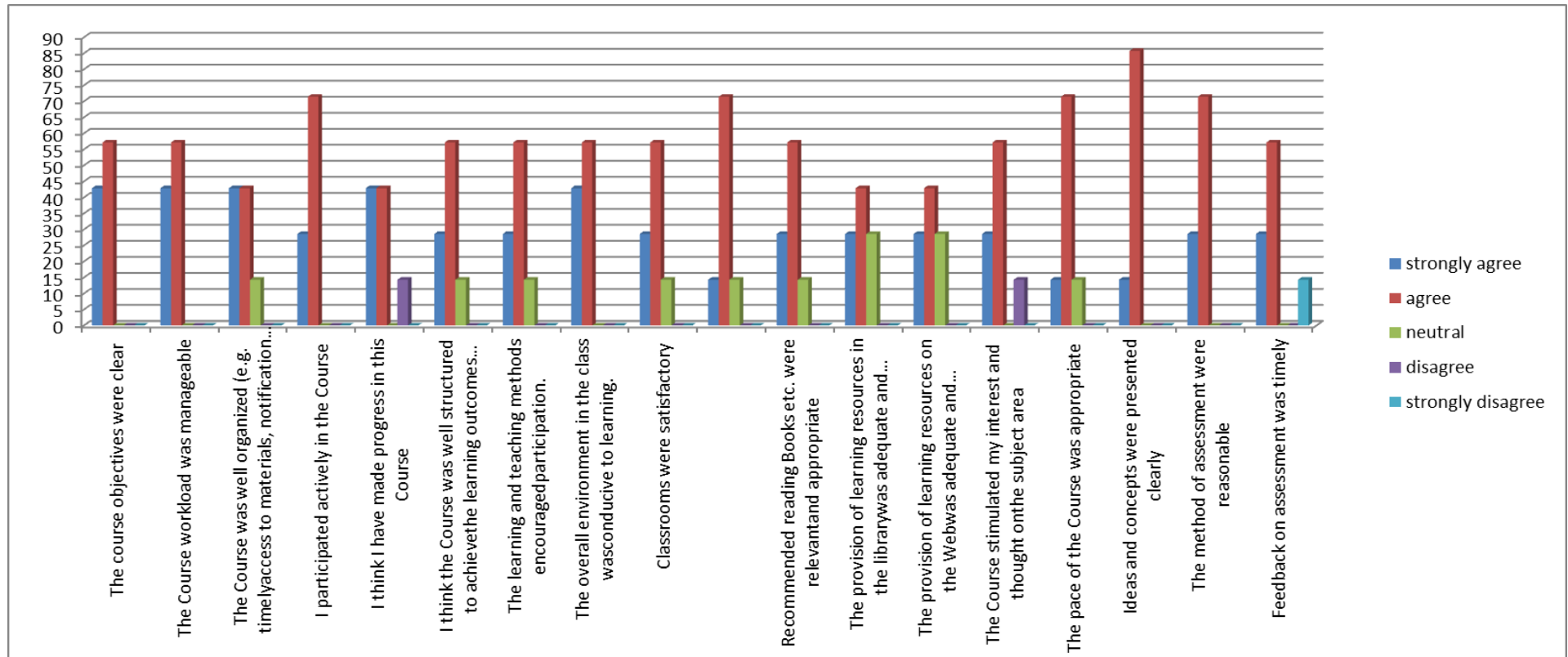
Course Teacher: Malik Muhammad Faisal



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.

Course Title and Code: Introduction to Organizational Behavior (MGT-512)

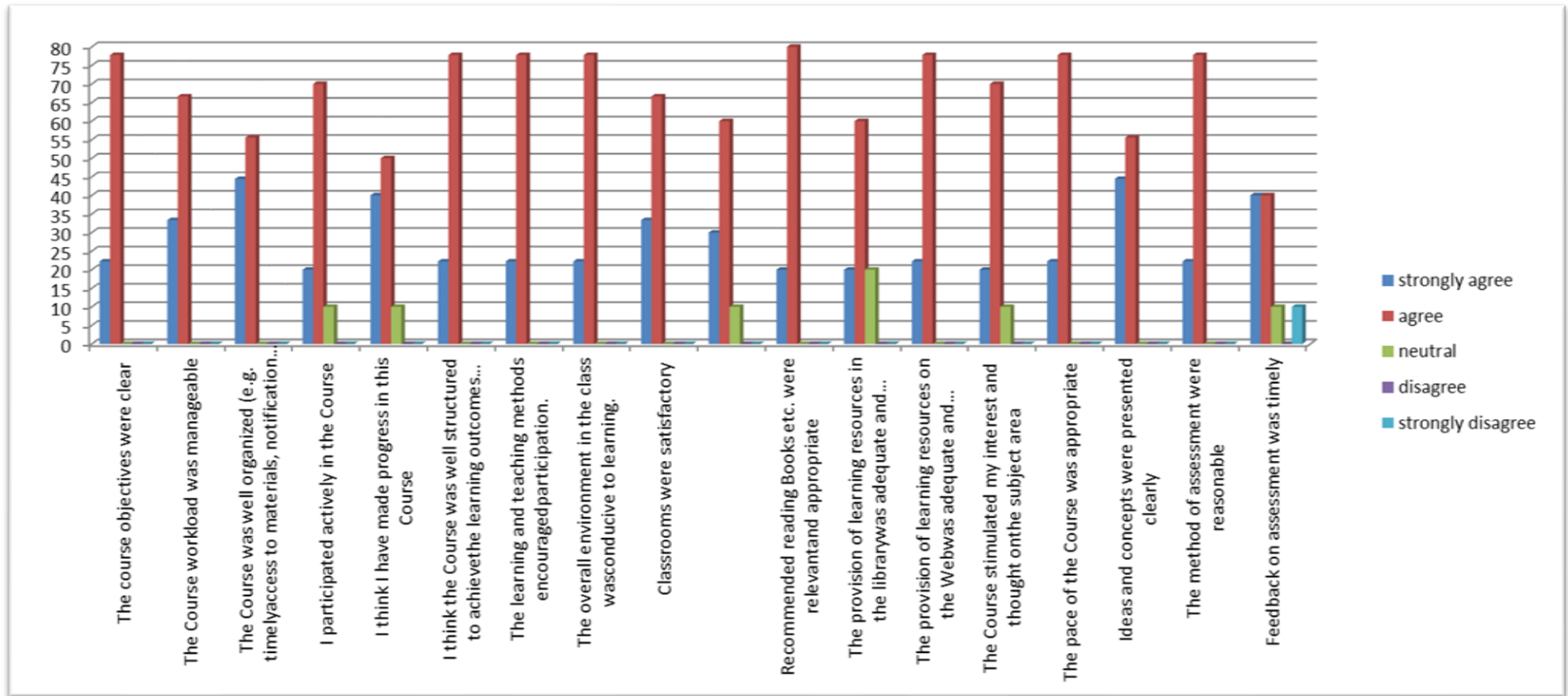
Course Teacher: Ms. Sidra Akhtar



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 library resources could be improved.

Course Title and Code: Analysis of Financial Statements (MGT-531)

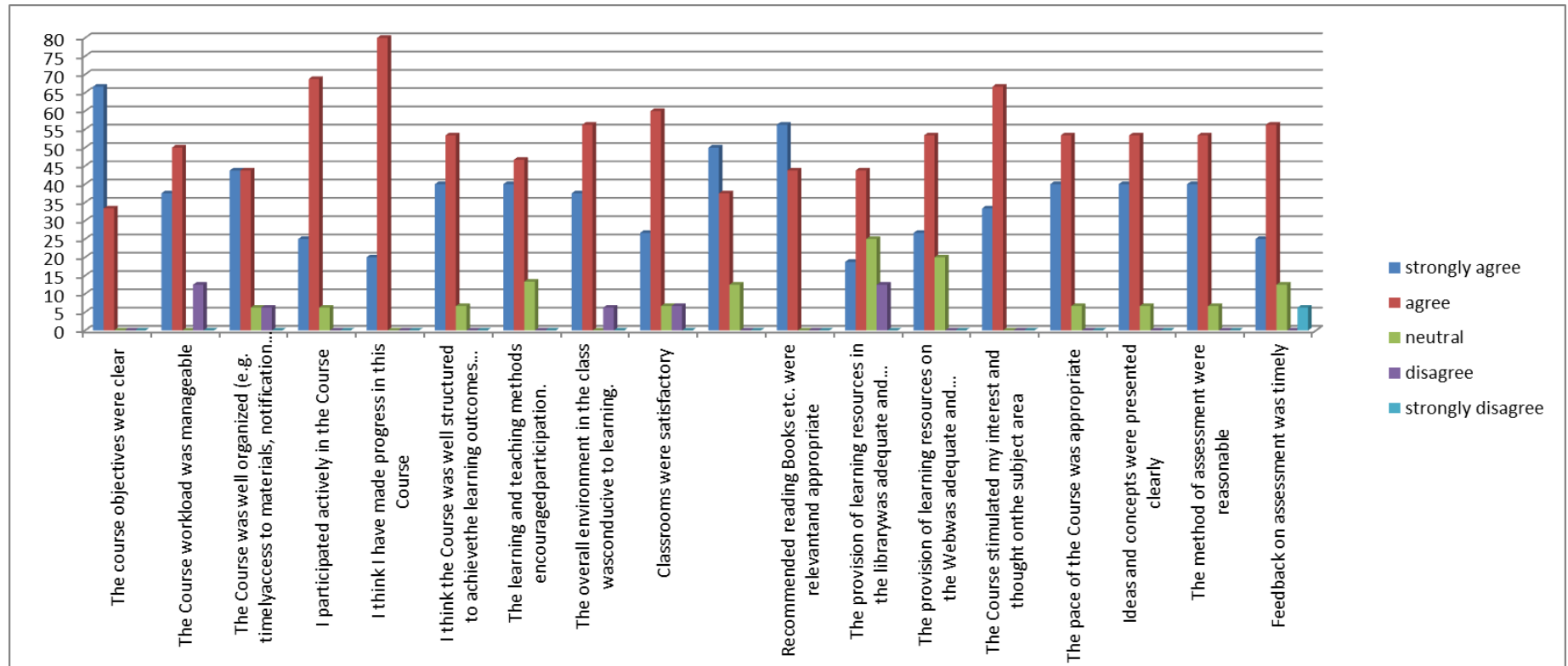
Course Teacher: Ms. Anum Shafiq



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.

Course Title and Code: Financial Accounting (MGT-322)

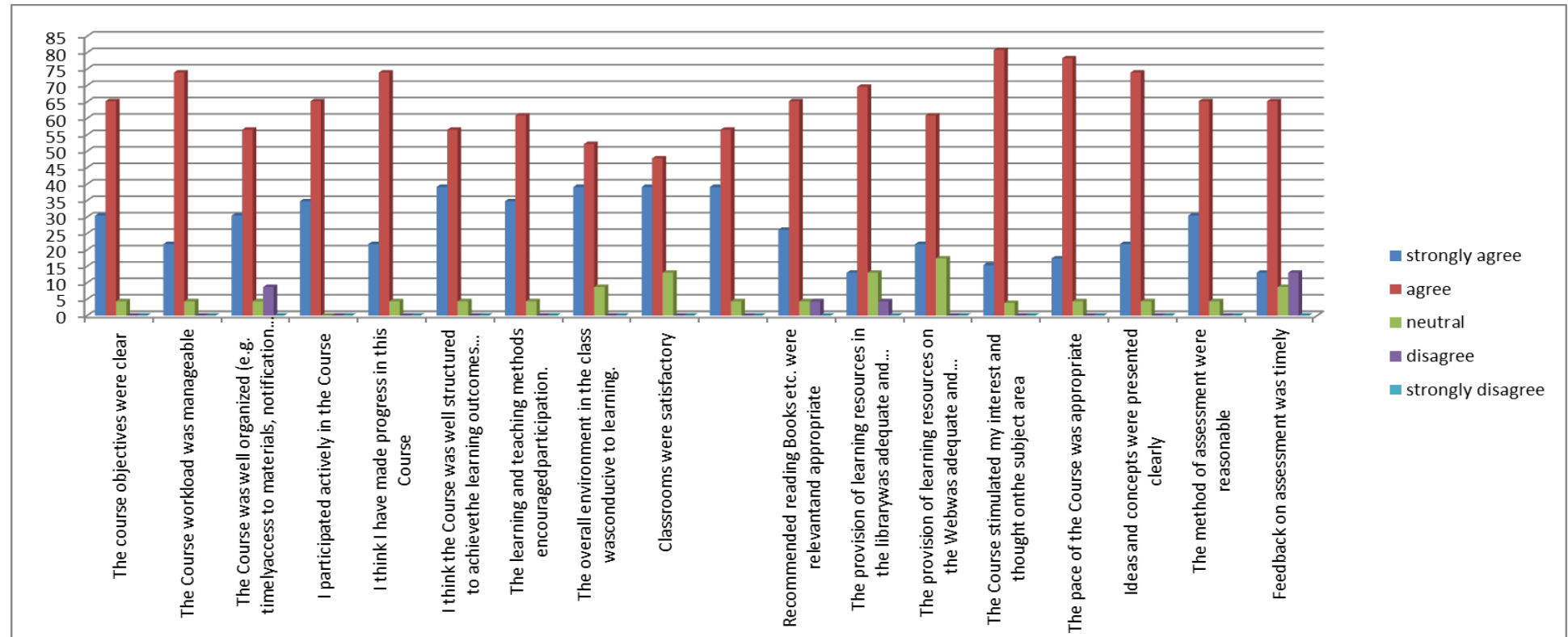
Course Teacher: Dr. Bushra Zulfiqar



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.

Course Title and Code: Introduction to Human Resource Management (MGT-515)

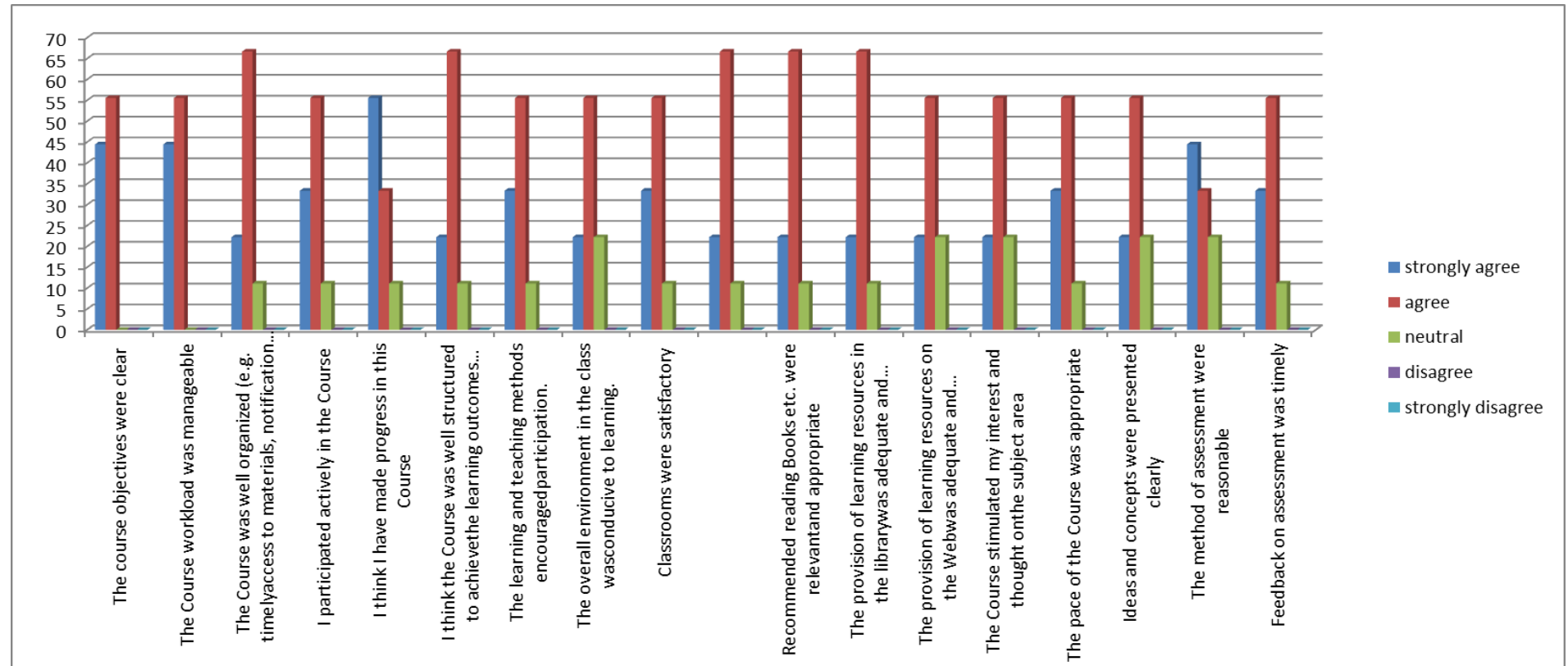
Course Teacher: Dr. Muhammad Razzaq Athar



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.

Course Title and Code: International Business (MGT-574)

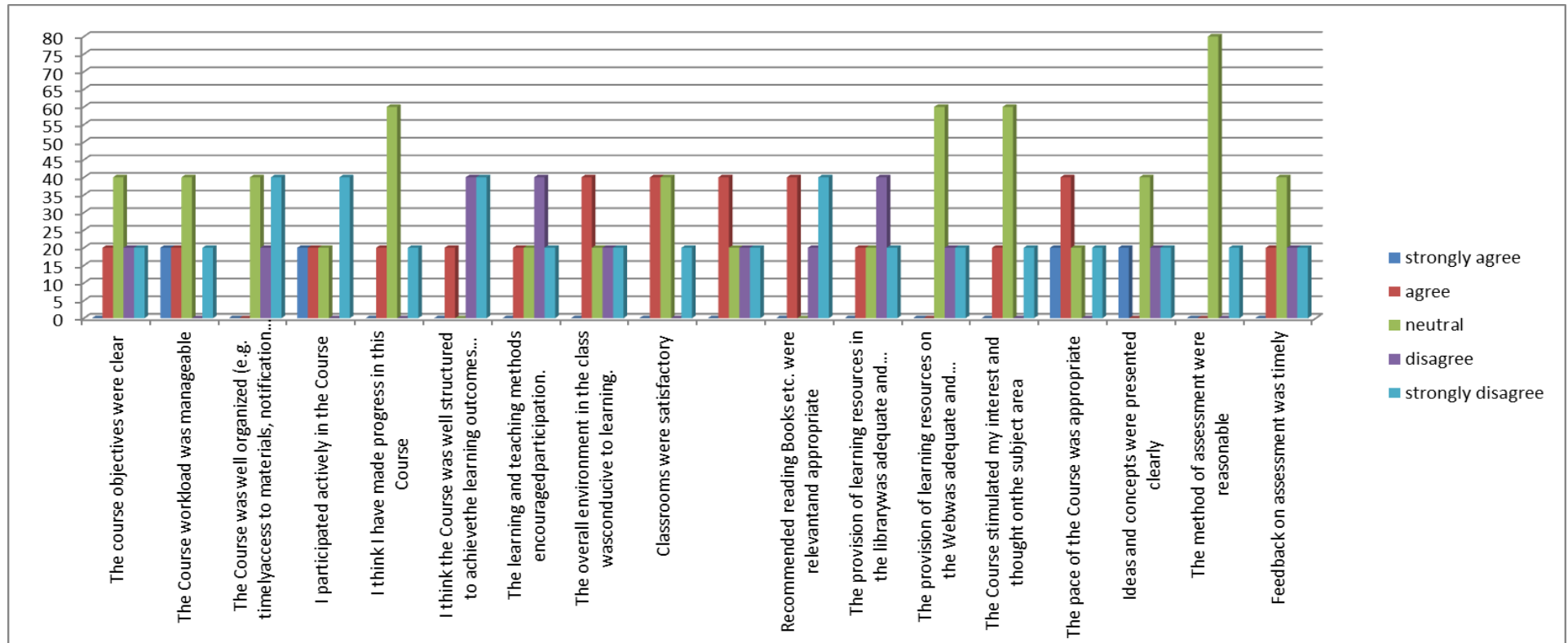
Course Teacher: Dr. Kaleem Ullah



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.

Course Title and Code: Communication Skill (MGT-404)

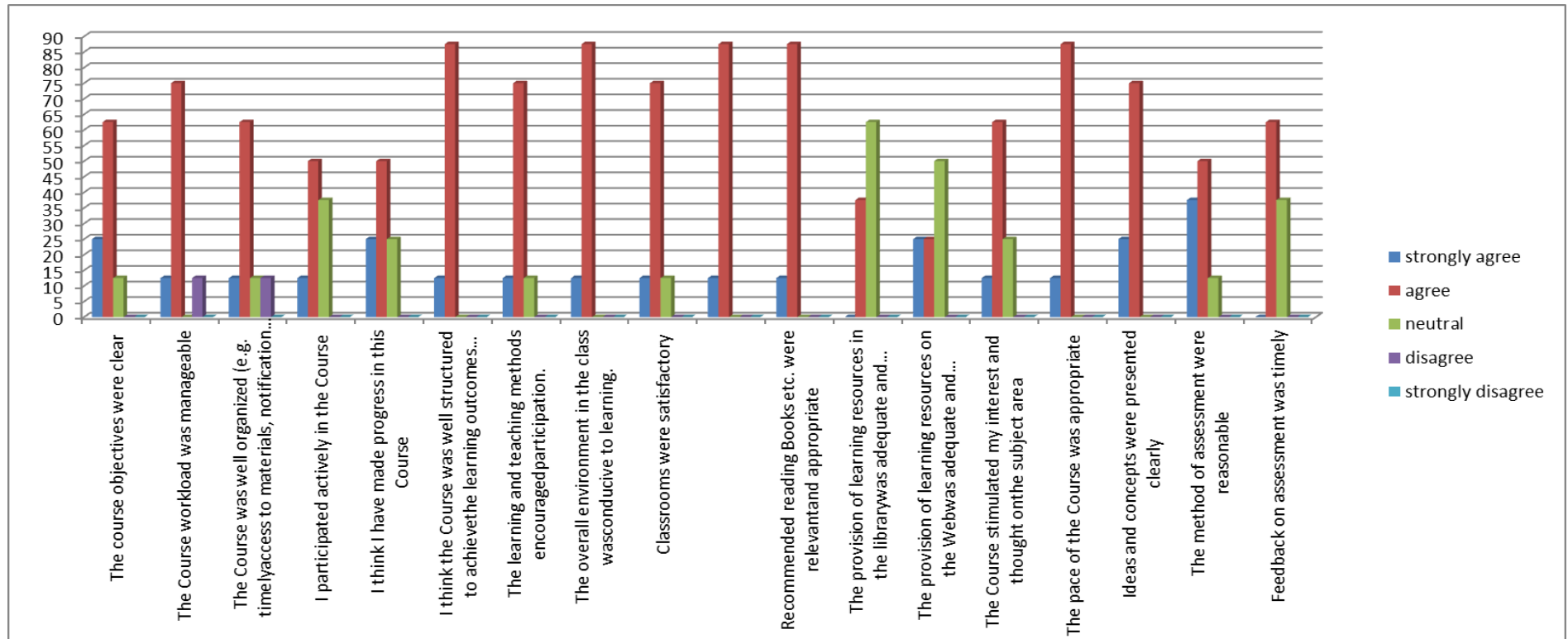
Course Teacher: Ms. Sidra Ghazali



General Comments: course evaluation is pretty much adverse in all aspects of quality.

Course Title and Code: Financial Accounting (MGT-322)

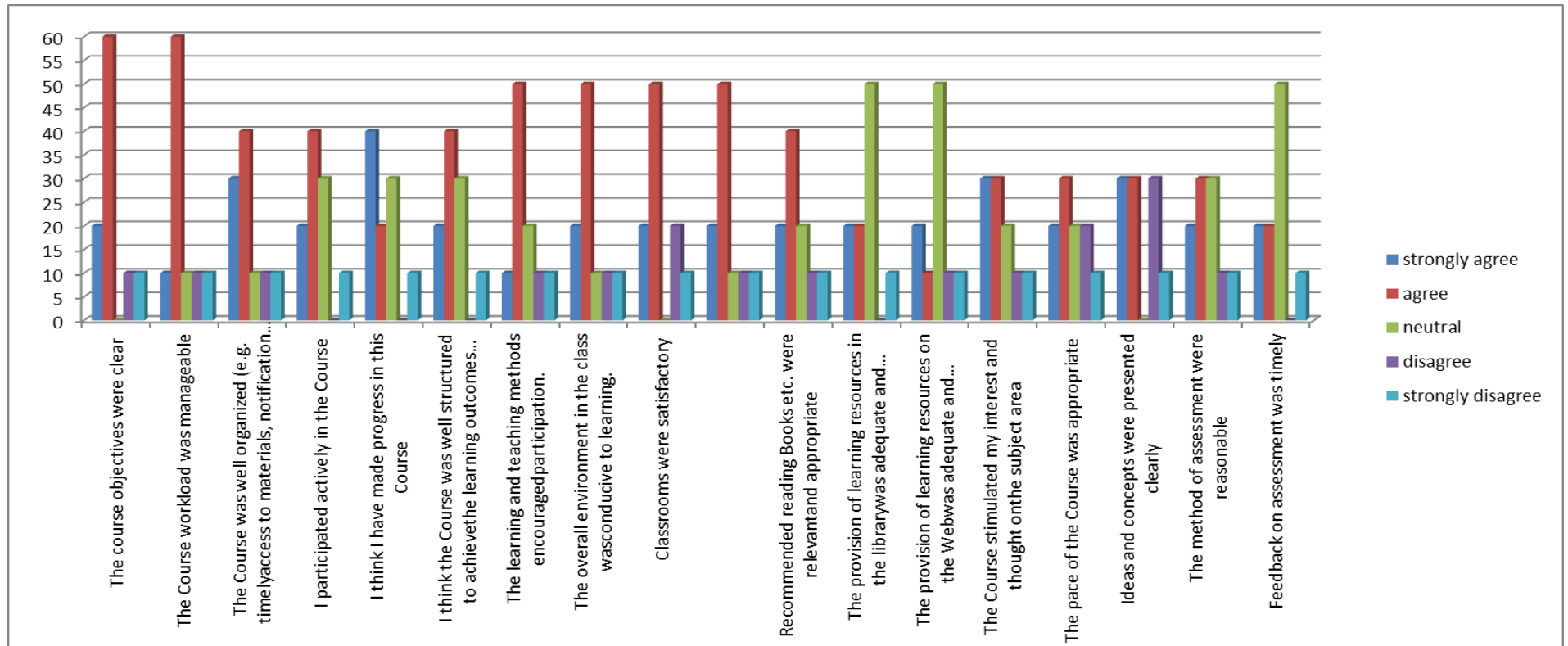
Course Teacher: Ms. Saiqa Nazar



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 learning material available in library was inadequate.

Course Title and Code: Introduction to Managerial Economics (MGT-473)

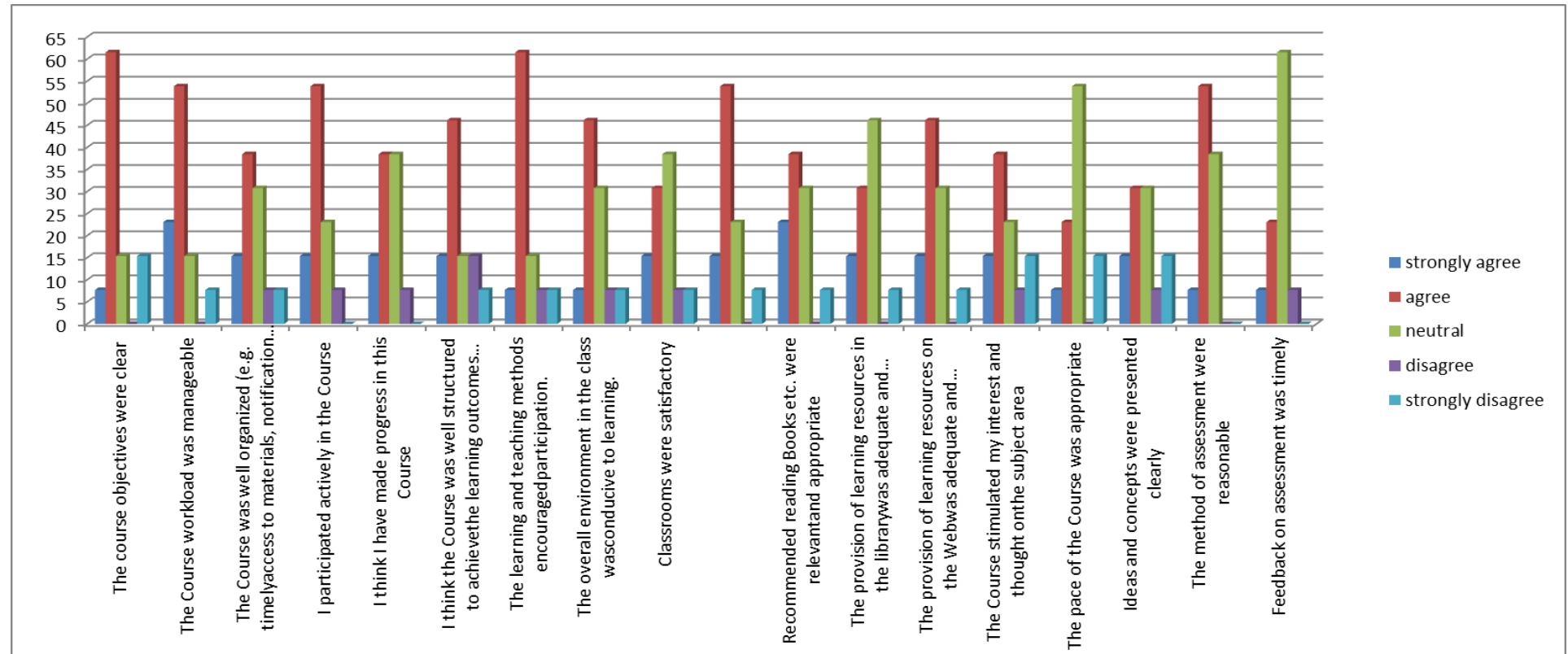
Course Teacher: Mr. Syed Kashif Saeed



General Comments: the students seem satisfied with course structure, its objectives and learning environment. However, the assessment methods, feedback on assessment and provision of learning resources need improvement.

Course Title and Code: introduction to logic (MGT-594)

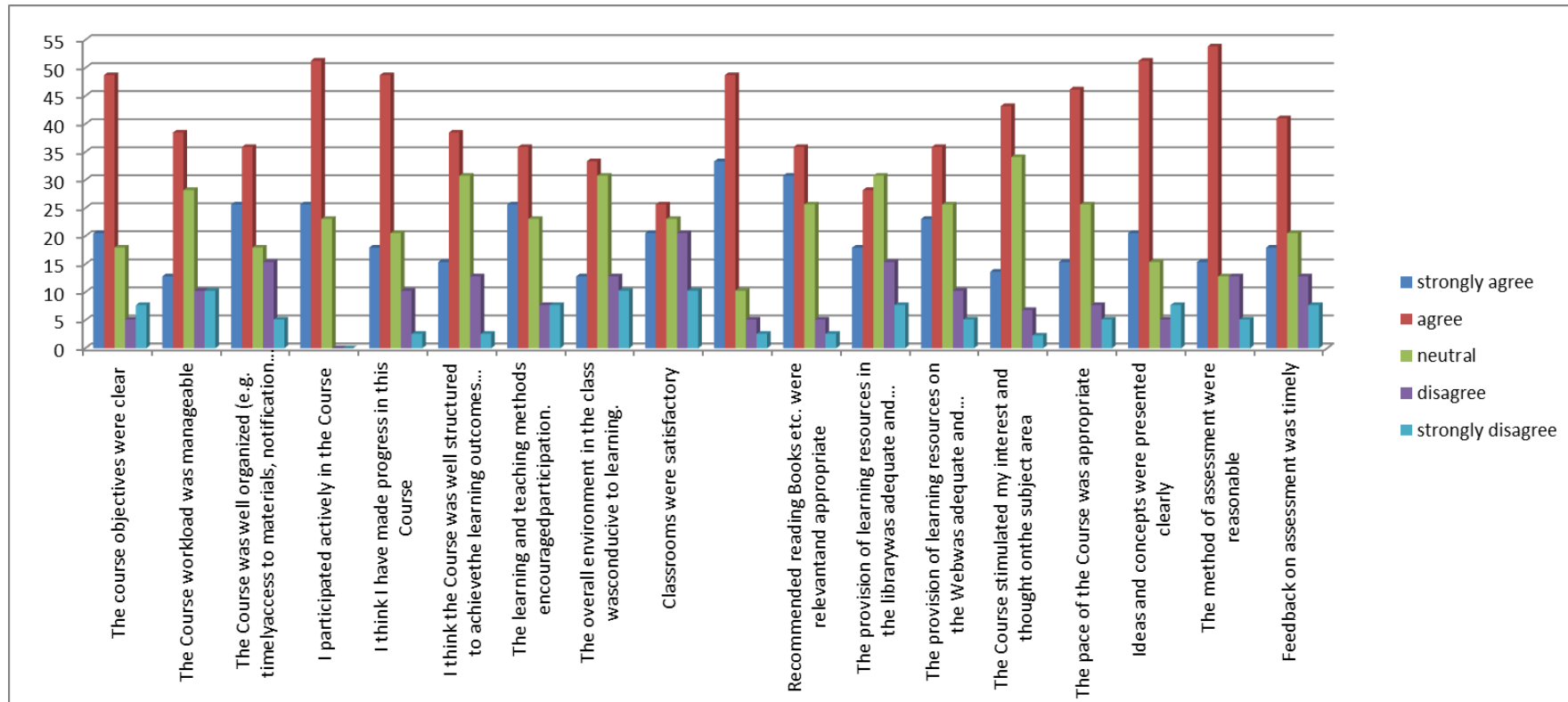
Course Teacher: Ms. Aarooj Kiran



General Comments: the course needs plenty of improvement. Few features to be improved include; timely feedback, assessment methods, pace, recommended books and library resource.

Course Title and Code: Managerial Accounting (MGT-504)

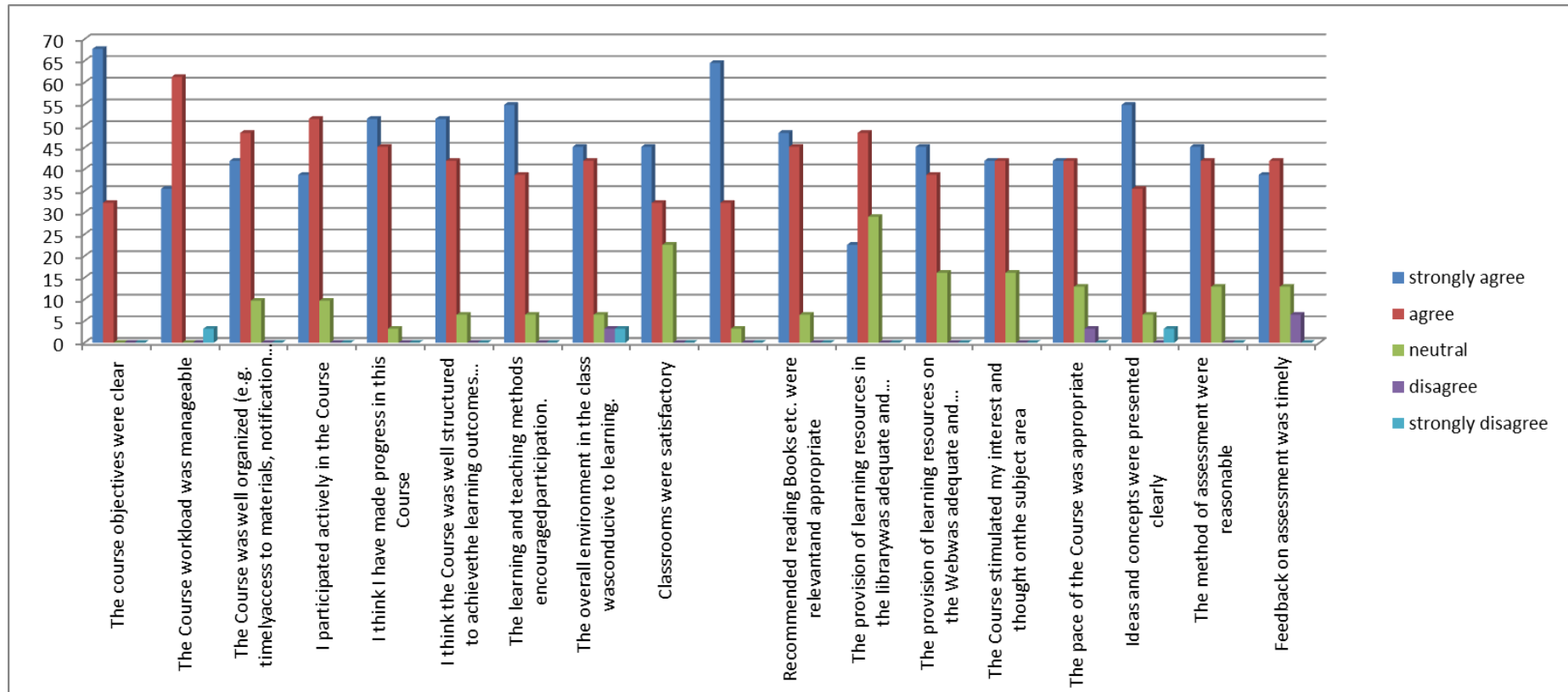
Course Teacher: Mr. Aleem Akhtar



General Comments: in general students seem satisfied with the course however, all the aspects of the course could be further improved. Especially attention can be given to course structure, learning resources and pace.

Course Title and Code: Entrepreneurship (MGT-617)

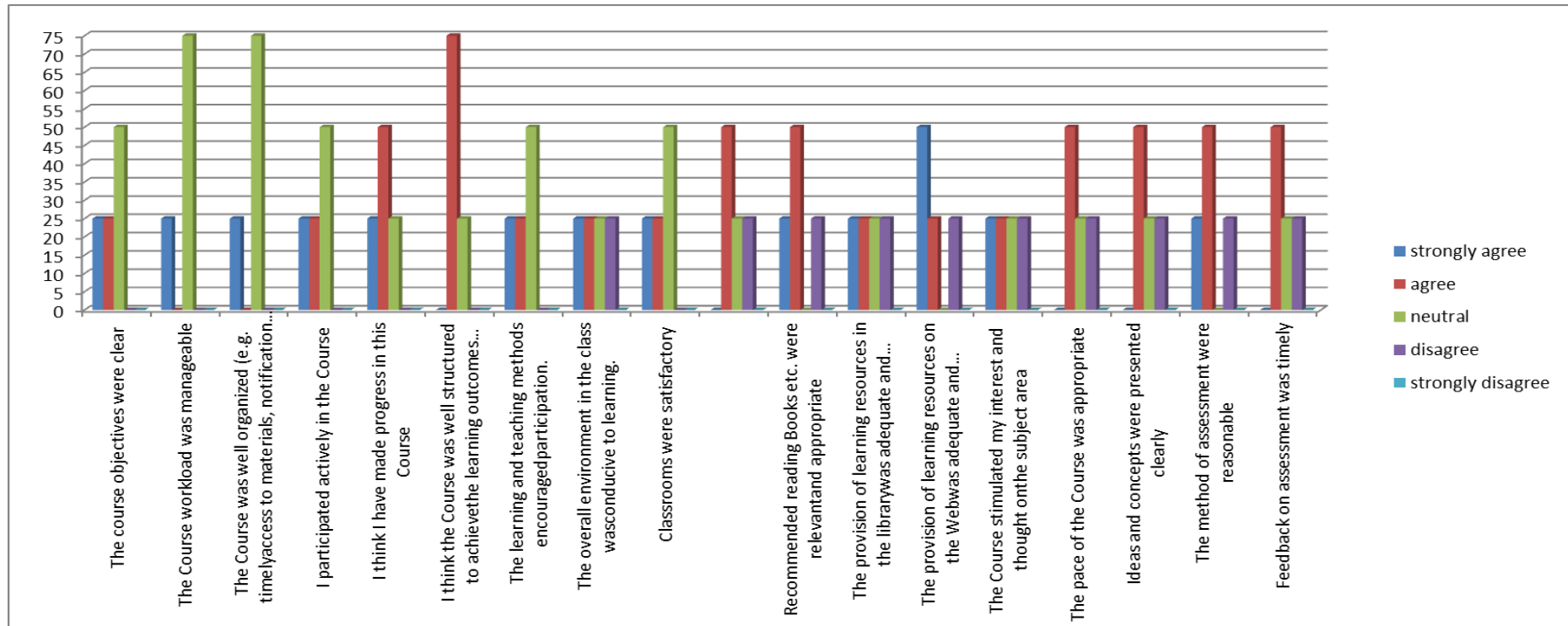
Course Teacher: Dr. Muhammad Maroof Ajmal



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 learning resources in library were inadequate.

Course Title and Code: Business Research Methods (MGT-493)

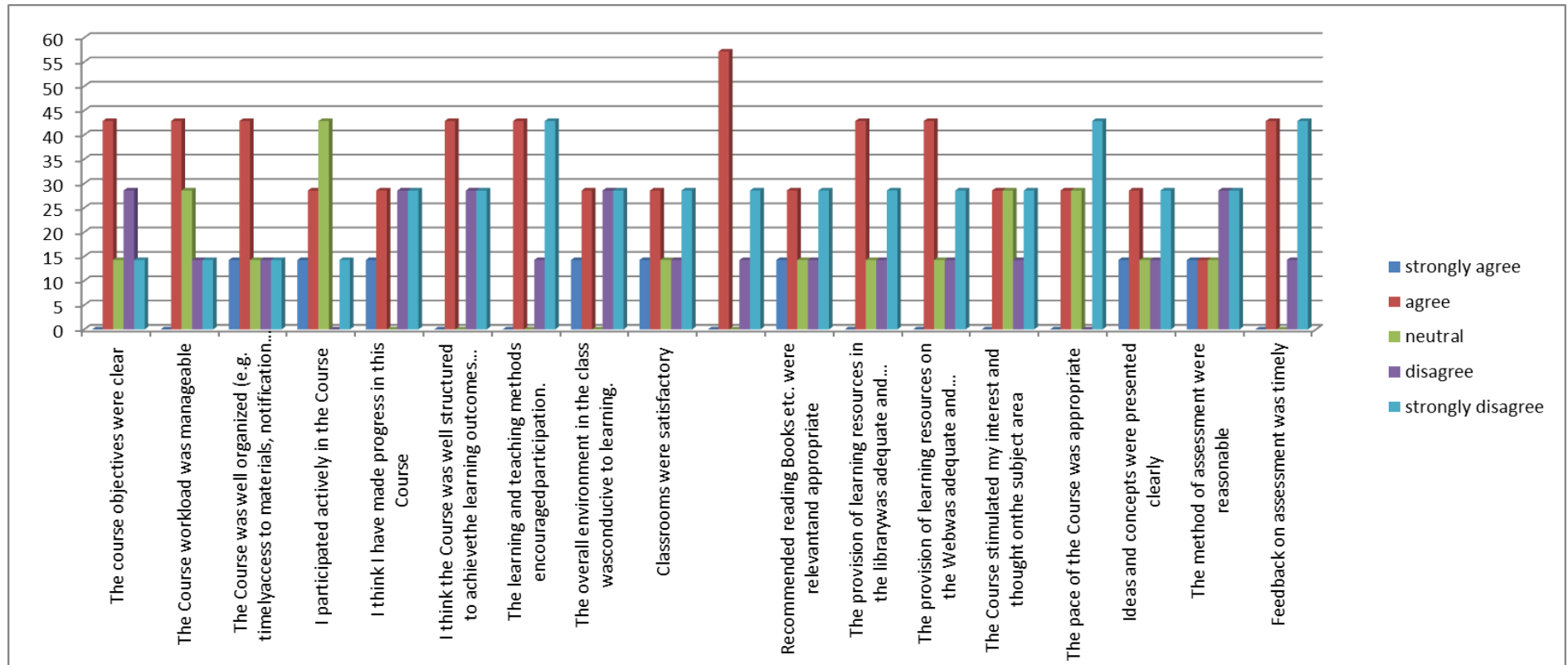
Course Teacher: Mr. Shuja Ilyas



General Comments: As per students the course was not well organized and poorly structured. Also the objectives of the course were also not clearly identified. The teaching methodology did not encourage participation. However, the assessment methods were appropriate with timely communication of results of assessment.

Course Title and Code: Contemporary issues in Management (MGT-618)

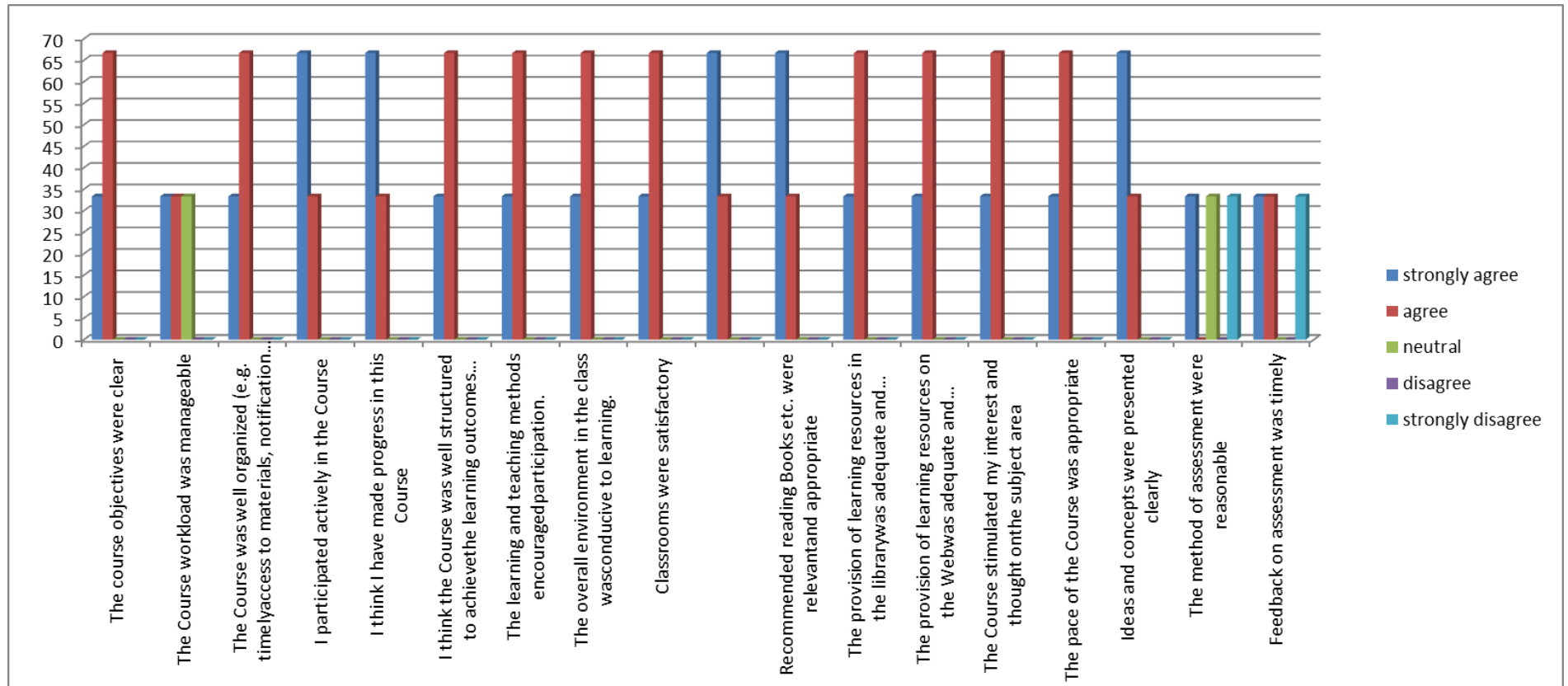
Course Teacher: Mr Osman Alvi



General Comments: the course assessment suggests that course could be improved all around. Assessment methods, timely feedback on assessment, course structure could be enhanced to induce more learning among students

Course Title and Code: Consumer Behavior (MGT-560)

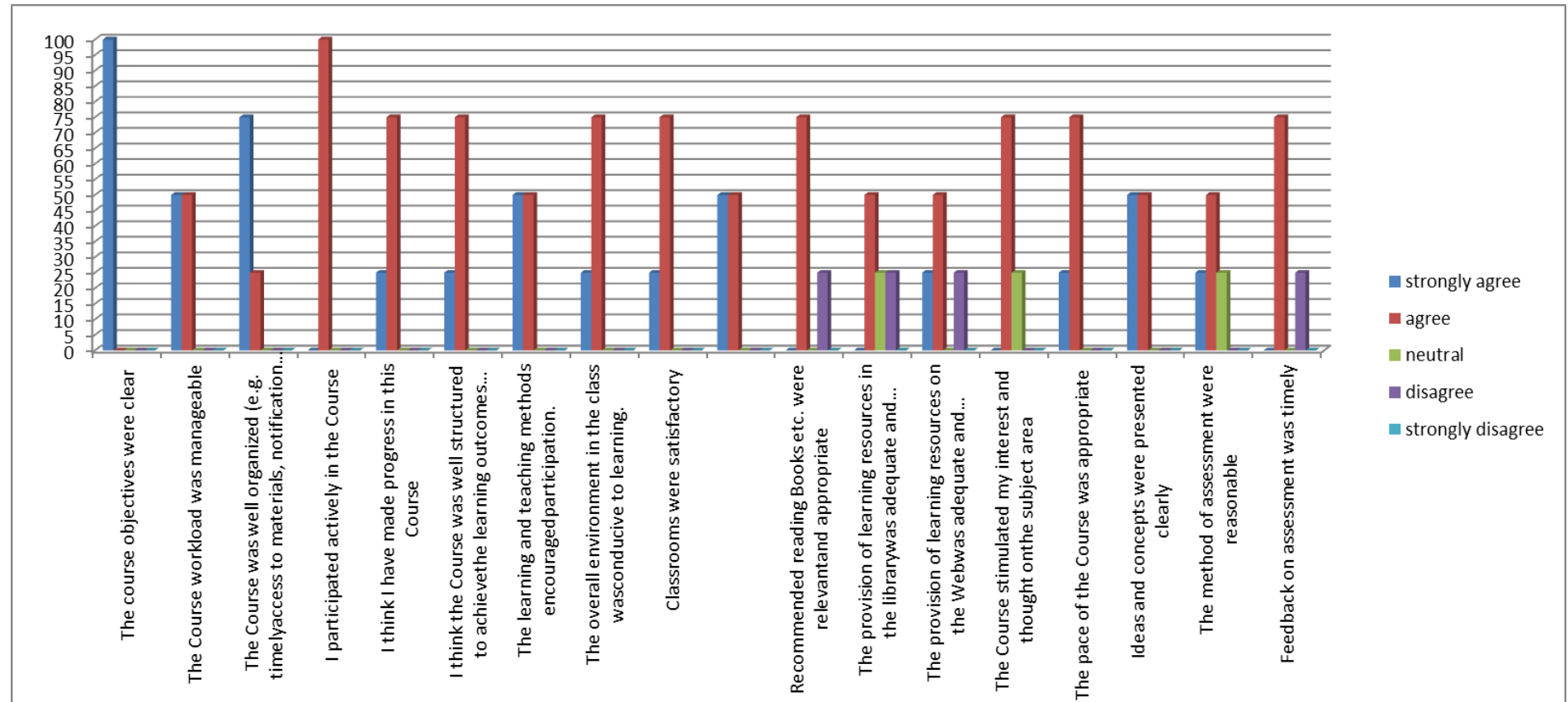
Course Teacher: Dr. Mubashar Hassan Zia



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 and quality of delivery. However assessment methods and workload could be improved further.

Course Title and Code: Seminar in Human Resource Management (MGT-688)

Course Teacher: Dr Afsheen Fatima

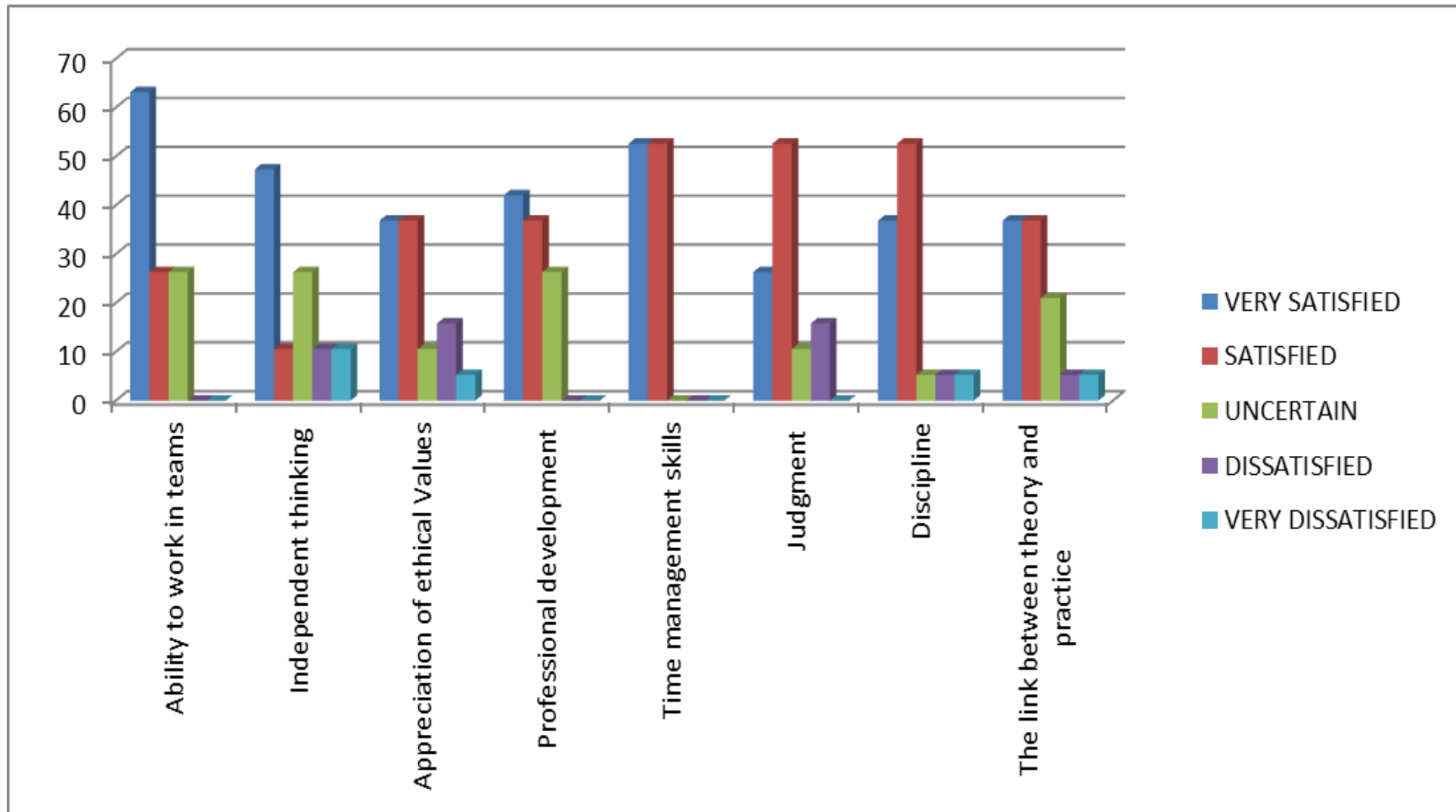


General Comments: The course evaluation was highly satisfactory and the course met its learning objectives to the maximum. Students seem happy with course organization, learning environment, learning resources, quality of delivery and assessment methods.

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** (Performa – 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 19 graduating students. Against most quality parameters students have provided a very satisfactory feedback regarding ability to work in teams and independent thinking while satisfactory feedback about the link between theory and practice, time management skills and improvement in ethical values. However, the programme failed to develop discipline and judgement skills.



Standard 1-4: The department must assess its overall performance periodically using quantifiable measures.

Faculty members' research activities indicate that there are XXXX research publications on the credit of faculty in **fall-2020 to spring-2022** (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 2020 – Jun30, 2022)

Faculty	Publication	Others (Conference proceedings)	Projects
Dr.Farida Faisal	2	-	Nil
Dr.Muhammad Razzaq Athar	6	-	Nil
Dr. Bushra Zulfiqar	16	-	Nil
Dr. Afsheen Fatima	4	-	Nil
Dr. Ahmad Imran Hunjra	22	-	Nil
Dr Zia Ur Rehman	16	-	Nil
Shuja Ilyas	3	-	Nil
Dr Asif Zaheer	12	-	Nil
Sidra Akhtar	2	-	Nil
Anum Shafique	10	-	Nil
Total	93	Nil	Nil

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)

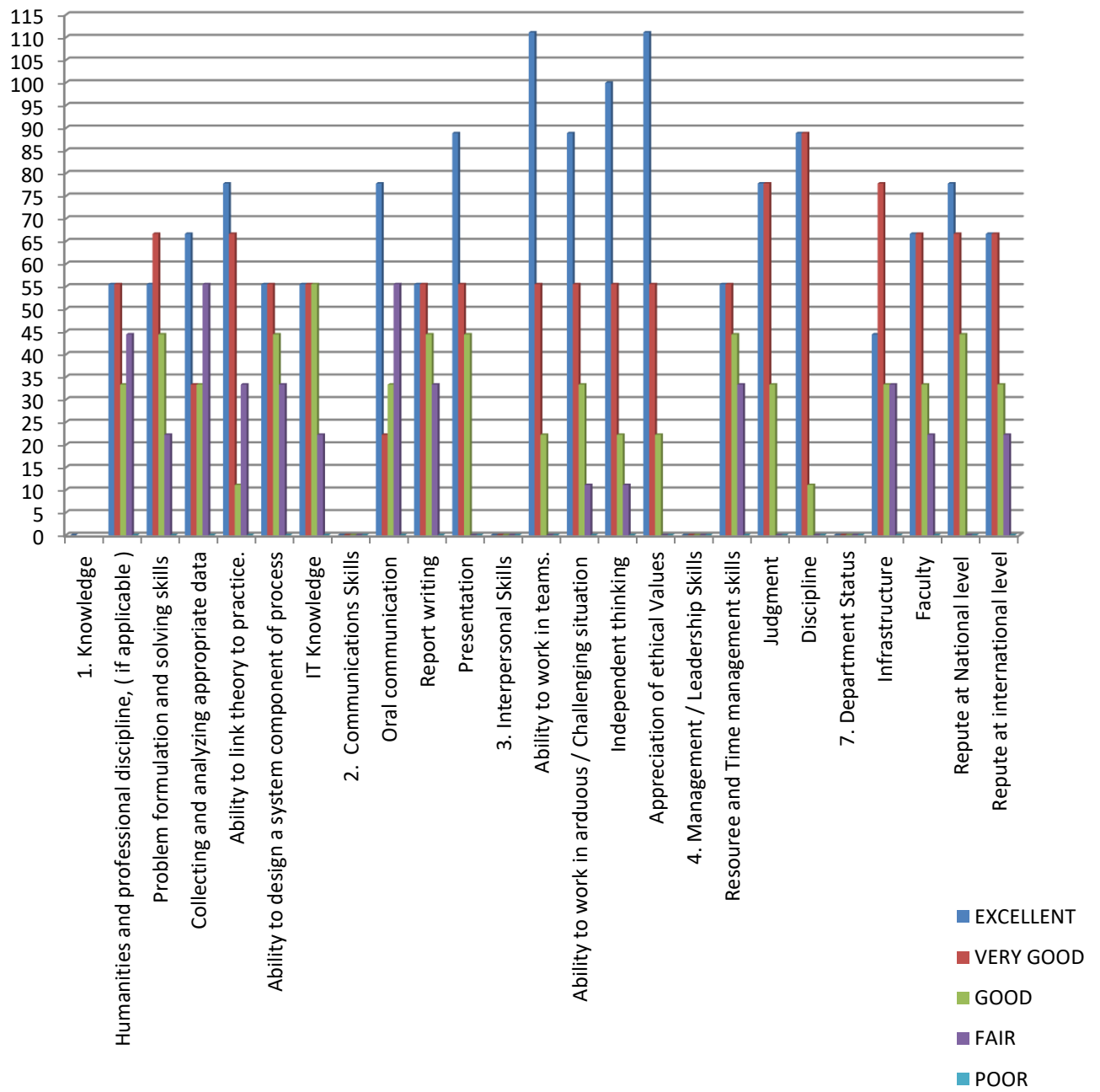
The employer survey was sent to many organizations but only nine replied. They include **MCB, Grana.com, MTBC, inter-wood, U-fone , Mobilink and BOP**. These organizations employ more than 39 UIMS graduates. The feedback is very encouraging. The employers found the graduates very reliable, good team 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 1 = 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

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.

Semester CGPA	
First	0.75
Second	1.00
Third	1.25
Fourth	1.50
Fifth	1.75
Sixth	2.00
Seventh	2.25
Eighth	2.50

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:

Mid Examination	30%
Assignments/Quizzes	20%
Final Examination	50%

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.)**SEMESTER-I**

S. No	Course No.	Course Title	Credit Hours
1.	IS-302	Islamic Studies	2(2-0)
2.	MGT-304	Social Psychology and Self Development	3(3-0)
3.	MGT-321	Fundamentals of Accounting	3(3-0)
4.	MGT-341	IT in Business-1	3(3-0)
5.	MGT-391	Business Mathematics	3(3-0)
6.	MGT-404	Business Communication-I	3(3-0)

SEMESTER-II

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

SEMESTER-III

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

SEMESTER-IV

S. No	Course No.	Course Title	Credit Hours
1.	MGT-407	Ethics in Business	3(3-0)
2.	MGT-424	Introduction to Business Finance	3(3-0)
3.	MGT-473	Introduction to Managerial Economics	3(3-0)
4.	MGT-504	Managerial Accounting	3(3-0)
5.	MGT-515	Introduction to Human Resource Management	3(3-0)
6.	MGT-594	Introduction to Logic	3(3-0)

SEMESTER-V

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

SEMESTER-VI

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

SEMESTER-VII

S. No	Course No.	Course Title	Credit Hours
1.	MGT-616	Total Quality Management	3(3-0)
2.	MGT-644	Introduction to E-Commerce	3(3-0)
3.	MGT-699	Project	3(0-6)
4.		Elective-III	3(3-0)
5.		Elective-IV	3(3-0)

SEMESTER-VIII

S. No	Course No.	Course Title	Credit Hours
1.	MGT-618	Contemporary issues in Management	3(3-0)
2.	MGT-617	Entrepreneurship	3(3-0)
3.	MGT-698	Internship	3(0-6)
4.		Elective-V	3(3-0)
5.		Elective-VI	3(3-0)

Elective Courses for the MAJORS offered in BBA (Hons.)

(A STUDENT MUST STUDY 6 COURSES IN THE MAJOR OF HIS/HER CHOICE)

MARKETING

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

FINANCE

S. No	Course No.	Course Title	Credit Hours
1.	MGT-530	Investment Banking	3(3-0)
2.	MGT-531	Analysis of Financial Statements	3(3-0)
3.	MGT-632	Investment & Security Analysis	3(3-0)
4.	MGT-633	Corporate Finance	3(3-0)
5.	MGT-634	Credit Management	3(3-0)
6.	MGT-635	Islamic Banking	3(3-0)
7.	MGT-636	Portfolio Management	3(3-0)
8.	MGT-637	Financial Institutions	3(3-0)
9.	MGT-638	International Finance	3(3-0)
10.	MGT-639	Money & Capital Markets	3(3-0)
11.	MGT-631	Securities Analysis & Portfolio	3(3-0)

		Management	
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HUMAN RESORUCE MANAGEMENT

S. No	Course No.	Course Title	Credit Hours
1.	MGT-582	Organizational Development	3(3-0)
2.	MGT-683	Human Resource Development	3(3-0)
3.	MGT-581	Leadership	3(3-0)
4.	MGT-684	Learning & Management Development	3(3-0)
5.	MGT-685	Collective Bargaining & Wage Policy	3(3-0)
6.	MGT-686	International Human Resource Management	3(3-0)
7.	MGT-687	Strategic Human Resource Management	3(3-0)
8.	MGT-688	Seminars in Human Resource Management	3(3-0)

Standard 2-1: The curriculum must be consistent and support the program's documented objectives.

The following table shows that the curriculum of the BBA program is consistent with its objectives.

Table 5: Program Objectives Assessment

Subjects	Objectives			
	1	2	3	4
MGT-321, MGT-322 ,MGT-351, MGT-371 , MGT-411, MGT-452, MGT-424,MGT-473	+++	++	+++	++
MGT-514, MGT-525 ,MGT-594, MGT-526 , MGT-696, MGT-644, MGT-574,MGT-543 MGT-639, MGT-634, MGT-633,MGT-632	++	+++	++	+
MGT-301, MGT-303 ,MGT-404, MGT-405 , MGT-406, MGT-512,	++	++	+++	+
MGT-594, MGT-699 ,MGT-617, MGT-664 , MGT-666, MGT-668, MGT-669	++	++	+	++
MGT-472, MGT-492 ,MGT-595, MGT-616	+	+	++	++

+ = Moderately Satisfactory

++ = Satisfactory

+++ = Highly Satisfactory

Standard 2-2: Theoretical backgrounds, problem analysis and solution design must be stressed within the program's core material.

Table 6: Detail of courses representing theoretical background, problem analysis and solution design.

Elements	Courses (Codes)
Theoretical Background	IS-302, MGT-304, MGT-321, MGT-341, MGT-543, MGT-391, MGT-404, SSH-302, MGT-342, MGT-351, MGT-371, MGT-411, MGT-405, MGT-472, MGT-512, MGT-424, MGT-515, MGT-513, MGT-526.
Problem Analysis	MGT-423, MGT-452, MGT-492, MGT-512, MGT-407, MGT-424, MGT-473, MGT-514, MGT-525, MGT-580, MGT-493, MGT-696, MGT-618.
Solution Design	MGT-322, MGT-504, MGT-514, MGT-580, MGT-493, MGT-696, MGT-616, MGT-644, MGT-699, MGT-617, MGT-698.

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.

Standard 2-4: The curriculum must satisfy the major requirements for the program as specified by HEC, the respective accreditation body/councils.

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.

Standard 2-5: The curriculum must satisfy general education, arts, and professional and other discipline requirements for the program, as specified by the respective accreditation body/ council.

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

Standard 2-6: Information Technology Component of the Curriculum Must Be Integrated Throughout The Program

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.

Standard 2-7: Enhancing Oral and Written Communication Skills of the students

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.
Courses Taught:	Computer App. In Business, SPSS, MS Project Management, Peachtree Accounting.
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 spacious 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.

Standard-3.3: The University computing infrastructure and facilities must be

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

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

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.

Standard-5.2: The process by which students are registered in the program and monitoring of students progress to ensure timely completion of the program must be documented. This process must be periodically evaluated to ensure that it is meeting its objectives.

- 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.

Standard-5.3: The process of recruiting and retaining highly qualified faculty members must be in place and clearly documented. Also processes and procedures for faculty evaluation, promotion must be consistent with institution mission statement. These processes must be periodically evaluated to ensure that it is meeting with its objectives.

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.

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.

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:

Mid Examination	30%
Assignments	20%
Final Examination	50%

Grade points are as follows

Marks Obtained	Grade	Grade point	Remarks
80-100%	A	4	Excellent
65-79%	B	3	Good
50-64%	C	2	Satisfactory
40-49%	D	1	Pass
Below 40%	F	0	Fail

- 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.

CRITERION 6: FACULTY

CRITERION 6: FACULTY

Standard 6-1: There must be enough full time faculty who are committed to the program to provide adequate coverage of the program areas/courses with continuity and stability. The interests and qualifications of all faculty members must be sufficient to teach all courses, plan, modify and update courses and curricula. All faculty members must have a level of competence that would normally be obtained through graduate work in the discipline. The

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

Program/Area of specialization	Courses in the area and average number of sections	Number of faculty members in each area	Number of faculty with PhD degree
Finance	11 courses 4 sections (3 Morning and 1 Afternoon)	8	4 PhD
Human Resource Management	8 courses 4 sections (3 Morning and 1 Afternoon)	5	3 PhD
Marketing	8 courses 4 sections	3	3 PhD -

	(3 Morning and 1 Afternoon)		
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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 Computer Science. PhD degree of three faculty member are in progress.

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.

Standard 6-3: All faculty members should be motivated and have job satisfaction to excel in their profession.

FACULTY SURVEY

The faculty is quite satisfied with the following factors:

- The intellectual stimulation of work and mix of research and community service.
- Climate of department.
- Job security and stability at department
- Interaction with the students

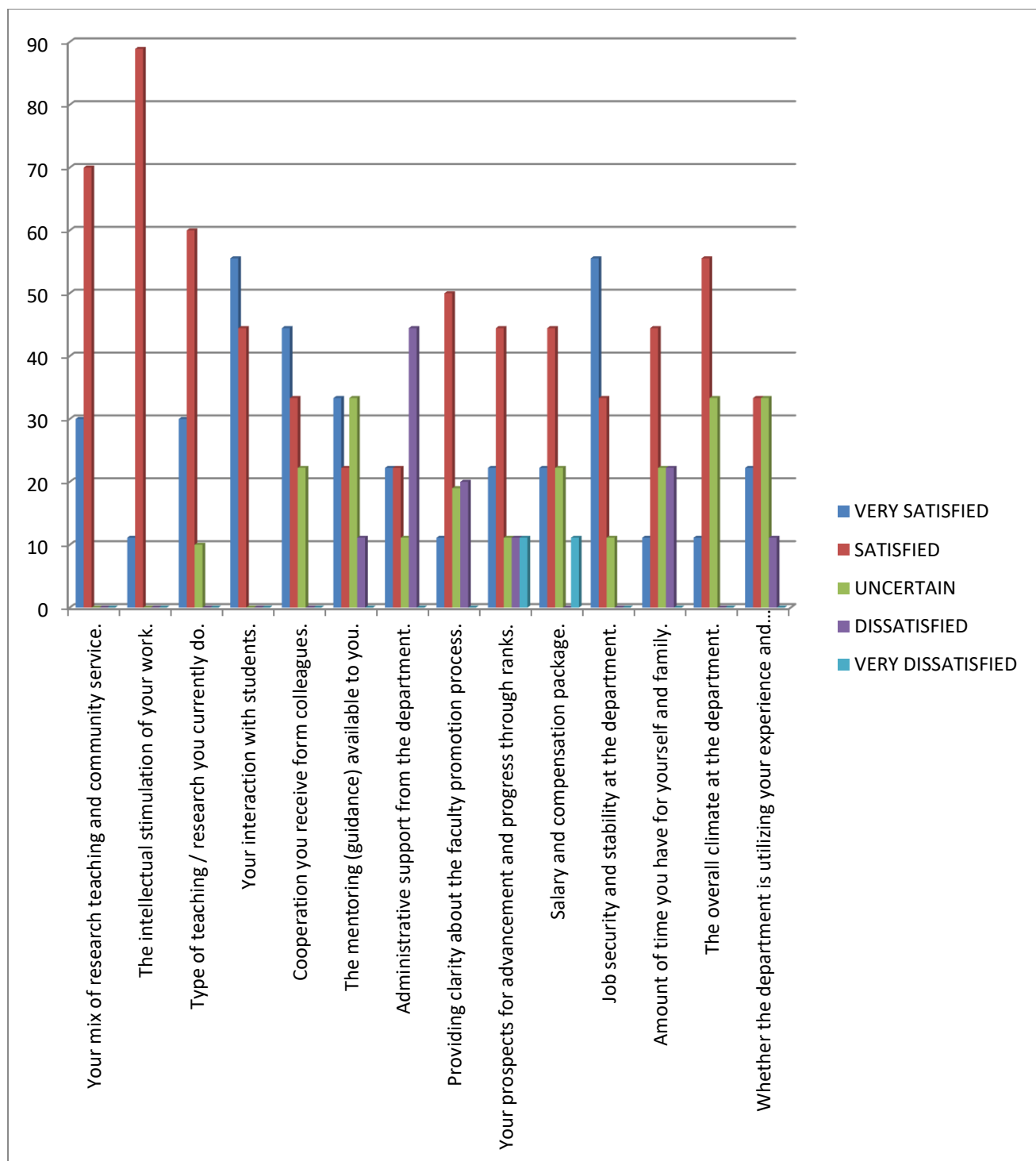
The survey revealed the following factors can enhance faculty's motivation and job satisfaction:

- Better salary and compensation packages.
- Advancements and progress in ranks
- Full support from higher authority in all matters regarding faculty's further education, working hours and amount of time for family etc.

The survey also highlighted the factors for improvement. They are:

- Improvement in classroom conditions
- Administrative support from the department
- Amount of time for oneself and family
- Funding to faculty members, by the institute, for higher studies
- At least three weeks' summer vacations
- Upgraded Salary packages

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

CRITERION 7: INSTITUTIONAL FACILITIES

Standard- 7.1: The institution must have the infrastructure to support new trends in learning such as e-learning.

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 on line 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.

Standard- 7.2: The library must possess an up-to-date technical collection relevant to the program and must be adequately staffed with professional personnel.

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.

Standard- 7.3: Class-rooms must be adequately equipped and offices must be adequate to enable faculty to carry out their responsibilities.

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

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.

Standard- 8.3: Financial resources must be provided to acquire and maintain Library holdings, laboratories and computing facilities.

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 feed back 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.Farida Faisal

Noor, M. N., Faisal, F., Fiaz, M., Mansoor, M., & Ali, M. M. G. (2021). Nurses' Experiences Of Horizontal Hostility: A Study Of Public Sector Hospitals Of Pakistan. *Webology (ISSN: 1735-188X)*, 18(5).

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4. **Khan,Z** & Khattak,A (2017), Developing Brand Relationship Quality through Online Brand Community, *Pakistan Journal of Commerce and Social sciences*, 11(1), 374-391.
5. Laeeque, S. H., Bilal, A., Babar, S., **Khan, Z.**, & Ul Rahman, S. (2018). How patient-perpetrated workplace violence leads to turnover intention among nurses: the mediating mechanism of occupational stress and burnout. *Journal of Aggression, Maltreatment & Trauma*, 27(1), 96-118.
6. Javed, A & **Khan,Z** (2014), Sales promotion in relation with advertisement, after sales service, Distribution channels and Communication Skills, *International Journal of Research*, 1(5), 231-256

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

SEMESTER-I

S. No	Course No.	Course Title	Credit Hours	Remarks
1.	IS-302	Islamic Studies/Ethics*	2(2-0)	Same
2.	MGT-304	Social Psychology and Self Development	3(3-0)	New
3.	MGT-321	Fundamentals of Accounting	3(3-0)	Contents Modified
4.	MGT-341	IT in Business-1	3(3-0)	Same
5.	MGT-391	Business Mathematics	3(3-0)	Same
6.	MGT-404	Business Communication-I	3(3-0)	Order reshuffled

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:

1. Elliot Aronson, Timothy D. Wilson, and Robin D Akert, Social Psychology, 7th Edition, Prentice Hall, 2009.

2. Robert A. Baron, Nyla R. Branscombe, and Donn R. Byrne, Social Psychology, 12th Edition, Pearson India, 2010
3. Shelley E. Taylor, Letitia Anne Peplau, and David O. Sears, Social Psychology, 12th Edition, Pearson India, 2009
4. Peter O. Gray, Psychology – a competency based assessment model for social workers, 2nd Edition, Thomson India, 2007

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:

1. Robert F. Meigs and Walter B. Meigs Accounting: The Basis for Business Decisions, 12th Edition, Mc Graw Hill Inc.2003
2. Frank Wood, Alan Sangster, Business Accounting – 1, 11th Edition, Pearson Education, 2008
3. Charles T. Horngren, Gary L. Sundem, John A Alliot, Introduction to financial Accounting, 9th Edition, Pearson India, 2009
4. Christopher Nobes, The Penguin Dictionary of Accounting, 2nd Edition, Penguin Group, 2003

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:

1. Peter Norton, Introduction to Computers, 6th Edition, McGraw Hill Technology education, 2006
2. James A. Senn, Information Technology in Business, 2nd edition, Addison Wesley Longman, 1998
3. Ralf Stair, Fundamentals of Information System, 3rd Edition, Pearson India, 2006
4. Barbara McNurlin, Ralph Sprague, and Tung Bui, Information Systems Management in Practice, 6th Edition, Pearson India, 2005
5. James O'Brien and George Marakas, Management Information System, 9th Edition, Tata McGraw-Hill, 2009

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:

1. Hummelbrunner, S A. and K. S. Coombs. Contemporary Business Mathematics with Canadian Applications. 7th ed.. Scarborough, Ontario: Prentice-Hall Canada Inc., 2005.
2. Teresa Bradley, Essential Mathematics for Economics and Business, 3rd Edition, Wiley, 2008.

3. Frank S. Budnick, Applied Mathematics for Business, Economics and the Social Sciences, 4th Edition, McGraw Hill Higher Education, 1993.
4. Nelda R. Roueche, Virginia Graves and Michael D. Tuttle, Business Mathematics, 9th Edition, Prentice-Hall Inc., 2005.
5. Glencoe, Mathematics with Business Applications, 6th Edition, Glencoe/McGraw-Hill, 2006

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:

1. John.V. Thill, Courtland L. Bovee, Excellence in Business Communication, 9th Edition Mc Graw Hill, 2010
2. Daniel G. Riordan & Steven E Pauley, Technical Report Writing, 9th Edition, Wadsworth Publishing, 2004
3. Shirley Taylor, Communication for Business-A Practical Approach, 4th Edition, Financial Times Management, 2005
4. James S. O'Rourke, Management Communication – a Case/Analysis Approach, 2nd Edition, Pearson India, 2008

SEMESTER-II

S. No	Course No.	Course Title	Credit Hours	Remarks
1.	SSH-302	Pakistan Studies	2(2-0)	Order reshuffled
2.	MGT-322	Financial Accounting	3(3-0)	Contents Modified
3.	MGT-342	IT in Business-II	3(3-0)	Same

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:

Plant and Equipment: their categories and cost determination, Depreciation and methods of calculating depreciation, Intangible Assets: Goodwill, patents and Franchise, Liabilities: current and long-term, Partnerships: characteristics, advantages and disadvantages, partnership accounting, death of partner and liquidation of partnership, Corporations: Common and preferred stock, stock split and stock dividend, corporate accounting, Statement of Cash Flows: operating, investing and financing activities, Analysis of Financial Statements: common size and index analysis, ratio analysis, Introduction to Accounting Software: Peachtree

Books Recommended:

1. Robert F. Meigs and Walter B. Meigs Accounting: The Basis for Business Decisions, 12th Edition, Mc Graw Hill Inc.2003
2. Frank Wood, Alan Sangster, Business Accounting – 1, 11th Edition, Pearson Education, 2008
3. Charles T. Horngren, Gary L. Sundem, John A Alliot, Introduction to financial Accounting, 9th Edition, Pearson India, 2009
4. Christopher Nobes, The Penguin Dictionary of Accounting, 2nd Edition, Penguin Group, 2003

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:

1. Kenneth C. Laudon, Jane P. Laudon, Management Information Systems- Managing the Digital Firm, 10th edition, prentice hall, 2007
2. James O'Brien, Management Information Systems, 9th Edition, Mc-Graw hill/Irwin, 2008
3. Larry Long & Nancy Long, Introduction to Computer Information System, 5th Edition, Prentice Hall college Div, 1996
4. Raymond Mcleod, Management Information Systems, 10th Edition, Prentice Hall, 2006

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:

1. Philip Kotler & Kevin Lane Keller ,Marketing Management, 13th Edition, Pearson Prentice Hall (Indian Edition) 2009.
2. Peter Doyle, Phil Stern, Marketing Management and Strategy, 4th Edition, Pearson Education, 2006.
3. Russ Winer, Marketing Management, 3rd Edition, Pearson education.2008.
4. Michael J Etzel, Bruce J. Walker, and William J Stanton, Marketing, 14th Edition, Mc Graw-Hill, 2007
5. Gary Armstrong and Philip Kotler, Marketing – an introduction, 7th Edition, Pearson India, 2009

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:

1. Koutsoyiannis, Modern Microeconomics, 2nd Edition, Palgrave Mcmillan, 2003
2. Samuelson and nordhaus, micro-economics, 19th Edition, Mc-Graw hill/Irwin, 2009
3. McConnell and Brue, Economics: Principles, problems and policies, 17th addition, McGraw Hill Inc New York, 2007
4. Roger LeRoy Miller, Economics Today, 13th Edition, Addison Wesley, 2007

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:

1. Heinz Weihrich, Harold Koontz, Management: A Global Perspective, 11th Edition, McGraw Hill, 2004
2. Stephen P Robbins, Marry Coulter, Management, 9th Ed, Prentice Hall Inc. 2007
3. James Arthur Finch Stoner, Freeman R., and Daniel R., Jr. Gilbert, Management, 6th Edition, Pearson India, 2009
4. Richy W. Griffin, Management, 8th Edition, Wiley India, 2007

SEMESTER-III

S. No	Course No.	Course Title	Credit Hours	Remarks
1.	MGT-405	Business Communication-II	3(3-0)	Order reshuffled
2.	MGT-423	Cost Accounting	3(3-0)	Contents Modified
3.	MGT-452	Introduction to Marketing Management	3(3-0)	Content Modified
4.	MGT-472	Macro Economics	3(3-0)	Same
5.	MGT-492	Business Statistics	3(3-0)	Same
6.	MGT-512	Introduction to Organizational Behavior	3(3-0)	Order reshuffled

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:

1. John.V. Thill, Courtland L. Bovee, Excellence in Business Communication, 7th Edition Mc Graw Hill 7th Edition
2. Bovee, Thill, Schatzman, Business Communication Today, 10th Edition, Prentice Hall, 2009
3. Herta A Murphy, Herbert, Jane P Thomas, Effective Business Communication 7th Edition, Mc-Graw Hill / Irwin, 1997
4. Shirley Taylor, Communication for Business-A Practical Approach, 4th Edition, Financial Times Management, 2005
5. James S. O'Rourke, Management Communication – a Case/Analysis Approach, 2nd Edition, Pearson India, 2008

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:

Costing and The Framework of Cost Accounting: Scope of cost accounting, types of cost and methods of costing, Factory Overhead (FOH): pre-determined, actual and variance analysis of FOH, Materials: Cost flow assumptions, Scrap, spoiled and defective work, inventory control, Labour: overtime premium and idle time wage, Cost of Goods Sold Statement, Job Order Costing: conventional build-up of cost and ABC, journal entries associate with job order costing, Process Costing: normal and abnormal losses, WIP beginning inventory, Service and Batch Costing: hotels, hospitals and pharmaceutical company's case study

Books Recommended:

1. Adolf Matz and Milton F. Usry ,Cost accounting, Planning and Control, 7th Edition, South-Western Pub. Co. 1980
2. Ray H. Garrison Irvine, Managerial Accounting, USA ,5th Edition, 2005
3. Charles T. Horngren, George Foster, Srikan M. Datar,Cost Accounting: A managerial Emphasis, 10th Edition, Prentice Hall.2007
4. Colin Drury, Management and Cost Accounting, 7th Edition, Thomson learning, 2003.

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:

1. Philip Kotler & Kevin Lane Keller ,Marketing Management, 13th Edition, Pearson Prentice Hall (Indian Edition) 2009.
2. Peter Doyle, Phil Stern, Marketing Management and Strategy, 4th Edition, Pearson Education, 2006.
3. Russ Winer, Marketing Management, 3rd Edition, Pearson education. 2008.

MGT-472 MACRO ECONOMICS**3(3-0)**

Overview of macro economics, Introduction, markets, governments in modern economy, National income, Measurement of economic activity & economic growth, Consumption and investment, Concept to propensity to consume, Fundamental aggregate demand and supply, Tax Structure, Public finance, Public Debt & Debt Financing, Fiscal policy and saving, Commercial policies, Ensuring price stability, International trade and exchange rates & policy in the open economy, challenges faced by Pakistan Economy.

Books Recommended:

1. N. Gregory Mankiw, Macroeconomics, 5th edition, Southwestern college, 2008.
2. Dornbusch, Fischer, Macro Economics, 8th edition. McGraw-Hill Publishing Company, 2004
3. R. Hall, John B. Taylor, and David Papell, Macroeconomics – economic growth, fluctuation and policy, 6th Edition, Wiley, 2005
4. Gupta, Macroeconomics, 5th Edition, Atlantic, 2008
5. Richard Froyen, Macroeconomics – Theories and Policies, 8th Edition, Pearson India, 2008

MGT-492 BUSINESS STATISTICS**3(3-0)**

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

Books Recommended:

1. Sher M. Ch., Introduction to Statistical Theory, Ilmi Kitab Khana, 2009.
2. Richard A. Johnson, Statistics: Principles and Methods, 5th Edition, Wiley, 2005.
3. Michael Sullivan, Statistics: Informed Decisions Using Data, 2nd Edition, Prentice-Hall Inc., 2006.
4. Alan Agresti, Barbara Finlay, Statistical Methods for the Social Sciences, 4th Edition, Allyn & Bacon, 2008.
5. William L. Carlson, Betty Thorne, Applied Statistical Methods for Business, Economics, and the Social Sciences, 1st Edition, Prentice-Hall Inc., 1997.

MGT-512 INTRODUCTION TO ORGANIZATIONAL BEHAVIOR 3(3-0)

Organizational 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:

1. Fred Luthans, Organizational Behavior, 11th Edition, McGraw Hill, Higher Education, 2007.
2. Stephen P. Robbins, Organizational Behavior, 10th edition, Prentice Hall, 2002.
3. George, M. J. & Jones, G. R., Understanding and Managing Organizational Behavior, 5th Edition, Pearson Education Co., 2008.
4. Steven L Mcshane and Mary Ann Von Glinow, Organizational behavior, 4th Edition, Tata McGraw Hill, 2008
5. Jerald Greenberg and Robert A. Baron, Behaviour in Organizations, 9th Edition, Pearson India, 2009

SEMESTER-IV

S. No	Course No.	Course Title	Credit Hours	Remarks
1.	MGT-407	Ethics in Business	3(3-0)	Same
2.	MGT-424	Introduction to Business Finance	3(3-0)	Same
3.	MGT-473	Introduction to Managerial Economics	3(3-0)	Same
4.	MGT-504	Managerial Accounting	3(3-0)	New
5.	MGT-515	Introduction to Human Resource Management	3(3-0)	Order reshuffled
6.	MGT-594	Introduction to Logic	3(3-0)	Order reshuffled

MGT-407 ETHICS IN BUSINESS**3(3-0)**

An attempt to identify and discuss the major ethical and philosophical aspects of issues related to business environment. Determine business related responsibilities and obligations incurred by people at the individual and collective level, The Nature and Purpose of Ethical Reflection, Business Ethics, Moral Responsibility, Individual Responsibility, Moral Responsibility in Business Sphere, Entrepreneurial Performance and Public, Moral Goals and Moral Principles, Manipulative and Non Manipulative Relations.

Books Recommended:

1. Terry Halbert, Elaine Inqulli, Law and Ethics in the Business Environment, 7th Edition, South Western College/West, 2011
2. O.C. Ferrel, Jhon Fraedrich, Business Ethics: Ethical Decision Making nad Cases, 8 edition, South-Western College, 2010
3. Linda K. Trevino, Katherine A. Nelson, Managing Business Ethics, 5 edition, Wiley, 2010
4. Andrew Ghillyer, Business Ethics, 2nd Edition, Career Education, 2009

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:

1. James C. Van Horne and John M. Wachowicz, Fundamentals of Financial Management, 12th Ed, Pearson India, 2009
2. Eugene F. Brigham and Micheal C. Ehrhardt ,Financial Management, Theory and Practice, 11th Edition, Prentice Hall Publisher, 2007
3. Muralimohan Banerjee, Fundamentals of Financial Management, PHI, 2008
4. Stephen Ross, Randolph Westerfield, and Bradford Jordan, Fundamentals of Corporate Finance, 8th Edition, Tata McGraw-Hill, 2008

5. Lawrence J. Gitman, Principles of Managerial Finance, 11th Edition, Pearson India, 2009

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:

1. William F. Samuelson, Stephen G. Marks, Managerial Economics, 6th Edition, Wiley, 2009
2. Christopher Thomas, S. Charles Morris, Managerial Economics, 10th Edition, McGraw Hill/Irwin, 2010
3. Paul Keat, Philip K Young, Managerial Economics, 6th Edition, Prentice Hall, 2008
4. James R. McGuigan, R. Charles Moyer, Frederick Harris, Managerial Economics: Applications, Strategies, and Tactics, 11th Edition, 2007

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:

1. Garrison Noreen, Brewer Managerial Accounting, 12th Edition, McGraw Hill, 2007
2. Charles T. Horngren, George Foster, Srikan M. Datar, Cost Accounting: A managerial Emphasis, 10th Edition, Prentice Hall. 2003
3. Don Hansen and Maryanne Mowen, Management Accounting, 7th Edition, Thomson India, 2008
4. Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, and S. Mark Young, Management Accounting, 5th Edition, Pearson India, 2009

MGT-515 INTRODUCTION TO HUMAN RESOURCE MANAGEMENT 3(3-0)

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:

1. Michael Armstrong, Armstrong's handbook of human resource management, 11th Edition, Kogan Page, 2009
2. Gary Dessler, Human Resource Management, 10th Edition, Prentice Hall, 2004
3. R. Wayne Mondy, Human Resource management, 10th Edition, Pearson India, 2009
4. Mejia, David Balkin, and Robert Cardy, Managing Human Resource, 4th Edition, Pearson India, 2008

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:

1. Irving Copi & Carl Cohen, Introduction to Logic, 12th Edition, Pearson Education (US or Indian edition), 2006.
2. Patrick J. Hurley, A Concise Introduction to Logic, 10th Edition, Wadsworth Publishing Company, 2008.
3. Harry Gensler, Introduction to Logic, 2nd Edition, Routledge, 2010.
4. Wolfgang Rautenberg, A Concise Introduction to Mathematical Logic, 2nd Edition, Springer, 2006

SEMESTER-V

S. No	Course No.	Course Title	Credit Hours	Remarks
1.	MGT-513	Corporate Law	3(3-0)	Same
2.	MGT-514	Introduction to Project Management	3(3-0)	Change of Title
3.	MGT-525	Introduction to Financial Management	3(3-0)	Contents Modified
4.	MGT-526	Money and Banking	3(3-0)	Same
5.	MGT-580	Strategic Management	3(3-0)	Picked from Major's List
6.	MGT-595	Statistical Inference	3(3-0)	Order reshuffled

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:

1. Imran Ahsan Khan Nyazee, Company Law, 1st Edition, ALSI Publishers, 2008
2. Nazir Ahmed Shaheen, Corporate Law and Secretarial Practices, 2009 Edition, Petiwala Book Depot, 2009
3. Shukla, Mercantile Law, 13th Edition, S. Chand and Company, 1992
4. L B Curzon, Dictionary of Law, 13th Edition, Pitman, 1988
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

Process, Project Selection Criteria, Single and Multiple Selection Criteria, ROI/NPV etc, Project Selection Project Sourcing, Conceptual Phase: Initial Research, Project “Identification and Definition, Pre Project Studies: Feasibility Studies, Market Analysis, Demand and Marketing Research, Demand Forecasting, Marketing Strategy and Program, Financial and Technical Analysis, Social and Economic Analysis, Documentation Requirements and Feasibility Studies Practices in Public and Private Sector, Project Funding, Means of Financing, Funding agencies and Creditors, Project Appraisal.

Books Recommended:

1. Project Management Institute, Project Management Body of Knowledge (PMBOK), 4th Edition, PMI, 2009.
2. Jack R. Meredith and Samuel J. Mantel Jr., John Wiley and Sons, Project Management: A Managerial Approach, 7th Edition, Wiley, 2008.
3. Project Management Institute, A Manager’s Guide to Project Management (PMBOK Guide), 4th Edition, Project Management Institute, 2009.
4. Clifford Gray, Erik Larson , Project Management: The Managerial Process, McGraw-Hill, Management & Organization Series, 2003. Harold Kerzner, John Wiley and Sons Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 9th Edition, 2006. vein Arne Jessen , Business by Projects, , Universitetsforlaget AS, 2002.
5. Manual published by GOP on Project Appraisal

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:

An Overview of Financial Management: financial management and its goals, The Financial Environment: Markets, Institutions, Interest Rates, Valuation Concepts (Time Value of Money), Valuation Models: capital stock valuation, preferred stock valuation and bond valuation, Capital Budgeting and Estimating Cash flows, Capital Budgeting Techniques: IRR, NPV, payback period, Overview of Working Capital Management: working capital issues and financing current assets , Cash And Marketable Securities Management, Account Receivable and Inventory Management: credit and collection policy, analyzing the credit applicant, Short Term Financing: spontaneous and negotiated financing, factoring accounts receivable

Books Recommended:

1. James C. Van Horne and John M. Wachowicz, Fundamentals of Financial Management, 12th Ed, Pearson India, 2009
2. Eugene F. Brigham and Micheal C. Ehrhardt ,Financial Management, Theory and Practice, 11th Edition, Prentice Hall Publisher, 2007
3. Muralimohan Banerjee, Fundamentals of Financial Management, PHI, 2008
4. Stephen Ross, Randolph Westerfield, and Bradford Jordan, Fundamentals of Corporate Finance, 8th Edition, Tata McGraw-Hill, 2008
5. Lawrence J. Gitman, Principles of Managerial Finance, 11th Edition, Pearson India, 2009

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:

1. Frederic Mishkin, Economics of Money, Banking, and Financial Markets, 2nd Edition, Addison Wesley, 2009
2. Stephen Cecchetti, Kermit Schoenholtz, Money, Banking and Financial Markets, 3rd Edition, McGraw-Hill/Irwin, 2010

3. Ludwig von Mises, The Theory of Money and Credit, 1st Edition, Ludwig von Mises Institute, 2009
4. Dean Croushore, Money and Banking: A Policy-Oriented Approach, 1st Edition, South-Western College, 2006

MGT-580

STRATEGIC MANAGEMENT

3(3-0)

Definition, nature, scope, and importance of strategy; and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists. Defining strategic intent, Objectives Environmental Appraisal Environmental scanning techniques, Internal Appraisal . Methods and techniques used for organizational appraisal . Identification of Critical Success Factors, Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy, Business level strategies—Porter's framework of competitive strategies; Location and timing tactics. Concept, Importance, Building and use of Core Competence, Strategic Analysis and choice—Corporate level analysis Industry level analysis, Qualitative factors in strategic choice, Strategy implementation, Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation, Leadership and corporate culture, Values, Ethics and Social responsibility, Operational and derived functional plans to implement strategy. Integration of functional plans, Strategic control and operational Control. Organizational systems and Techniques of strategic evaluation

Books Recommended:

1. Tom L. Wheelen and David Hunger, Strategic Management and Business Policy, 11th Edition, Prentice Hall, 2007
2. Charles Hill and Gareth Jones, Strategic Management: An Integrated Approach, 7th Edition, South-Western college Publisher, 2006
3. Jeffrey S. Harrison and Caron H. St. John, Foundations in Strategic Management, 2nd Edition, Thomson India, 2002
4. Kazmi, Strategic Management and Business policy, 3rd Edition, Tata McGraw-Hill, 2008

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:

1. George W. Snedecor, William G. Cochran, Statistical Methods, 8 edition, Iowa State University Press, 1989
2. Rudolf J. Freund, William J. Wilson, Statistical Methods, 2nd Edition, Academic Press, 2003
3. R. Lyman Ott, Micheal T. Longnecker, An Introduction to Statistical Methods and Data Analysis, 6 edition, Duxbury Press, 2008
4. Soleman H. Abu-Bader, Using Statistical Methods in Social Work Practice: A Complete Spss Guide, 1st Edition, Lyceum Books, 2006

SEMESTER-VI

S. No	Course No.	Course Title	Credit Hours	Remarks
1.	MGT-493	Business Research Methods	3(3-0)	Order reshuffled
2.	MGT-543	Introduction to Management Information System	3(3-0)	Same
3.	MGT-574	International Business	3(3-0)	Change of Title
4.	MGT-696	Introduction to Production Operations Management	3(3-0)	Order reshuffled
5.		Elective-I	3(3-0)	
6.		Elective-II	3(3-0)	

MGT-493 BUSINESS RESEARCH METHODS

3(3-0)

Introduction to Research Methods, Applying Scientific Thinking to Management Research Process, Research Proposal, Research Design, Sources and Collection of Data, Survey Methods and Questionnaires, Observational Method, Experimentation, Analysis and Presentation of Data, Problem Finding. Literature Review, Presentation of Data, Hypothesis Testing, Measure of Association, Writing Research Reports.

Books Recommended:

1. C. William Emory and Donald R. Cooper, Business Research Methods, revised edition, R.D Irwin, 1980
2. Alan Bryman, Social Research Methods, 3rd Edition, Oxford University Press, 2008
3. George M. Hall, How to Write a paper, 4th Edition, Wiley, 2008
4. Sharon Lawner Weinberg and Sarah Knapp Abramowitz, Statistics using SPSS – an Integrated Approach, 2nd Edition, Cambridge, 2008
5. Roger Gomm, Social Research Methodology – a Critical Introduction, 2nd Edition, McMillan, 2008
6. Uma Sekaran, Research Methods for Business – a Skill Building Approach, 4th Edition, Wiley India, 2008

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:

1. Kenneth C. Laudon, Jane P. Laudon, Management Information Systems- Managing the Digital Firm, 10th edition, prentice hall, 2007
2. James O'Brien, Management Information Systems, 9th Edition, Mc-Graw hill/Irwin, 2008
3. Larry Long & Nancy Long, Introduction to Computer Information System, 5th Edition, Prentice Hall college Div, 1996
4. Raymond Mcleod, Management Information Systems, 10th Edition, Prentice Hall, 2006

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:

1. John Daniels, Lee Radebaugh, Lee Radebaugh, International Business: Environments and Operations, 11th Edition, Prentice Hall, 2007
2. M. L. Jhingan, International Economics, 3rd Edition, Stosius Inc/Advent Books Division, 1993

3. Charles W. Hill, International Business, 8 edition, McGraw-Hill/Irwin, 2010
4. Rickey W. Griffin, Michael Pustay, International Business, 6 edition, Prentice Hall, 2009
5. John S. Hill, International Business: Managing Globalization, Illustrated Edition, Sage Publications, Inc, 2008
6. Economic Survey of Pakistan.

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

A practical and theoretical attempt to identify the working of production sector and service sector enterprise. This subject includes following topics: Operation management, objectives of operation management, strategies for competitive advantage, productivity, factors 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 / problem solving methods, decision tables, decision trees.

Books Recommended:

1. William J. Stevenson, Operations Management, 10th Edition, McGraw Hill, 2008.
2. Scot T. Young, Essential of Production and Operation Management, Sage Publications Inc, 2009.
3. Barry Render & Jay Heizer, Operations Management, 9th Edition, Prentice Hall, 2008.
4. R. Dan Reid and Nada R. Sanders, Operations Management: An Integrated Approach, 3rd Edition, Wiley, 2007.
5. R. Chase, F. R. Jacobs and N. Aquilano, Operations Management for Competitive Advantage, 11th Edition, McGraw-Hill/Irwin, 2005.
6. Lee J. Krajewski, Larry P. Ritzman and Manoj K. Malhotra, Operations Management: Processes and Value Chains, 9th Edition, Prentice-Hall Inc., 2009.

SEMESTER-VII

S. No	Course No.	Course Title	Credit Hours	Remarks
1.	MGT-616	Total Quality Management	3(3-0)	Order reshuffled
2.	MGT-644	Introduction to E-Commerce	3(3-0)	Same
3.	MGT-699	Project	3(0-6)	Order reshuffled
4.		Elective-III	3(3-0)	
5.		Elective-IV	3(3-0)	

MGT-616 TOTAL QUALITY MANAGEMENT

3(3-0)

Concepts and introduction to TQM. History of TQM, Leadership for TQM, Customer Satisfaction, Employee Involvement, Continuous Process Improvement, Supplier Partnership, Performance Measures, Quality Systems, Benchmarking, Quality Function Deployment, Taguchi's Quality Engineering, Management Analysis and Tools

Books Recommended:

1. Dale H. Besterfield, Carol Besterfield-Michna, Glen Besterfield, Mary Besterfield-Sacre, Total Quality Management, 3rd Edition, Prentice Hall, 2002
2. David L. Goetsch, Stanley Davis, Quality Management for Organizational Excellence: Introduction to Total Quality, 6th Edition, Prentice Hall, 2009
3. Joel E. Ross, Susan Perry, Total Quality Management: Text, Cases, and Readings, 3rd Edition, CRC Press, 1999
4. David Hoyle, Quality Management Essentials, 1st Edition, Butterworth-Heinemann, 2007
5. Donna C. S. Summers, Quality Management, 2nd Edition, Prentice Hall, 2008
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:

1. Debjani Nag Kamlesh K. Bajaj, E-Commerce: The Cutting Edge of Business, McGraw-Hill Education, 2000
2. Gary Schneider, Electronic Commerce, 9th Edition, Course Technology, 2010
3. Efraim Turban, Jae K. Lee, David King, Ting Peng, Electronic Commerce 2010, 6th Edition, Prentice Hall, 2009
4. Efraim Turban, David King, Judy Lang, Introduction to Electronic Commerce, 3rd Edition, Prentice Hall, 2010
5. Alan Davidson, The Law of Electronic Commerce, 1st Edition, Cambridge University Press, 2009

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.

SEMESTER-VIII

S. No	Course No.	Course Title	Credit Hours	Remarks
1.	MGT-618	Contemporary issues in Management	3(3-0)	New
2.	MGT-617	Entrepreneurship	3(3-0)	Same
3.	MGT-698	Internship	3(0-6)	Order reshuffled
4.		Elective-V	3(3-0)	
5.		Elective-VI	3(3-0)	

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 program. The heart of this course is the development of business plan 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:

1. Robert D. Hisrich, Michael P. Peters, Entrepreneurship, 7th Edition, Mc-Graw hill, 2006
2. Bruce R. Barringer, Duane Ireland, Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Prentice Hall, 2009
3. Donald F. Kuratko, Entrepreneurship: Theory, Process, and Practice, 8th Edition, south-western college Publication, 2008
4. Robert Hisrich, Michael Peters, Dean Shepherd, Entrepreneurship, 7th Edition, Mc-Graw-Hill/Irwin, 2006
5. Joseph Prokopenko and Lgor Pavlin, Entrepreneurship Development in Public Enterprises, international labour office, 1991

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

S. No	Course No.	Course Title	Credit Hours	Remarks
1.	MGT-560	Consumer Behavior	3(3-0)	Same
2.	MGT-561	Advertising & Promotion	3(3-0)	Contents Modified
3.	MGT-562	Sales Management	3(3-0)	Contents Modified
4.	MGT-663	Services Marketing	3(3-0)	Contents Modified
5.	MGT-664	Product & Brand Management	3(3-0)	Contents Modified
6.	MGT-665	Global Marketing	3(3-0)	Contents Modified
7.	MGT-666	Marketing Research	3(3-0)	Same
8.	MGT-667	Marketing Channels	3(3-0)	Same
9.	MGT-668	Strategic Marketing Planning	3(3-0)	Same
10	MGT-669	Seminars in Marketing	3(3-0)	Same

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:

1. Leon Schiffman and Leslie Kanuk, Consumer Behavior, 9th Edition, Pearson India, 2009
2. David L. Loudon and Albert J. Della Bitta, Consumer Behavior Concepts and Applications, 4th Edition, Tata McGraw-Hill, 2007
3. Del I. Hawkins and Kenneth A. Coney, Consumer Behavior: Building Marketing Strategy, 8th Edition, McGraw-Hill, 2000
4. Michael R. Solomon, Consumer behavior, 7th Edition, Prentice Hall, 2006

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:

1. Wells, William, John Burnett, and Sandra Moriarty , Advertising: Principles and Practice, 6th Edition, McGraw Hill, 2007.
2. Sandra Moriarty, Nancy Mitchell, William Wells, Advertising International Version ,8th Edition , Prenhall , 2008
3. Kenneth Clow, Donald Baack, Integrated Advertising, Promotion and Marketing Communications, Global Edition, Pearson, 2009.
4. George Belch, Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, 9 Edition, Irwin/McGraw-Hill, 2011

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:

1. Thomas. Ingram, Raymond LaForge, Ramon Avila, Charles Schwepker Jr. Michael Williams ,Sales Management: Analysis and Decision Making ,4 Edition, Pearson Prentice Hall ,2006.
2. Mark W. Johnston, Greg W. Marshall , Sales Force Management, McGraw-Hill Companies. , 2008.
3. David Jobber, Geoffrey Lancaster, Selling and Sales Management ,8th Edition, Pearson education, 2009
4. Joseph F. Hair, Rolph E. Anderson, Rolph E. Anderson, Barry J. Babin, Sales Management: Building Customer Relationships and Partnerships, 1st Edition, South-Western College, 2008

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 servscape, 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:

1. Zeithaml, Valarie A. & Bitner, Mary Jo, Services Marketing – Integrating Customer Focus Across the Firm, 2nd Edition, McGraw Hill ,2008.
2. Lovelock, Christopher, Services Marketing People, Technology, Strategy, 4th Edition, Prentice Hall, Europe , 2007.
3. Manfred Bruhn, Services Marketing: Managing the Service Value Chain, Illustrated Edition, FT Press, 2005.
4. K. Douglas Hoffman, John E.G. Bateson, Services Marketing: Concepts, Strategies, & Cases, 4 edition, South-Western College, 2010

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:

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring & managing brand Equity, 3rd Edition, McGraw Hill, 2007.
2. David A. Aaker , Brand Portfolio Strategy, 2nd edition , Prentice Education, 2004
3. Jean-Noel Kapferer , The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term, 4th edition, Prentice Hall, 2008.
4. Tilde Heding, Charlotte F. Knudtzen, Mogens Bjerre, Brand Management: Research, theory and practice, Routledge, 2009
5. Richard Elliott, Brands and Brand Management: Critical Perspectives on Business and Management, 1st Edition, Routledge, 2008

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:

1. Philip R. Cateora & John L. Graham, International Marketing, 13th edition McGraw Hill , 2006
2. Warren J. Keegan & Marks C. Green , Global Marketing, 4th edition, Prentice Hall, 2008
3. Svend Hollensen, Global Marketing A Decision-Oriented Approach, 4th Edition Prentice Hall, 2007
4. Kate Gillespie, H. David Hennessey, Global Marketing, 3rd Edition, South-Western College, 2010

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

Product Development Process, Test Marketing, Advertising Research: Media Research, Copy Testing, Brand Positioning, International Marketing Research, Motivation Research.

Books Recommended:

1. Naresh K. Malhotra, Marketing Research: An Applied Orientation, 5th Edition, Pearson/Prentice Hall, 2006
2. Alvin C. Burns, Ronald F. Bush, Marketing Research, 6th Edition, Prentice Hall, 2009
3. Carl McDaniel Jr., Roger Gates, Marketing Research with SPSS, 8 edition, Wiley, 2009
4. David A. Aaker, V. Kumar, George S. Day, Robert Leone, Marketing Research, 10th Edition, Wiley, 2009

MGT-667 MARKETING CHANNELS

3(3-0)

Marketing Channel Framework, Where missions meets Market, Channel role in a dynamic market place, Conventional Marketing system, Marketing Mix and Relationship Marketing. External Channel Environment, Managing Uncertainty, legal Development in marketing channels, Ethical Issues in Relationship Marketing, Global Channels and Opportunities. Internal Channel Environment, Channel Climate, Conflict Resolution Strategies, Information system in relationship logistics, Cultivating Positive Channel Relationship. Economics of Exchange, Transaction cost in Marketing Channels, Vertical Marketing System, Franchising. Relationships and the Interaction Process, Emerging role of Strategic Alliances, Strategic Implication for new millennium.

Books Recommended:

1. Anne Coughlan, Erin Anderson, Louis W. Stern, Adel El-Ansary, Marketing Channels, 7th Edition, Prentice Hall, 2006
2. Julian Dent, Distribution Channels: Understanding and Managing Channels to Market, 1st Edition, Kogan Page, 2008
3. Russell W. McCalley, Marketing Channel Development and Management, Quorum Books, 1992

4. Bert Rosenbloom, Marketing Channels: A Management View, 7th Edition, South-Western College, 2003

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:

1. Michael J. Baker, Marketing Strategy and Management, 4th Edition, Prentice Hall, 2007
2. O. C. Ferrell, Michael Hartline, Marketing Strategy, 5th Edition, South-Western College, 2010
3. Peter Doyle, Phil Stern, Marketing Management and Strategy, 4th Edition, Prentice Hall, 2006
4. Orville Walker, John Mullins, Jr., Harper Boyd, Marketing Strategy: A Decision Focused Approach, 6th Edition, McGraw-Hill/Irwin, 2007

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.

FINANCE

S. No	Course No.	Course Title	Credit Hours	Remarks
1.	MGT-530	Investment Banking	3(3-0)	Contents Modified
2.	MGT-531	Analysis of Financial Statements	3(3-0)	Contents Modified
3.	MGT-632	Investment & Security Analysis	3(3-0)	Contents Modified
4.	MGT-633	Corporate Finance	3(3-0)	Contents Modified
5.	MGT-634	Credit Management	3(3-0)	Contents Modified
6.	MGT-635	Islamic Banking	3(3-0)	Contents Modified
7.	MGT-636	Portfolio Management	3(3-0)	Same
8.	MGT-637	Financial Institutions	3(3-0)	Same
9.	MGT-638	International Finance	3(3-0)	Contents Modified
10.	MGT-639	Money & Capital Markets	3(3-0)	Contents Modified
11.	MGT-631	Securities Analysis & Portfolio Management	3(3-0)	New

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:

Financial Intermediation Vs Financial Intermediary, Roles of Financial Institutions Investment Banking Activities, Linkage between Investment Banking & Wealth Management Activities, Key Players in Investment Banking, Issuers: Investors: Growing Importance of Investment Banking, Regulating issues, Tax issues, Classification of Financial Markets, Equity & Equity Derivative Instruments, Common Stock & Preferred Stock, Warrants & Convertibles, Initial Public Offerings. Reasons for IPOs, Pros And Cons Of Going Public, Methods of IPOs, Equity Restructuring Rights Issue, Bonus Issue, Stock Splits, Debt Instruments or Fixed Income, Mergers & Acquisitions, Types of Mergers & Acquisitions, Economic Justifications for Mergers & Acquisitions, Rationale for Mergers & Acquisitions, Involving Cash & Share Swap, Investment Bank Structure, Front office - trading, sales and treasury, Middle office - product control, compliance and legal, Back office – settlement, accounting and IT Corporate finance – advisory and research, private placement.

Books Recommended:

1. Michel Fleuriet, Investment Banking Explained: An Insider's Guide to the industry , 1 edition ,McGraw-Hill, 2008.
2. James W. Kolari Benton E. Gup, Wiley ,Commercial Banking: The Management of Risk by; 3 edition , Wiley, 2004
3. Joshua Rosenbaum, Joshua Pearl, Joseph R. Perella, Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions, Wiley Finance, 2009
4. K. Thomas Liaw, The Business of Investment Banking: A Comprehensive Overview, 2 edition, Wiley, 2005

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:

1. John J Wild, KR Subramanyam, Robert Halsey,Financial Statement Analysis, 9th Edition, McGraw-Hill/Irwin, 2005
2. Charles. H Gibson ,Financial Reporting & Analysis: Using Financial Accounting Information,. 12th Edition, South-Western College, 2010
3. Gerald White, Don Fried Ashwinbaule.Sondhi ,The Analysis & use of Financial Statement , 3rd Edition , Johnwiley & Sons Inc, 2002
4. Pamela P. Peterson, Frank J. Fabozzi, Analysis of Financial Statements, 2nd Edition, Wiley, 2006

MGT-631 SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT

3(3-0)

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:

Introduction of Security Analysis and Portfolio Management, Nature and Scope, Importance, Investment, Securities Market, Stock Exchanges and their Mechanics, Market Indexes, Trading System in the Stock Exchanges, Risk –Calculation and Analysis, Types, Problem, Calculation of Risk with Ms-Excel, Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis, Share Valuation, Models of securities Valuation, Bond Valuation and Preference Share Valuation, Technical Analysis, Efficient Market Theory.

Portfolio Analysis, Portfolio Selection, Markowitz: Portfolio Selection Model, Sharpe: The Single Index Model, Capital Asset Pricing Model (CAPM), Portfolio Investment Process, Portfolio Evaluation Investment Timing and Portfolio Evaluation, Bond Portfolio Management Strategies, Derivatives, Futures, Options, Swaps, Hedging.

Books Recommended:

1. Fran K, Reilly, Keith C. Brown ,Investment Analysis & Portfolio Management, 9th Edition, South-Western College, 2008
2. William J. Bernstein ,The intelligent Asset Allocator .How to build your Portfolio to maximize return & Minimize Risk, 1st Edition, Mc Graw-Hill ,2000
3. Robert A .Strong , Portfolio construction, management and protection, 5th Edition, South-Western College,2008.

4. Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann, Modern Portfolio Theory and Investment Analysis, 8th Edition, Wiley, 2009

MGT-632 INVESTMENT AND SECURITY ANALYSIS 3(3-0)

Introduction:

The aim of this course is to study the basic issues involved in the management of investment. Major topics include application of basic investment theory, valuation of stocks and bonds, forecasts of trends in the stock and bond markets, fundamental analysis and technical analysis, measuring risk and return. Modern portfolio theory: Portfolio return, Risk and diversification, Efficient frontier and portfolio selection, Market models, CAPM and APT, Performance evaluation, Evaluation techniques, Decomposition of investment performance, Multi-index, APT, and performance evaluation, Trigonometry of the performance measurement. Evaluation of security analysis, The relevance of earnings, Types of Securities, Securities Market, Risk-return Concepts, Basics of Bonds, Valuation of Bonds, Basics of Common Stocks, Valuation of Common Stock, Economic Analysis, Industry Analysis, Company analysis and Technical Analysis, Investment Companies/Mutual funds, Futures Markets, Stock Market rules, Stock Market Indices

Books Recommended:

1. Fran K, Reilly, Keith C. Brown ,Investment Analysis & Portfolio Management, 9th Edition, South-Western College, 2008
2. William J. Bernstein ,The intelligent Asset Allocator .How to build your Portfolio to maximize return & Minimize Risk, 1st Edition, Mc Graw-Hill ,2000
3. Robert A .Strong , Portfolio construction, management and protection, 5th Edition, South-Western College,2008.
4. Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann, Modern Portfolio Theory and Investment Analysis, 8th Edition, Wiley, 2009

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 design to provide the basic conceptual back ground and analytical tools necessary to evaluate business decision 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 problem 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 Convertibles, Motive for mergers

Books Recommended:

1. Eugene F.Brigham Joel F. Houston ,Fundamentals of Financial Management , 5th EditionSouth Western Publication.2008
2. Richard A Brealey,Franklin Allen, Stewart C Myers ,Principles of Corporate Finance, 9th Edition, Mc-Graw-Hill /Irwin, 2007.
3. Stephen A. Ross, Randolph W Westerfield, and Bradford D Jordan Corporate Finance, 9th Edition, McGraw-Hill/Irwin, 2009.
4. Jonathan Berk, Peter DeMarzo, Corporate Finance, Student Value Edition, 2nd Edition, Addison Wesley, 2010

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:

Introduction to credit risk management, The Credit Process, Credit Selection, Credit risk, Application of Credit Risk Measurement, Objectives of Credit Portfolio, Credit Risk Loss Distribution, Credit Rating Systems, The Economics of Credit, The Basel Accords.

Books Recommended:

1. Joetta Colquitt, Credit Risk Management: How to Avoid Lending Disasters and Maximize Earnings, 1st Edition, McGraw-Hill, 2007
2. Mary S. Schaeffer, Essentials of Credit, Collections, and Accounts Receivable, 1st Edition, Wiley, 2002
3. Michelle Dunn, Ultimate Credit and Collections Handbook, 1st Edition, Entrepreneur Press, 2006
4. Burt Edwards, Credit Management Handbook, 5th Edition, Gower Publishing Company, 2004

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:

1. Muhammad Ayub, Understanding Islamic Finance 1st Edition, Wiley, 2008
2. Mahmoud A. El- Gamal, Islamic Finance: Law, Economics, and Practice , 1 edition Cambridge University Press, 2006.
3. Cheikh A. Soumare ,The Principles of Islamic Banking, Xlibris Corporation,2008.

4. Yahia Abdul-Rahman, The Art of Islamic Banking and Finance: Tools and Techniques for Community-Based Banking, 1st Edition, Wiley Finance, 2010

MGT-636

PORTFOLIO MANAGEMENT

3(3-0)

Introduction, The Nature and Meaning of Investments, , Concept of Investment, Characteristics of Investment, Objectives of Investment, Investment Vs Speculation, Investment Vs Gambling, Types of Investors, Individual and Institutional Investors ,Investment Avenues, Introduction to Portfolio Management, Phases of Portfolio Management ,Security Analysis Portfolio Analysis, Portfolio Selection, Portfolio Revision, Portfolio Evaluation, Phases of Evolution, Speculative Phase, Phase of Professionalism, Scientific Phase, Role of Portfolio Management, Investment and Risk, Unsystematic Risk, Business Risk, Financial Risk, Fundamental Analysis Interest Rates, Industry and Company Analysis ,Cost Structure, Portfolio analysis selection: portfolio theory, return portfolio risk, efficient set of portfolios, optimum portfolio, capital asset pricing theory (CAPM), capital market line, security market line, cost averaging.

Books Recommended:

1. Fran K, Reilly, Keith C. Brown ,Investment Analysis & Portfolio Management, 9th Edition, South-Western College, 2008
2. William J. Bernstein ,The intelligent Asset Allocator .How to build your Portfolio to maximize return & Minimize Risk, 1st Edition, Mc Graw-Hill ,2000
3. Robert A .Strong , Portfolio construction, management and protection, 5th Edition, South-Western College,2008.
4. Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann, Modern Portfolio Theory and Investment Analysis, 8th Edition, Wiley, 2009

MGT-637

FINANCIAL INSTITUTIONS

3(3-0)

The Field of Finance, The role of the finance Manager, The Financial System, Surplus Economic Units, Deficit Economic Units, Securities/ Financial Assets, Financial Intermediaries, Investment Bankers, Brokers, Dealers ,Financial Markets, Securities in the financial market place, Securities in the money market, Securities in the capital market ,Financial Institutions, Types of Financial institutions, Commercial Bank, Central Bank, State Bank of Pakistan, Specialized Financial Institution in

Pakistan, Pakistan industrial credit and Investment Corporation, Small business Finance Corporation ,Industrial development Bank of Pakistan, Investment Corporation of Pakistan, National investment trust, International Financial Institutions

Books Recommended:

1. Frederic Mishken, FINANCIAL MARKETS, INSTITUTIONS , 5th Edition, Harper Collins Publisher, 2006
2. David S. Kidwel, Peterson and Blackwell, Financial Institutions, Markets and Money ,10th Ed, Wiley, 2008
3. Frank J. Fabozzi, Franco P. Modigliani, and Frank J. Jones, Foundations of Financial Markets and Institutions, 4th Edition, Prentice Hall, 2009
4. Jeff Madura, Financial Markets and Institutions, 9th Edition, South-Western College, 2009

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:

1. Jeff Madura, International Financial Management, 8th edition, Thomson, 2003.
2. Maurice D. Levi, International Finance, 5th Edition, Routledge, 2009
3. Hartley Withers, International Finance, Forgotten Books, 2010
4. Cheol Eun, Bruce Resnick, International Financial Management, 5th Edition, McGraw-Hill/Irwin, 2008

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:

Introduction to Money banking course- a course overview; Why Study Financial Markets and Institutions; Overview of Financial Systems; Financial Markets, Determination of Interest Rates and Security Valuation. Central Banking (Federal Reserve System), Monetary Policy, and Interest Rates , Money Markets & Capital Markets (Fixed Income Securities, Capital Markets, Stock Markets & Other Financial Markets , Commercial Banks, Thrift Institutions, Financial Statement Analysis of Banking Industry, Regulation of depository institutions, Insurance Companies, Other Non Banking Financial Institutions, Types of Risks Incurred by Financial Institutions, Managing Risk on the Balance Sheet, Managing Risk on the Balance Sheet, II & III Interest Rate and Insolvency Risk, Managing Risk with Derivative Securities, Securitization,

Books Recommended:

1. By Peter S. Rose, Texas A & M University. Milton H. Marquis, Money and Capital Markets: Financial Institutions and Instruments in a Global Marketplace, Mc-Graw Hill , 2005
2. Viney, C, McGrath, Financial Institutions, Instruments and Markets, 4th ed, McGraw-Hill, 2003
3. Peter S. Rose, Money & Capital Market: The financial System in the Economy, Business Publication ,1986
4. Anthony Saunders, Maricia Millon Cornett, Financial Markets and Institutions, 4th edition, Mc Graw Hill/Irwin, 2002
5. Lawrence S. Ritter, William L. Sliber, Gregory F. Udell, Principles of Money, Banking & Financial Markets 12th Edition, Prentice Hall, 2008

HUMAN RESORUCE MANAGEMENT

S. No	Course No.	Course Title	Credit Hours	Remarks
1.	MGT-581	Leadership	3(3-0)	Same
2.	MGT-582	Organizational Development	3(3-0)	Same
3.	MGT-683	Human Resource Development	3(3-0)	Same
4.	MGT-684	Learning & Management Development	3(3-0)	Same
5.	MGT-685	Collective Bargaining & Wage Policy	3(3-0)	Same
6.	MGT-686	International Human Resource Management	3(3-0)	Same
7.	MGT-687	Strategic Human Resource Management	3(3-0)	Contents Modified
8.	MGT-688	Seminars in Human Resource Management	3(3-0)	Same

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:

1. Peter Guy Northouse, *Leadership: Theory and Practice*, 5th Edition, Sage Publications, 2009
2. John C. Maxwell, *Leadership 101: What Every Leader Needs to Know*, 1st Edition, Thomas Nelson, 2002
3. James M. Kouzes, Barry Z. Posner, *The Leadership Challenge*, 4th Edition, Jossey-Bass, 2008
4. James M. Burns, *Leadership*, 1st Edition, Harper Perennial Modern Classics, 2010

MGT-582 ORGANIZATIONAL DEVELOPMENT 3(3-0)

Introduction to OD, Historical background, Foundations of OD, empowerment, Teams and teamwork, Parallel learning structures, A normative-reductive strategy of changing, Applied behavioral science, Action research, Managing OD, Action Research and OD, OD Interventions, Training Experience, T-groups, Behavioral Modeling and Career anchors, Issue in Consultant-Client Relations, Power, Politics and OD, Research on OD, The future of OD: Fundamental strengths of OD, OD's future: Leadership & value, Knowledge about OD, OD training, inter-disciplinary nature of OD, diffusion of technique, integration practice.

Books Recommended:

1. Donald L. Anderson, Organization Development: The Process of Leading Organizational Change, 1st Edition, Sage Publications, 2009
2. W. Warner Burke, Organization Development: A Process of Learning and Changing, 2nd Edition, Reuters Prentice Hall, 2003
3. Thomas Gerald Cummings, Handbook of Organization Development, Sage Publications, 2007
4. Donald R. Brown, Experiential Approach to Organizational Development, 8th Edition, Prentice Hall, 2010

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:

1. Jon M. Werner, Randy L. DeSimone, Human Resource Development, 6th Edition, South-Western College, 2011
2. Richard A Swanson, Elwood F. Holton, Foundations of Human Resource Development, 2nd Edition, Berrett-Koehler Publishers, 2009
3. Jerry Gilley, Steven Eggland, Ann Maycunich, Principles Of Human Resource Development, 2nd Edition, Basic Books, 2002
4. Jon Werner, Human Resource Development, International Edition, South Western College, 2008

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

Strategic Human Resource Development , Organizational learning and learning organizations, Human Learning processes, The delivery of learning and Training , E-learning , Training Need Analysis- Methods , processes , approaches, Learning Theories Concepts and components of management development, Management education & Training programs, Management development cycle – TNA, Training design , monitoring and evaluation, Compendium of methods and techniques.

Books Recommended:

1. Joseph Prokopenko, ILO, Management Development: A Guide for the Profession, Illustrated Edition, International Labour Org, 1996
2. Peter Sheal, The Staff Development Handbook: An Action Guide for Managers and Supervisors, 1st Edition, Kogan Page, 1992
3. Michael Armstrong, Armstrong's handbook of human resource management, 11th Edition, Kogan Page, 2009
4. Gary Dessler, Human Resource Management, 10th Edition, Prentice Hall, 2004

MGT-685 COLLECTIVE BARGAINING & WAGE POLICY 3(3-0)

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:

1. Michael R. Carrell, Christina Heavrin J.D., Labor Relations and Collective Bargaining, 9th Edition, Prentice Hall, 2009
2. David Dilts, Raymond Hilgert, Cases in Collective Bargaining & Industrial Relations, 11th Edition, McGraw-Hill/Irwin, 2006
3. Robert B. McKersie, Pay Productivity and Collective Bargaining, 1st Edition, Palgrave Macmillan, 1973
4. Paul Willman, Fairness, Collective Bargaining, and Income Policy, Oxford University Press, 1982
5. Harold W. Davey, Mario F. Boganno, David Estenson, Contemporary Collective Bargaining, 4th Edition, Prentice Hall, 1982

MGT-686 INTERNATIONAL HUMAN RESOURCE MANAGEMENT 3(3-0)

Managing Human Resources in a foreign subsidiary, Cultural & behavioral differences in different countries, cross cultural studies of Hofstede, Kluckhohn & Stoodbeck; Ethical relativity versus ethical absolutism, IHR planning & staffing: Practice & problems, Compensation Systems, Multinational compensation systems, factors affecting compensation systems, Training & development: General practices, approaches & short-comings, Appraising performance of subsidiary staff: Appraisal systems, acceptance & resistance, Expatriates: Determination of needs, selection process, attributes contributing to success & failure, special issue of female expatriates, expatriate re-entry, Accommodating & training of the family members: Education & vocational guidance, amenities & facilities.

Books Recommended:

1. Rudiger Pieper, Human Resource management: An International Comparison, Walter de Gruyter, 1995

2. Richard R. Gesteland, Cross-Cultural Business Behavior: Negotiating, Selling, Sourcing and Managing Across Cultures, 4th Edition, Copenhagen Business School Press, 2005
3. Robert T. Moran Ph.D., Philip R. Harris, Sarah V. Moran MA, Managing Cultural Differences, 7th Edition, Butterworth-Heinemann, 2007
4. Peter J. Dowling, Marion Festing, Allen Engle, International Human Resource Management: Managing People in a Multinational Context, 5th Edition, South-Western College, 2007

MGT-687 STRATEGIC HUMAN RESOURCE MANAGEMENT (3-0)

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:

Strategic HRM: An Introduction, Investment perspective of HRM, Understanding HRM in the context of organizations and their environment, The Evolving Strategic Role of Human Resource Management, Environmental influences on HRM, Design & Redesign of Work Systems, Evaluation of HR programme and policies, Downsizing and restructuring, Mergers and acquisitions.

Books Recommended:

1. Gary Dessler, Human Resource Management 11th Edition, Prentice Hall, 2007.
2. Stephen P Robbins & Mary Coulter, Principles of Management, 10th Edition, Prentice Hall, 2008.
3. Jeffery A. Mello, Strategic Human Resource Management, 2nd Edition, Cengage Learning, 2006,.
4. Randall S. Schuler and Susan E., Jackson, Strategic Human resource Management, 2nd Edition Wiley, John & Sons, Incorporated, 2007

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 fall 2020 and Spring 2022. There were 100 respondents. The survey reveals that the BBA (HONS) programme has following good aspects:

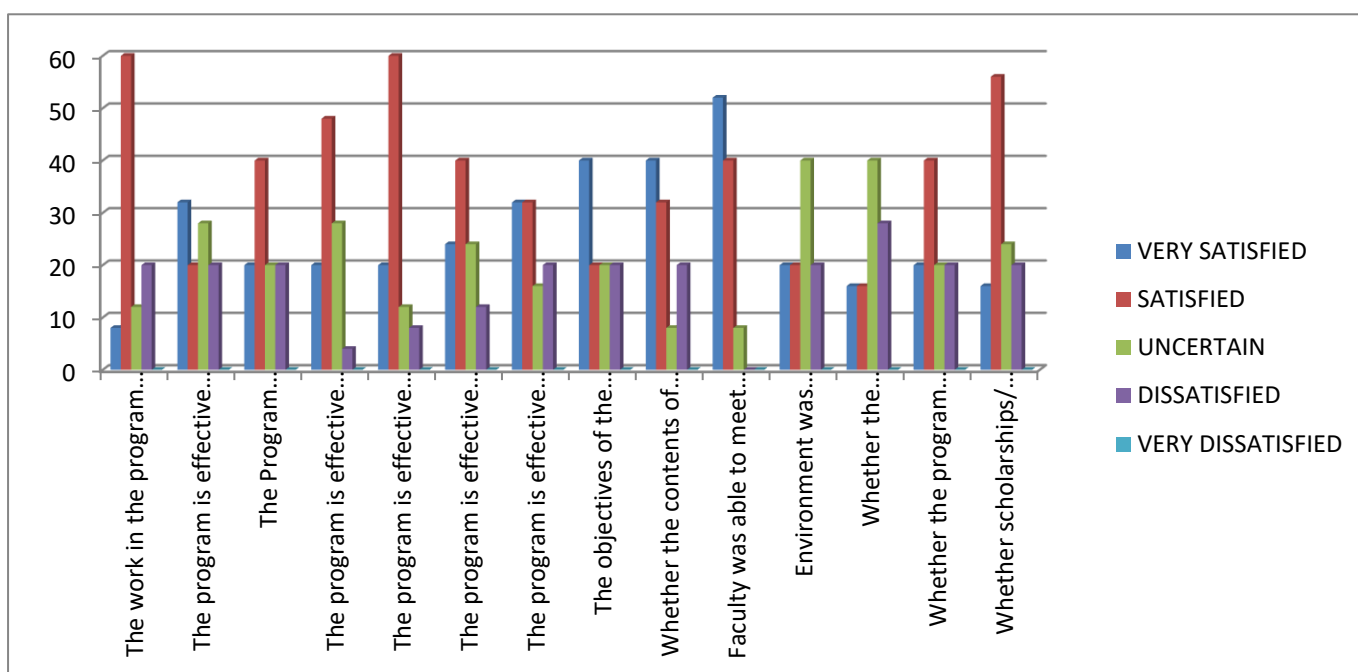
- The programme enhanced the graduates' team working ability
- The programme developed the graduates' analytical and problem solving skills
- The programme improve the graduates' planning abilities
- The content of curriculum and faculty met the programme objectives
- There were sufficient scholarship and financial aids for needy students

The graduates believe that the programme lacked in advance curriculum for meeting learning objectives. Infrastructure of the campus was also not good enough to make environment conducive. Moreover; co-curricular activities like event management activities, seminars and workshops in particular and sports, industrial trips in general is not was not paid as much attention. However; the graduates were uncertain about programme planning abilities and its achievements.

Graduates identified the aspects that need to be improved like:

- The course content should be advance enough to enhance the analytical abilities of students.
- Infrastructure should be improved to enhance the conducive environment for learning
- Seminars and industry tours must be carried out regularly in order to get familiar with practical knowledge of industry.
- Registration/Enrollment 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 is quite satisfied with the following factors:

- The intellectual stimulation of work and mix of research and community service.
- Climate of department.
- Job security and stability at department
- Interaction with the students

The survey revealed the following factors can enhance faculty's motivation and job satisfaction:

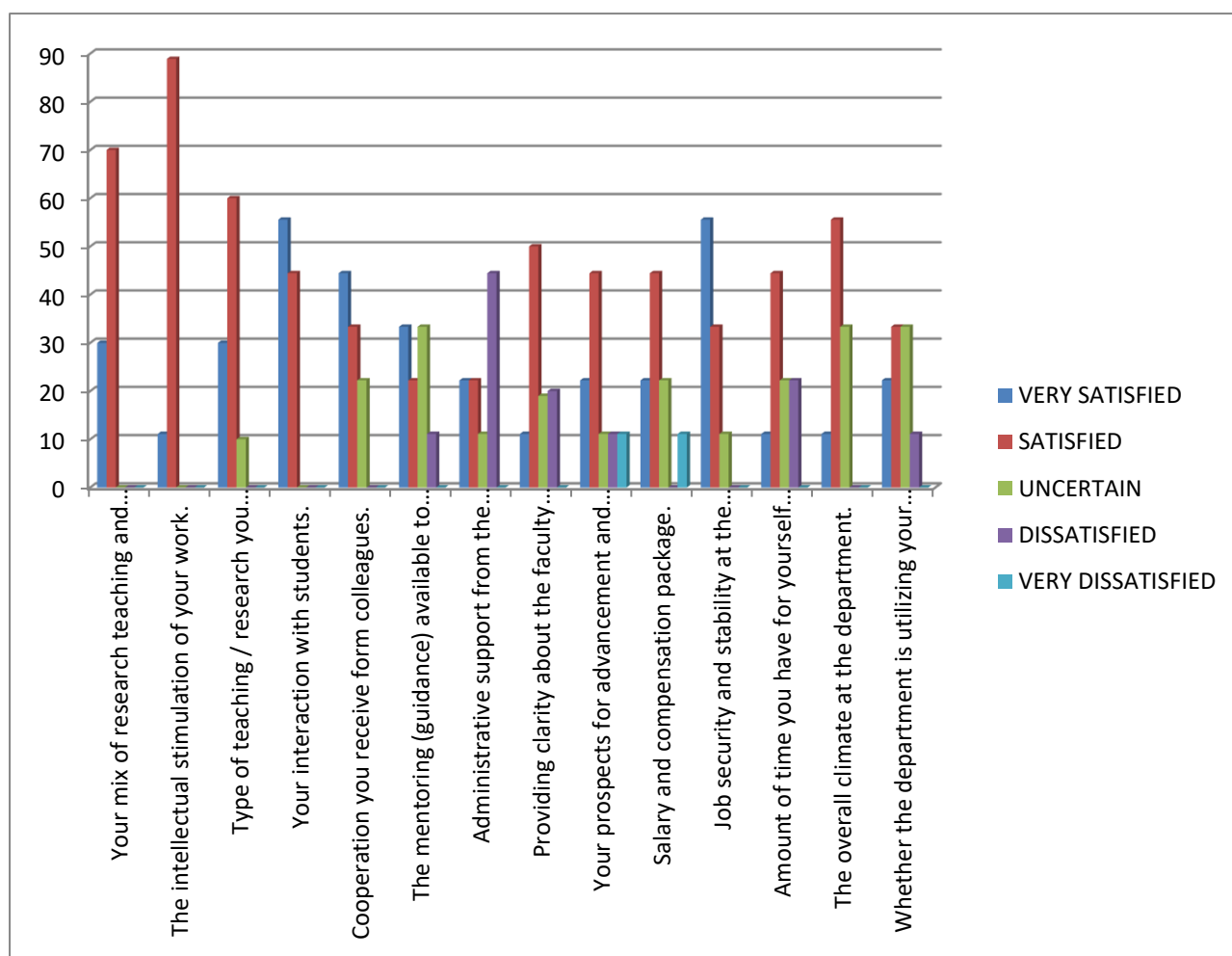
- Better salary and compensation packages.
- Advancements and progress in ranks
- Full support from higher authority in all matters regarding faculty's further education, working hours and amount of time for family etc.

The survey also highlighted the factors for improvement. They are:

- Improvement in classroom conditions
- Administrative support from the department
- Amount of time for oneself and family
- Funding to faculty members, by the institute, for higher studies
- At least three weeks' summer vacations

- Upgraded Salary packages

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.

Where they live	Where they work	What they do
Pakistan 1,003	Ufone 18	Information Technology 172
United Arab Emirates 104	Telenor Pakistan 12	Sales 144
United Kingdom 50	MCB Bank Limited 10	Operations 122
Saudi Arabia 42	PTCL 10	Finance 85
Australia 25	Teradata 9	Consulting 64
Canada 20	Askari Bank 9	Program and Project Management 61
United States 20	IBM 8	Human Resources 55
	Bank Alfalah Limited 7	Marketing 53
	HEC 7	Administrative 51
	NADRA 7	Education 49
	Huawei Technologies 6	Accounting 48
	Ovex Technologies 6	Business Development 41
	SNL Financial 6	Research 34
	Digital Processing Systems 6	Quality Assurance 29
	Mobilink 6	Entrepreneurship 28
	Warid Telcom 6	Media and Communication 23
	PIA 6	Purchasing 20
	Allied Bank Limited 6	Product Management 9
	Engro Foods Limited 6	Community and Social Services 8
	Unilever 5	Real Estate 6
	Telenor Group 5	
	SBP 5	
	NBP 5	

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.

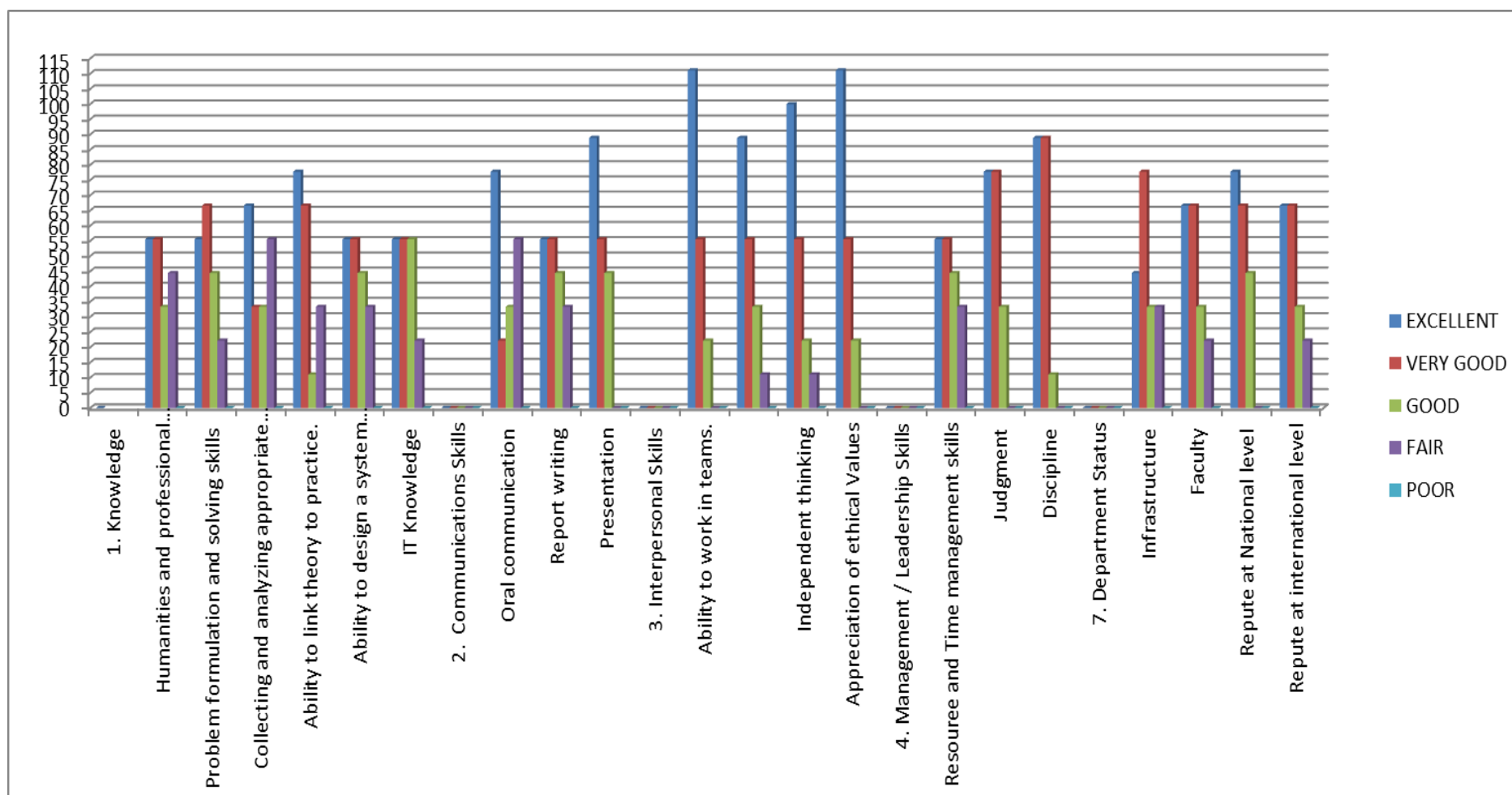
The Survey also received the following Suggestions, for the institute, from the Alumni:

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

S.N	Teacher's Name
1.	Dr. Muhammad Razzaq Athar
2.	Dr. Farida Faisal
3.	Dr. Bushra Zulfiqar
4.	Dr. Zia Ur Rehman
5.	Mr. Aleem Akhtar
6.	Dr. Kaleem Ullah
7.	Mr. Shuja Ilyas
8.	Dr. Temoor Anjum
9.	Mr. Kashif Saeed
10.	Dr. Zoia Khan
11.	Dr. Ahmed Imran Hunjra
12.	Dr. M Maroof Ajmal
13.	Dr. Mazhar Mehmood
14.	Dr. Afsheen Fatima
15.	Ms. Anum shafique
16.	Ms. Sidra Akhtar
17.	MS. Saiqa Nazar
18.	Mr. Shahzeb Khurshid
19.	Ms. Sidra Gazali
20.	Ms. Aarooj Kiran
21.	Dr. Muhammad Asif Zaheer
22.	Mr. Osman Zulfiqar Alvi
23.	Dr. Manzoom Akhtar

Name	Dr Muhammad Razzaq Athar																																
Personal	Associate Professor, UIMS, PMAS-AAUR 0333-5521470 M.razzaq@uaar.edu.pk																																
Experience	24 years of Teaching Experience																																
Graduate Students Postdocs Undergraduate Students HonourStudents	Post Graduate: <table><tr><td>Years</td><td>Degree</td><td>Name</td></tr><tr><td>2011</td><td>MBA</td><td>M. Arslan Hafeez</td></tr><tr><td>2011</td><td>MBA</td><td>Saba</td></tr><tr><td>2011</td><td>MBA</td><td>Marriam</td></tr><tr><td>2011</td><td>MBA</td><td>Noor</td></tr><tr><td>2011</td><td>MBA</td><td>M. Basit Naseem</td></tr></table> Graduates: <table><tr><td>Years</td><td>Degree</td><td>Name</td></tr><tr><td>2012</td><td>BBA (hons)</td><td>Niaz, Iqbal, Adnan</td></tr><tr><td>2012</td><td>BBA (hons)</td><td>Arslan, Hassan, Asad</td></tr><tr><td>2012</td><td>BBA (hons)</td><td>Sami, Adeel, Qasim</td></tr></table>			Years	Degree	Name	2011	MBA	M. Arslan Hafeez	2011	MBA	Saba	2011	MBA	Marriam	2011	MBA	Noor	2011	MBA	M. Basit Naseem	Years	Degree	Name	2012	BBA (hons)	Niaz, Iqbal, Adnan	2012	BBA (hons)	Arslan, Hassan, Asad	2012	BBA (hons)	Sami, Adeel, Qasim
Years	Degree	Name																															
2011	MBA	M. Arslan Hafeez																															
2011	MBA	Saba																															
2011	MBA	Marriam																															
2011	MBA	Noor																															
2011	MBA	M. Basit Naseem																															
Years	Degree	Name																															
2012	BBA (hons)	Niaz, Iqbal, Adnan																															
2012	BBA (hons)	Arslan, Hassan, Asad																															
2012	BBA (hons)	Sami, Adeel, Qasim																															

<p><i>Publications</i></p>	<ol style="list-style-type: none"> 1. M. Razzaq Ather, Ashfaq Ahmad and Kshif ur Rehman (2011) "An investigation of performance of public sector organizations" <i>Interdisciplinary journal of contemporary research in business</i>. Vol. 3 No 3. 2. Ashfaq Ahmad, Mumtaz Ali, M. and Razzaq Ather, Ashfaq (2011) "Performance Assessment of Private Organizations in Pakistan: A case of selected organizations of Rawalpindi/ Islamabad". <i>European Journal of Social Sciences</i>, Vol. 20 No. 3. Pp. 523-529. 3. Rizwan Junaid, Dr. Tahseen Mahmood Aslam, Dr. Muhammad Razzaq Athar, Nazir Ahmad Malik, Rana Zamin Abbas (2012) "Intellectual Death". <i>International Journal of Business and Social Science</i> Vol. 3 No. 11; June 2012, pp.247-259. 4. Akhlaque Ahmed Siyal¹, Umbreen Sharif², Muhammad Razzaq Athar³ (2012) "Individual company related economic and investment behavior". <i>Actual problems of economics</i>. vol. 2, No.4, 2012. 5. Akmal Shahzad¹, Khalid Mahmood Lodhi², Muhammad Razzaq Athar³ (2012) "Determinants of interest rate spread: An empirical explanation". <i>Actual problems of economics</i>. vol. 2, No.4, 2012 6. Akmal Shahzad¹, Arifa Andleeb², Muhammad Razzaq Athar³ (2012) "Impact of technology on interest rate: Evidence from the banking sector of Pakistan". <i>Actual problems of economics</i>. vol. 2, No.4, 2012 7. Asad Khan¹, Fawad Aslam Khattak², Muhammad Razzaq Athar³ (2012) "Effects of organizational ethics on turnover intentions". <i>Actual problems of Economics</i>. vol. 2, No.4, 2012 8. Atif Anis¹, Muhammad Razzaq Athar² (2012) "Crucial hr practices for employee retention in economic instability". <i>Actual problems of economics</i>. vol. 2, No.4, 2012 9. Imran Anwar Mir¹, Mohsin Zafar², Muhammad Razzaq Athar³ (2012) "comparative impact of different domains of self concept on consumers' brand Selection decision". <i>Actual problems of economics</i>. vol. 2, No.4, 2012 10. Shahzad Zeb¹, Muhammad Razzaq Athar², Imran
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Anwar Mir³ (2012) “Competitive advantage: the role of organisational intangibles”. *Actual problems of Economics. vol. 2, No.4, 2012*

11. **Uzma Khattak¹, Muhammad Aslam Khan², Muhammad Razzaq Athar³** (2012). “Organizational commitment and turnover intentions between public and private sectors in Pakistan”. *Actual problems of economics. vol. 2, No.4, 2012*

Name	<i>Dr. Farida Faisal</i>
<i>Personal</i>	University Institute of Management Science (UIMS), Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi. Ph: +92-51-9290155 E-mail: farida.faisal@uaar.edu.pk
<i>Experience</i>	16/ 01/ 2012 - to date ; Associate Professor ; UIMS Arid Agriculture University, Rawalpindi 1996 to 17/ 01/ 2012; Assistant Professor ; Hailey College of Commerce, University of the Punjab, Lahore.
<i>HonorandAwards</i>	N/A
<i>Memberships</i>	N/A
Graduate Students Postdocs Undergraduate Students <i>HonourStudents</i>	N/A

Service Activity	<p>*Taught Graduate and Post Graduate Classes. Subjects: Marketing Management, Economics, Business Communication, Business Administration, OrganisationDevelopment;</p> <p>*Developed course outlines and new teaching methodologies.</p> <p>*Supervised internship reports prepared by outgoing M.Com students and projects of BBA honrs Students</p> <p>*Administration and Research.</p> <p>*In charge Female Student Activities.</p> <p>*Appointed external examiner in Economics and Business English by Punjab University/ Gomal University/Home Economics College</p> <p><i>ListUniversityandpublicserviceactivities.</i></p>
Brief Summary of Research Interest	<p><i>Human Resource, Self perceived employability attributes, Brain Drain, Knowledge Management, Diversification, Unemployment and employment, Inflation, Poverty Alleviation Balance of Payments,</i></p>

<p><i>Publications</i></p>	<ol style="list-style-type: none"> 1. Faisal, F. & Rizavi, S.S. (2011). Sustaining Gender Equity and Work Performance: Employment of Educated Women in the Public Sector of Pakistan. <i>European Journal of Social Sciences</i>, 20(2), 357-368. 2. Faisal, F. & Rizavi, S.S. (2011). Wanting to Work or Working for Wants: Intrinsic Work Preference among Educated Female Public Servants in Pakistan. <i>International Journal of Business and Social Science</i>, 2 (10), 112-118. 3. Faisal, F. (2010). Measuring Perceptions of Work Environment among Educated Female Public Servants in Pakistan. <i>Pakistan Economic and Social Review</i>, 48(1), 1-31. 4. Faisal, F. (2011). . Public Policy and Gender Mainstreaming Strategy: Redressing Gender Inequality. <i>Interdisciplinary Journal of Research in Business</i>, 1(7), 8-16. 5. Faisal, F. (2011). Gender Bias in Conventional Economic Literature: Towards Gender-responsive Economic Scholarship. <i>Interdisciplinary Journal Of Contemporary Research In Business</i>, 3(3), 683-692. 6. Faisal, F. (2011). Impediments to Women's Equitable Employment: Global Scenario. <i>Australian Journal of Business and Management Research</i>, 1(3), 89-98. 7. Faisal, F. (2011). Individual and Structural Determinants of Intrinsic Work Preference among Female Public Servants in Pakistan. <i>Impediments to Women's Equitable Employment: Global Scenario. Australian Journal of Business and Management Research</i>, 1(3), 63-74. 8. Khan, M.M., Yaqub, M. Z. & Faisal, F. (2011). Privatization in Emerging Markets: Pakistan's Perspective. <i>Interdisciplinary Journal of Research in Business</i>, 1 (4), 101-106. 9. Rizavi, S.S. & Faisal, F. (2011). Children as Partners in Household. <i>Interdisciplinary Journal of Contemporary Research in Business</i>, 2(12), 836-850. 10. Rizavi, S.S. & Faisal, F. (2011). Time Use Surveys: Methods,
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	Uses and Limitations. Interdisciplinary Journal of Contemporary Research in Business, 2(12), 925-935
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Name	<i>Afsheen Fatima</i>
<i>Personal</i>	UIMS, PMAS-AAUR Off: 051-9290155 Mob: 0333-5473931
<i>Experience</i>	December, 2011 Lecturer at UIMS, PMAS-AAUR February, 2007 Asst. Director at UIMS, PMAS-AAUR
<i>Memberships</i>	Assistant Editor for Journal of Business Management Studies (JBMS)

Conference Publications

1. Imran Rabia and **Fatima, Afsheen** "Predicting job satisfaction through rewards: stress as a mediator" (2012) Abstract book, International conference on Industrial and Organizational Psychology: Trends, Challenges and Applications (April 19, 2012), Islamabad, Pakistan Vol: pp:- (Conference Publications)
2. Zahoor, Faiza, Imran rabia, and **Fatima, Afsheen** "The impact of transformational leadership on employee commitment: an empirical evidence from banking sector of Rawalpindi and Islamabad" (2012) Abstract book, 2nd International Conference on Contemporary Issues in Business Management (ICIBM) (July 4-5, 2012), Lahore, Pakistan, (Conference Publications)
3. Mahmood, Khalid; **Fatima, Afsheen** and Zahoor, Faiza "Impact of organizational culture on organizational performance and leadership as a mediator" (2012) Abstract book, 2nd International Conference on Contemporary Issues in Business Management (ICIBM) (July 4-5, 2012), Lahore, Pakistan, (Conference Publications)
1. Fatima, Afsheen "Awakening Individual's Change Commitment: The Role of Emotional and Spiritual Intelligences", 3rd International Conference on Business, Economics and Tourism Management - CBETM 2012, 26-28 October, to be held in Hong Kong
2. **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

3. **Fatima, Afsheen** and Iqbal, Muhammad Zahid (2012) "Impact of horizontal interpersonal conflicts on organizational commitment" (2012) Proceedings of International Symposium on Business, Economics and Financial Applications, Kefalonia, Greece. (Conference Publications)
4. **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.
5. Imran, Rabia, **Fatima, Afsheen**, Noreen, Umara 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.
6. **Fatima, Afsheen**, Qureshi, Atif & Iqbal, Muhammad Zahid (2011) Predictors and Outcomes of Organizational Commitment: Moderating Role of Spiritual Leadership, presented in 11th National Research Conference at SZABIST, Islamabad, held from January 19-20, 2011.
7. **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

1. **Fatima, Afsheen**, Imran, Rabia and Awan, Sajid Hussain (2011). Emotional Intelligence and Transformational Leadership: Finding Gender Differences. *World Applied Science Journal*, Vol.14 No.11, pp. 1734-1743., ISSN: 1818:4952. ISI Master list journal.
2. Imran, Rabia, Saeed, Tahir, Haque, Anis, M., & **Fatima, Afsheen** (2010). Organizational climate: predictor of innovative work behaviour. *African Journal of Business Management*. Vol. 4(15), pp. 3337-3343, 4 November, 2010, ISSN: 1993-8233. ISI Master list journal, Impact factor: 1.105
3. **Fatima, Afsheen**, Imran, Rabia & Zaheer, Arshad (2010). Emotional Intelligence and Job Satisfaction: Mediated by Transformational Leadership. *World Applied Science Journal*. Vol.10, No.6, pp. 612-620., November 2010, ISSN: 1818-4952. ISI Master list journal.

4. Khan, Rabia, Rehman, Abaid & **Fatima, Afsheen** (2009). Transformational leadership and organizational innovation: Moderated by organizational size. *African Journal of Business Management*. Vol. 3 (11), pp. 678-684, November 2009, ISSN: 1993-8233. ISI Master list journal, Impact factor: 1.105
5. Fatima, A. (2020). Fostering Knowledge-Sharing Behavior: A Proposed Model for the Hospitality Industry of Pakistan. Accelerating Knowledge Sharing, Creativity, and Innovation through Business Tourism.
6. Fatima, A., Saba, S., Zaheer, S., Mahmood, K., Zaidi, S. M. I. H., & Khan, F (2020). Antecedents and Outcomes of Knowledge Sharing Behavior: Moderating Role of Hope. *International Journal of Innovation, Creativity and Change*. www.ijicc.net Volume 14, Issue 12
7. Hina Shahab, Afsheen Fatima, and Muhammad Hasnain Ali (2019). The role of Ergonomics and Quality of Work Life towards Increasing Employee Productivity. *The Dialogue*, 14(3).
8. Hina Shahab, Nasir Mehmood, Afsheen Fatima, Iffat Rasool (2018). Wishful Thinking and Professional Commitment: The Forebears of Organizational Citizenship Behavior. *UW Journal of Management Sciences*, Vol. 1, Issue No. 2

Name	<i>Zia ur Rehman</i>
Personal	Address: B-86 Gulistan colony Wahcantt 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) B.Com., University of Punjab(2004)
Membership	-
Brief Statement of Research Interest	<i>Relationship quality and customer loyalty</i>
Publications	<ul style="list-style-type: none"> Raza, A., & Rehman, Z. (2012). Impact of relationship marketing tactics on relationship quality and loyalty: A case study of telecom sector of Pakistan. <i>African Journal of Business Management</i> Vol. 6(14), 5085-5092.
Other Research or Creative Accomplishment	
Selected Professional Presentations	<ul style="list-style-type: none"> Presented two research papers on marketing issues in 8th and 9th National Research Conferences on Management & Computer Science held at SZABIST, Islamabad

Name	<i>Aleem Akhtar</i>
Personal	Permanent Address: House no.P-890, street no. 2, G.M.Abad Faisalabad Temporary Address: House no.DK 276, Sector 4B Khayaban Sir Syed Rawalpindi. Mobile +923335745363 Email: aleemakhtar677@uaar.edu.pk
Experience	<ul style="list-style-type: none"> Currently Working as Lecturer (BPS-18-from 10-02-2015) University Institute of Management Sciences, PMAS-Arid Agriculture University, and Rawalpindi. I taught following subjects which relate to my specialization Banking and Finance: 1. Financial Accounting 2. Cost Accounting 3. Managerial Accounting 4. Islamic Banking 5. Money and Banking 6. Corporate Finance I also taught following subject relating to Management Sciences and Economics Degree: 1. Principle of Management 2. Introduction to Marketing 3. Human Resource Development 4. Managerial Economics 5. Marketing System Analysis 6. Rural Development .

	<ul style="list-style-type: none"> • Six-month Experience as Assistant Director University Institute of Management Sciences, PMAS-Arid Agriculture University, Rawalpindi. • Six-month Experience as Campus Maintenance Officer in the office of Estate Care and Security in PMAS-Arid Agriculture University, Rawalpindi. • Eleven-month Experience as Marketing Officer at PMAS-Arid Agriculture University, Rawalpindi
Honor and Awards	None
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 hundred, 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	May,2014 International Journal of Economics and Business Studies. The Impact of Ownership Structure and Board Composition on Dividend Policy
Research Grants and Contracts	NIL

Name	<i>Kaleem Ullah</i>
Academic Profile	<p>Ph.D in Finance (In progress) Islamia College, Peshawar, Khyber Pakhtunkhwa</p> <p>MS in Financial Innovation and Business Creation Jonkoping International Business School, Jonkoping, Sweden 2010-2012</p> <p>Research thesis: Role of Women in Family Businesses, Opportunities and Challenges</p>

	<p>MS/MBA: Master of Science in Business Administration (MBA): Finance, University of Peshawar, Peshawar, Khyber Pukhtonkhwa 2009-2010</p> <p>Key units: Financial management, Managerial economics, corporate banking, financial analysis, Management Accounting, Financial Accounting Research methods, international Finance, Operational research, Strategic Management, Human resource management , Marketing Management.</p> <p>• Master thesis on automobile industry situation is Pakistan.</p> <p>BBA (hons): Bachelor of Science in Business Administration: Finance, University of Peshawar, Peshawar, Khyber Pukhtonkhwa 2004-2008</p> <p>Key units: Monetary theory and policy, business Policy, business finance, Public finance Macroeconomic theory, Communication Skills, Economics of Money and banking, Instruction methods, subject methods, Management</p> <p>• Course Project: Askari leasing Limited Internship report.</p>
Experience	<p>Teaching Experience Teaching in ARID AGRICULTURE UNI SINCE 2014</p> <p>Teaching Expertise Can teach any subject in the Business Administration discipline.</p> <p><u>Professional Experience:</u></p> <p>PMAS ARID UNI: Since 2014</p> <p>Mc Donald's Sweden: April 2012 – October 2012, worked as a night shift leader. Managing night shift workload of the franchise. Inventory management, sales and workers management were main areas of</p>

	<p>focus.</p> <p>Student Counseling Services: January 2009 – August 2010, served as a finance manager and student counselor. Dealing all students matters and the financial matters of the firm.</p> <p>Oxford Public School: April 2006 – March 2009, served as a Science teacher.</p>
Honor and Awards	Got recognition from the Professor working in the family business field in the USA; MS Research thesis published by a German publishing company.
Theses Supervision of Graduate and Under Graduate Students	<ul style="list-style-type: none"> - Successfully supervised thesis of ten MS students. - Supervised at least fifty under graduates for their research project
Service and other Activities	<ul style="list-style-type: none"> - Teaching of courses, research supervision, exam supervision and any other related administrative work. - Providing consultancy services to HEARTFILE a non government organization, since 2008.
Brief Statement of Research Interest	Family businesses are distinctive and possess exceptional succession processes. While there is a body of literature on succession problems, yet there is a lack of incorporation of family business and entrepreneurial activity in the research literature. I would like to continue my research in the Family business field focusing on, how the entrepreneurial activities are transmitted from generation to generation in the family business
Publications	-

Name	SHUJA ILYAS CHAUDHRY
Personal	H No. 69 Street 20, Cell No:- 0312-9561614 G-8/1, Islamabad. E-mail: shujay3k@yahoo.com shuja@uaar.edu.pk
Experience	UNIVERSITY OF ARID AGRICULTURE, RAWALPINDI

	<p>Dec. 2011- Present</p> <p><u>Assistant Professor</u></p> <ul style="list-style-type: none"> ● Actively participated in faculty meetings regarding curriculum redesign ● Generated all lesson planning, attendance, grade records, exam design and administration. <p style="text-align: center;">UNIVERSITY OF ARID AGRICULTURE, RAWALPINDI</p> <p>Sep. 2000-Dec. 2011</p> <p style="text-align: center;">Lecturer</p> <ul style="list-style-type: none"> ● Involved in activities for the advanced student and their related course selection while demonstrating the ability to research, analyze, coordinate and document. ● Enhanced the learning process through real life examples from corporate management, cost containment and operations management. ● Made recommendations on price, product, promotion and communications for the sales team in increasing the sales.
Honor and Awards	None
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 hundred, 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	<p>Effect of Transformational and Transactional Leadership on Employee Performance; mediating role of Knowledge Management Published in Jokull Journal (Impact factor 1.604) ISSN : 0449-0576</p> <p>Risk Factors of Child Mortality Using Logistic Regression Model, Published in Pensee Journal (Impact Factor 0.06) ISSN: 0031-4773</p> <p>Impact of Negative Emotions on leader's Performance (An empirical study of banking sector of Pakistan) IJTEMT, ISSN: 2321-5518</p>
Research Grants and Contracts	NIL

Name	<i>Sidra Akhtar</i>
Academic Profile	<p>P.HD (MANAGEMENT STUDIES)</p> <p>Air university Islamabad</p> <p>M. Phil (LMS)</p> <p>Leadership and management studies</p> <p>NDU</p> <p>(National Defence University)</p> <p>MSC(LMS)</p> <p>Leadership and management studies</p> <p>(National Defence University)</p>
Experience	<p><u>As intern</u></p> <p>Askari bank</p> <p><u>As teacher</u></p> <p>Capital</p> <p>Education</p> <p>System (2.5</p> <p>year)</p> <p><u>University</u></p> <p><u>Teaching</u></p> <p><u>Experience:</u></p> <p>Working in ARID AGRICULTURE UNIVERITY (Aug 2019-till date)</p>
Honor and Awards	Got 3 rd position and bronze medal in B.sc
Theses Supervision of Graduate and	<ul style="list-style-type: none"> - Successfully supervised thesis of bachelors students. - Supervised at least fifty under graduates for their research project

Under Graduate Students	
Service and other Activities	- Teaching of courses, research supervision, exam supervision and any other related administrative work.
Brief Statement of Research Interest	To create value for esteemed organization by utilizing my managerial skills with learning spirit as being innovative. I want to work with an organization that can give me ample opportunities to grow so that I will be able to help in the growth of the organization and will be able to enhance my skills and my capabilities.
Publications	-

Name	<i>Syed Kashif Saeed</i>
Personal	Date of Birth: May 04 1968 Address: Flat No. 15, Block No. 3-A Gali No. 25, I-8/1, Islamabad Telephone No: 051-4437990 & 0334-5065490
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 Institution: Population Census Organisation, Statistics Division, Islamabad.
Honor and Awards	Received letter of appreciation from late Dr. Mehboob-ul-Haq
Membership	None
Theses	Supervising the research theses of BBA& MBA since 2007, and

Supervision of Graduate and Under Graduate Students	the number of these students is at least one hundred, 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	1. Asghar, A. & Saeed, S.k. (2012). Diversifying a Pakistani Stock portfolio with Real Estate can Reduce Risk. International Journal of Research in Computer Application and Management, 2(2), 10-16.
Research Grants and Contracts	NIL

Name	<i>Dr Zoia Khan</i>
Personal	Phone: +92-51-5173435 Mobile: +92-331-2712225 E-mail: zoya.khan_zk@uair.edu.pk
Experience	<ul style="list-style-type: none"> • Lecturer in PMAS- Arid Agriculture University , Rawalpindi April 2020- till now Courses: Principles of Marketing, Operation Management • Lecturer in University of Gujrat Sub Campus, Rawalpindi Sep 2017- Sep 2019 Courses: Principles of Marketing, Brand Management, Consumer Behavior, International Business • Lecturer in Federal Urdu University, Islamabad Feb2012- Feb 2017 Courses: Principles of Marketing, Marketing Management, Brand Management, Advertising, Services Marketing, International Business
Honor and Awards	Received letter of appreciation from late Dr. Mehboob-ul-Haq
Membership	None
Theses	Supervising the research theses of BBA& MBA since 2007, and

Supervision of Graduate and Under Graduate Students	the number of these students is at least one hundred, 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	<ul style="list-style-type: none"> ● M Qadir, Z Khan, A Javeed, MY Khan (2020), <u>Effect of Trust, Customer Intimacy and Commitment on Customer Loyalty in Pakistani Islamic Banks: The Satisfaction of Customers as Mediating Role</u>, <i>Journal of Emerging Markets</i> 4 (1), 44-62 ● Laeeque, S. H., Bilal, A., Hafeez, A., & Khan, Z. (2019). Violence Breeds Violence: Burnout as a Mediator between Patient Violence and Nurse Violence. <i>International Journal of Occupational Safety and Ergonomics</i>, 25(4), 604-613 ● Z Khan, MY Khan (2018), <u>Integrating Operation and Marketing Capabilities: Resourced Based View Perspective</u>, <i>Asia Pacific Journal of Emerging Markets</i> 2 (1), 85-95 ● Khan,Z & Khattak,A (2017), Developing Brand Relationship Quality through Online Brand Community, <i>Pakistan Journal of Commerce and Social sciences</i>, 11(1), 374-391. ● Laeeque, S. H., Bilal, A., Babar, S., Khan, Z., & Ul Rahman, S. (2018). How patient-perpetrated workplace violence leads to turnover intention among nurses: the mediating mechanism of occupational stress and burnout. <i>Journal of Aggression, Maltreatment & Trauma</i>, 27(1), 96-118. ● Javed, A & Khan,Z (2014), Sales promotion in relation with advertisement, after sales service, Distribution channels and Communication Skills, <i>International Journal of Research</i>, 1(5), 231-256
Research Grants and Contracts	NIL

Name	AHMED IMRAN
Personal	University Institute of Management Sciences - PMAS – Arid Agriculture University Rawalpindi, Pakistan; 051-9290155 Mob: 0345-7162527, E-mail: ahmedhunjra@gmail.com
Experience	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Principle of Accounting • Financial Management • Corporate Finance • Research advisor at Arid Agriculture University Rawalpindi, from January 2012 to date at BBA, MBA and

	<p>MS level.</p> <ul style="list-style-type: none"> • 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 <i>Iqra Intellectual Research Forum, Iqra University</i>, 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.
Membership	<ol style="list-style-type: none"> 1. <i>Global Development Network (GDNET)</i> 2. <i>South Asian Network Development and Environmental Economics (SANDEE)</i> 3. <i>Research Foundation for Humanity</i>
Brief Statement of Research Interest	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.
Publications	<p>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 <i>Journal of Economics and Behavioral Studies</i>, ISSN: 2220-6140.</p> <p>Q. Abbas, A. I. Hunjra, R. I. Azam, and R. Saeed, “Analysis of Pre and Post Merger and Acquisition Financial Performance of Banks in Pakistan”. Paper is accepted for publication in <i>Information Management and Business Review</i>(UAE). Vol.5 (05), p, ---: May, 2014. ISSN: 2220-3796.</p>

Other Research or Creative Accomplishment	-
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Name	<i>BushraNasreen</i>
Personal	Girls Suprintendent House ,Colony # 1,University of Arid Agriculture Rawalpindi Cell# 0332-5200391, Off.Ph# 051-9290119 Date of birth: July1, 1973 Marital status: Married
Experience	December 1998 to date Assistant Professor UIMS University of Arid Agriculture, Rawalpindi.
Membership	4. <i>Global Development Network (GDNET)</i> 5. <i>South Asian Network Development and Environmental Economics (SANDEE)</i> 6. <i>Research Foundation for Humanity</i>
Brief Statement of Research Interest	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.
Publications	<ol style="list-style-type: none"> 1. Zulfiqar, B., & Malik, I. R. (2019). Analyzing the Impact of Corporate Governance on Financial Performance of Firms in Emerging Markets of South Asia. <i>Published in Pakistan Journal of Social Issues</i>, 10, 109-127. 2. Bushra Zulfiqar,Fahadullah Aslam, Sadaf Kashif Akram, Shahzad.Dividend Payout Policy of Islamic Vs Conventional Banks in Pakistan: Moderating Effect of Corporate Governance. <i>International Journal of Management</i> 11(11), November 2020, pp. 614-628. 3. IU Munir, S Hussain, MS Ijaz, Z ur Rehman, B Zulfiqar (2020) <u>Do Gender and Financial Literacy Relevant on the Relationship Between Emotional Intelligence and Investment Behavior?</u> <i>International Journal of Management</i> 11 (8), 1885-1894.

	<p>4. Akmal Shahzad, Bushra Zulfiqar, Muhammad Imr Farooq, Shumaila Bibi, Abdul Kashif Rauf, Tariq Mehmood (2020). Influence of working capital management organization performance: a case of manufacturing industries of Pakistan. <i>PalArch's Journal of Archaeology of Egyptology</i>, 17(9), 8710-8719.</p>
Other Research or Creative Accomplishment	-

