

**BBA 2<sup>nd</sup> Semester**

<b>Sr #</b>	<b>Course Code</b>	<b>Course Name</b>	<b>Category</b>	<b>Cr.Hr</b>
1	GEN-3201	Expository Writing	General Education Cluster	3(3-0)
2	GEN-3202	Ideology and Constitution of Pakistan	General Education Cluster	2(2-0)
3	GEN -3203	Quantitative Reasoning-II	General Education Cluster	3(3-0)
4	BBA-3204	Principles of Marketing	Discipline -Specific	3(3-0)
5	BBA-3205	Financial Accounting II	Discipline -Specific	3(3-0)
6	BBA-3206	Business Math	Discipline -Specific	3(3-0)
			<b>Total Cr.Hrs</b>	<b>17(17-0)</b>

**GEN.3201 Expository Writing****Credit Hours: 3(3-0)**

**Course Objectives:** The course is developed with the aim to enable the students to meet their real life communication needs by

- Helping them learn and understand basic concepts of communication process
- Practically implementing theoretical aspects in the real life situations

**Course Contents:**

What is Communication?

- Process of communication, effective steps of communication, basic communication skills

Paragraph Writing;

- Practice in writing a good, unified and coherent paragraphs
- Paragraph writing leading towards the writing of five to seven paragraphs long essay
- Stages of writing (brain storming, researching, drafting and editing)
- Methods of writing (cause and effect, problem solutions, comparison and contrast)

Essay Writing;

- Basic structure of essay, topic sentence, supporting sentence, concluding sentence, thesis statement
- Unity and Coherence, Introduction and Conclusion

CV and Job Application;

- Preparing a Curriculum Vitae
- Writing a formal job application

Translation Skills;

- Urdu to English

(Practice at advanced level)

Study Skills;

- Skimming and scanning, intensive, extensive and speed reading
- Summary and precis writing
- Comprehension (at advanced level)
- (sQ3R and Sq4r methods)

Academic Writing;

- Letter/ Memo writing, Minutes of Meeting, use of Dictionary, Library and Internet

Presentation Skills;

- Personality development (emphasis on content, style and pronunciation)
- Preparation stage, audience analysis, handling and asking questions, managing time, handling non-verbal means, feedback

Academic Writing;

- How to write a research proposal for research paper/term paper?
- How to write a research paper/ term paper?
- (Emphasis on style, content, language, form, clarity , consistency)

Report Writing;

- Technical Report writing
- Progress report writing

- Preparation and planning

E-mail writing;

- Creating e-mail account
- Writing and sending e-mails

Preparing for Interview and Research proposal/ research paper defense

*Note: Documentaries to be shown for discussion and review*

### **Recommended Books:**

#### **Communication Skills**

a) Grammar

1. Practical English Grammar by A. J. Thomson and A. V. Martinet. Exercises 2. Third edition. Oxford University Press 1986. ISBN 0 19 431350 6.

b) Writing

- Writing. Intermediate by Marie-Christine Boutin, Suzanne Brinand and Françoise Grellet. Oxford Supplementary Skills. Fourth Impression 1993. ISBN 019 435405 7 Pages 45-53 (note taking).
- Writing. Upper-Intermediate by Rob Nolasco. Oxford Supplementary Skills. Fourth Impression 1992. ISBN 0 19 435406 5 (particularly good for writing memos, introduction to presentations, descriptive and argumentative writing).

c) Reading

1. Reading. Advanced. Brian Tomlinson and Rod Ellis. Oxford Supplementary Skills. Third Impression 1991. ISBN 0 19 453403 0.

2. Reading and Study Skills by John Langan

- Study Skills by Richard York.

d) Speaking

1. Ellen, K. 2002. Maximize Your Presentation Skills: How to Speak, Look and Act on Your Way to the Top
2. Hargie, O. (ed.) Hand book of Communications Skills
3. Mandel, S. 2000. Effective Presentation Skills: A Practical Guide Better Speaking
4. Mark, P. 1996. Presenting in English. Language Teaching Publications

**GEN-3202**

**Ideology & Constitution of Pakistan**

**2(2-0)**

#### **1. Introduction to the Ideology of Pakistan:**

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

2. **Two-Nation Theory:**
  - Evolution of the Two-Nation Theory (Urdu-Hindi controversy, Partition of Bengal, Simla Deputation 1906, Allama Iqbal’s Presidential Address 1930, Congress Ministries 1937 Lahore Resolution 1940).
3. **Introduction to the Constitution of Pakistan:**
  - Definition and importance of a constitution.
  - Ideological factors that shaped the Constitution(s) of Pakistan (Objectives Resolution 1949).
4. **Constitution and State Structure:**
  - Structure of Government (executive, legislature, and judiciary).
  - Distribution of powers between federal and provincial governments.
  - 18<sup>th</sup> Amendment and its impact on federalism.
5. **Fundamental Right, Principles of Policy and Responsibilities:**
  - Overview of fundamental rights guaranteed to citizens by the Constitution of Pakistan 1973 (Articles 8-28).
  - Overview of Principles of Policy (Articles 29-40).
  - Responsibilities of the Pakistan citizens (Article 5).
6. **Constitutional Amendments:**
  - Procedures for amending the Constitution.
  - Notable Constitutional amendments and their implications

### Recommended Books

1. “The Idea of Pakistan” by Stephen P. Cohen.
2. “Ideology of Pakistan” by Javed Iqbal.
3. “The Struggle for Pakistan” by I.H. Qureshi.
4. “Pakistan the Formative Phase” by Khalid Bin Sayeed.
5. “Pakistan: Political Roots and Development” by Safdar Mahmood.
6. “Ideology of Pakistan” by Sharif-ul-Mujahid.
7. “The Struggle for Pakistan: A Muslim Homeland and Global Politics” by Ayesha Jala.
8. “Jinnah, Pakistan and Islamic Identity: The Search for Saladin” by Akbar S. Ahmed.
9. “The Making of Pakistan: A Study in Nationalism” by K.K. Aziz.
10. “Pakistan: A New History” by Lan Talbot.
11. “Pakistan in the Twentieth Century: A Political History” by Lawrence Ziring.
12. “The Constitution of Pakistan 1973”. Original.
13. “Constitutional and Political Development of Pakistan” by Hamid Khan.
14. “The Parliament of Pakistan” by Mahboob Hussain.
15. “Constitutional Development in Pakistan” by G.W. Choudhury.
16. “Constitution-Making in Pakistan: The Dynamics of Political Order” by G.W. Choudhury.

**GEN-3203**

**Quantitative Reasoning (II)**

**Credit Hrs: 3(3-0)**

**Objectives:** This course will enhance their ability to deal with scenarios involving quantitative reasoning skills in a logical manner which they can face in their practical lives.

## **Course Contents:**

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

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

**Statistical Modeling and Analyses:** Introduction to probabilistic models; Bivariate analysis, scatter plots; Simple linear regression model and correlation analysis; Basics of estimation and confidence interval; Testing of hypothesis (z-test; t-test); Statistical inference in decision making; Quantitative reasoning exercises using statistical modeling.

## **Recommended Books:**

1. Using and Understanding Mathematics: A Quantitative Reasoning Approach by Bennett, J. O., Briggs, W. L., & Badalamenti, A.
2. Discrete Mathematics and its Applications by Kenneth H. Rosen.
3. Discrete Mathematics with Applications by Susanna S. Epp.
4. Applied Mathematics for Business, Economics and Social Sciences by Frank S. Budnick.
5. Elementary Statistics: A Step-by-Step Approach by Allan Bluman.
6. Introductory Statistics by Prem S. Mann.
7. Applied Statistical Modeling by Salvatore Babones.
8. Barrons SAT by Sharvon Weiner Green, M.A and Ira K. Wolf

**BBA-3204**

**Principles of Marketing**

**3(3-0)**

## **Course Description**

This course is designed to introduce foundations of marketing as they relate to the whole business enterprise. This course will focus on developing an understanding of key marketing concepts.

## **Course Objectives:**

The objective of this course, specifically, is to enhance the conceptual knowledge of marketing as applicable to decision making process with a focus on tactical marketing mix decisions. Further it will provide the student with a comprehensive framework to evaluate marketing decisions and to create successful marketing initiatives. The course, will therefore, provide an understanding of the

principles of marketing in relation to the product and services including the planning process, organizing the marketing functions, implementing the marketing decisions keeping in mind the ethical, legal and societal consideration.

**Learning Outcomes:**

By the end of this course, it is expected that the student will be able:

1. Understand the marketplace and the consumers.
2. Understand the elements in marketing mix and their application in marketing decisions.
3. Outline the functions of marketing communication.
4. Discuss social responsibility and ethics in marketing.
5. Understand the importance of customer relationship in marketing and the creation of customer value.

**Recommended Textbook (Latest Available Edition)**

1. Philip Kotler, Principles of Marketing (Latest Edition)

**Reference Material:**

- Students can use following references for understanding the concepts
2. David Jobber, Principles of Marketing (Latest Edition)
  3. Jerome McCarthy & William, D. Pareanth, Basics Marketing, (Latest Edition)

<b>Topic</b>
Introduction to marketing
Marketing and the Society
Importance and scope of marketing
Nature and concept of marketing
The Marketing environment
Macro environment
Microenvironment
Environmental scanning and monitoring
Marketing & Strategy
Strategic planning
Strategic marketing planning
Forecasting marketing demand
Marketing Decisions <ul style="list-style-type: none"> <li>• Information required for marketing decision</li> </ul>
Reasons for obtaining information
Marketing research
Consumer behaviour <ul style="list-style-type: none"> <li>• Information for purchase decisions</li> </ul>
Consumer decision process
Influence of social and psychological factors
Market segmentation and targeting
Factors for Segmentation
Developing the positioning and target market strategies
Products and services

Classification of consumer goods
Classification of business goods
Product development and life cycle
Product development process and commercialization
Product life cycle stages and its implications
Pricing
Overview of pricing
Importance of pricing
Break even analysis
Factor effecting pricing decisions
Setting the price and relating strategies
Pricing objectives
• Sale based objectives
• Profit based objectives
Status quo Pricing
Pricing techniques and their applications
Cost based pricing
Cost plus pricing
• Target pricing
Importance of distribution channels
Selecting a channel of distribution
Retail functions in distribution
Promotion
Advertisement and publicity
Introduction to e-business

**BBA-3205**

**Financial Accounting-II**

**3(3-0)**

### **COURSE DESCRIPTION/OBJECTIVE**

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

#### **Course Objectives**

1. Advanced Financial Statements: Analyze and interpret complex financial statements.
2. Income Recognition: Understand and apply advanced income recognition principles.
3. Asset Valuation: Evaluate and account for various types of assets, including intangible assets and investments.
4. Liabilities and Equity: Examine liabilities and equity transactions, including stockholders' equity.
5. Cash Flow Analysis: Interpret and analyze cash flow statements.

6. Advanced Financial Reporting: Understand and apply international financial reporting standards (IFRS).
7. Consolidated Financial Statements: Learn how to prepare consolidated financial statements for multiple entities.
8. Financial Statement Analysis: Use financial ratios and other tools to analyze a company's financial health.

### **LEARNING OUTCOMES**

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

1. Understand the formation of organization and ascertain the financial summary of an organization according to the prescribed standards.
2. Preparation of financial statements (balance sheet, income statement/profit and loss account, cash flow statement, statement of owner equity) according to the prescribed standards and provide useful financial information to the stakeholders.

### **RECOMMENDED TEXT BOOKS**

1. Meigs and Meigs, Accounting for Business Decision, 9th Edition/Latest Edition

**REFERENCE MATERIAL:** Students can use the following reference books for understanding the concepts

1. Williams, Haka, Bettner: Financial & Managerial Accounting, Latest Edition, Prentice Hall
2. Professor Muhammad Ammanullah Khan: Financial Accounting, Latest Edition
3. Frank Wood's: Business Accounting 1, Eleventh Edition
4. Sohail Afzal: Accounting, Latest Edition

### **COURSE CONTENT**

<b>TOPICS</b>
<p><b>Corporations; organization &amp; shareholders' equity</b></p> <ul style="list-style-type: none"> <li>• Corporations</li> <li>• Advantages and disadvantages of Corporations</li> <li>• Formation of Corporations</li> <li>• Shareholders' equity</li> <li>• Cash dividend</li> <li>• Capital stock</li> <li>• Authorization &amp; Issuance of Capital stock</li> <li>• Types of Capital stock               <ul style="list-style-type: none"> <li>Common stock</li> <li>Preferred stock</li> </ul> </li> <li>• Characteristics of Preferred stock</li> <li>• Market price of preferred stock and common stock</li> <li>• Issuing capital stock</li> </ul>

<ul style="list-style-type: none"> <li>• Stock issued other than cash</li> <li>• Subscriptions to capital stock</li> <li>• Donated capital</li> <li>• Exercise &amp; problems practice</li> </ul>
<p><b>Company final Accounts and IAS 1</b></p> <ul style="list-style-type: none"> <li>• IAS 1: Presentation of financial statements</li> <li>• Preparing Final Accounts <ul style="list-style-type: none"> <li>○ Profit &amp; Loss Account</li> <li>○ Appropriation Account</li> <li>○ Balance Sheet</li> </ul> </li> <li>• Published Annual Reports</li> </ul> <p>Exercise &amp; problems practice</p>
<p><b>Preparation and Interpretation of Cash Flow: IAS 7</b></p> <ul style="list-style-type: none"> <li>• IAS 7 introduction</li> <li>• Purpose of Cash Flow statement</li> <li>• Preparation of Cash Flow statement <ul style="list-style-type: none"> <li>Operating Activities</li> <li>Investing Activities</li> <li>Financing Activities</li> </ul> </li> </ul> <p>Exercise &amp; problems practice</p> <ul style="list-style-type: none"> <li>•</li> </ul>
<p><b>Analysis of Financial Statements</b></p> <ul style="list-style-type: none"> <li>• Ratios</li> <li>• Trend analysis</li> <li>• Common size analysis</li> </ul>
<p><b>MID TERM</b></p> <p><b>Accounting for property, plant and equipment (IAS 16)</b></p> <ul style="list-style-type: none"> <li>• Property, Plant and Equipment</li> <li>• Lump-sum Purchase</li> <li>• Subsequent Expenditure</li> <li>• Depreciation methods</li> <li>• Revaluation</li> <li>• Review of Useful life</li> <li>• Intangible Assets and Amortization</li> <li>• Wasting Assets and Depletion</li> </ul> <p>Exercise &amp; problems practice</p>
<p><b>Account receivables &amp; notes receivables</b></p> <p><b>Account receivables</b></p> <ul style="list-style-type: none"> <li>• Uncollectable expense account</li> <li>• Allowance for doubtful accounts</li> <li>• Writing off Uncollectable Account receivables</li> <li>• Recovery of Account receivables previously written off</li> <li>• Estimating credit losses</li> </ul>

- Direct write off

**Notes receivables**

- Nature of Interest
- Accounting for Notes receivables
- Renewal of Notes receivables
- Exercise & problems practice

**Investment in marketable securities**

- Marketable securities
- Book value and market value
- Types of securities
- Accounting for Marketable securities
- Exercise & problems practice

**Common types of liabilities**

- Nature of liabilities
- Current liabilities
- Account payable
- Note payable
- Current portion of long term liabilities
  - Accrued liabilities
  - Interest payable
  - Income taxes payable
  - Payroll liabilities
  - Unearned revenues
- Long term liabilities
- Maturing obligations intended to be refinanced
- Installment notes Payable
- Amortization using
- Using Amortization table
- Exercise & problems practice

**Important IAS and IFRS**

- Inventories IAS-2
- Events after reporting period (IAS 10)
- Revenue recognition (IFRS 15)
- Impairment of Assets (IAS 36)
- Intangible Assets (IAS 38)

**Partnership accounts**

- Exercise & problems practice

**Course Description**

This course is designed for those students who wish to major in Business. The subject covers the key mathematical topics associated with using mathematics in business. Mathematics is one of the basic most important tools which managers employ in their routine problem solving and in their major and minor decisions.

**Course Objectives:**

This course is built upon the mathematical concepts, principles and techniques that are useful in business management. The main objectives of the course are to enhance students' competency in application of mathematical concepts in solving business management problems and to improve their level of quantitative approach.

**Learning Outcomes:**

Upon the successful completion of this course, you should be able to:

1. Mathematical Function
2. Building and solving linear and quadratic equations
3. Types of functions
4. Matrices and its applications
5. Determinants and its applications

**Recommended Textbook (Latest Available Edition)**

Cheryl Cleaves, Business Maths, Pearson (Latest Edition)

**Reference Material:**

Students can use following references for understanding the concepts  
 Burton, Shelton, Business Maths using Excel, South-Western Cengage Learning  
 Budnick, Mathematics for Business Economics and Social Science

**Course Content / Weekly Plan**

<b>Topic</b>
Mathematical notations
Introduction to Submission
Multiplication
Introduction of Subscripted variables Linear Equation involving one variable
Solution of Quadratic Equations by factorization method
Solution of Quadratic Equations by square completion methods
Solution of Quadratic Equations by quadratic formula Applications of quadratic equation.
Characteristics of Linear Equations Graphical Characteristics
Writing of the Linear Equation o Slope - Intercept Form o Slope and Point formula o Two-point formula
Determining the Equation of a Straight-Line Linear Equations involving more than two variables

Two variables' Systems of Equations.
Three variable system of Equations
Applications of Linear Equations and Systems of Equations
Two variables Systems of Equations.
Three variable system of equations o Gauss-Jordan Elimination method
Applications of Linear Equations and Systems of Equations
Two variables' Systems of Equations
Three variable system of equations o Gauss-Jordán Inversion method
Applications of Linear Equations and Systems of Equations
Two variables' Systems of Equations
Three variable system of equations o Gauss-Jordan Inversion method
Applications of Linear Equations and Systems of Equations
Non-Linear Functions- Introduction
Quadratic Functions, Characteristics
Quadratic applications
Polynomial Functions.
Exponential Functions & Applications
Logarithmic Functions, Properties of Logarithmic Functions
Introduction to Matrices
Types of Matrices
Matrix Operations
Inverse of Matrix
The Determinant & its properties
The Method of Cofactors
Determinants
Properties of Determinants
Determinants and Non-Singularity
Special Determinants
Solution of Linear Equations by Determinants
Charamer's Rule
Solution of Linear Equations by Determinants
Inverse Matrices Method
Inverse Matrices Method

<b>BBA 4<sup>th</sup></b>				
<b>Sr #</b>	<b>Course Code</b>	<b>Course Name</b>	<b>Category</b>	<b>Cr.Hr</b>
1	GEN-4401	General Science	General Education Cluster	3(2-1)
2	GEN-4402	Entrepreneurship	General Education Cluster	2(2-0)
3	GEN -4403	Civic and Community Engagement	General Education Cluster	2(2-0)
4	BBA-4404	Financial Management	Discipline -Specific	3(3-0)
5	BBA-4405	Business Communication and Report Writing	Discipline -Specific	3(3-0)
6	BBA-4406	Human Resource Management	Discipline -Specific	3(3-0)
			<b>Total Cr.Hrs</b>	<b>16(16-0)</b>

**GEN-4401**

**General Science**

**3(2-1)**

**Course Outline**

**Unit I:**

Observations 1.2. Hypothesis 1.3. Theory

**Unit II:**

- Types of matters
- Atomic theory of Matter
- Elements and Compounds
- Mixtures and Solutions
- Force
- Motion
- Speed, Velocity and Acceleration
- Laws of Motion
- Light and splitting of its into its color and various phenomena associated with light i.e., refraction

**Unit III:**

- Energy and Work ,
- Types of Energy ,
- Conversion of Energy from one form to another
- Law of conversation of energy

**Unit VI:**

- Structure of animal and plant cell
- Cell division
- Cell Theory

**Unit V:**

- Blood circulatory system ,
- Digestive system ,
- Reproductive system ,
- Excretory system

**Unit VI:**

- pH
- Acids
- Bases
- Difference between metals and non metals
- Formulae of different compounds
- Extraction of Metals from its ore
- Alloys
- Rusting and corrosion

**Unit VII:** A brief description of planets of solar system**Lab:**

- Finding pH of samples by using pH paper
- Studying the properties of acids and bases on the basis of their reaction with metals and nonmetals
- Experimentally show that carbon dioxide is given out during respiration
- Tracing the path of ray through prism
- Tracing the path of a ray of light through a slab .Measure angle of incidence and refraction
- Onion peel experiment

**Text books**

- General Science text book for class 8th and 10th Punjab Text book Board Lahore
- **Recommended Books**
- Agha Khan University Examination Board (2002) General Science IX- X (based on National Curriculum 2002). Karachi: AGKEB. William Lewis
- Eikenberry (2008) The teaching of general science, The University of Chicago Press.

**GEN-4402****Entrepreneurship****2(2-0)Course****Objective:**

By the end of this course, students shall have:

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

**Course Contents:**

1. **Introduction to Entrepreneurship:**

- Definition and concept of entrepreneurship.
  - Why to become an entrepreneur?
  - Entrepreneurial process.
  - Role of entrepreneurship in economic development.
2. **Entrepreneurial Skills:**
    - Characteristics and qualities of successful entrepreneurs (including stories of successes and failures).
    - Areas of essential entrepreneurial skill and ability such as creative and critical thinking, innovation and risk taking abilities etc.
  3. **Opportunity Recognition and Idea Generation:**
    - Opportunity identification, evaluation and exploitation;
    - Innovative idea generation techniques for entrepreneurial ventures.
  4. **Marketing and Sales**
    - **Target market identification and segmentation;**
    - Four P's of Marketing.
    - Developing a marketing strategy.
    - Branding.
  5. **Financial Literacy:**
    - Basic concepts of income, savings and investments.
    - Basic concepts of assets, liabilities and equity.
    - Basic concepts of revenue and expenses.
    - Overview of cash-flows.
    - Overview of banking products including Islamic modes of financing.
    - Sources of funding for startups (angel financing, debt financing, equity financing etc.).
  6. **Team Building for Startups:**
    - Characteristics and features of effective teams.
    - Team building and effective leadership for startups
  7. **Regulatory Requirements to Establish Enterprises in Pakistan:**
    - Types of enterprises (e.g., sole proprietorship; partnership; private limited companies etc.).
    - Intellectual property rights and protection.
    - Regulatory requirements to register an enterprise in Pakistan, with special emphasis on export firms.
    - Taxation and financial reporting obligation.

### **Suggested Reading**

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

**Course Contents:**

**1. Civics and Citizenship:**

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

**2. State, Government and Civil Society:**

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

**3. Rights and Responsibilities:**

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

**4. Community Engagement:**

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

**5. Advocacy and Activism:**

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

**6. Digital Citizenship and Technology:**

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

**7. Diversity, Inclusion and Social Justice:**

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

**Suggested Reading**

1. "Civics Today: Citizenship, Economics, & You" by McGraw-Hill Education.
2. "Citizenship in Diverse Societies" by Will Kymlicka and Wayne Norman.
3. "Engaging Youth in Civic Life" by James Youniss and Peter Levine.
4. "Digital Citizenship in Action: Empowering Students to Engage in Online Communities" by Kristen Mattson.
5. "Globalization and Citizenship: In the Pursuit of a Cosmopolitan Education" by Graham Pike

- and David Selby.
6. "Community Engagement: Principles, Strategies, and Practices" by Becky J. Feldpausch and Susan M. Omilian.

**BBA-4404**

**Financial Management**

**3(3-0)**

**Course Description**

The module aims at building competence in corporate finance further by extending the coverage in Business Finance module to include three more of the finance functions – financial planning and control, working capital management and 61 financing sources. It continues to emphasize on strategic decision-making techniques that best serve the interests of shareholders, which is to maximize the value of the company.

**Course Objectives:**

The primary purpose of financial management course is to predict capital expenses, frame a capital structure, and create policies for the procurement

**Learning Outcomes:**

At the end on this course the student will be able to understand:

1. Role of financial planning and control– financial forecasting and cash budgeting tools – in planning for the firm’s short term financial requirements
2. Working capital and its components, applications of different techniques that managers can use to manage various aspects of working capital – cash and liquidity, credit and receivables, inventories, etc.
3. Short term sources of financing
4. Long term financing –venture capital, equity, debentures etc
5. Different theories of capital structure, their predictions about optimal capital structure and the limitations of using debt in the firms’ capital structure

**Recommended Textbook (Latest Available Edition)**

**Reference Material:**

Students can use following references for understanding the concepts

<b>Topic</b>
Meaning and Scope of Financial Management.
Finance and financial management
Business organizations
Organization of the finance function
Characteristics of financial management
Finance management vs. other managerial functions
The Finance manager and the financial environment
Financial markets
Financial institutions
The roles of the finance manager

Goals of the firm
Agency problems and their mitigation
“Time Value of Money”
Calculate the future value (FV) or present value (PV) of a single sum of money
Calculate the interest rate or time period for single sum problems; <ul style="list-style-type: none"> <li>Calculate the FV or PV of an annuity and an annuity due; Calculate the payments, interest rate, or time period for annuity and annuity-due problems</li> </ul>
Calculate the value, cash flow, or interest rate in a perpetuity problem.
Calculate the FV or PV of a series of uneven cash flows (i.e., compound or discount the Cash flows.
Adapt all FV and PV calculations to other-than-annual compounding periods. <ul style="list-style-type: none"> <li>Compute the solution for various time value of money problems.</li> </ul>
“Bond and Their Valuation” Who Issues Bonds, Key Characteristics of Bonds Bond Valuation
Bond Yields Bonds with Semiannual Coupons.
Assessing the Riskiness of a Bond Default Risk, Bond Market
Share and Their Valuation
“Risk and Return”
Investment appraisals
“Analysis of Cash Flows”
“Analysis of Inventories”
“The Investment Setting”
The Cost of Capital
The component cost of debt
The component cost of preferred stock,
The component cost of retained earnings (three different methods)
The Basics of Capital Budgeting’
Calculate four methods used to evaluate capital <ul style="list-style-type: none"> <li>projects: payback period, discounted payback period, net present value (NPV), and internal rate of return (IRR)</li> </ul>
“Cash Flow Estimation and Other Topics in Capital Budgeting”
Distinguish between cash flows and accounting profits
Incremental cash flow, sunk cost, opportunity cost, externality, and cannibalization
“Risk Analysis and the Optimal Capital Budget’
Distinguish among three types of project risk: stand-alone, corporate, and

market
Distinguish among sensitivity analysis, scenario analysis, and Monte Carlo simulation as risk analysis techniques
Capital Structure
Financial forecasting
Managing Cure net Assets

## **BBA-4405 Business Communication & Report Writing Skills 3(3-0)**

### **Course Description**

We all communicate. Communication plays a major role in all human activity. It is part of our culture. Within the business community, public and private organisations, and the professions communication is associated with the more specific activities of interacting, informing, instructing, and persuading. People who possess demonstrable skills in these activities are employed, prized, and promoted. If businesses are to survive in an increasingly competitive and information-oriented environment they will need trained. Communicators, who can speak, write and interact with others efficiently, effectively and professionally

### **Course Objectives:**

Upon satisfactory completion of the course, students will be able to:

- Describe the process of communication within business organizations
- Demonstrate effective listening behaviour
  - Use language and nonverbal communication to communicate effectively
- Analyzes realistic business situations and selects the communication strategy or strategies appropriate to bring about the desired outcome
- Anticipates misunderstandings in business communication and apply effective techniques in an effort to avoid these misunderstandings
  - Apply correct English grammar, spelling, punctuation, mechanics and usage to write clear, Concise and complete letters and memorandums of a minimum of 500 words
- Compares and contrasts various forms of business correspondence, including positive, Negative, informative and persuasive messages.

### **Learning Outcomes:**

Upon successful completion of this course, students are expected to have improved their:

1. Level of self-awareness and understanding of how self-awareness influences communication.
2. Analytical ability in relation to business communication.
3. Ability to communicate with others and in particular their conflict resolution and negotiation Skills.
4. Ability to communicate as a member of a team and identify and resolve communication Problems in teams.
5. Understanding of communication patterns in organisations

### **Recommended Textbook (Latest Available Edition)**

- Court Bovee, John Thill, Business Communications Essentials, Prentice Hall, Latest Edition

**Reference Material:**

Students can use following references for understanding the concepts

- Business Communications, Strategy and Skill Latest Edition by Mary Munter,
- Administrative business Communication by Kitty O' Locker

<b>Topic</b>
Communication in Organizations
The basic communication process
Language and its importance
Nonverbal communication
Listening
Role of culture and diversity on communication in the workplace
Qualities of communication within business organizations
Methods of communicating in business organizations
Written communication process and functions
Oral communication process and functions
Electronic communication process and functions
Practical application of communication process and advantages
Benefits of effective communication in your career
Challenge of communication in the global market
Factors affecting communication in the global and national level
Background to intercultural communication
A concept of culture
An intercultural communication models
National cultural variables
Education/law
Regulations/economics/politics/religion/social norms/language
Business communication and the technology
Managing information within organizations
History of technological developments
Challenges to the organization made by new technologies
E-mail & understanding the internet
Establishing security
Other communication technologies

Managing information outside organizations
Managing crisis communication
The process of preparing effective business messages
Strategies for improving oral presentations
Strategies for an effective nonverbal delivery
Strategies for reducing stage fright
Signs of discomfort
Interview purposes & responsibilities
The process of preparing effective business messages
Persuasive Communication
Group Presentations; Persuasive
Forming groups for presentation/essay; self- disclosure and trust
Working in Teams for Success Group Presentations; working in teams
Confidence Building, how to be impressive Personality

**BBA-4406**

**Human Resource Management**

**3(3-0)**

**Course Description**

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

**Course Objectives:**

The course is designed to help the students understand if western human resource management theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of managing human resource. It will shed light on the basic tenets of human resource management given by Quran and Sunnah. The students will also be encouraged to compare and contrast the human resource practices suggested in their textbooks and the practices critical for achieving success from indigenous perspective.

**Learning Outcomes:**

At the end of this course, students should be able to:

1. Demonstrate an in-depth knowledge of the activities and decisions that inform the employment relationship and management including recruitment, selection, training, health and safety, employment laws, motivation, and productivity of employees.

2. Understand the relevance of the HRM theories and practices, developed in Western settings, in indigenous cultures.
3. Develop and design different forms and memos for recruitment, selection, and performance appraisal of employees.
4. Understand the Islamic perspective of managing human resource.
5. Demonstrate and assess leadership in a professional context, by selecting and appraising appropriate styles for situations, and contributing and discussing relevant expertise, with and assessing professional colleagues, and managing and evaluating a supporting team.
6. Identify and discuss ethical implications of situations and decisions, and develop appropriate professional stances.
7. Participate in selection of personnel using psychometric assessment techniques.
8. Conduct internal research on HR-related problems at work and communicate results effectively to colleagues and peers.
9. Understand the difference between HRM theories, their relevance and application from indigenous context.

**Recommended Textbook (Latest Available Edition)**

- Luis R. Gomez Mejia, David B. Balkin, Robert L. Cardy Managing Human Resources. (Fourth ed.

**Reference Material:**

Students can use following references for understanding the concepts

- [https://thebookstore.tru.ca/site\\_digital.asp](https://thebookstore.tru.ca/site_digital.asp)
- Dessler, G., Chhinzer, N., & Gannon, G. (2019). Management of human resources:

**Course Content / Weekly Plan**

<b>Topic</b>
Meeting present human resource requirements
What is HRM?
Why HRM is important?
Need for Human Resources Management
Emerging Human resource management challenges.
Trends in HRM Global vs local HRM practices
HRM from Islamic and indigenous perspective
Basic Islamic philosophy of managing human resource
Conducting Job analysis.
HR Planning
Job Description
Job Specification
Staffing and HRM
Recruiting and selecting employees
Recruitment techniques
Sources of recruitment
Selection tests
Interviewing techniques

Employee development
Performance appraisals
Performance management
Training and development
Training the employees
Types of training
Technique of training
Training impact on organizational performance
International & local training for employees
Career Management
Developing careers
Career growth
Compensations and HRM
Compensation Theories
Types of compensation
Rewarding performance
Pay for Performance
Designing and administering benefits
Employee relations
Labour Union
Legal Context of Employment Relations
Human Resource Information Systems
Human Resources Management: Industry Specific I
Human Resources Management: Industry Specific II

<b>BBA 6<sup>th</sup></b>				
<b>Sr #</b>	<b>Course Code</b>	<b>Course Name</b>	<b>Category</b>	<b>Cr.Hr</b>
1	BBA-5601	Strategic Management	Discipline -Specific	3(3-0)
2	BBA-5602	Econometrics in Busi	Discipline -Specific	3(3-0)
3	ECO-5603	Economic Theory and Practices	Interdisciplinary	3(3-0)
4	BBA-5604	E-Commerce	Discipline -Specific	3(3-0)
5	BBA-5605	Elective-I	Discipline -Specific	3(3-0)
6	BBA-5606	Elective -II	Discipline -Specific	3(3-0)
			<b>Total Cr.Hrs</b>	<b>18(18-0)</b>

**BBA-5601 Strategic Management 3(3-0)**

**Course Description**

The course is meticulously designed to enable students to make structural and performance analysis of competitive forces and to position a firm to gain strategic advantages in various business and organizational context. Through assignment of a wide variety of business-cases-study, the course attempts to develop knowledge-integrated analytical understanding of practical issues associated with the formulation, selection and implementation of business strategy choices.

**Course Objectives:**

The objective of course also helps the students to understand the relevance of western strategic management theories and practices to the local settings. In addition, the course discusses the Islamic perspective of formulating, implementing, and managing organizational strategies

**Learning Outcomes:**

By the end of this course it is expected that the student should be able to

1. Develop a framework of analysis to enable them to identify central issues and problem in complex, comprehensive case; to suggest alternative course of action; and present well supported recommendations for future action
2. Develop conceptual skills so that students are able to integrate previously learned aspects of corporations.
3. Understand the relevance of the strategic management theories and practices, underscored by Western academicians and practitioners, in local settings.
4. Understand the Islamic perspective of formulating, implementing, and managing strategic decisions.
5. Develop skills to analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions.
6. Bridge the gap between theory and practice and developing an understanding of when and how to apply the concepts and techniques learned in earlier courses in marketing, accounting; finance,

management, production, and information systems 7. Develop a better understanding of the present and future environment in which corporations must function.

8. Develop analytical and decision-making skills for dealing with complex conceptual problems in an ethical manner

**Recommended Textbook (Latest Available Edition)**

- Certo & Peter; Strategic Management: Concepts & Applications, Random House Business Division.
- Johnson Schol, Exploring Corporate Strategy, Prentice Hall
- Fried. R. David, Strategic Management, Prentice Hall.

**Reference Material:**

Students can use following references for understanding the concepts

- Williamson & Cooke; Strategic Business Analysis; Butterworth Heinman.
- Campbell, Stenhouse & Housten; Business Strategy: An Introduction, Butterworth Heinman.
- Saeed Amjad Khawaja; Managerial Policy; Institute of Management Sciences.
- Thomous, Strickand, Strategic Management, BPI. IRWIN.
- Hitt, Ireland, and Hoskisson: Strategic Management; McGraw Hill.

<b>Topic</b>
Strategic management: Definition and process.
Key terms in Strategic Management
The nature of strategic decisions.
The strategy managers: the role and tasks.
Strategic planning and its benefits and pitfalls
Benefits and pitfalls of Strategic management.
Strategy formulation
The business vision & mission
Importance of vision and mission
Components of mission statement
Components of vision statement
Writing and evaluating mission statement.
Strategy formulation: external & internal assessment
Operating environment scanning
Structural analysis of competitive forces
The structure and performance of the industry as a whole.
The structure and performance of individual competitors.
Company situation analysis
Financial diagnosis
Other functional areas diagnosis
Existing strategies audit
SWOT analysis

Strategies in action
Long-term Objectives; Types of Strategies & Integration Strategies
Michael Porter's Generic Strategies
Strategic Management in non-profit and Government Organization
Strategic Management in small firm
The strategy-making hierarchy
The factors shaping strategy
Strategy and ethics
Strategy analysis and choice
The input stage
The matching stage
Strategy implementation
Analyzing strategy-change
Analyzing organizational structure & culture
Strategies evaluation
Evaluation Framework
Contingency planning
The strategic control process
The management information system (MIS) and strategic control
Top management & strategic control

**BBA-5602**

**Econometrics in Business**

**3(3-0)**

**Course Description**

This course offers an overview of business statistics, or the application of statistics in the workplace. This course in business statistics and analytics that covers commonly used methods to support business problem-solving and decision-making. Descriptive and predictive analytics techniques are applied with an emphasis on the justification for their use, and the interpretation and validation of their results.

**Course Objectives:**

The objectives are to.

1. An understanding of the requirements and standards of academic research, including the ability to undertake critical reading and evaluation of published scholarly work.
2. The ability to use scientific and statistical thinking and analysis to make intelligent, fact-based decisions that satisfy sound research questions using the principles of scientific method.
3. An understanding of the principles and methods of research design and the skills to formulate research designs appropriate to a variety of business topics

**Learning Outcomes:**

After the completion of course students will be able to learn about;

- Knowledge of the principal quantitative methods used in conducting primary research and the skills to apply those methods to real data.
- A good understanding of the role of research questions and hypotheses and the ability to test them by applying statistical techniques to data.
- An understanding of the principles and mechanics of survey research.

- The skills to create, acquire, and manage research data sets using a statistical software system (SPSS) and to do the most common methods of univariate and multivariate statistical analysis of research data.
- The ability to read and understand scholarly journal articles that utilize quantitative research methods and to accurately assess their contributions, strengths, and weaknesses.
- The ability to communicate quantitative research findings in a written form that meets the standards of academic research writing

**Recommended Textbook (Latest Available Edition)**

- Buglea, Quantitative Methods for Business, 2005, 1<sup>st</sup> Edition , Elsevier Butterworth-Heinemann; British Library Cataloguing in Publication Data, ISBN 0 7506 58983.

**Reference Material:**

Students can use following references for understanding the concepts

- Waters, Quantitative Methods for Business, 2011, 5<sup>th</sup> Edition, Pearson Education Limited, ISBN 978-0-273-73947-0.

**Course Content / Weekly Plan**

<b>Topic</b>
Introduction of Course / Scientific Research
Qualitative Research
Quantitative Research
Managers and Numbers
Why we use numbers ?
Problem solving techniques
Collecting and Summarizing data
Sources of data collection
Types of Data
Population vs Sampling
Sampling and population frame
Sampling Techniques
Normality of Data
Normal distribution
Skewness vs Kurtosis
Central Tendency
Parameters of Central Tendency
Central Tendency and Data /Scale
Reliability Analysis
Measurement of reliability
Reliability and Statistics
Demographic variables
How to analyses demographic variables?
Control of demographic variables

Frequency distribution
Frequency distribution in statistics
Cumulative frequency distribution
Correlation Analysis
Pearson Correlation
Research Model and Pearson correlation
Regression equation
Regression Model
Linear Regression
Moderation Analysis
Mediation Analysis
Moderation Graph
SPSS introduction
How to enter data?
Practice on SPSS
Data analysis in SPSS
Regression and Correlation Analysis in SPSS
Results/ Findings

**ECO-5603      Economic Theory and Practices**

**3(3-0)**

**Course Description**

This course aims at giving students knowledge about the working of a mixed economy at the aggregate level under pinning of aggregate output and income determination, key macro-economic problems and major policy debate.

**Course Objectives:**

The basic objectives are extended to find out how the disciplines of national income, macroeconomics in closed and open economy, macroeconomic stabilization policies, macro-economic components (consumption, saving, private investment, interest etc.), public finance, money, and banking link up with conventional macroeconomics

**Learning Outcomes:**

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

1. To become familiar with and readily use economic terminology.
2. To learn about the analytical approach economists take to the problem of scarcity.
3. To gain an intuitive understanding of macroeconomic theory and application.
4. To acquire better critical thinking skills through the analysis of present-day economic issues.
5. To provide a foundation for possible careers in business, government, academic or other sectors.
6. To develop a conscious recognition of economics in the world around us.

**Recommended Textbook (Latest Available Edition)**

- Dornbusch and Fischer Macroeconomics, McGraw Hill, New York. (Latest Edition).
- Mc Connell & Brue, Economic, Mc Graw Hill, INC (Latest Edition).

- Muhammad Hussain Choudhry, Economic Theory Volume 2, Caravan Book House, Lahore 2002.
- Samuelson and Nordhaus, Economics, McGraw Hill, New York. (Latest Edition)
- Kennedy, P. Macroeconomic essentials: understanding economics in the news. 3rd edition Cambridge, MA

**Reference Material:**

Students can use following references for understanding the concepts

- Ruffin & Gregory, Principles of Economics, Scott, Foresman & Company.

**Course Content / Weekly Plan**

<b>Topic</b>
Introduction about course/policies and procedures.
Concept of GDP Approaches to measure GDP
Aggregate Demand and supply
Measuring inflation Measuring unemployment
Explaining business cycle, its phases , cause and types
. Defining money M1 , M2 and M3 money supply
Functions of money.
Inflation and its types
Causes of inflation
Quantity theory of money
Monetary policy and inflation
Stagflation
Philip curve
Concept of exchange rate
Types of exchange rate
Concept of Balance of payment
Determinates of balance of payment
Monetary policy under fixed exchange rate
Purchasing power parity (PPP)
Purchasing power parity and interest rate parity
Monetary policy vs fiscal policy
Basic concept of utility , scarcity , goods and services
Law of demand , Determinants of demand
Law of supply, Determinants of supply

Shift in demand and supply
Movement in demand and supply
Elasticity of demand
Elasticity and revenue
Analysis of cost (FC, VC AC, MC)
Competitive market structure
Concept of GDP, GNP, NDP
Personal income , disposable income
Investment
Types of investment
Determinant's of investments
Investment demand curve
Shifts in investment demand curve
Consumption function and determinants
Saving function
Marginal propensity to consume and average propensity to consume
Marginal propensity to save and average propensity to save.
Elasticity in case of supply
Cross elasticity
cross price elasticity
Income elasticity

**BBA-5604**

**E-Commerce**

**3(3-0)**

**Course Description**

This course emphasizes organizational issues related to electronic commerce, such as business models for B2B or B2C e-commerce, technology infrastructure, electronic payment mechanisms, information privacy, and competitive advantage.

**Course Objectives:**

The objectives of the course are to provide students with an appreciation of the major technical and organizational issues related to e-commerce.

**Learning Outcomes:**

By the end of the semester, the student will be able to: □

- Explain how electronic commerce can be used to create a competitive advantage for an organization; □
- Analyze the strengths and weaknesses of different business models related to B2B and B2C electronic commerce; □
- Analyze a business case and identify strengths and weaknesses in the organization's e-commerce strategy; □
- Explain many technical, ethical, and policy issues in electronic commerce (e.g., data mining, security, privacy, and intellectual property rights) as well as how individuals, organizations, and policy makers are addressing these problems. □

- Explain the effects of policy decisions on e-commerce and businesses

**Recommended Textbook (Latest Available Edition)**

- Electronic Commerce. A Managerial Perspective by Efraim Turban David King, Judy McKay, Peter Marshall, Jae Lee, Dennis Viehland, 2008.
- Electronic Commerce, Greenstein & Feinman

**Reference Material:**

Students can use following references for understanding the concepts

- Electronic Commerce. Business, Technology. Society. By Kenneth C. Laudon Carol Guercio traver
- Electronic Commerce, By: Gary P. Schneider

**Course Content / Weekly Plan**

Topic
Introduction to e-Commerce.
Describe and discuss the content and framework of EC.
Describe the major types of EC transactions.
Describe the digital revolution as a driver of EC.
Describe the business environment as a driver of EC.
Describe some EC business.
Define e-marketplaces and list their components.
List the major types of e-marketplaces and describe their features.
Describe the various types of EC intermediaries and their roles.
Business Models and eCommerce.
Describe electronic retailing (e-tailing) and its characteristics.
Discuss the online employment market, including its participants, benefits, and limitations.
Discuss cyber-banking and online personal finance.
Describe the delivery of digital products and online entertainment.
Describe re-intermediation, channel conflict, and personalization in e-tailing.
E-Commerce Strategy
Understand the decision-making process of consumer purchasing online.
Describe consumer market research in EC.
Describe Internet marketing in B2B, including organizational buyer behavior.
Supply Chain Management and eCommerce.
List supply chain problems and their causes. List solutions to supply chain problems provided by EC.
Describe collaborative planning and Collaboration, Planning, Forecasting, and Replenishing (CPFR) and list the benefits of each.
Innovative EC Systems.
Describe e-government to citizens (G2C) to businesses (G2B) and to others.
Describe various e-government initiatives.
e-Commerce Security and Controls.
Describe the common security practices of businesses of all sizes. Understand the basic

elements of EC security.
Explain the basic types of network security attacks. Describe common mistakes that organizations make in managing security.
Electronic Payment Systems.
Discuss the different categories and potential uses of smart cards.
Discuss various online alternatives to credit card payments and identify under what circumstances they are best used.
Discuss various online alternatives to credit card payments and identify under what circumstances they are best used.
Describe the four major types of wireless telecommunications networks. Discuss the value-added attributes and fundamental drivers of m-commerce.
Describe consumer and personal applications of m-commerce Understand the technologies and potential application of location-based m-commerce.
Legal and Ethical Issues in eCommerce.
Discuss issues of intellectual property rights in EC. Describe unsolicited ad problems and remedies. Understand the conflict between free speech and censorship on the Internet.
Describe major legal issues in EC. Describe the types of fraud on the Internet and how to protect against them. Describe representative societal issues in EC. Describe the role and impact of virtual communities on EC.
Global, Social, and Other Issues in eCommerce.
Understand how e-commerce impacts the strategic planning process. Understand how EC applications are formulated, justified, and prioritized
Describe strategy implementation and assessment, including the use of metrics. Evaluate the issues involved in global EC.
E Commerce in Pakistan and the Developing world (the opportunities and challenges.
Describe various trends that are effecting the corporate culture in Pakistan. .
Describe how certain organizations have performed by adopting a certain EC model

<b>BBA 8<sup>th</sup></b>			
<b>Sr #</b>	<b>Course Code</b>	<b>Course Name</b>	<b>Cr.Hr</b>
1	BBA-481	Project management	3(3-0)
2	BBA-482	Arabic	2(2-0)
3	BBA-128	Integrated Marketing Communication	3(3-0)
4	BBA-130	Services Marketing	3(3-0)
5	BBA-129	Brand Management	3(3-0)
6	BBA-374	Advance FM	3(3-0)
7	BBA-377	Corporate Finance	3(3-0)
8	BBA-380	Business Taxation	3(3-0)
9	BBA-384	HRD	3(3-0)
10	BBA-387	OD & Change Management	3(3-0)
11	BBA-383	Crisis and Conflict Management	3(3-0)

## **BBA-481**

## **Project Management**

**3(3-0)**

### **Course Objective:**

The course has been designed with a focus to adept students in handling. It covers the application of managerial concepts in relation to project dimensions.

### **Course Contents:**

#### **1. Overview**

- Introduction
- Understanding Project Management
- Defining Project Success
- The Project Manager's Role (DEFINING)
- The Functional Manager's Role (Defining)
- Classifications of Projects
- Differing Views of Project Management
- Systems, Programs and Projects (Defining)
- Product VS Project Management (Defining)
- Project Life Cycle

#### **2. Organizational Structures**

- Introduction
- Organizational Work Flow
- Pure Project Organization
- Matrix Organization Form
- Modification Of Matrix Structures
- Selecting the Organizational Form

### 3. Organizing & Staffing

- Introduction
- The Staffing Environment
- Selecting the Project Management
- Skill Requirements for Program Management
- Selecting the Wrong Project Management
- Duties & Job Descriptions

### 4. Time Management

- Introduction
- Understanding Time Management
- Time Management Forms
- Introduction to Stress & Burnt
- Stress in Project Management
- Project Communication

### 5. Conflicts

- Introduction & Objectives
- The Conflict Environment
- Managing Conflict
- Conflict Resolution
- Management of Conflicts Superior, Subordinate & Functional Conflicts

#### Recommended Books:

- Kerzner Harold (PhD). Management 5<sup>th</sup> edition 1995, N.Y van Nostrand Peinhold
- Young Trever 1996, L.The Hand Book of Project Management, Kogan Page. U.K
- Goel B. B Project Management. , Principle & Technique, Deep Deep Publications New Delhi, India

**BBA-482**

**Arabic**

**3(3+0)**

#### Course Objectives:

1. To aware students about the advance knowledge of Arabic Language.
2. By using managerial framework, explain how Arabic language can be used in to Business practices.
3. Provides an overview of the concepts, process, and best practices associated with Arabic language.
4. Prepear students to convey the basic ideas in Arabic language.

#### Course Outcomes:

1. Would be able to understand the basic concepts of Arabic.
2. Would have a n extensive knowledge of Arabic Vocablory.
3. Would be able to express their ideas in Arabic Language.

#### Textbooks (or Course Materials) with Edition.

Speak Arabic book 1,2

Arabic for Beginners 1,2,3

Basic Arabic Grammar.

#### Course Description.

1.Parts of Speech.

This section would introduce the students about the basic parts of speech used in language.

2.Introduction of Noun and Preposition.

Students would be able to know about the basic parts of speech in Arabic Language.

### 3. Introduction and Forms of Verb.

This section would introduce the students about fourteen forms of Arabic verb including reference of Past tense.

### 4. Dialogue.

Through this section the students would be able to apply Arabic vocabulary in daily routine life.

### 5. Vocabulary on different Topics.

The students would be able to be aware about different accessories of daily life.

Reference Material,

- Text books
- Handouts

Introduction, Arabic Alphabets
Parts of Speech, Verb, Noun, Preposition.
Noun, Singular, Dual, All Types
Introduction and drill of Arabic Prepositions.
Introduction of Verb, Past and Present
Fourteen forms of past Verb, vocabulary of Body parts
Dialogue: Travel, Time 1 to 6
Dialogue.: with the past port officer: question and Answer about Nationality.
Counting, 1 to 50 and oral practice
Introduction of Present and Future tense and its Fourteen forms.
Dialogue "with the company representative"
Dialogue "with the reception officer" vocabulary about the days of week.
Revision
Noun, Subject and Object.
Verbal sentence and Nominative sentence.
Vocabulary of fruits and vegetables.
How to use Object in different sentences.
Dialogue "in the manager's office. Additional vocabulary.
Discussion about the different means of transportation in simple sentences.
Dialogue "A flat.
Vocabulary of different professions, Class test.
Dialogue the residence of the company.
Oral about daily Life.
Introduction of Male and Female Noun.
Demonstrative Pronoun.
Opposite words
Revision.

**BBA-128**

**Integration Marketing Communication**

**3(3-0)**

## **Objectives**

After successfully completing this course, students will be able to:

- Apply the key terms, definitions, and concepts used in integrated marketing communications.
- Conduct and evaluate marketing research and apply these findings to develop competitive and positioning strategies and to select the target audience(s) for the IMC campaign plan.

- Examine how integrated marketing communications help to build brand identity and brand relationship, and create brand equity through brand synergy.
- Choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.
- Develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.
- Structure an integrated marketing communications campaign plan based on the application of marketing concepts, principles, and practices within an organization.
- Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

## Course Outline

### Module 1: How Brands Are Built

- Topic 1: Integrated Marketing Communications Functions, Brands, and IMC
- Topic 2: IMC Partners and Industry Organizations
- Topic 3: Brands and Stakeholder Relationships

### Module 2: Basic IMC Strategies for Building Brands

- Topic 1: Integrating the Brand Communication Process
- Topic 2: Customer Brand Decision Making
- Topic 3: IMC Planning
- Topic 4: Segmenting, Targeting, and Positioning
- Topic 5: Data-Driven Communication

### Module 3: Creating, Sending, and Receiving Brand Messages

- Topic 1: IMC Creative Concept and Messages
- Topic 2: Message Execution
- Topic 3: IMC Print, Broadcast, and Out-of-Home Media
- Topic 4: Internet, Interactivity, and e-Commerce Media
- Topic 5: IMC Media Planning

### Module 4: IMC Functions

- Topic 1: Channel Marketing: Consumer Sales Promotion
- Topic 2: Channel Marketing: Trade Sales Promotions and Co-Marketing
- Topic 3: Personal Selling
- Topic 4: Public Relations and Brand Publicity
- Topic 5: Direct Marketing and Customer Service
- Topic 6: Product Placements, Events, Sponsorship, and Packaging
- Topic 7: Social Media Marketing

### Module 5: The Big Picture

- Topic 1: Social, Legal, and Ethical Issues in IMC
- Topic 2: International Marketing Communication
- Topic 3: Effectiveness, Measurements, and Evaluations

### Project/Summary

- IMC Plan Report
- Reflective Summary

## Required Text and Materials

Students registering for this course will have to source the following textbook on their own:

Duncan, T., & Ouwersloot, H. *Integrated Marketing Communications*. European ed. New York: McGraw-Hill, 2008.

Type: Textbook. ISBN: 0077111206

**Course objective:** The main objective of this course is to give an idea of the application of marketing techniques to a specific brand and brand line. Through this course study students will come to know that why brands are important? What they represent to consumers? And what should be done by firms to manage them properly. This course study will also provide you a guideline that how brand equity can provide marketers a valuable perspective and how brand equity represents the added value endowed to a product. This course study will also provide a comprehensive guideline about strategic brand management and how to improve the long-term profitability of the brand strategies. Through this course study students will be able to gain some numerous practical insights about brand decisions.

**Course Pre-Requisite:** Marketing & Management

Reference Material: -Harvard Business Review -Aurora magazine  
-Research Articles

Teaching methodology: Class discussion, Presentations, Activities, Scenario games

Prescribed Text: **Strategic Brand Management** (Building, Measuring and Managing Brand Equity), 3rd Edition  
by Kevin Lane Keller

<b>TOPICS TO BE COVERED</b>
Introduction to Brand and Brand Management ( Chapter 1)
Branding Challenges and Opportunities and Brand Equity Concept ( Chapter 1)
Customer Based Brand Equity ( Chapter 2)
Building a Strong Brand and Brand building implications ( Chapter 2&3)
Brand Positioning and Values /Choosing Brand Elements to build Brand Equity ( Chapter 4)
Designing marketing programs to build Brand Equity ( Chapter 5)
Integrating Marketing Communications to Build Brand Equity ( Chapter 6)
Leveraging Secondary Brand knowledge to Build Brand Equity ( Chapter 7)
Developing a Brand Equity Measurement and Management System ( Chapter 8)
Measuring Sources of Brand Equity: Capturing Customer Mindset ( Chapter 9)
Measuring outcomes of Brand Equity: Capturing Market Performance ( Chapter 10)

Designing and Implementing Branding strategies ( Chapter 11)
Introducing and Naming New Products and Brand Extensions ( Chapter 12)
Managing Brands over time ( Chapter 13), Managing Brands over geographical Boundaries and Market Segments( Chapter 14)

**BBA-130                      Services Marketing                      3(3-0)**

**Description**

Students examine the important issues facing service providers and the successful implementation of a customer focus in service-based businesses. Topics include an overview of services marketing; understanding the customer in services marketing; standardizing and aligning the delivery of services; the people who deliver and perform services; managing demand and capacity; and promotion and pricing strategies in services marketing.

Costs

[Online, self-paced](#)

Prerequisites

Recommended: MKTG 2431: Marketing

**Objectives**

On completion of the course, students will be able to:

- Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
- Describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service.
- Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.

**Course Outline**

Module 1: Introduction to Services Marketing

- Topic 1: The Scope of Services Marketing
- Topic 2: The Gaps Model of Services Quality
- Topic 3: Focus on the Customer-What Do Customers Expect?
- Topic 4: Focus on the Customer-Customer Perceptions in Services

Module 2: Services Marketing: Understanding the Customer

- Topic 1: Listening to Customers Through Research
- Topic 2: Building Customer Relationships
- Topic 3: Service Recovery

### Module 3: Standardizing and Aligning the Delivery of Services

- Topic 1: Service Innovation and Design
- Topic 2: Customer-Defined Service Standards
- Topic 3: Physical Evidence and the Servicescape

### Module 4: The People Who Deliver and Perform Services

- Topic 1: Employees' Roles in Service Delivery
- Topic 2: Customers' Roles in Service Delivery
- Topic 3: Managing Demand and Capacity

### Module 5: Promotions and Pricing Strategies in Services Marketing

- Topic 1: Integrated Services Marketing Communications
- Topic 2: Pricing of Services
- Topic 3: The Financial and Economic Impact of Service

### **Maximum Completion**

30 weeks.

### **Required Text and Materials**

Zeithaml, V.A., Bitner, M.J., Gremler, D.D., Mahaffey, T., & Hiltz, B. . *Services marketing: Integrating customer focus across the firm*. 6th Edition. Toronto, ON: McGraw-Hill Ryerson Limited, 2013.

Type: ISBN: 978-0-07-811205-8

**BBA-374**

**Advance Financial Management**

**3(3-0)**

### **Course Overview & Objectives**

This course exposes students to issues in corporate decision making and value creation with respect to capital budgeting, capital structure, dividend policy, mergers and acquisitions, aspects of international finance and risk management. In addition to meeting the academic pre-requisite for the course, students are assumed skilled in using Excel as well as in using a financial calculator. Attendance is required.

### **Course Material**

The main textbook we shall use this semester is the 9th edition of Corporate Finance by Ross, Westerfield, Jaffe. Additional reading material will be distributed in class. Also, three case studies will be assigned at a later date in class.

### **Course Outline**

Some topics may take longer than anticipated and some shorter but we will follow the order of these topics. Some modifications may develop as the course progresses.

- Topic 1 Capital budgeting: Making Capital investment Decisions
- Topic 2 Capital Structure: Long-Term Financial Policy and Dividend Policy
- Topic 3 Cash Management: Short-Term Financial Planning and Management
- Topic 4 Corporate Growth
- Topic 5 Options and Corporate Finance
- Topic 6 International Corporate Finance
- Topic 7 Risk Management
- Topic 8 Mergers and Acquisitions

**BBA-377**

**Corporate Finance**

**3(3-0)**

**COURSE OBJECTIVES:** This important module aims at building and enhancing the competence of the students in corporate finance. This is done by extending the business finance course to an in-depth understanding of some of the important functions of the finance subject such as financial planning and control, working capital management and financing sources. This course helps managers in emphasizing on strategic decision making techniques that best serve the interests of shareholders in order to maximize the value of the firm.

**Course Contents**

The Role of Financial Management Introduction, What is Financial Management? The Goal of the Firm, Organization of the Financial Environment. The Time Value The Interest Rate, Simple Interest, Compound of Money an Overview The Valuation of Long Term Securities Management Function, The Tax Interest, Compounding More Than Once a Year, Amortizing a Loan. Distinctions Among Valuation Concepts, Bond Valuation, Preferred Valuation, Rates of Return (or Yields). Financial State Analysis, Balance Sheet Ratios. Bonds Stock With Valuation, a Finite Common Maturity, Stock Financial Statement Analysis, A Possible Framework for MID TERM Cash Estimates, Statement of Cash flows. Motives for Holding Cash, Speeding Up Cash Receipts, Electronic Balances to Maintain, Investment in Marketable Securities. 9 Financial Planning and Forecasting -Flow Forecasting, Range of Cash-Flow Forecasting Financial Statements Cash and Marketable Securities Management, Accounts Slowing Commerce, Down Outsourcing, Cash Payouts.

**Recommended/ Reference Books:** 1. T.J Gahagher and J.D. Andrew, Jr, "Financial Management" McGraw Hill (1997). 2. Geoffrey A. Hirt, Richard D. Irwin, Inc. Stanley B. Block," Foundation of Financial Management" (1997). 3. Prasanna Chandra, Tata McGraw-Hill Publishing Company Limited, New Delhi, "Fundamentals Of Financial Management", 4. James C. venhorne, "Fundamentals of Financial Management"

**BBA-380**

**Business Taxation**

**3(3-0)**

**Course Objectives:**

1. To familiarize the students with the Income and Sales Tax Laws in Pakistan.
2. To introduce to students the important elements and aspects of tax system and authorities and their limits.

3. To equip the students with necessary skills to deal with the situations concerning the field of taxation.

**Course Outcomes:**

By the end of this course the students should be able to know the legal provisions pertaining to the taxation of various business activities as well as to apply them in their professional career

**Textbooks (or Course Materials) with Edition:**

Synopsis of Taxes in Pakistan by Mirza Munawar Hussain, Twenty first edition, IBP Publications

**Reference Material:**

1. Law & Practice of Income Tax (Income Tax Ordinance 2001 Amended up to July 2010) by: Huzaima & Ikram.
2. Hand of Income Tax (Income Tax Ordinance 2001 Amended up to July 2010) by: Huzaima & Ikram.
3. Income Tax Rules 2002 Published by Federal Board of Revenue.
4. Synopsis of Taxes in Pakistan By Munawar Mirza (updated version)
5. Income Tax Principles & Practice by : Muhammad Muazzam Mughal.( updated version)

Sales Tax , Federal Excise Act , Custom Act by : Muhammad Muazzam Mughal

<b>TOPICS TO BE COVERED</b>	
<ul style="list-style-type: none"> <li>● <b>Income Tax Ordinance 2001.</b></li> <li>● History of Income Tax Law.</li> <li>● Income Tax Ordinance 2001.</li> </ul>	
<ul style="list-style-type: none"> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>● Scope of Income Tax Law.</li> <li>● Definitions of different Terminologies u/s 2 (1) to 2(35)</li> </ul>
<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>● Definitions of different Terminologies u/s 2 (36) to 2(74).</li> <li>● Salary and it Features.</li> <li>● Scope of Salary Income.</li> </ul>
<ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>● Assessment of Salaried Person.</li> <li>● Value of Perquisites.</li> </ul>
<ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>● Income From Property.</li> <li>● Non-adjustable amounts received in relation to Buildings.</li> </ul>
<ul style="list-style-type: none"> <li>●</li> <li>●</li> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>● Income from Business</li> <li>● Speculation Business.</li> <li>● Assessments of Business Income (Individual &amp; Combined).</li> <li>● Deductions Allowed / Not Allowed.</li> </ul>
<ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>● Methods Of Accounting.</li> <li>● Change in the Methods of Accounting.</li> </ul>
<ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>● Stock in Trade.</li> <li>● Depreciation &amp; its Allow ability.</li> </ul>
<ul style="list-style-type: none"> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>● Capital &amp; Revenue Expenditures / Gains.</li> </ul>
<ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>● Income from Other Sources.</li> <li>● Exempt Income.</li> </ul>
<ul style="list-style-type: none"> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>● Legal Provisions &amp; Time frame regarding Furnishing of Income Tax Returns</li> </ul>
<ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>● Extension / Notice of Furnishing Income Tax Return.</li> <li>● Assessments / Provisional Assessments Amendments of Assessments</li> </ul>
<ul style="list-style-type: none"> <li>●</li> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>● Deduction of Tax at Source / Recovery of Taxes.</li> <li>● Advance Tax &amp; its Time Frame.</li> </ul>
<ul style="list-style-type: none"> <li>●</li> </ul>	<ul style="list-style-type: none"> <li>● Self Assessment Scheme &amp; its Scope.</li> </ul>

•	Requirements of a Return Under Self Assessment Scheme
•	<b>Sales Tax Act 1990.</b>
•	History & Introduction of Sales Tax.
•	Sales Tax Act 1990 & its Features.
•	Definitions of Different Terminologies
•	Charge of Tax.
•	Retail Tax & Collection of Excess Tax.
•	Zero-Rating & its Change in the Rate of Tax.
•	Time & the Manner of Payment.
•	Determination of Tax Liability
•	Levy & Collection of Tax on Specified Goods on Value Addition.
•	Tax Credit.
•	Adjustable Input Tax.
•	Debit & Credit Note.
•	Refund of Input Tax.
•	Assessment of Tax.
•	Exemptions.
•	Offences & Penalties.
•	Default of Surcharge.
•	Exemption from Penalties & Default.
	Recovery of Tax not Levied / Short Levied / Erroneously Refunded.
	Powers to Arrest & Prosecute.
•	Powers of Adjudication.
•	Appeals / Appeal to Appellate Tribunal.
•	Reference to High Court.
	Alternate Dispute Resolution (ADR).
	Registration and its types
	De- registration, its procedure and impacts
	Quiz / Presentations

**BBA-383**

## **Crisis & Conflict Management**

**3(3-0)**

### **Course Objectives:**

- To acquaint the students with importance of conflict in the organization.
- To familiarize the students with the current management conflict techniques by focusing on practical exercises and case studies.

### **Course Outcomes:**

After completion of course students will be able:

- To identify the oragnizational conflict creating situations
- To identify and resolve the conflict exhebeting effective mediation techniques
- Able to know the implications of non-resolving the issues
- Able to communicate, negotiate and influence the issues and conflicts in the oragnizations.

### **Textbooks (or Course Materials) with Edition**

- Andreas Wenger and Daniel Mockli (2003). Conflict prevention: The untapped potential of the business sector. Lynne Rienner publisher. Boulder London
- Leslie P. Lewis (1994). Curing conflict. Pitman publishing UK

**Reference Material**

Research papers and case studies

<b>TOPICS TO BE COVERED</b>
What is conflict and frictions? The main sources of conflict
Different types of conflicts
Key questions which clarify conflict causes, Conflict stages
Listening continuum , Attitudes towards conflict, The Dual Concern Model
Understanding where my attitude to conflict is rooted (case studies).
Tools for improved communication
What gives people power
Problem solving , Management techniques in industrial conflicts
Tools for conflict analysis
Inter-group conflict, Stereotypes and prejudices
Strategies for resolving inter-group conflict
Negotiations, The importance of negotiations and agreements
Building the relationship
Building trust and Qualities of good negotiators
Facilitating the negotiation process and Understanding the Negotiations process map
The mediation process and its key strategies
The function of the mediator and The goals of mediation and Facilitation
Conciliation and Managing emotions
Arbitration and its strategies
Issues of Labor union and laws to resolve those conflicts
International and cross cultural negations/global governance in conflict prevention
Design a strong agreement and making sure volunteer acceptance of that continued
Case Studies from (HBR) Harvard Business review for conflict management

**BBA-384**

**Course Title: Human Resource Development**

**3(3-0)**

**Course Learning Objectives**

1. To learn the concept of Human Resource Development in an organizational and societal context and its significance for survival in today’s dynamic business environment
2. To comprehend the foundations and framework of HRD and understand how HRD and learning organizations can facilitate survival and effectiveness of organization in turbulent business environments
- 3.To learn key constituents of HRD framework; including individual development, team development and organizational development.
4. Application of learned concepts and tools in Pakistan’ s business environment and to craft graduates’ expertise in order to increase their resourcefulness
5. To facilitate students in articulating their learning; and practice for devising implementation plans for HRD and to develop practical knowledge and contemporary professional capabilities

**Textbooks &Supplies**

Human Resource Development (6th Edition) Jon M. Werner & Randy L. DeSimone

**Calendar of Activities**

Topics	Learning Objectives of this Topic	Readings
Introduction	Ice breaking; knowing more about each other Course introduction 1. Human – as resource and as being; Significance of Human Resource Development 2. Approaches for Human Resource Development	Course outline

Foundations of Human Resource Development	<ol style="list-style-type: none"> <li>1. Relate the major historical events leading up to the establishment of HRD as a profession</li> <li>2. Distinguish between HRD and human resource management</li> <li>3. Describe how HRD can be linked to the goals and strategies of an organization</li> <li>4. Contemporary challenges facing HRD professionals</li> </ol>	Chapter 1
Introduction to Human Resource Development	<ol style="list-style-type: none"> <li>1. Identify and describe each of the major HRD functions</li> <li>2. Recognize the various roles and competencies of an HRD professional</li> </ol> <p>Class Activity: Browsing 25 HRD definitions and making our own definition and operational framework</p>	Chapter 1
Learning and HRD	<ol style="list-style-type: none"> <li>1. Identify the major external and internal factors that influence employee Behavior</li> <li>2. Describe two primary types of outcomes that may result from behavior and tell how they may influence future behavior</li> <li>3. Discuss how knowledge, skill, ability, and attitude influences employee behavior</li> </ol>	Chapter 2
Assessing HRD Needs	<ol style="list-style-type: none"> <li>1. Discuss the purpose and advantages of conducting a needs assessment</li> <li>2. Discuss the five steps that can be used to conduct a task analysis</li> <li>3. Explain the importance of identifying individual performance deficiencies and developmental needs in planning and developing training and HRD programs</li> </ol>	Chapter 4
Designing effective HRD programs	<ol style="list-style-type: none"> <li>1. Write training objectives for a specific program or HRD intervention that contain all three qualities for useful objectives</li> <li>2. Identify several sources outside one's own organization where HRD programs could be obtained</li> <li>3. Compare various types of training materials and describe how they are prepared</li> </ol>	Chapter 5
Evaluating HRD process	<ol style="list-style-type: none"> <li>1. Define evaluation and explain its role in HRD</li> <li>2. Compare different frameworks for HRD evaluation</li> <li>3. Discuss the various types of evaluation information available and compare the methods of data collection and role of research design</li> </ol>	Chapter 7
Implementing HRD Interventions	HRD Interventions Intervention Execution by Groups in Class	Chapter 6
Understanding Organization Development	<ol style="list-style-type: none"> <li>1. Define organization development (OD)</li> <li>2. Understand the basic theories and concepts of OD</li> <li>3. Describe the planned-change model</li> <li>4. Explain the roles of a change agent, manager, and people within a system in developing an intervention strategy</li> </ol> <p>Class Activity – Group discussion on theories of OD</p>	Chapter 14
Understanding the dynamics of	<ol style="list-style-type: none"> <li>1. Understanding learning organization</li> <li>2. Explaining learning disabilities</li> <li>3. Strategies for learning organization</li> </ol> <p>Class Activity – Group activity on learning disabilities</p>	Handout (Extracts From 5th Discipline)

Learning Organization		
HRD – a societal Context	1. Role and Purpose of HRD for a country 2. Institutional Framework for HRD in Pakistan 3. Role and Scope of formal global institutions for Human Development	Web Portal – Ministry of HRD Pakistan
Career Development	1. Need and approaches of Career development 2. Skill inventory, Succession Planning Class Activity – Building Skill inventory	Chapter 12
HRD and contemporary issues of Diversity	1. Understand how the changing demographics of the labor market are changing the cultural fabric of organizations 2. Describe how organizational culture is being affected by having a greater percentage of women and minorities in the workforce 3. Describe how diversity issues (beyond race and gender) are impacting organizations, as well as HRD 4. Become familiar with different forms of discrimination and how HRD programs and processes can help to reduce these effects	Chapter 15

**BBA-387 Organizational Development and Change Management 3(3-0)**

**Pre-Requisites:** Students must have taken Introduction to Human Resource Management course and must have a clear understanding of basic HRM concepts.

**REFERENCE BOOKS AND MATERIAL**

1. Managing Change in Organizations By N. Sengupta, M.S. Bhattacharya & R. N. Sengupta
2. Organizational Development & Change By Dianne M. Wandell, Thomas G. Cummings & Christopher G. Worley
3. Case studies as assigned during lectures

<b>TOPICS TO BE COVERED</b>
Introduction to Change Management
Theories of Org. Change
Types of Org. Change strategies
<b>Case Study Discussion</b>
Organizational Renewal and planned change
Systems Approach
Contingency Approach & Future shock & change
Organizational Transformation & Development
Organization structure & change, forms of structures
Virtual organization, futuristic models; factors determining change
Organization change & culture, cultural resistance to change

Power tools, implementation issues
Organization change & HRM
Issues relating to HR functions
Corporate, functional & business level strategies, portfolio strategy
Strategy implementation, control & assessment
Organization Development; history, role of consultant & interventions
<b>Revision of course</b>
Diagnosing organizations; open system model,
Design components & output & Alignment
Diagnosing groups-inputs, design components & outputs
Diagnosis of individual/jobs; inputs and design components
Work processes and management of change, ERP & CM
Business Process Re-engineering, Knowledge process outsourcing
Role of IT in managing change, manufacturing and service sector
Managing change; how to overcome resistance, developing political support
Managing change in knowledge era
knowledge dissemination & learning organizations
<b>Presentation and evaluation of case studies</b>