

Appendix I
Fall 2026
Scheme of Study
Bachelor of Business Administration (BBA)

Program Educational Outcomes (PEOs)

- Graduates will pursue successful careers or entrepreneurial ventures by applying integrated business knowledge, analytical thinking, and problem-solving skills in diverse organizational contexts.
- Graduates will demonstrate ethical, legal, and socially responsible behavior while contributing effectively to teams and communicating professionally with stakeholders in local and global business environments.
- Graduates will engage in lifelong learning and professional development to adapt to changing markets, emerging business practices, and global economic and cultural dynamics.

Program Learning Outcomes (PLOs)

By the end of a degree in Bachelor of Business Administration, a graduate shall be able to

- Demonstrate comprehensive knowledge of key business functions, such as management, marketing, accounting, human resource management, entrepreneurship, finance, and operations, and apply this knowledge to solve practical business problems.
- Employ critical thinking and analytical tools to assess business situations, interpret data, and make sound, evidence-based decisions.
- Communicate effectively in professional business contexts, both in writing and orally, and collaborate productively within diverse and cross-functional teams.
- Integrate ethical reasoning and legal understanding into business practices, recognizing responsibilities to society, stakeholders, and the environment.
- Exhibit entrepreneurial thinking and a global business perspective, adapting to dynamic markets and cultural contexts

Regulations Relating to the Degree of “Bachelor of Business Administration (BBA)”

Eligibility Criteria

The basic eligibility requirement for admission is a Higher Secondary School Certificate (HSSC), A-levels, or an equivalent qualification recognized by the IBCC, involving 12 years of schooling **with a minimum of 50% marks.**

Program Duration:

Regular/Minimum Duration: 04 Years (Eight Regular Semesters)

Maximum Duration: 06 Years (Twelve Regular Semesters)

Further extendible for 01 Year (Two Regular Semesters) with the permission of the statutory bodies

Academic Standing/Passing Criteria Grade Point Average:

Maximum Grade Point Average: **4.00**

Minimum Grade Point Average for obtaining the BBA degree:**2.50**

Minimum CGPA Requirement per Semester to Remain Enrolled:

Semester	Minimum CGPA
1 st	0.75
2 nd	1.00
3 rd	1.25
4 th	1.50
5 th	1.75
6 th	2.00
7 th	2.25
8 th	2.50

SUMMARY	
Cr.Hrs	
General Courses	34
Allied/Interdisciplinary Courses	12
Disciplinary/Major Courses	78
Internship/Field Experience	03
Capstone Project	03
Total	130

SEMESTER-I

		Course Title	Credit Hours	Academic Cluster	Remarks
1.	ENG-301	Functional English	3(3-0)	General	HEC Adopted
2	IS-302	Islamic Studies/Ethics	2(2-0)	General	HEC Adopted
3.	QR-401	Quantitative Reasoning-I	3(3-0)	General	HEC Adopted
4.	MGT-411	Principles of Management	3(3-0)	Mandatory core/Major	New Course
5.	MGT-321	Fundamentals of Accounting	3(3-0)	Mandatory core/Major	Approved

6.	ECON-301	Introduction to Economics	3(3-0)	Inter-Disciplinary	New Course
7.	FQ-301	Fehm e Quran-1	1(0-1)	General	Approved
		Total Cr. Hrs	18		

SEMESTER-II

S. No	Course Code	Course Title	Credit Hours	Academic Cluster	Remarks
1.	ENG-302	Expository Writing	3(3-0)	General	HEC Adopted
2.	SSH-302	Ideology and Constitution of Pakistan	2(2-0)	General	HEC Adopted
3.	QR-402	Quantitative Reasoning-II	3(3-0)	General	HEC Adopted
4.	NS-402	The Science of Global Challenges	3(3-0)	General(Natural Sciences)	HEC Adopted
5.	FQ-302	Fehm e quran-II	1(0-1)	General	HEC Adopted
6.	MGT-351	Principles of Marketing	3(3-0)	Mandatory core/Major	Approved
7.	MGT-407	Business Ethics and CSR	3(3-0)	HEI core	Approved
		Total Cr. Hrs	18		

SEMESTER-III

S. No	Course Code	Course Title	Credit Hours	Academic Cluster	Remarks
1.	SSH-303	Pak Studies	2(2-0)	General	HEC Adopted
2.	CS-100	Application of Information and Communication Technologies (ICT)	3(2-1)	General	HEC Adopted
3.	SSH-301	Civics and Community Engagement	2(2-0)	General	Approved
4.	STAT-511	Statistical Inference	3(3-0)	Inter-Disciplinary	Approved
5.	MGT-452	Marketing Management	3(3-0)	Mandatory core/Major	Approved

6.	MGT-574	International Business	3(3-0)	HEI core	Approved
		Total Cr. Hrs	16		

SEMESTER-IV

S. No	Course Code	Course Title	Credit Hours	Academic Cluster	Remarks
1.	ANTH-401	Social Psychology	2(2-0)	General (Social Science)	Approved Anthropology dept.
2.	FL-302	Chinese Language/Foreign Language	2(2-0)	General (Arts & Humanities)	New Course
3.	MGT-317	Entrepreneurship	2(2-0)	General	New Course
4.	MGT-512	Organizational Behavior	3(3-0)	Mandatory core/Major	Approved
5.	MGT-322	Financial Management	3(3-0)	Mandatory core/Major	Approved
6.	MGT-663	Digital Marketing & Social Media Strategy	3(3-0)	HEI core	New Course
7.	MGT-571	Intro to SCM	3(3-0)	HEI core	Approved
		Total Cr. Hrs	18		

SEMESTER-V

S. No	Course Code	Course Title	Credit Hours	Academic Cluster	Remarks
1.	MGT-583	Islamic Finance	3(3-0)	Mandatory core/Disciplinary	New Course
2.	MGT-504	Managerial Accounting	3(3-0)	Mandatory core/Major	Approved
3.	MGT-515	Human Resource Management	3(3-0)	Mandatory core/Major	Approved
4.	MGT-616	Total Quality Management	3(3-0)	HEI core	Approved
5.	MGT-513	Business Law & Taxation	3(3-0)	Inter-Disciplinary	Approved
		Total Cr. Hrs	15		

SEMESTER-VI

S. No	Course Code	Course Title	Credit Hours	Academic Cluster	Remarks
1.	MGT-580	Strategic Management	3(3-0)	HEI Core	Approved
2.	MGT-696	Production Operations Management	3(3-0)	HEI Core	Approved
3.	MGT-584	SDGs and Business	3(3-0)	Inter-Disciplinary	New Course
4.		Elective-I	3(3-0)	Specialization	Approved
5.		Elective-II	3(3-0)	Specialization	Approved
		Total Cr. Hrs	15		

SEMESTER-VII

S. No	Course Code	Course Title	Credit Hours	Academic Cluster	Remarks
1.	MGT-493	Business Research Methods	3(3-0)	Mandatory core/Major	Approved
2.	MGT-474	AI in Business	3(3-0)	Mandatory core/Major	New Course
4.		Elective-III	3(3-0)	Specialization	Approved
5.		Elective-IV	3(3-0)	Specialization	Approved
6.	MGT-698	Internship	3(0-6)		Approved
		Total Cr. Hrs	18		

SEMESTER VIII

S. No	Course Code	Course Title	Credit Hours	Academic Cluster	Remarks
1.	MGT-697	Business & Management Relevant Certification	3(3-0)	HEI Core	
2.	MGT-644	E-Commerce and Digital Business	3(3-0)	HEI Core	New/ UPDATED
3.		Elective-V	3(3-0)	Specialization	Approved
4.		Elective-VI	3(3-0)	Specialization	Approved
5.	MGT-699	Capstone Project	3(3-0)		Approved
		Total Cr. Hrs	15		

SPECIALIZATION COURSES

MARKETING

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

FINANCE

S. No	Course No.	Course Title	Credit Hours	Remarks
1.	MGT-531	Analysis of Financial Statements	3(3-0)	Already Approved
2.	MGT-633	Corporate Finance	3(3-0)	Already Approved
3.	MGT-635	Islamic Banking	3(3-0)	Already Approved

4.	MGT-638	International Finance	3(3-0)	Already Approved
5.	MGT-639	Money & Capital Markets	3(3-0)	Already Approved
6.	MGT-631	Securities Analysis & Portfolio Management	3(3-0)	Already Approved
7.	MGT-632	Introduction to Financial Risk Management	3(3-0)	Already Approved
8.	MGT-636	Introduction to Behavioral Finance	3(3-0)	Already Approved
9.	MGT-637	Financial Modeling	3(3-0)	Already Approved

HUMAN RESORUCE MANAGEMENT

S. No	Course No.	Course Title	Credit Hours	Remarks
1.	MGT-581	Leadership	3(3-0)	Already Approved
2.	MGT-582	Organizational Development	3(3-0)	Already Approved
3.	MGT-683	Human Resource Development	3(3-0)	Already Approved
4.	MGT-684	Learning & Management Development	3(3-0)	Already Approved
5.	MGT-685	Collective Bargaining & Wage Policy	3(3-0)	Already Approved
6.	MGT-686	International Human Resource Management	3(3-0)	Already Approved
7.	MGT-687	Strategic Human Resource Management	3(3-0)	Already Approved
8.	MGT-688	Seminars in Human Resource Management	3(3-0)	Already Approved
9.	MGT-689	Change Management	3(3-0)	Already Approved
10.	MGT-682	Negotiations and Conflict Management	3(3-0)	Already Approved

ENTREPRENEURSHIP

S/No	Codes	Course	Credit Hours	Remarks
1	MGT-561	SME's Management	3 (3-0)	Already Approved
2	MGT-562	Entrepreneurship and Innovation Strategy	3 (3-0)	Already Approved
3	MGT-563	Social Entrepreneurship	3 (3-0)	Already Approved
4	MGT-564	Women Entrepreneurship and Leadership	3 (3-0)	Already Approved
5	MGT-565	Digital Entrepreneurship	3 (3-0)	Already Approved
6	MGT-566	Product Innovation & Design	3 (3-0)	Already Approved
7	MGT-567	Entrepreneurial Marketing	3 (3-0)	Already Approved
8	MGT-568	Entrepreneurial Finance	3 (3-0)	Already Approved

QUALITY MANAGEMENT

S. No	Course No.	Course Title	Credit Hours	Remarks
1	MGT 550	Introduction to Quality Management	3 (3-0)	Already Approved
2	MGT 551	Quality Management System and ISO	3 (3-0)	Already Approved
3	MGT 552	Service Quality Management	3 (3-0)	Already Approved
4	MGT 553	Quality Management Tools and Techniques	3 (3-0)	Already Approved
5	MGT 554	Strategic Quality Management	3 (3-0)	Already Approved
6	MGT 555	Design for Quality	3 (3-0)	Already Approved
7	MGT 556	Seminars in Quality Management	3 (3-0)	Already Approved
8	MGT-557	Research in Quality Management	3 (3-0)	Already Approved

9	MGT 558	Research in Quality Management	3(3-0)	Already Approved
10	MGT 559	Quality Management Themes and Approaches	3 (3-0)	Already Approved

SUPPLY CHAIN MANAGEMENT

S/No	Codes	Course	Credit Hours	Remarks
1	MGT-571	Introduction to Supply Chain Management	3 (3-0)	Already Approved
2	MGT-572	Supply Chain Finance	3 (3-0)	Already Approved
3	MGT-573	Global Logistics and Transportation	3 (3-0)	Already Approved
4	MGT-579	Inventory and Warehouse Management	3 (3-0)	Already Approved
5	MGT-575	Multimodal Transport Management Design	3 (3-0)	Already Approved
6	MGT-576	Contemporary Issues in SCM	3 (3-0)	Already Approved
7	MGT-577	Legal Aspects of Supply Chains	3(3-0)	Already Approved
8	MGT 578	Supply Network Planning and Design	3(3-0)	Already Approved

ISLAMIC BANKING AND FINANCE

S. No	Course No.	Course Title	Credit Hours	Remarks
1.	MGT-671	Shariah Fundamentals in Business and Finance	3(3-0)	New Course
2.	MGT-672	Halal Standards and Regulations	3(3-0)	New Course
3.	MGT-673	Zakat and Public Finance	3(3-0)	New Course
4.	MGT-674	Islamic Banking Products and Operations	3(3-0)	New Course
5.	MGT-675	Principles of Islamic Trade and Commerce	3(3-0)	New Course
6.	MGT-676	Shariah Governance in Islamic Financial Institutions	3(3-0)	New Course
7.	MGT-677	Insurance and Takaful Management	3(3-0)	New Course
8.	MGT-678	Principles of Islamic Jurisprudence	3(3-0)	New Course

Outlines of New Courses

ECON-301

Principles of Economics

3(3-0)

Course Description

This course introduces students to the fundamental principles of economics, focusing on how individuals, firms, and governments make choices under conditions of scarcity. The course covers basic concepts of **microeconomics**, such as demand and supply, consumer behavior, production, costs, and market structures, as well as **macroeconomics**, including national income determination, inflation, unemployment, monetary and fiscal policy, and economic growth. The course aims to develop analytical thinking and economic reasoning applicable to real-world issues.

Course Objectives

1. By the end of this course, students will be able to:
2. Understand basic economic concepts, tools, and models

3. Analyze consumer and firm behavior in different market settings
4. Explain how markets function and how prices are determined
5. Understand key macroeconomic indicators and policy tools
6. Apply economic reasoning to contemporary economic problems
7. Develop critical thinking and decision-making skills

Course Contents

Nature and Scope of Economics

- Nature and scope of economics
- Microeconomics vs. Macroeconomics
- Scarcity, choice, opportunity cost
- Production Possibility Frontier (PPF)
- Economic problems and systems

Microeconomics

Demand & Supply

- Law of demand & determinants
- Law of supply & determinants
- Market equilibrium & price controls
- Elasticity: price, income, cross

Consumer Behavior

- Utility theory & consumer equilibrium
- Indifference curve analysis (intro)

Production & Costs

- Production function & diminishing returns
- Short-run & long-run costs
- Economies and diseconomies of scale

Market Structures

- Perfect competition, monopoly
- Monopolistic competition, oligopoly

Factor Markets

- Labor demand & wages
- Rent, interest, profit
- Income distribution

Market Failure & Government

- Externalities & public goods
- Role of government

Macroeconomics

National Income

- GDP, GNP, and measurement
- Limitations of national income accounting

Macroeconomic Problems

- Inflation & unemployment
- Business cycles

Aggregate Demand & Supply

- AD, AS, macroeconomic equilibrium

Money & Banking

- Functions of money, banks, credit creation
- Central bank role & monetary policy (Pakistan overview)

Fiscal Policy

- Government revenue, expenditure, deficits
- Fiscal tools and objectives

Economic Growth & Development

- Growth vs. development
- Factors and challenges in developing countries

Recommended Textbooks

N. Gregory Mankiw, *Principles of Economics*, 9th Edition (2021)

Paul A. Samuelson & William D. Nordhaus, *Economics*, 20th Edition (2019)

McConnell, Brue & Flynn, *Economics: Principles, Problems, and Policies*, 21st Edition (2021)

FL-302 Foreign Language 2(2-0)

Course Description

This course introduces students to a foreign language (Chinese or Arabic) with a focus on basic communication skills. It develops listening, speaking, reading, and writing abilities while also providing an understanding of the culture associated with the target language. The course emphasizes practical usage in daily and professional contexts.

Course Learning Outcomes

By the end of this course, students shall have:

1. Ability to communicate using basic expressions, greetings, and simple sentences in the target language.
2. Understanding of cultural norms and communication styles of the target language.
3. Knowledge of basic grammar, vocabulary, and sentence structures.
4. Skills in listening, speaking, reading, and writing for everyday and professional situations.
5. Ability to apply language skills in real-life scenarios, including travel, social interactions, and workplace communication.

Syllabus

- Introduction to Chinese or Arabic – Importance of Foreign Languages, Alphabet & Pronunciation
- Basic Greetings and Expressions – Greetings, Introductions, Polite Expressions
- Culture and Communication – Cultural Norms, Body Language, Social Etiquette
- Basic Grammar – Nouns, Pronouns, Articles
- Verbs and Tenses – Present Tense, Common Verbs

- Vocabulary Building – Numbers, Days, Colors, Family
- Listening Skills – Basic Conversations, Audio Practice
- Speaking Skills – Sentence Formation, Pronunciation Practice
- Everyday Conversations – Shopping, Directions, Daily Activities
- Role Plays and Dialogues – Practical Communication Exercises
- Reading Skills – Simple Texts, Signs, Short Passages
- Writing Skills – Simple Sentences, Short Paragraphs
- Applied Language Use – Emails, Forms, Basic Written Communication
- Language in Daily Life – Travel, Food, Social Interaction
- Revision and Practice – Grammar Review, Vocabulary Revision
- Final Assessment and Presentation – Oral Presentation, Course Review

Recommended Textbooks

1. Krashen, S. D. *Principles and Practice in Second Language Acquisition* (2023)
2. Recommended books will be according to language opted, either Chinese or Arabic

MGT-317

Entrepreneurship

2(2-0)

Course Description:

This course introduces students to the fundamentals of entrepreneurship and small business management. It covers the entrepreneurial process, creativity, business planning, legal and financial considerations, marketing, organizational management, and strategies for growth and going public. Students will explore both entrepreneurial and intrapreneurial roles and develop skills for opportunity recognition, business creation, and management.

Course Objectives:

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

1. Understand entrepreneurship, intrapreneurship, and the role of small businesses in economic development.
2. Identify and evaluate business opportunities and develop viable business plans.
3. Recognize legal, organizational, marketing, and financial aspects of running a business.
4. Apply creativity and innovation in idea generation and problem-solving.
5. Analyze strategies for business growth, including going public and alternative expansion methods.

Learning Outcomes:

Upon successful completion, students will be able to:

1. Define key concepts: entrepreneur, intrapreneur, and small business.
2. Distinguish between managerial and entrepreneurial decision-making.
3. Develop and evaluate business and marketing plans.
4. Apply legal and financial principles in business operations.
5. Formulate strategies for organizational structure, growth, and financing.

Syllabus

- Introduction to Digital Marketing – Definition, Scope, Benefits, Digital vs Traditional Marketing
- Digital Marketing Environment – Online Consumer Behavior, Digital Touchpoints, Customer Journey
- Digital Marketing Strategy – Setting Objectives, Target Audience, Digital Marketing Funnel
- Content Marketing – Types of Content, Content Creation, Content Calendar
- Digital Branding – Brand Identity, Brand Voice, Storytelling
- Visual and Video Marketing – Graphics, Short Videos, Reels, YouTube Basics
- Introduction to Social Media Marketing – Role of Social Media, Organic vs Paid Reach
- Platform-Specific Strategies – Facebook, Instagram, LinkedIn, TikTok, X (Twitter)
- Social Media Strategy Development – Goals, Content Mix, Posting Schedule
- Community Management – Engagement, Influencer Marketing, Online Reputation Management
- Search Engine Marketing – SEO Basics, Keywords, On-Page SEO
- Paid Digital Advertising – Google Ads, Social Media Ads, Budgeting
- Digital Marketing Analytics – KPIs, Google Analytics Basics, Campaign Evaluation
- Ethics and Legal Issues – Data Privacy, Consumer Rights, Ethical Advertising
- Emerging Trends – AI in Marketing, Influencer Economy, Automation
- Review and Practical Application – Case Studies, Campaign Presentation

Recommended Textbooks

1. Ryan, D. *Understanding Digital Marketing* (2023)
2. Chaffey, D., & Ellis-Chadwick, F. *Digital Marketing* (2023)
3. Tuten, T. L., & Solomon, M. R. *Social Media Marketing* (2022)
4. Kingsnorth, S. *Digital Marketing Strategy* (2022)

MGT-583

Islamic Finance

3(3-0)

Islamic finance is one of the fastest growing and most innovative financial disciplines in the international financial market. It is growing at a rate of 15-20% each year. It is one of the least understood both by the western financial community and indeed by those in Islamic communities. This course offers a clear and understandable examination of this dynamic area of finance. It will help participants to fully understand the fundamental principles underlying modern Islamic finance, as well as modern practices prevailing in this industry. The course will also cover the theories and concepts of the Islamic financial instruments used in the industry.

Course Objectives

1. Understand the basic rules and values underlying Islamic finance.
2. Learn about the full range of current Islamic products used in Islamic banking, capital markets and insurance.

3. Have an up-to-date overview on the scope and relevance of the Islamic financial market across the world and, in particular, in Europe
4. Comprehend current issues and discussions surrounding the Islamic financial industry.
5. Refine each student's general knowledge of business and extend their ability to confront new situations and propose solutions which can withstand critical examination into the area of Islamic finance.

Learning Outcomes

This course aims to provide students with the ability to:

- * Understand how international markets work and facilitate international business
- * Understand Islamic Shariah and economic system
- * Explain the architecture of an Islamic financial system and discuss its effectiveness
- * The concept of Riba, Gharar, Qimar and other prohibited activities
Islamic Law of contract, sales and purchase
- * Explain the importance of Shariah in Islamic banking
- * Explain the objectives of wealth distribution in Islam

Course Content: Islamic Banking and Finance

1. **Introduction to Islamic Banking & Finance**
 - o Background, global scenario, and history
 - o Key principles of Shariah: lawful/unlawful, Riba, Gharar, Maisir
 - o Islamic economic system and objectives of wealth distribution
 - o Architecture of Islamic financial system
2. **Islamic Finance Principles**
 - o Main prohibitions and contracts (Aqd, Wa'd)
 - o Shariah boards and practical implications
 - o Comparison with conventional finance
3. **Global Islamic Financial Industry**
 - o Islamic banking, Takaful (Islamic insurance), capital markets
 - o Key institutions: IIFM, AAOIFI, IFSB, IDB
 - o Global market trends
4. **Islamic Financial Modes**
 - o Trade-based: Murabaha, Tawarroq, Salam, Istisna
 - o Participation-based: Mudaraba, Musharaka
 - o Rental-based: Ijarah, Ijarah-wal-Iqtina
 - o Wakala contracts and guarantees
5. **Islamic Law of Contracts & Sales**
 - o Validity of contracts, prohibited transactions
 - o Types of sales (BaiBatil, BaiFasid, BaiMakrooh)
6. **Risk Management & Corporate Governance**
 - o Types of risks and management in Islamic banking
 - o Basel II, Shariah compliance, profit equalization reserves
7. **Islamic Fund & Asset Management**
 - o Investment principles and constraints

- Investment products: funds, REITs, VC/PE, hedge funds
- Islamic approaches to short-selling and market indices
- 8. Islamic Structured Products & Hedging**
 - Murabaha-based and Wa'd-based structured products
 - Hedging tools, replication of conventional products
 - Case studies and global standards
- 9. Sukuk (Islamic Bonds)**
 - Structure and types: Mudaraba, Musharaka, Ijarah, Murabaha, Salam, Istisna
 - Rating, risk management, and AAOIFI standards
 - Case studies
- 10. Takaful (Islamic Insurance)**
 - Principles and models: Wakala, Mudaraba, Combined
 - Comparison with conventional insurance
 - Underwriting, retakaful, and hedging applications

Textbooks & References:

- Abul Hassan & Sabur Mollah, *Islamic Finance: Ethical Underpinnings, Products, and Institutions*(2018)
- Hasan Zubair, *Islamic Banking and Finance* (2nd Edition, 2023)
- Imam Uddin, Rabia Sabri, M. Ishaq Bhatti & Muhammad Omer Rafique, *Islamic Capital Markets: The Structure, Formation and Management of Sukuk* (2022)
- John Oluseyi Kuforiji, *The Essentials of Islamic Banking, Finance, and Capital Markets* (2nd Edition, 2022)

MGT-584

SDGs and Business

3(3-0)

Course Description

This course examines the United Nations Sustainable Development Goals (SDGs) and their relevance to business, policy, and society. It emphasizes how businesses can integrate sustainability, corporate social responsibility (CSR), and ethical practices into strategic and operational decisions to contribute to global development.

Course Learning Outcomes

By the end of this course, students shall have:

1. Understanding of the United Nations SDGs and Agenda 2030.
2. Knowledge of sustainability concepts and global challenges affecting business.
3. Ability to analyze business responsibilities, CSR practices, and stakeholder engagement.
4. Understanding of the impact of SDGs on business operations, social goals, innovation, and economic growth.
5. Ability to measure and report sustainability performance using ESG metrics and other reporting frameworks.
6. Awareness of future trends, including green economy and sustainable business practices.

Syllabus

- SDGs Overview and Agenda 2030
- Sustainability Concepts and Global Challenges
- Business and Sustainability
- Corporate Social Responsibility (CSR) and Shared Value
- Stakeholder Engagement
- Key SDGs and Business Impact: Social Goals (SDG 1–5), Decent Work & Economic Growth (SDG 8), Innovation & Responsible Consumption (SDG 9 & 12)
- Sustainability Reporting
- ESG Metrics and Impact Measurement
- Green Economy
- Review and Presentations

Recommended Textbooks

1. Sachs, J. D. *The Age of Sustainable Development* (2022)
2. Gallo, P. *Corporate Sustainability: Integrating Strategy and Performance* (2023)
3. Dyllick, T., & Muff, K. *Clarifying the Meaning of Sustainable Business* (2022)
4. Elkington, J. *Green Swans: The Coming Boom in Regenerative Capitalism* (2023)

MGT-474

AI in Business

3(3-0)

Course Description

This course introduces the use of Artificial Intelligence (AI) in business decision-making, operations, and strategy. It focuses on understanding AI concepts, tools, and applications across functional areas such as marketing, finance, HR, and operations, as well as ethical and regulatory considerations.

Course Learning Outcomes

By the end of this course, students shall have:

1. Understanding of fundamental AI concepts, types, and history.
2. Knowledge of AI tools and techniques, including machine learning, natural language processing, and automation.
3. Ability to apply AI solutions in business functions such as marketing, human resources, finance, and operations.
4. Awareness of ethical, privacy, and regulatory issues associated with AI implementation.
5. Understanding of emerging AI trends and strategic implications for business.

Syllabus

- AI Concepts and History
- Types of AI: Narrow, General, and Superintelligent AI
- AI in Business Context – Role in Decision-Making and Operations
- Machine Learning Basics – Supervised, Unsupervised, and Reinforcement Learning

- Natural Language Processing (NLP) – Applications in Customer Service and Analysis
- Automation Tools – Robotic Process Automation (RPA) and Intelligent Systems
- AI Applications in Marketing – Personalization, Customer Insights, Chatbots
- AI Applications in HR – Recruitment, Training, Performance Management
- AI Applications in Finance – Forecasting, Fraud Detection, Risk Management
- AI Applications in Operations – Process Optimization, Supply Chain, Inventory Management
- Ethical AI – Bias, Fairness, and Transparency
- Privacy and Data Security Considerations
- AI Regulations and Compliance
- AI Strategy – Integrating AI into Business Strategy
- Emerging Trends in AI – Generative AI, Predictive Analytics, and AI-Driven Innovation
- Review and Case Studies – Practical Business Applications

Recommended Textbooks

1. Russell, S., & Norvig, P. *Artificial Intelligence: A Modern Approach* (4th Edition, 2023)
2. Marr, B. *Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems* (2022)
3. Davenport, T., & Ronanki, R. *Artificial Intelligence for the Real World* (2022)
4. Chui, M., & Manyika, J. *Notes from the AI Frontier: Applications and Implications for Business* (2023)

MGT-644

E-Commerce and Digital Business

3(3-0)

Course Description

This course explores the concepts, tools, and strategies of e-commerce and digital business. It focuses on understanding digital business models, online platforms, digital marketing, payment systems, and the operational, legal, and ethical aspects of conducting business in the digital environment.

Course Learning Outcomes

By the end of this course, students shall have:

1. Understanding of e-commerce and digital business models.
2. Knowledge of online platforms, digital marketplaces, and e-business strategies.
3. Ability to design, manage, and optimize e-commerce operations.
4. Awareness of digital payment systems, cybersecurity, and data privacy.
5. Understanding of legal, ethical, and regulatory issues in e-commerce.
6. Knowledge of emerging trends in digital business and technology.

Syllabus

- Introduction to E-Commerce and Digital Business – Definition, Scope, Benefits
- E-Business Models – B2B, B2C, C2C, C2B, Subscription Models
- Digital Marketplaces and Platforms – Amazon, Alibaba, Shopify, and Others

- E-Commerce Website Design – User Experience, Navigation, Conversion Optimization
- Online Payment Systems – Digital Wallets, Credit/Debit Cards, Cryptocurrency
- Digital Marketing in E-Commerce – SEO, SEM, Social Media, Email Marketing
- Supply Chain and Logistics in Digital Business – Inventory, Fulfillment, Delivery Systems
- Customer Relationship Management – CRM Tools, Personalization, Customer Engagement
- Legal and Ethical Considerations – Data Privacy, Consumer Protection, Intellectual Property
- Security and Cybersecurity – Threats, Protection Measures, Best Practices
- Analytics and Business Intelligence – Metrics, KPIs, Google Analytics
- Emerging Trends – Mobile Commerce, AI in E-Commerce, Omnichannel Strategies
- Case Studies and Practical Applications – Successful Digital Business Models

Recommended Textbooks

1. Laudon, K., & Traver, C. *E-Commerce 2023: Business, Technology, Society* (16th Edition, 2023)
2. Chaffey, D., & Ellis-Chadwick, F. *Digital Business and E-Commerce Management* (8th Edition, 2023)
3. Turban, E., King, D., Lee, J., Liang, T., & Turban, D. *Electronic Commerce 2022: A Managerial Perspective* (9th Edition, 2022)
4. Strauss, J., & Frost, R. *E-Marketing* (8th Edition, 2022)

MGT-671

Shariah Fundamentals in Business and Finance 3(3-0)

Course Description:

This course provides a comprehensive introduction to the principles of Shariah (Islamic Law) as they apply to the fields of business, commerce, and finance. It explores the ethical and legal foundations of Islamic commercial law, focusing on the core prohibitions of Riba (interest), Gharar (uncertainty), and Maysir (gambling). Students will examine classical contract forms such as Murabaha, Mudaraba, Musharaka, and Ijara, and analyze how these traditional concepts are transformed into modern Islamic financial products. The course also addresses the regulatory framework and the role of Shariah advisory boards in ensuring compliance within the global financial system.

Course Objectives:

1. To introduce the fundamental sources and methodology of Shariah in the context of commercial transactions.
2. To explain the ethical philosophy and legal prohibitions (Riba, Gharar, Maysir) that distinguish Islamic finance from conventional finance.
3. To familiarize students with the primary classical contracts used in Islamic business and their modern applications.
4. To develop an understanding of the operational and regulatory aspects of Islamic financial institutions.

5. To enable students to critically analyze contemporary business issues from a Shariah perspective.

Learning Outcomes:

1. Define and explain the key concepts and sources of Shariah related to business and finance.
2. Identify and analyze the major prohibitions in Islamic commercial law and their impact on financial product design.
3. Differentiate between various Islamic financial instruments (Murabaha, Musharaka, Mudaraba, Ijara, Sukuk).
4. Apply Shariah principles to evaluate the compliance of modern business transactions.
5. Understand the role of Shariah governance and regulatory bodies in the Islamic finance industry.

Course Contents (Short & Bulleted):

- Introduction to Shariah, Fiqh, and Maqasid al-Shariah
- Ethical foundations of Islamic economics
- Major prohibitions: Riba, Gharar, Maysir
- Elements and rules of Islamic contracts
- Trading & sale contracts (Murabaha)
- Profit-sharing contracts (Mudaraba)
- Partnership contracts (Musharaka)
- Leasing (Ijara)
- Supporting contracts: Wakalah, Kafalah, Hawalah, Rahn
- Islamic capital markets (Sukuk)
- Islamic banking operations: deposits, financing, risk management
- Shariah governance and regulation (AAOIFI, IFSB standards)
- Contemporary issues: Fintech, SRI, and trends in Islamic finance

Recommended Books:

- Hassan, M. Kabir, *Islamic Finance: Principles and Practice* (2nd Edition, **2020**)
- Khan, Feisal & Bhatti, M. Ishaq, *Islamic Banking and Finance: Fundamentals and Contemporary Issues* (2022)
- Ansari, M. Taqi, *Islamic Commercial Law* (Updated Edition, **2021**)
- Iqbal, Zamir & Mirakhor, Abbas, *An Introduction to Islamic Finance: Theory and Practice* (Revised Edition, **2019**)
- Vogel, F. E., & Hayes, S. L. (1998). *Islamic Law and Finance: Religion, Risk, and Return*. Kluwer Law International.
- El-Gamal, M. A. (2006). *Islamic Finance: Law, Economics, and Practice*. Cambridge University Press.
- Ayub, M. (2007). *Understanding Islamic Finance*. Wiley.
- Usmani, M. T. (2002). *An Introduction to Islamic Finance*. Arab Law Quarterly.

- Kamali, M. H. (2000). *Islamic Commercial Law: An Analysis of Futures and Options*. Islamic Texts Society.

MGT 672 Halal Standards and Regulations 3(3-0)

Course Description:

This course introduces students to the principles, standards, and regulatory frameworks governing halal practices, with a focus on business applications in food, pharmaceuticals, cosmetics, supply chain, and global trade. It covers Islamic jurisprudence (fiqh) related to halal/haram, international halal certification processes, compliance requirements, and the growing halal economy. Students will explore how halal standards impact business operations, marketing, quality assurance, and ethical practices in Muslim and non-Muslim markets.

Course Objectives:

1. Understand the religious, ethical, and legal foundations of halal and haram concepts in Islam.
2. Explain major global halal standards, certification bodies, and regulatory requirements.
3. Analyze the role of halal compliance in business strategy, supply chain management, and international trade.
4. Evaluate challenges and opportunities in implementing halal standards in various industries.
5. Apply halal assurance principles to real-world business scenarios for quality and market competitiveness.

Learning Outcomes:

1. Define key terms such as halal, haram, tayyib, and mashbooh, and explain their sources from Shariah.
2. Identify and compare major international halal standards and certification processes.
3. Describe halal requirements across the supply chain, including sourcing, production, slaughtering, processing, storage, and labeling.
4. Assess the economic impact of the global halal industry and its implications for business decision-making.
5. Develop basic halal compliance plans and recognize critical control points to avoid cross-contamination or non-compliance.

Course Contents

- Introduction to halal and haram in Islam
- Ethical foundations and tayyib concept
- Global halal standards (OIC/SMIIC, JAKIM, MUIS, GCC, PSQCA)
- Halal certification process and Halal Assurance System (HAS)

- Supply chain requirements: sourcing, processing, packaging, storage, transportation
- Cross-contamination prevention and critical control points
- Halal compliance in non-food sectors: cosmetics, pharmaceuticals, personal care, finance
- Halal auditing, documentation, SOPs, traceability
- Market dynamics, consumer behavior, and business strategies
- Challenges and opportunities in international halal trade

Recommended Books:

- Nurrulhidayah & Nur Azira, *Standards and Governance in Halal Industry* (2022)
- Riaz, M. N., & Chaudry, M. M. (2018). *Handbook of Halal Food Production*. CRC Press / Routledge.
- Al-Teinaz, Y. R., Spear, S., & El-Rahman, I. A. (Eds.). (2020). *The Halal Food Handbook*. Wiley.

MGT 673 Zakat and Public Finance 3(3-0)

Course Description:

This course provides an in-depth understanding of Zakat as a fundamental pillar of Islam and its role in Islamic public finance. It explores the religious, economic, and social dimensions of Zakat, including its calculation, collection, distribution, and integration with modern fiscal systems. The course also covers broader principles of public finance in Islam and examines how Zakat contributes to economic justice, wealth redistribution, poverty alleviation, and sustainable development.

Course Objectives:

1. Explain the Shariah foundations, objectives, and economic rationale of Zakat and its position in Islamic public finance.
2. Apply rules for Zakat calculation on various types of wealth.
3. Analyze the institutions, mechanisms, and challenges of Zakat collection, disbursement, and administration.
4. Compare Islamic public finance principles with conventional systems.
5. Assess the role of Zakat in achieving social welfare, equity, and macroeconomic stability.

Learning Outcomes:

1. Define Zakat, its obligatory nature, and key concepts (nisab, haul, tamlik, asnaf).
2. Calculate Zakat on cash, gold/silver, trade goods, agricultural produce, livestock, and modern assets.
3. Evaluate different Zakat management models and their effectiveness.
4. Describe Islamic sources of public revenue and principles of public expenditure.
5. Critically analyze contemporary issues, including Zakat integration with taxation and fiscal policy.

Course Contents:

- Introduction to Zakat: Pillar of Islam, objectives, Qur'anic and Hadith evidence
- Conditions for Zakat liability and types of zakatable wealth
- Calculation rules and examples for individuals and businesses
- Zakat recipients (Asnaf) and distribution mechanisms
- Zakat administration: centralized vs. decentralized, government vs. private
- Islamic public finance principles: Ushr, Kharaj, Jizyah, public expenditure
- Fiscal policy, budgeting, debt management, and Waqf
- Contemporary applications: poverty reduction, SDGs, fiscal federalism

Recommended Books:

- **Abdul Azim Islahi**, *Zakat and Its Contemporary Application in Islamic Economics and Finance* (2019)
- **Abdullah Saeed & Hassan Saeed**, *Islamic Wealth Management: Zakat, Taxation and Public Policy* (2021)
- **Kahf, Monzer**, *Zakat, Taxation and Public Finance in Islam: Theory and Practice* (Revised Edition, 2020)
- **Muhammad Nejatullah Siddiqi**, *Role of Zakat and Awqaf in Poverty Alleviation* (2nd Edition, 2022)
- Ahmed, Habib. (2019). *Zakat and the Economy: Issues and Challenges*.

MGT-674 Islamic Banking Products and Operations 3(3-0)

Course Description:

This course introduces the core principles, products, and operational frameworks of Islamic banking as an interest-free alternative to conventional banking. It covers Shariah-compliant financial contracts, deposit mobilization, financing modes, risk management, and operational procedures.

Course Objectives:

1. Understand the principles of Islamic banking and prohibitions shaping products.
2. Explain and differentiate Shariah-compliant financing and deposit products.
3. Analyze operational mechanisms, documentation, and profit/loss sharing.
4. Evaluate Shariah governance, compliance, and risk management practices.
5. Apply Islamic banking concepts to real-world scenarios.

Learning Outcomes:

1. Describe differences between Islamic and conventional banking.
2. Identify key Islamic contracts and their permissible applications.
3. Calculate profit-sharing ratios, mark-up, rental, and other financial elements.
4. Outline deposit mobilization and financing operations.
5. Assess operational challenges, Shariah board oversight, and regulatory compliance.

Course Contents :

- Principles and philosophy of Islamic banking
- Deposit products: Wadiah, Qard Hasan, Mudarabah
- Financing products: Mudarabah, Musharakah, Murabahah, Ijarah, Salam, Istisna
- Operational steps, documentation, and compliance
- Risk management: credit, market, operational, liquidity, Shariah non-compliance
- Shariah governance: boards, AAOIFI standards
- Contemporary issues: retail banking, microfinance, digital banking, financial inclusion

Recommended Books:

- **Imam Uddin, Muhammad Ali Shaikh & M. Ishaq Bhatti**, *Islamic Financial Institutions: An Introduction* (2025)
- **Hasan Zubair**, *Islamic Banking and Finance* (2nd Edition, 2024)
- **John Oluseyi Kuforiji**, *The Essentials of Islamic Banking, Finance, and Capital Markets* (2nd Edition, 2022)
- **Mohd Ma'Sum Billah**, *Islamic Financial Products: Principles, Instruments and Structures* (2019)
- Usmani, Muhammad Taqi. *An Introduction to Islamic Finance* (Latest edition).
- Ahmed, Habib & Chapra, M. Umer. *Islamic Banking: Products and Operations*.
- Iqbal, Zamir & Mirakhor, Abbas. (2011 or later). *An Introduction to Islamic Finance: Theory and Practice*. Wiley.

MGT 675 Principles of Islamic Trade and Commerce 3(3-0)

Course Description:

This course provides a foundational understanding of Islamic principles governing trade, commerce, and business transactions (fiqh al-muamalat), including ethical considerations and practical applications in modern business.

Course Objectives:

1. Understand Shariah foundations and objectives underlying Islamic trade.
2. Identify permissible and prohibited elements in business contracts.
3. Explain major types of Islamic commercial contracts.
4. Analyze the application of fiqh al-muamalat in contemporary trade.
5. Evaluate ethical and economic benefits of Islamic trade principles.

Learning Outcomes:

1. Define key concepts in fiqh al-muamalat, prohibitions, and rulings.
2. Distinguish between valid, void, and defective contracts.
3. Describe major contract categories: sales, partnerships, leasing, guarantees, agency.
4. Apply principles in trade financing, pricing, risk allocation, dispute resolution.
5. Assess contemporary issues: Islamic e-commerce, international trade compliance, ethical conduct.

Course Contents:

- Introduction to fiqh al-muamalat
- Sources of rulings: Qur'an, Sunnah, Ijma, Qiyas
- General prohibitions: riba, gharar, maysir, haram items
- Ethical principles: justice, transparency, fairness, consent
- Elements of valid contracts and options (khiyar)
- Sales contracts: cash, deferred, Murabahah, Salam, Istisna
- Partnership and equity contracts: Musharakah, Mudarabah
- Service contracts: Ijarah, Wakalah, Kafalah, Rahn
- Contemporary applications: e-commerce, supply chain ethics, global standards

Recommended Books:

- **Abdul Ghafar Ismail & Rozita Jusoh (Eds.)**, *Islamic Trade and Finance: Principles, Practice and Challenges* (2021)
- **Abdullah Saeed & Muhammad Ayub (Eds.)**, *Islamic Commercial Law & Trade Contracts in Financial Markets* (2022)
- **Haniffa, R., & Hudaib, M.**, *Islamic Business and Commerce: Concepts, Models and Applied Practices* (2023)
- **Muhammad Imran Ashraf Usmani**, *Fiqh al-Mu'amalat: Islamic Commercial Jurisprudence in Trade and Transactions* (Revised Edition, 2020)

MGT-676 Shariah Governance in Islamic Financial Institutions 3(3-0)

Course Description:

This course examines frameworks and processes for ensuring Shariah compliance in Islamic financial institutions, including governance, regulatory requirements, and risk management.

Course Objectives:

1. Understand the foundations and importance of Shariah governance.
2. Explain structures, roles, and responsibilities within IFIs.
3. Analyze regulatory frameworks and best practices.
4. Identify and assess Shariah non-compliance risks.
5. Evaluate governance effectiveness and market impact.

Learning Outcomes:

1. Define Shariah governance and alignment with maqasid al-Shariah.
2. Describe Shariah Supervisory Boards and internal Shariah units.
3. Outline governance processes: product approval, fatwas, audits, reporting.
4. Compare international and national frameworks (AAOIFI, IFSB, SBP, BNM).
5. Assess challenges: risk, standards harmonization, board independence, risk integration.

Course Contents :

- Introduction to Shariah governance
- Objectives and distinction from conventional governance
- Shariah Supervisory Board: composition, responsibilities
- Supporting organs: Shariah department, internal audit
- Governance processes: product approval, compliance review, reporting
- Shariah non-compliance risk: definition, mitigation
- Regulatory frameworks and standard-setting
- Contemporary challenges: independence, digital transformation, ESG alignment

Recommended Books:

- **Shafiullah Jan & Muhammad Ismail**, *Shariah Governance in Islamic Banking Institutions* (2024)
- **World Scientific Editors**, *Shariah Governance Systems of Islamic Banks: Theory and Practice* (2025)
- **Hakimah Yaacob, Razali Mat Zin & Qaisar Ali**, *Islamic Finance, Governance and Regulation: Global Perspectives* (2025)
- **Imam Uddin, Muhammad Ali Shaikh & M. Ishaq Bhatti**, *Islamic Financial Institutions: An Introduction* (2025)

MGT-677 Insurance and Takaful Management 3(3-0)

Course Description:

This course provides an integrated understanding of conventional insurance and Takaful (Islamic cooperative insurance) as mechanisms for risk management, focusing on Shariah compliance and business applications.

Course Objectives:

1. Understand principles, objectives, and mechanisms of insurance and Takaful.
2. Differentiate between conventional insurance and Takaful.
3. Explain major Takaful models, products, and operations.
4. Analyze risk management, underwriting, claims, and Retakaful practices.
5. Evaluate regulatory environments and challenges for Takaful management.

Learning Outcomes:

1. Define key concepts in insurance and Takaful.
2. Compare conventional and Takaful contracts, highlighting prohibited elements.
3. Describe major Takaful operational models and implications for participants.
4. Outline management functions: product development, underwriting, claims, investment, Retakaful.
5. Assess contemporary issues: regulation, Shariah governance, financial inclusion.

Course Contents (Short & Bulleted):

- Risk management concepts and techniques
- History of insurance and emergence of Takaful
- Conventional vs. Takaful principles
- Takaful models: Wakalah, Mudarabah, Hybrid/Waqf-based
- Family and General Takaful products
- Underwriting, pricing, claims management
- Reinsurance/Retakaful arrangements
- Regulatory frameworks: SECP, BNM, AAOIFI, IFSB
- Contemporary applications: micro-Takaful, digital platforms, global standards

Recommended Books:

- **Muhammad Ayub**, *Understanding Islamic Insurance (Takaful)* (2020)
- **Hassan, M. Kabir & Bashir, Asma**, *Islamic Insurance: Takaful Theory and Practice* (2018)
- **Hanefi Ahmad & M. Kabir Hassan**, *Takaful and Mutual Insurance: Alternative Approaches to Managing Risks* (Revised Edition, 2019)
- **Tahir Iqbal & Mario Di Bartolomeo (Eds.)**, *Takaful Islamic Insurance: Concepts and Regulatory Issues* (2021)
- Billah, Mohd. Ma'sum. *Principles and Practices of Takaful and Insurance Compared*. IIUM Press (Latest edition).
- Archer, Simon, et al. (Eds.). (2016). *Takaful and Islamic Cooperative Finance: Challenges and Opportunities*. Edward Elgar.

MGT-678 Principles of Islamic Jurisprudence 3(3-0)

Course Description:

This course introduces Islamic jurisprudence (Usul al-Fiqh), the methodology for deriving Shariah rulings, with emphasis on application in business, finance, and economics.

Course Objectives:

1. Understand principles, sources, and methodology of Usul al-Fiqh.
2. Explain primary and secondary sources of Shariah.
3. Analyze rules of interpretation and reasoning.
4. Apply Usul al-Fiqh concepts to contemporary business issues.
5. Evaluate differences among schools of thought and implications for commercial law.

Learning Outcomes:

1. Define Usul al-Fiqh, scope, objectives, and distinction from fiqh.
2. Identify and prioritize sources: Qur'an, Sunnah, Ijma, Qiyas, secondary sources.
3. Explain key concepts: hukm shar'i, ahkam taklifi, interpretive tools.
4. Apply principles to business contracts, riba, gharar, ethical trade.

5. Assess contemporary applications and challenges: ijtiḥad, taqlid, regulatory harmonization.

Course Contents:

- Introduction to Usul al-Fiqh and importance for business
- Primary sources: Qur'an, Sunnah, Ijma, Qiyas
- Secondary sources: Istihsan, Masalih Mursalah, Sadd al-Dhara'i, Urf
- Rules of interpretation: am/khas, mutlaq/muqayyad, naskh, dalalah
- Legal rulings: taklifi and wad'i
- Ijtiḥad, taqlid, qualifications of mujtahid
- Application in modern finance and contracts
- Maqasid-based approaches and Shariah governance

Recommended Books:

- Kamali, Mohammad Hashim. (2021). *Principles of Islamic Jurisprudence*. Islamic Texts Society.
- Nyazee, Imran Ahsan Khan. (2020). *Theories of Islamic Law: The Methodology of Ijtiḥad*. Islamic Research Institute.
- Abu Tariq Hilal & Abu Ismael al-Beirawi. *Understanding Usul al-Fiqh*. Revival Publications.