



***BBA Programme  
2011***

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**Submitted to :**

**QUALITY ENHANCEMENT CELL, UNIVERSITY OF KARACHI**

**Assessment Team**

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|--|----------------------------|
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**Program Team**

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## CONTENTS

<b>Criterion 1- Program Mission, Objectives and Outcomes</b>		<b>Pg. No.</b>
	Introduction	3
Standard 1-1	Program Objectives	4
Standard 1-2	Program Outcomes,	7
Standard 1-3	Assessment Results and improvement, Plans	87
Standard 1-4	Overall Performance Using Quantifiable Measures	

<b>Criterion 2- Curriculum Design and Organization</b>		<b>Pg. No.</b>
	Program of studies offered	10
Standard 2-1	Courses Vs. Objectives	11
Standard 2-2	Theory, Problem Analysis / Solution and Design in Program	12
Standard 2-3	Mathematics & Basic Sciences Requirements	12
Standard 2-4	Major requirements as specified by Acceleration Body	12
Standard 2-5	Maths and Basic Sciences, Engineering Topics, General	12
Standard 2-6	Information Technology Content Integration Throughout the Program	12
Standard 2-7	Communication Skills ( Oral & Written )	12

<b>Criterion 3- Laboratories and Computing Facilities</b>		<b>Pg. No.</b>
	Computing Facilities	23
Standard 3-1	Lab Manuals / Documentation / Instructions	23
Standard 3-2	Adequate Support Personnel for labs	23
Standard 3-3	Adequate computing infrastructure and facilities	23

<b>Criterion 4- Student Support and Advising</b>		<b>Pg. No.</b>
Standard 4-1	Sufficient Frequency of Course Offering	25
Standard 4-2	Effective Faculty / Student Interaction	25
Standard 4-3	Professional Advising and Counseling	25

<b>Criterion 5- Process Control</b>		<b>Pg. No.</b>
Standard 5-1	Admission Process	27
Standard 5-2	Registration and Student	27
Standard 5-3	Faculty Recruitment and Retention Process	27
Standard 5-4	Effective Teaching and Learning Process	29
Standard 5-5	Program requirements completion Process	30

<b>Criterion 6- Faculty</b>		<b>Pg. No.</b>
Standard 6-1	Program Faculty Qualifications and Number	32
Standard 6-2	Current Faculty, Scholarly activities and development	32
Standard 6-3	Faculty motivation and Job satisfaction	32

<b>Criterion 7- Institutional Facilities</b>		<b>Pg. No.</b>
Standard 7-1	New Trends in Learning	34
Standard 7-2	Library Collections & Staff	34
Standard 7-3	Class rooms & Offices Adequacy	34

<b>Criterion 8 - Institutional Support</b>		<b>Pg. No.</b>
Standard 8-1	Support & Financial Resources	36
Standard 8-2	Number & Quality of GSs. RAs. & Ph.D. Students	36
Standard 8-3	Financial Support for Library. Labs & Computing Facilities	36

<b>Courses Detail, Faculty CVs. &amp; Survey's Result</b>		<b>Pg. No.</b>
	Courses and Syllabus	37
	Faculty CVs	233
	Employer's Opinion Survey Result	256
	Graduating Students Survey	257
	Teachers Evaluation Survey	258

## INTRODUCTION

Karachi University Business School (KUBS) was established in the year 1999-2000 in the public sector when Institute of Business Administration (IBA a constituent of University of Karachi) was declared an autonomous degree awarding institution.

KUBS within short period of few years has become well established institution with good reputation and impressive image in the business world. KUBS is presently offering a number of programs, namely BS (BBA) Four Years Program MBA (Direct) morning two years and evening three years programs.

MS/Ph.D. programs have recently been started and the courses are in progress. MBA (Banking) two years professional program is also run in collaboration with Institute of Bankers Pakistan (IBP), the admission of which is separately announced. KUBS has plans to start short term certificate programs in the fields of financial management, marketing communication, brand management, services marketing and MIS.

To update the students, seminars and workshops on current economic and business issues are also organized in the Department.

The department offers the following courses of studies:

- MBA 2 years (Morning)
- MBA 3 years (Evening)
- MBA (Banking) 2 years (Morning & Evening)
- BS (BBA) Four Years Program (Morning & Afternoon)
- M.S 1½ year (Morning)

This self assessment report has been prepared for the **BS (BBA) FOUR YEARS PROGRAM** and **MBA** Morning Program. For technical and administrative support, we are thankful to Prof. M. Sajidin, Director Quality Enhancement Cell and his staff members.

## KUBS MISSION

The mission of KUBS is to educate the leaders who make a difference in this time of extraordinary change throughout the world. We, at KUBS, are committed to impart our students general management education focusing on building a deep understanding of business, teaching with skill and passion. We follow a field-based education with emphasis on problem-focused research and the case method of instruction. Also we intend to imbibe a spirit of entrepreneurship and creativity among our students and prepare them for a global community that is increasingly reliant on technology.

The mission of the KUBS is to inculcate students with necessary skills required to become a successful business manager and develop the ability to make decisions regarding financial, managerial, marketing aspect of establishing and running an organization.

*“We Prepare Right Leaders for the Right Organization”.*

**Dr. A.R. Zaki**

Chairperson,

Karachi University Business School

University of Karachi

**CRITERION -1**

**PROGRAM MISSION, OBJECTIVES AND OUTCOMES**

**Criterion-1      Program Mission BS (BBA) FOUR YEARS PROGRAM and MBA**

In line of our organizational objective, our flagship programs BS (BBA) Four Years Program and MBA are designed to nurture raw talent and creativity into business acumen that is considered to be invaluable currency in the modern global economic environment,

**Standard 1-1: The Program must have documented measurable objectives that support college and Institution mission statements.**

**Program Objectives for MBA:**

1. Equip students with analytical tools required for managerial and financial decision making in corporate world. (551,electives)
2. To inculcate skills to manage people and resources in modern business environment.(602,522)
3. Develop marketing skills and knowledge from idea initiation to commercialization. (532,elective)
4. Develop and manage human resources to meet organizational goals with greater employee satisfaction. (552,electives)
5. To familiarize with new technological development of this information age.(561,611)

**Program Objectives for BBA:**

1. Equip students with analytical tools required for financial decision making in corporate world. (412,electives)
2. To inculcate skills to manage people and resources in modern business environment.(341,461)
3. Develop marketing skills and knowledge from idea initiation to commercialization. (462, elective)
4. Nurture research capabilities to convert ideas into implementable projects. (542)
5. Develop presentation and communication skills required in the corporate world (441,422)

**Table: Program Objectives Assessment**

S. No.	Objectives	How Measured	When Measured	Improvement Identified	Improvement Made
1.	Equip students with analytical tools required for financial decision making in corporate world.	SURVEYS a) Employer's Opinion b) Graduating Student's Survey c) Teacher Evaluation Survey	2011	Large Class Size Ineffective public address system	Request made to admission committee for reducing the number of students.
2	To inculcate skills to manage people and resources in modern business environment.			Need for more advanced management skills.	Courses on leadership and change management are included in the program.
3	Develop marketing skills and knowledge from idea initiation to commercialization.			Large Class Size Ineffective public address system	Request made to admission committee for reducing the number of students.
4	Nurture research capabilities to convert ideas into implementable projects.			High inclination for the use of published material for reports.	Teachers have been advised to have Zero tolerance for Plagiarism.
5	Develop and manage human resources to meet organizational goals with greater employee satisfaction.			Need more detailed coverage on Human resource management.	Human resource elective courses included in BS (BBA) FOUR YEARS PROGRAM and MBA Programs.
6	To familiarize with new technological development of this information age.			Inadequate IT facilities	Request sent for technical expert to manage IT equipments.
7	Develop presentation and communication skills required in the corporate world			Lack of confidence in some of the students	Teachers are advised to conduct more presentations sessions.

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

**PROGRAM OUTCOMES**

1. The graduating MBA/BS (BBA) FOUR YEARS PROGRAM class shall have a comprehensive understanding of financial, management, marketing techniques and managerial skills in the global environment.
2. Graduating student should be able to make sound business decisions under uncertain situation. .
3. They should be able to generate new ideas through identifying gaps in the environment, and have required entrepreneurial skills to convert them into a successful business.
4. The students should know the effective use of modern technologies to achieve organizational goals.
5. Students shall have the skills to communicate and present their ideas effectively in their professional fields.

The program outcomes are the by-products of the program objectives and are interrelated.

**Teachers Evaluation, Graduating Students and Employer Survey:**

The following surveys were conducted.

- Graduating Students Survey
- Teachers Evaluation Survey
- Employers Opinion Survey

**Standard 1-3: The results of program’s assessment and the extent to which they are used improve the program must be documented.**

**a) Actions Taken**

- Request made to admission committee to adhere to the admission policy of the university.
- Courses on Human resources management, leadership and change management are included in the program.
- Teachers are communicated to have Zero tolerance for Plagiarism.
- Request sent for a technical expert to manage IT equipments.
- Teachers are advised to conduct more presentations sessions.

**b) Strengths and Weaknesses of the Program**

**i) Strengths**

- Most students opt for admission in the programme.
- Innovation leadership award from 2nd Asia Best Business School Awards.
- Greater job opportunities for graduating student and as they are readily inducted in organizations.
- Degree is recognized both locally and internationally.
- Lower fees structure as compared to private sector institutions.
- This program is efficiently managed with one of the lowest cost per student ratio in the market

**ii) Weaknesses**

- Large size of class that makes it difficult for teacher to pay individual attention to every student.
- Teaching aids like projectors, address systems and even board markers are inadequate.
- Worsening law and order situation in the city, and lack of security for teachers and resources, is compromising the quality of education.



**c) Future Development Plans**

- Employer's Opinion Survey shall be repeated
- Teacher's Evaluation shall be conducted
- Course Evaluation Performa shall be administered.

**Standard 1-4: The department must assess its overall performance periodically.**

**a) Student Enrolment in BS (BBA) FOUR YEARS PROGRAM and MBA**

Year	BS (BBA) FOUR YEARS PROGRAM	MBA	Total
2006-2007	50	50	100
2007-2008	50	50	100
2008-2009	50	50	100

- b) Student/Faculty Ratio** **1 : 50**
- c) i) Time for BS (BBA) FOUR YEARS PROGRAM in Department** **4 Years**  
**ii) Time for MBA** **Minimum 2 Years**
- d) The minimum student grade point (CGPA)** **2.5**  
**The average student grade point (CGPA)** **3.2**

**e) Employer's Satisfaction**

In response to questionnaire of the Employer's Opinion, the employers seem to be satisfied with the performance of the students as can be seen from the attached results and pie charts.

**f) Faculty Satisfaction**

Faculty is largely satisfied with their jobs, and indicated that their performance would be improved if their compensation would be equated to the market and special allowance should be given in this regards, the big irritant in their performance is the present law and order situation and lack of security to conduct their jobs with integrity and honesty.

**g) Research Activities**

The department has two PhDs the rest comprises of lecturers and assistant professor. Most of them are enrolled in M.Phil/ Ph.D. programs. The research output is currently inadequate but expected to improve after completion of the M.Phil/Ph.D. studies by other faculty members.

**CRITERION -2**

**CURRICULUM DESIGN AND ORGANIZATION**

## **Criterion-2 Courses of BS (BBA) Four Years Program MBA Program, MBA Banking & Finance and MS Program**

KUBS with in short period of eight years has become well established institution with good reputation and high image in the business world. KUBS is presently offering a number of programs, namely BS (BBA) FOUR YEARS PROGRAM Four Years, MBA (Direct) Morning two years and Evening three years programs, MBA (Banking) Morning & Evening two years and MS/Ph.D. Program.

### **ADMISSION REQUIREMENT**

- **BS (BBA) Four Years Program, MBA (Direct) and MBA (Banking & Finance)**
  1. Candidates must have passed their pre-requisite examinations in at least second division with 50% (Fifty percent) marks.
  2. Minimum Qualifying marks in the entrance test is 50% (Fifty percent)
  3. Merit list of Candidates qualifying in the Entrance Test will be prepared for final selection as per following weightages:
    - Previous Academic Record 40% (Forty percent)
    - Entrance Test 60% (Sixty percent)
  
- **MS/Ph.D. Program**
  1. Candidates must have passed their pre-requisite examinations in at least second division with 50% (Fifty percent) marks.
  2. Minimum Qualifying marks in the entrance test is 50% (Fifty percent)
  3. Merit list of Candidates qualifying in the Entrance Test will be prepared for final selection as per following weightages:
    - Previous Academic Record 30% (Thirty percent)
    - Entrance Test 60% (Sixty percent)
    - Interview 10% (Ten percent)

### **ESTIMATED SEATS**

BS (BBA) Four Years Program	(Morning & Afternoon)	50 Seats (Fifty)
MBA (Direct)	(Morning & Evening)	50 Seats (Fifty)
MBA (Banking)	(Morning & Evening)	40 Seats (Forty)
MS Program	(Morning)	10 Seats (Ten)

**Standard 2-1: The Curriculum must be consistent and support the program's documented objectives BS (BBA) Four Years Program**

The following table manifests how the program content (Course) meets the program Objectives

Courses	Program's Objectives		
	1	2	3
Major Courses	Finance	Marketing	HRM
Elective Courses	603,613,623,633 643,653,663,673,683	607,617,627, 737,647,657,667,677,687	606,616,626, 636,646,656,666,676
Practical (Field and Lab)			
Thesis/Dissertation			

**Standard 2-1: The Curriculum must be consistent and support the program's documented objectives MBA program**

The following table manifests how the program content (Courses) meets the Program Objectives.

Courses	Program's Objectives	
	1	2
Major Courses	Finance	Marketing
Elective Courses	603, 613, 623 633	643, 663, 673, 614
Practical (Field and Lab)		
Thesis/Dissertation		

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

The following table indicates the elements covered in core courses:

<b>Elements</b>	<b>Courses</b>
i) Theoretical Background	BBA-411, BBA- 421, BBA- 431, BBA- 441, BBA- 451, BBA- 461, BBA- 422
ii) Problem Analysis	BBA-332, BBA-342, BBA-432, BBA-561,
iii) Solution Design	BBA-551, BBA-522, BBA-552, BBA-602, BBA-674

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

**&**

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

The program has been approved by the statutory body of the University of Karachi

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

**NOT APPLICABLE**

**Standard 2-6: Information technology component of the curriculum must be integrated throughout the program.**

342 and 561 fulfills the required standard in BS (BBA) Four Years Program and 602 in MBA program

**Standard 2-7: Oral and written communication skills of the student must be developed and applied in the program**

411,422 meet the required standard in BS (BBA) Four Years Program and 501 in MBA programme

**DETAILED COURSE DESCRIPTION OF BS (BBA FOUR YEARS PROGRAM, MBA (DIRECT),  
MBA BANKING & FINANCE AND MS PROGRAM**

KARACHI UNIVERSITY BUSINESS SCHOOL

UNIVERSITY OF KARACHI

**Modular System for BS (BBA) Four Years Program**

**138 Credit Hours Consisting of 46 Courses**

<b>Year I Semester I</b>			
<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>	
BBA – 301	Business English – I (Grammar)	3	
BBA – 311	Microeconomics	3	
BBA – 321	Basic Mathematics – I	3	
BBA – 331	Principles of Accounting	3	
BBA – 341	Introduction to Business	3	
BBA – 351	Islamic Studies OR	3	
BBA – 351	Ethical Behavior (for Non Muslims)	3	
		<b>18</b>	
<b>Year I Semester II</b>			
<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>	
BBA – 302	Macroeconomics	3	
BBA – 312	Business English – II (English Composition)	3	
BBA – 322	Business Mathematics – II	3	
BBA – 332	Financial Accounting	3	
BBA – 342	Information Technology in Business	3	
BBA – 352	Pakistan Studies	3	
		<b>18</b>	
<b>Year II Semester I</b>			
<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>	
BBA – 411	Human Behavior	3	
BBA – 421	Logic	3	
BBA – 431	Money & Banking	3	
BBA – 441	Business Communication – I (Correspondence & Business Report)	3	
BBA – 451	Business Statistics	3	
BBA – 461	Principles of Management	3	
		<b>18</b>	

Year II Semester II			
Course Code	Course Title	Credit Hours	
BBA – 412	Introduction to Business Finance	3	
BBA – 422	Business Communication – II (Oral Communication & Presentation Skills)	3	
BBA – 432	Statistical Inference	3	
BBA – 442	Organizational Behavior	3	
BBA – 452	Business & Labor Law	3	
BBA – 462	Principles of Marketing	3	
		<b>18</b>	
Year III Semester I			
Course Code	Course Title	Credit Hours	
BBA – 511	Cost Accounting	3	
BBA – 521	Environmental Studies	3	
BBA – 531	Community Development	3	
BBA – 541	Economy of Pakistan	3	
BBA – 551	Financial Management	3	
BBA – 561	Computer Application to Business (E-Commerce)	3	
		<b>18</b>	
Year III Semester II			
Course Code	Course Title	Credit Hours	
BBA – 512	Entrepreneurship	3	
BBA – 522	Production & Operations Management	3	
BBA – 532	Marketing Management	3	
BBA – 542	Business Research Methods	3	
BBA – 552	Human Resource Management	3	
BBA – 562	Managerial Accounting	3	
		<b>18</b>	
Year IV Semester I			
Course Code	Course Title	Credit Hours	
BBA – 601	Consumer Behavior	3	
BBA – 611	Management Information System	3	
BBA – 621	Business Ethics	3	
	Elective I	3	
	Elective II	3	
		<b>15</b>	

Year IV Semester II			
Course Code	Course Title	Credit Hours	
BBA – 602	Strategic Management	3	
BBA – 612	International Business	3	
	Elective III	3	
	Elective IV	3	
BBA – 622	Project Report	3	
		<b>15</b>	

### ELECTIVE COURSES FROM FIELD OF PECIALIZATION

FINANCE SPECIALIZATION			
Course Code	Course Title	Credit Hours	
BBA – 603	Security Analysis	3	
BBA – 613	Portfolio Investment Management	3	
BBA – 623	Analysis of Financial Statements	3	
BBA – 633	Corporate Finance	3	
BBA – 643	Advanced Cost Accounting	3	
BBA – 653	Advanced Financial Accounting	3	
BBA – 663	Public Finance	3	
BBA – 673	Risk Management	3	
BBA – 683	Treasury & Fund Management	3	

GENERAL MANAGEMENT SPECIALIZATION			
Course Code	Course Title	Credit Hours	
BBA – 604	Project Management	3	
BBA – 614	Organizational Development	3	
BBA – 624	Comparative Management	3	
BBA – 634	Purchasing & Materials Management	3	
BBA – 644	Management of Small Business	3	
BBA – 654	Organizational Theory & Design	3	
BBA – 664	Crisis Management	3	
BBA – 674	Managerial Economics	3	
BBA – 684	International Management	3	
BBA – 694	Managing Organizational Change	3	



<b>BANKING SPECIALIZATION</b>			
<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>	
BBA – 605	Banking Operation & Management	3	
BBA – 615	Credit Analysis & Investment Banking	3	
BBA – 625	Financial Institutions	3	
BBA – 635	Islamic Banking	3	
BBA – 645	Corporate Banking	3	
BBA – 655	Consumer Banking	3	
BBA – 665	International Banking	3	

<b>HR SPECIALIZATION</b>			
<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>	
BBA – 606	Recruitment & Selection	3	
BBA – 616	Performance & Appraisal Management	3	
BBA – 626	Training & Development	3	
BBA – 636	Change Management	3	
BBA – 646	Succession Planning & Management	3	
BBA – 656	Compensation Management	3	
BBA – 666	Leading & Team Work	3	
BBA – 676	Issues in International HRM	3	

<b>MARKETING SPECIALIZATION</b>			
<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>	
BBA – 607	Global Marketing	3	
BBA – 617	Retail Marketing	3	
BBA – 627	Export Marketing	3	
BBA – 637	Service Marketing	3	
BBA – 647	Brand Management	3	
BBA – 657	Sales Management	3	
BBA – 667	Advertising	3	
BBA – 677	Marketing Research	3	
BBA – 687	Business to Business Marketing	3	

**MBA (MORNING) – 2 YEARS PROGRAM**

**FIRST YEAR MBA (MORNING)**

<b>FIRST SEMESTER</b>	
<b>Course No</b>	<b>Course Title</b>
BA (M)-501	Business Communication
BA (M)-511	Business Economics
BA (M)-521	Financial Accounting
BA (M)-531	Business Mathematics
BA (M)-541	Introduction to Business and Management
BA (M)-551	Introduction to Marketing

<b>SECOND SEMESTER</b>	
<b>Course No.</b>	<b>Course Title</b>
BA (M)-502	Introduction to Business Finance
BA (M)-512	Introduction to Research Methods
BA (M)-522	Cost Accounting
BA (M)-532	Business Statistics
BA (M)-542	Business Law
BA (M)-552	Human Resource Development and Management

**SECOND YEAR MBA (MORNING)**

<b>FIRST SEMESTER</b>	
<b>Course No.</b>	<b>Course Title</b>
BA (M)-601	Managerial Accounting
BA (M)-611	Strategic Management
BA (M)-621	Marketing Research
BA (M)-631	Banking, Operations, and Management
BA (M)-641	Project Development, Evaluation and Feasibility
BA (M)-651	Advanced Business Statistics

<b>SECOND SEMESTER</b>	
<b>Course No.</b>	<b>Course Title</b>
BA (M)-602	Management Information System (M.I.S.)
BA (M)-612	Corporate Performance and Planning
BA (M)-604	Financial Management

<b>Three Electives out of the following:</b>	
BA (M)-632	Global Marketing
BA (M)-642	International Business and Finance
BA (M)-652	Advance Cost Accounting
BA (M)-662	Logistics Management
BA (M)-672	Advanced Financial Accounting
BA (M)-682	Export Marketing
BA (M)-692	Managerial Policy
BA (M)-603	Security Analysis
BA (M)-613	Treasury & Fund Management
BA (M)-623	Portfolio Investment Management
BA (M)-633	Corporate Finance
BA (M)-643	Services Marketing
BA (M)-653	Brand Management
BA (M)-663	Strategic Marketing
BA (M)-673	Advertising & Promotion
BA (M)-683	Sales Management
BA (M)-693	Analysis of Financial Statements
BA (M)-614	Consumer Behavior
BA (M)-624	Corporate Law & Corporate Affairs Management

**MBA (EVENING) – 3 YEARS PROGRAM****FIRST YEAR MBA (EVENING)**

<b>FIRST SEMESTER</b>	
<b>Course No.</b>	<b>Course Title</b>
BA (M)-501	Business Communication
BA (M)-511	Business Economics
BA (M)-521	Financial Accounting
BA (M)-531	Business Mathematics

<b>SECOND SEMESTER</b>	
<b>Course No.</b>	<b>Course Title</b>
BA (M)-541	Introduction to Business and Management
BA (M)-551	Introduction to Marketing
BA (M)-502	Introduction to Business Finance
BA (M)-532	Business Statistics

**SECOND YEAR MBA (EVENING)**

<b>FIRST SEMESTER</b>	
<b>Course No.</b>	<b>Course Title</b>
BA (M)-522	Cost Accounting
BA (M)-512	Introduction to Research Methods
BA (M)-542	Business Law
BA (M)-552	Human Resource Development and Management

<b>SECOND SEMESTER</b>	
<b>Course No.</b>	<b>Course Title</b>
BA (M)-601	Managerial Accounting
BA (M)-611	Strategic Management
BA (M)-621	Marketing Research
BA (M)-631	Banking, Operations, and Management

### THIRD YEAR MBA (EVENING)

FIRST SEMESTER	
Course No.	Course Title
BA (M)-641	Project Development, Evaluation and Feasibility
BA (M)-651	Advanced Business Statistics
BA (M)-602	Management Information System (M.I.S.)
BA (M)-612	Corporate Performance and Planning

SECOND SEMESTER	
Course No.	Course Title
BA (M)-604	Financial Management

Three Electives out of the following:	
BA (M)-632	Global Marketing
BA (M)-642	International Business and Finance
BA (M)-652	Advance Cost Accounting
BA (M)-662	Logistics Management
BA (M)-672	Advanced Financial Accounting
BA (M)-682	Export Marketing
BA (M)-692	Managerial Policy
BA (M)-603	Security Analysis
BA (M)-613	Treasury & Fund Management
BA (M)-623	Portfolio Investment Management
BA (M)-633	Corporate Finance
BA (M)-643	Services Marketing
BA (M)-653	Brand Management
BA (M)-663	Strategic Marketing
BA (M)-673	Advertising & Promotion
BA (M)-683	Sales Management
BA (M)-693	Analysis of Financial Statements
BA (M)-614	Consumer Behavior
BA (M)-624	Corporate Law & Corporate Affairs Management

**KARACHI UNIVERSITY BUSINESS SCHOOL****MBA BANKING PROGRAM****First Semester**

<b>Course No</b>	<b>Course Title</b>
MBF-1	Business Communication for Financial Services
MBF-2	Principles of Management and Business Ethics
MBF-3	Financial Accounting
MBF-4	Mathematics & Statistics for Finance
MBF-5	Business Economics & Financial System of Pakistan
MBF-6	Information Technology in Financial Services

**Second Semester**

<b>Course No</b>	<b>Course Title</b>
MBF-7	Banking Operations & Management
MBF-8	Introduction to Business Finance
MBF-9	Principles of Marketing & Marketing of Financial Services
MBF-10	Law Relating to Financial Services
MBF-11	Human Resource Management
MBF-12	Accounting for Financial Services
	Internship: 2 Months

**Third Semester**

<b>Course No</b>	<b>Course Title</b>
MBF-13	Commercial & Corporate Law
MBF-14	Retail & Consumer Banking Operations
MBF-15	Monetary Economics
	Elective I
	Elective II

**Fourth Semester**

<b>Course No</b>	<b>Course Title</b>
MBF-18	Management Accounting for Financial Institutions
MBF-19	International Trade Finance & Forex Operations
MBF-20	Lending Operations & Risk Management
	Elective III
	Elective IV
	Internship: 2 Months

**Elective Courses**

<b>Course No</b>	<b>Course Title</b>
EBF-1	SME's & Agricultural Finance
EBF-2	Insurance
EBF-3	Corporate Governance
EBF-4	Information Life Cycle & Management
EBF-5	Islamic Banking & Finance
EBF-6	Central Banking & Operation Management
EBF-7	Strategic Management in Banks
EBF-8	Leasing & Micro Finance
EBF-9	Investment & Portfolio Management
EBF-10	Project Finance, Planning & Evaluation

**CRITERION -3**

**LABORATORIES AND COMPUTING FACILITIES**

### **Criterion 3      Laboratory and Computing Facilities**

#### **Library**

The seminar library of the Business Administration Department caters to the needs of the students as well as the faculty. The seminar library has more than 2500 books on various topics. The timings of the library are from 9 am to 5 pm.

#### **The Computer Lab**

The Computer Lab Business Administration Department has been setup with the help of department resources. The lab houses more than 40PCs connected via a network to the main server. All PCs have an internet connection via the LAN. All the PCs have multimedia accessories and laser printers. The timings of the computer lab are 9 am to 3 pm. Internet browsing is free to all the faculty members and students.

**Standard 3-1: Laboratory manuals/ documentation instruction for experiments must be available and readily accessible to faculty and students**

**NOT APPLICABLE**

**Standard 3-2: There must be adequate support personnel for instruction and maintaining the laboratories**

A Lab Assistant & lab attendant is available to look after the lab.

**Standard 3-3: The University computing infrastructure and facilities must be adequate to support program's objectives**

- |                         |           |
|-------------------------|-----------|
| 1) Computing Facilities | Available |
| 2) Multimedia           | Available |
| 3) Website              |           |

The department has its own website i.e. <http://www.kubs.com.pk> and is fully operational.

- 4) Internet

Internet facility and a connection with main communication network of the University are available.



**CRITERION-4**

**STUDENT SUPPORT AND ADVISING**

#### **Criterion-4 Student Support and Advising**

Students of the department of Business Administration have adequate support to complete the program in time and have ample opportunity to interact with their teachers of respective courses and receive timely advice about program requirements and career development.

**Standard 4-1: Courses must have been offered with sufficient frequency and number for students to complete the program in a timely manner.**

#### **Department 's Strategy for Course Offering**

The department offers courses for BS (BBA) FOUR YEARS PROGRAM MBA two years and MS One and Half years program.

The time is strictly followed to complete the program well in time.

<b>Program</b>	<b>Classes per Week</b>	<b>Practical Classes per Week</b>	<b>Research Guidance</b>
BS (BBA) FOUR YEARS PROGRAM	18	-	
MBA	18	-	

**Standard 4-2: Course in the major must be structured to ensure effective interaction between students. Faculty and teaching assistants.**

As per specialization of the teacher. ( Course allocation is made in the meeting of the faculty members.)

**Standard 4-3: Guidance on how to complete the program must be available to all students and access to academic advising must be available to make course decisions and career choices**

- The Chairman of the department nominates a faculty member as 'Students Advisor' who is available to all students for course decision and career choices. The student advisor and the Chairman help the students in providing information to the students who have recently passed out about the career opportunities available for them. Besides, the department's assistance, the University also has a programme of Guidance and Counselling for the students.
- By providing facilities to the recruiting companies for on-campus recruiting.
- The Chairman places on the Notice Board the opportunities regarding membership in professional societies.

**CRITERION – 5**

**PROCESS CONTROL**

## **Standard 5-1: ADMISSION PROCESS**

### **Eligibility**

As per approved by the Academic Council.

### **EVALUATION & GRADING SYSTEM:**

As per University rules.

### **Rules Concerning the Promotion and Repetition**

As per University rules.

**Standard 5-2: The process by which students are registered in the program and monitoring of students progress to ensure timely completion of the program must be documented. This process must be periodically evaluated to ensure that it is meeting its objectives.**

The Central admission Committee admits the students as eligibility criteria.

**Standard 5-3: The process of recruiting and retaining highly qualified faculty members must be in place and clearly documented. Also processes and procedures for faculty evaluation, promotion must be consistent with institutional mission statement. These processes must be periodically evaluated to ensure that it is meeting with its objectives.**

HEC rules with approval by the University Syndicate are applied for appointment.

### **Appointments / Promotion Procedure**

#### **Basic Pay Scale (BPS)**

Appointments are based on HEC rules given below.

#### **a. Lecturer ( BPS-18):**

##### **Minimum Qualification**

Master's Degree ( first Class ) in the relevant field with no 3<sup>rd</sup> division in the Academic Career from HEC recognized University/ Institution. During the next two years ( i.e. until June 30<sup>th</sup> , 2008) if no candidate is available without 3<sup>rd</sup> division in the academic record then the University may forward the case for appointment of a selected candidate to the HEC for consideration and approval.

No experience required

#### **b. Assistant Professor ( BPS-19):**

##### **Minimum Qualification**

Ph.D. in the relevant field from HEC recognized University/ Institution. No. Experience required.

**OR**

Master's Degree (foreign) or MBA (Pakistan) or BS (BBA) Four Years Program in the relevant field from HEC recognized University/Institution, with 4 year teaching /research experience in a recognized university or a post –graduate Institution.

**c. Associate Professor(BPS-20):**

**Minimum Qualification**

Ph.D. in relevant field from HEC recognized University/Institution.

**Experience**

10-years teaching / research in HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International Organization.

**OR**

5-years post Ph.D. teaching /research experience in HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International Organization.

**Minimum Number of Publications**

8 research publications ( with at least 2 publications in last 5years) in internationally abstract Journals recognized by the HEC.

**d. Professor(BPS-21):**

**Minimum Qualification**

Ph.D. from HEC recognized Institution in relevant field.

**Experience**

15-years teaching / research experience in HEC recognized University or post-graduate Institution or professional experience in the relevant field in a National or International Organization.

**OR**

10-years post Ph.D. teaching / research experience in HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International Organization.

**Minimum Number of Publications**

12 research publications in internationally abstracted Journals recognized by the HEC.

**Bases for Appointments / Promotions**

Four main areas where a candidate is evaluated for Tenure Track Scheme:

- Teaching
- Research
- Service
- Personal Characteristics

### **General Criteria for Appointment on TTS**

All faculty members in any discipline are eligible to apply for appointment provided they fulfill the following minimum eligibility conditions:

#### **a. Assistant Professor**

Minimum Qualification

Ph.D. from a recognized University with excellent communication/presentation skills.

#### **b. Associate Professor**

**Minimum Qualification**

Ph.D. with 6 years post – Ph.D. teaching / research experience in a recognized University.

Minimum Number of Publications

10 research articles published in journals having impact factor.

#### **c. Professor:**

**Minimum Qualification**

Ph.D. with 11 years post-Ph.D. teaching / research experience from a recognized University.

**Minimum Number of Publications:**

15 research articles published in journals having impact factor.

#### **Faculty Evaluation Process.**

University rules are adopted.

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

1. Process to ensure teaching and delivery of course material:
  - a. Time table is strictly followed by all faculty members
  - b. Chairman of the department frequently gets feed back from the students during the semester.

**Standard 5-5: The process that ensure that graduates have completed the requirement of the program must be based on standards, effective and clearly documented procedures. This process must be periodically evaluated to ensure that it is meeting its objectives.**

- a) The department ensures that the graduates are punctual and full fill the attendance requirement i.e.80%.

**CRITERION – 6**

**FACULTY**



## **Criterion–6 Faculty**

Faculty members of the department of Business Administration are active in teaching and research and have the necessary technical depth to support the program. Teachers attempt to cover the curriculum adequately and in case of need hold extra classes.

**Standard 6-1: There must be enough full time faculty who are committed to the program to provide adequate coverage of the program areas / courses with continuity and stability. The interest of all faculty members must be sufficient to teach all courses, plan, modify and update courses. The majority must hold a Ph.D. degree in the discipline.**

The department of Business Administration is currently having the services of 6 full time and 2 part-time teachers. All are qualified to teach BS (BBA) FOUR YEARS PROGRAM, MBA and MS Courses.

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

- a) Faculty members of department of Business Administration are considered current in the discipline based on the following criteria:
  - i) All teachers meet the HEC criteria for appointment in the respective cadre.
  - ii) Teachers generally participate in seminars, conferences at National International levels.
  - iii) Teachers take interest in teaching and involve themselves in research.
  
- b) Faculty development program at department level
  - i. University of Karachi has started Faculty Development Program with the help of HEC. Under this program non-Ph.D faculty are given opportunities to improve their qualification from technologically advanced countries of the world. Further, Post-Doc facilities will be available to the faculty holding Ph.D degrees. The University also helps to organize professional activities such as workshops, seminars and conferences. One faculty members of the Business Administration Department are proceeding for higher studies in 2009.

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

To help the faculty of Karachi University Business School in their progress to excel in their profession, the department and institution has devised the following strategies:

- i) The department ensure fair, timely selection, appointment /promotion as per HEC criteria
- ii) Good working environment exists for research on business affairs and policies.
- iii) Opportunities for foreign training and studies are also made available to the faculty members.

**CRITERION - 7**

**INSTITUTIONAL FACILITIES**

## **Criterion–7 Institutional Facilities**

Institutional facilities, including library, class rooms and offices are adequate enough to support the objectives of the program.

**Standard 7-1: The Institution must be have the infrastructure to support new trends in learning such as E-learning.**

### **Computer and Internet Facility**

The Computer Lab of the Business Administration Department has been setup with the help of department sources. The lab houses more than 40 PCs connected via a network to the main server. All PCs have an internet connection via the LAN. All the PCs have multimedia accessories and laser printers. The timings of the computer lab are 9 am to 3 pm Internet browsing is free to all faculty members and research assistants.

**Standard 7-2: The library must possess on up-to-date technical collection relevant to the program and must be adequately staffed with professional personnel.**

#### **a) Main Library**

Faculty members and students of the department are allowed to use the main library even after normal working hours. The main library provides the following services.

- i. Course Books
- ii. Digital library having access to journals and E-books

The main Dr. Mahmood Hussain Library has a good stock of books on the subject.

#### **b) Seminar Library**

The seminar library of the Business Administration Department caters to the needs of the students as well as the faculty. The seminar library has more than 2500 books on various topics, besides this the library also subscribes to 15 research journals. The timings of the library are from 9 am to 5 pm.

**Standard 7-3: Class rooms must be adequately equipped and offices must be adequate to enable faculty to carry out their responsibility.**

### **Classrooms**

The department has Eight class rooms with furniture, black board, overhead projectors etc. An office room with necessary facilities is also available.

### **Faculty Offices**

Faculty members have separate rooms.

**CRITERION -8**

**INSTRUCTIONAL SUPPORT**

**Criterion- 8 Institutional Support**

The department's support and the financial resources for the program is sufficient enough to provide an environment in which the program can achieve its objectives and retain its strength.

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

The University authorities generally help the departments to retain qualified faculty members.

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

The following Table shows the number of students enrolled in each program of the department.

Year	BS (BBA) FOUR YEARS PROGRAM	MBA	MS	Total
2007	50	50	-	100
2008	50	50	-	100
2009	50	50	15	150

**Standard 8-3: Financial resources must be provided to acquire and maintain library holding, laboratories and computing facilities.**

The University allocates funds for these facilities but these funds are less than the requirements.

## **COURSES & SYLLABUS**

**DETAILED COURSE DESCRIPTION OF BS (BS (BBA) FOUR YEARS PROGRAM MBA  
(DIRECT), MBA BANKING & FINANCE AND MS PROGRAM**

KARACHI UNIVERSITY BUSINESS SCHOOL

UNIVERSITY OF KARACHI

**Modular System for BS (BBA) Four Years Program**

**138 Credit Hours Consisting of 46 Courses**

<b>Year I Semester I</b>			
<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>	
BBA – 301	Business English – I (Grammar)	3	
BBA – 311	Microeconomics	3	
BBA – 321	Basic Mathematics – I	3	
BBA – 331	Principles of Accounting	3	
BBA – 341	Introduction to Business	3	
BBA – 351	Islamic Studies OR	3	
BBA – 351	Ethical Behavior (for Non Muslims)	3	
		<b>18</b>	
<b>Year I Semester II</b>			
<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>	
BBA – 302	Macroeconomics	3	
BBA – 312	Business English – II (English Composition)	3	
BBA – 322	Business Mathematics – II	3	
BBA – 332	Financial Accounting	3	
BBA – 342	Information Technology in Business	3	
BBA – 352	Pakistan Studies	3	
		<b>18</b>	
<b>Year II Semester I</b>			
<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>	
BBA – 411	Human Behavior	3	
BBA – 421	Logic	3	
BBA – 431	Money & Banking	3	
BBA – 441	Business Communication – I (Correspondence & Business Report)	3	
BBA – 451	Business Statistics	3	
BBA – 461	Principles of Management	3	
		<b>18</b>	

Year II Semester II			
Course Code	Course Title	Credit Hours	
BBA – 412	Introduction to Business Finance	3	
BBA – 422	Business Communication – II (Oral Communication & Presentation Skills)	3	
BBA – 432	Statistical Inference	3	
BBA – 442	Organizational Behavior	3	
BBA – 452	Business & Labor Law	3	
BBA – 462	Principles of Marketing	3	
		<b>18</b>	
Year III Semester I			
Course Code	Course Title	Credit Hours	
BBA – 511	Cost Accounting	3	
BBA – 521	Environmental Studies	3	
BBA – 531	Community Development	3	
BBA – 541	Economy of Pakistan	3	
BBA – 551	Financial Management	3	
BBA – 561	Computer Application to Business (E-Commerce)	3	
		<b>18</b>	
Year III Semester II			
Course Code	Course Title	Credit Hours	
BBA – 512	Entrepreneurship	3	
BBA – 522	Production & Operations Management	3	
BBA – 532	Marketing Management	3	
BBA – 542	Business Research Methods	3	
BBA – 552	Human Resource Management	3	
BBA – 562	Managerial Accounting	3	
		<b>18</b>	
Year IV Semester I			
Course Code	Course Title	Credit Hours	
BBA – 601	Consumer Behavior	3	
BBA – 611	Management Information System	3	
BBA – 621	Business Ethics	3	
	Elective I	3	
	Elective II	3	
		<b>15</b>	



Year IV Semester II			
Course Code	Course Title	Credit Hours	
BBA – 602	Strategic Management	3	
BBA – 612	International Business	3	
	Elective III	3	
	Elective IV	3	
BBA – 622	Project Report	3	
		<b>15</b>	

### ELECTIVE COURSES FROM FIELD OF SPECIALIZATION

FINANCE SPECIALIZATION			
Course Code	Course Title	Credit Hours	
BBA – 603	Security Analysis	3	
BBA – 613	Portfolio Investment Management	3	
BBA – 623	Analysis of Financial Statements	3	
BBA – 633	Corporate Finance	3	
BBA – 643	Advanced Cost Accounting	3	
BBA – 653	Advanced Financial Accounting	3	
BBA – 663	Public Finance	3	
BBA – 673	Risk Management	3	
BBA – 683	Treasury & Fund Management	3	

GENERAL MANAGEMENT SPECIALIZATION			
Course Code	Course Title	Credit Hours	
BBA – 604	Project Management	3	
BBA – 614	Organizational Development	3	
BBA – 624	Comparative Management	3	
BBA – 634	Purchasing & Materials Management	3	
BBA – 644	Management of Small Business	3	
BBA – 654	Organizational Theory & Design	3	
BBA – 664	Crisis Management	3	
BBA – 674	Managerial Economics	3	
BBA – 684	International Management	3	
BBA – 694	Managing Organizational Change	3	

<b>BANKING SPECIALIZATION</b>			
<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>	
BBA – 605	Banking Operation & Management	3	
BBA – 615	Credit Analysis & Investment Banking	3	
BBA – 625	Financial Institutions	3	
BBA – 635	Islamic Banking	3	
BBA – 645	Corporate Banking	3	
BBA – 655	Consumer Banking	3	
BBA – 665	International Banking	3	

<b>HR SPECIALIZATION</b>			
<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>	
BBA – 606	Recruitment & Selection	3	
BBA – 616	Performance & Appraisal Management	3	
BBA – 626	Training & Development	3	
BBA – 636	Change Management	3	
BBA – 646	Succession Planning & Management	3	
BBA – 656	Compensation Management	3	
BBA – 666	Leading & Team Work	3	
BBA – 676	Issues in International HRM	3	

<b>MARKETING SPECIALIZATION</b>			
<b>Course Code</b>	<b>Course Title</b>	<b>Credit Hours</b>	
BBA – 607	Global Marketing	3	
BBA – 617	Retail Marketing	3	
BBA – 627	Export Marketing	3	
BBA – 637	Service Marketing	3	
BBA – 647	Brand Management	3	
BBA – 657	Sales Management	3	
BBA – 667	Advertising	3	
BBA – 677	Marketing Research	3	
BBA – 687	Business to Business Marketing	3	

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BBA – I</u></b>	
Course Title	: BUSINESS ENGLISH – I (GRAMMAR)
Course Number	: BBA – 301
Credit Hours	: 03

**Objective**

- The text is concerned with English usage that would prove acceptable in every way to the most critical reader or listener.
- Focus is made specifically on grammar, word usage, conciseness, clarity, punctuation, spelling, and dictionary study.
- Case study will be given in each chapter that will provide actual editing practice on a real business memo or letter.
- Collaborative learning exercises will be given to students that will provide an opportunity to work together in groups, hence provide learning and editing correctly.

**Course Contents**

- 1. Orientation – Understanding Grammar**
  - 1.1 A Preview of the Parts of Speech
  - 1.2 Worksheet Exercise
  
- 2. Grammatical Sentences**
  - 2.1 Understanding Sentence Grammar
  - 2.2 Understanding Basic Sentences
  - 2.3 Classifying Sentences
  
- 3. Nouns and Pronouns**
  - 3.1 Compound Subjects and Complements
  - 3.2 Compound Subjects
  - 3.3 Use of Appositives
  - 3.4 Use of Gerund
  
- 4. Verbs**
  - 4.1 Verb Forms
  - 4.2 Tense
  - 4.3 Moods
  - 4.4 Voice
  - 4.5 Other Complication
  
- 5. Agreement**
  - 5.1 Agreement between Subject and Verb
  - 5.2 Agreement between Pronouns and Antecedent

- 6. Adjectives and Adverbs**
  - 6.1 Adjectives to Modify Nouns and Pronouns
  - 6.2 Adjectives to Link Verbs to Modify Subjects
  - 6.3 Short Forms of Adverbs
  - 6.4 Comparative and Superlative Forms
  
- 7. Clear Sentences**
  - 7.1 Sentence Fragments
  
- 8. Comma Splices and Fused Sentences**
  - 8.1 Pronoun Reference
  - 8.2 Shifts / Person / Number / Tense / Mood / Voice
  - 8.3 Misplaced and Dangling Modifiers
  
- 9. Effective Sentences**
  - 9.1 Using Coordination and Subordination
  - 9.2 Using Parallelism
  - 9.3 Emphasizing Main Ideas
  - 9.4 Achieving Variety
  
- 10. Punctuation Pointers**
  - 10.1 End Punctuation
  - 10.2 The Comma
  - 10.3 The Semicolon
  - 10.4 The Apostrophe
  - 10.5 Quotation Marks
  - 10.6 Other Punctuation Marks
  
- 11. Mechanics**
  - 11.1 Capitals
  - 11.2 Abbreviations
  - 11.3 Numbers
  - 11.4 Word Division

### **Recommended Books**

1. Barry Robert E., Business English for the 21<sup>st</sup> Century, Prentice Hall Inc. USA, 1997.
2. Eastwood John, Oxford Practice Grammar, New Edition with Test and Answers, Oxford University Press, Karachi, 2004.
3. Fowler Ramsey H., Jane Aaron E., The Little Brown Handbook, Longmans Publication, 2003.
4. Guffey, Mary Ellen, Business English, (3<sup>rd</sup> Edition), South–Western College Publication.
5. Howe. D. H., Kirkpatrick T. A. and Kirkpatrick D. L., Oxford English for Undergraduates, Oxford University Karachi, Press, 2004.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – I</u></b>	
Course Title	: MICROECONOMICS
Course Number	: BBA – 311
Credit Hours	: 03

**Objective**

Simply stated, economics is the study how societies choose to allocate scarce resources among competing uses. Many of the decisions we make are economic decisions, and many of our interactions with other are influenced by economic institutions.

The objective of this course is to provide basic understanding of economic principles to everyday life. Economic analysis will help the student to understand society with economic reasoning.

**Course Contents**

- 1. Fundamentals of Economics**
  - 1.1 Economic Issues
  - 1.2 Scarcity and the Competing Use of Resources
  - 1.3 The Role of the Market
  - 1.4 The Scope of Economics
    - a. Microeconomics and Macroeconomics
    - b. Diversity of Economics
  - 1.5 The Three Problems of Economic Organization: Market, Command and Mixed Economies
  - 1.6 The Methods of Economics
    - a. Positive Economics
    - b. Normative Economics
  - 1.7 Issues and Applications
    - a. Theories and Models
    - b. Economic Policy
  
- 2. Demand Supply and Market**
  - 2.1 What is a Market?
    - a. Market Mechanism
    - b. How Markets Solves the Three Economic Problems
    - c. The Invisible Hand and the Perfect Competition
  - 2.2 Trade, Money and Capital:
    - a. Trade Specialization and Division of Labor
    - b. Money: Lubricant of Exchange
    - c. Capital
  - 2.3 Economic Role of Government:
    - a. Efficiency
    - b. Equity

- c. Macro Economic Growth and Stability
  - 2.4 Demand, Supply and Equilibrium
  - 2.5 Demand and Supply Curves
  - 2.6 Behind the Demand Curve
  - 2.7 Shifts in Demand Curve
  - 2.8 Behind the Supply Curve
  - 2.9 Shifts in Supply Curve
  - 2.10 Equilibrium of Supply and Demand
  
- 3. Application of Supply and Demand**
  - 3.1 Elasticity of Demand and Supply
    - a. Price Elasticity of Demand
    - b. Calculating Elasticities
    - c. Elasticity and Revenue
    - d. Price Elasticity of Supply
    - e. Other Important Elasticities
  - 3.2 Issues and Applications
    - a. Price Rationing
    - b. Elasticity and Tax Revenues
    - c. Minimum Floors and Maximum Ceilings
  
- 4. Demand and Consumer Behavior**
  - 4.1 Choice and Utility Theory:
    - a. Determination of Household Choice
    - b. Budget Constraint
  - 4.2 Basis of Choice: Utility
    - a. Diminishing Marginal Utility
    - b. Allocating Income to Maximize Utility
    - c. Utility Maximizing Rule
    - d. Income and Substitution Effect
  - 4.3 Consumer Surplus
    - a. Application of Consumer Surplus
  
- 5. Behavior of Profit Maximizing Firms and Production Process**
  - 5.1 Basic Concepts
  - 5.2 The Production Function
  - 5.3 Total, Average and Marginal Product
  - 5.4 Law of Diminishing Returns
  - 5.5 Returns to Scale (Short Run and Long Run)
  
- 6. Analysis of Costs**
  - 6.1 Short Run Costs and Output Decisions
    - a. Fixed Cost
    - b. Variable Cost
    - c. Total Cost
  - 6.2 Output Decisions:
    - a. Total Revenue
    - b. Marginal Revenue
    - c. Comparing Costs and Revenues to Maximize Profits
    - d. The Short Run Supply Curve
  - 6.3 Costs and Output Decisions in Long Run

- a. Short Run Condition and Long Run Direction
- b. Maximizing Profits
- c. Minimizing Losses
- 6.4 Long Run Costs: Economies and Diseconomies of Scale
  - a. Increasing Returns to Scale
  - b. Constant Returns to Scale
  - c. Decreasing Returns to Scale
- 6.5 Issues and Applications: External Economies and Diseconomies
- 6.6 Long Run Adjustments to Short Run Conditions

## **7. Behavior of Perfectly Competitive Markets**

- 7.1 Supply Behavior of Competitive Firm
- 7.2 Supply Behavior of Competitive Industries
- 7.3 Efficiency and Equity of Competitive Markets

## **8. Imperfect Competition: Monopoly, Duopoly and Oligopoly**

- 8.1 Patterns of Imperfect Competition
- 8.2 Marginal Revenue and Imperfect Competition
- 8.3 Behavior of Imperfect Competitors
- 8.4 Control, Innovation and Information

### **Recommended Books**

1. Karl E. Case and Ray C. Fair, Principles of Economics, (8<sup>th</sup> Edition), Prentice Hall International Inc. USA, 2007.
2. McConnel and Bruce, Economics, (15<sup>th</sup> Edition), McGraw–Hill Inc., USA, 2009.
3. Michael Parkin, Economics, Addison–Wesley International Inc., USA, 1990.
4. Samuelson, Paul A. and Nordhaus, William D., Economics, (19<sup>th</sup> Edition), McGraw–Hill Inc., USA, 2010.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – I</u></b>	
Course Title	: BASIC MATHEMATICS – I
Course Number	: BBA – 321
Credit Hours	: 03

**Objective**

The Objective of this course is to provide a clear understanding of basic mathematical concepts and techniques to solve business related issues.

The use of mathematical knowledge has become an indispensable tool in business, government and virtually every organization. Familiarity with basic mathematical tools is essential for students to comprehend the business world around them.

**Course Contents**

1.
  - 1.1 Preliminaries
  - 1.2 Basic Algebra
  - 1.3 Ratios
  - 1.4 Proportions
  - 1.5 Percentages
  
2.
  - 2.1 Progressions of Sequence and Series and their Application in Business
  
3.
  - 3.1 Linear Equations and Inequalities
  - 3.2 System of Linear Equations
  - 3.3 Linear Functions and Its Application
  - 3.4 Simultaneous Equations
  - 3.5 Break – Even Models
  
4.
  - 4.1 Mathematical Functions in General
  - 4.2 Types of Functions
  - 4.3 Graphical Representation of Functions
  
5.
  - 5.1 Quadratic and Polynomial Functions
  - 5.2 Application of Quadratic Functions
  - 5.3 Rational Functions



- 6.
  - 6.1 Exponential and Logarithmic Functions and their Characteristics
  - 6.2 Graphical Presentation and applications
  
- 7.
  - 7.1 Matrix Algebra – Introduction to Matrices
  - 7.2 Types of Matrices
  - 7.3 Matrix Operations and Determinant
  
- 8.
  - 8.1 Introduction to Differentiation
  - 8.2 Rules of Differentiation
  - 8.3 Average Rate of Change
  - 8.4 Instantaneous Rate of Change
  
- 9.
  - 9.1 Mathematics of Finance – Interest and Its Computations
  - 9.2 Simple Interest and Compound Interest
  - 9.3 Annuities and Their Present Value
  - 9.4 Annuities and Their Future Value
  - 9.5 Cost Benefit Analysis

**Recommended Books**

- 1. Budnick Frank S., Applied Mathematics for Business Economics and Social Sciences, McGraw–Hill, USA, 1993.
- 2. Barnett. R. A., Ziegler. M.A., Byleen K.E., Applied Mathematics for Business, Economics, Life Sciences and Social Sciences, Prentice Hall, USA, 2002.
- 3. Schultheis, Robert, Business Mathematics, South–Western USA, Publisher, 2010.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM – I**

Course Title	:	PRINCIPLES OF ACCOUNTING
Course Number	:	BBA – 331
Credit Hours	:	03

**Objective**

This course basically deals with the fundamentals of accounting. The objectives of this course is to provide the students with an applied knowledge of accounting concepts, principles, procedures, systems for preparation of financial statements, accounting treatment of current assets and liabilities, tangible and intangible assets. Students should become adept at classifying problems, situations and applying the required accounting principles.

**Course Contents**

- 1. Introduction of Accounting, Accounting Concepts and Principles**
  - 1.1 Basic Principles of Accounting
  - 1.2 Concepts and Conventions Underlying Accounting Statements (GAAP)
  - 1.3 The Impact of International Accounting Standards as Applicable In Pakistan, Introduction to IAS and Their Application
  - 1.4 Methods of Assets Valuation and Their Impact on Income Statement and Balance Sheet.
  
- 2. Accounting Procedures and Systems**
  - 2.1 Principles of Double Entry Book Keeping
  - 2.2 Accrual–Based Accounting System
  - 2.3 Adjusting, Closing and Reversing Entries
  - 2.4 Methods of Keeping and Presenting Books of Prime Entry (Cash Book, Petty Cash Book, Sales Journal, Purchase Journal, Purchase and Sales Return Journals etc.)
  - 2.5 Principle and Subsidiary Ledgers
  - 2.6 Trial Balance
  - 2.7 Impact of Accounting Standards
  - 2.8 Classification of Expenditure between Capital and Revenue
  - 2.9 Prepayments and Adjustments
  - 2.10 Accounting Cycle and Their Steps
  - 2.11 Preparation of Worksheet.
  
- 3. Financial Statements**
  - 3.1 Definition and Scope of Financial Accounting
  - 3.2 Account of Manufacturing and Trading Concerns
  - 3.3 Component of Financial Statements Like
  - 3.4 Income Statement for Merchandising and Services Business
  - 3.5 Balance Sheet

3.6 Cash Flow Statements as per International Accounting Standard (IAS–1)  
(Revised)

**4. Cash Control and Financial Assets**

- 4.1 Financial Assets and Their Recognition
- 4.2 Cash Management
- 4.3 Internal Control
- 4.4 Control of Receipts and Payments
- 4.5 Petty Cash System
- 4.6 Bank Reconciliation Statement and Adjusting Entries
- 4.7 Voucher System
- 4.8 Voucher Register and Cheque Register

**5. Receivables and Payables**

- 5.1 Nature of Receivables and Payables
- 5.2 Purpose and Form of Bill of Exchange
- 5.3 Basis for Estimating Charges for Bad Debts and Bad Debts Adjustment

**6. Fixed Assets – Tangible**

- 6.1 Definition and Calculation of The Initial Cost of a Fixed Assets and Apply This To Various Examples of Expenditures Distinguishing Between Capital And Revenue Items
- 6.2 Subsequent Expenditures that may be Capitalized
- 6.3 Accounting for Gains and Losses on the Disposal of Asset
- 6.4 Methods and Calculation of Depreciation like Straight Line, Diminishing Balance, Units of Production, Sum–of–the–Year–Digit Method, Units Hours Work Method. As Per International Accounting Standard (IAS–16)

**7. Intangibles**

- 7.1 Nature and Composition of Intangible Assets
- 7.2 Accounting Treatment for Intangibles Assets

**Recommended Books**

- 1. Gary A. Porter and Curtis L. Norton, Financial Accounting The Impact on Decision Makers, (6<sup>th</sup> Edition), South–Western Cengage Learning, 2009.
- 2. Horngren, Harrison, Robinson, Accounting, (3<sup>rd</sup> Edition), Prentice Hall Inc., USA, 1995.
- 3. Robert. Meigs, Williams Jan R., Haka Susan F., Bettner Mark S., Accounting, (10<sup>th</sup> Edition), McGraw–Hill, USA, March 1996.
- 4. Sticky and Weif, Financial Accounting, (9<sup>th</sup> Edition), Harcourt, 2000.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – I</u></b>	
Course Title	: INTRODUCTION TO BUSINESS
Course Number	: BBA – 341
Credit Hours	: 03

**Objective**

The main purpose of this course is to make the fresh students in the field of business studies able to understand the concept and comprehensive views on business and allied activities. The understanding of basic role of business in our society requires exploration into various areas.

The objective with the course is to explore and examine various aspects of business, their interrelation with business system. This is a foundation course which provides basic knowledge about the nature and importance of business, its concepts, functions, principles etc.

**Course Contents**

- 1. Motives and Functions of a Business**
  - 1.1. The Goal of Business
  - 1.2. Resources Used to Produce Products or Services
  - 1.3. Key Stakeholders in a Business
  - 1.4. The Business Environment
  - 1.5. Key Types of Business Decisions
  - 1.6. How Business Decision Affect Performance
  
- 2. Business Ethics and Social Responsibility**
  - 2.1 Concerns for Ethical and Social Issues
  - 2.2 Individual Business Ethics
  - 2.3 How organizations Shape Ethical Conduct
  - 2.4 Acting Responsibility to Satisfy Society
    - 2.4.1 Responsibility to Customers
    - 2.4.2 Responsibility to Employees
    - 2.4.3 Responsibility to Stockholders
    - 2.4.4 Responsibility to Creditors
    - 2.4.5 Responsibility to Environment
    - 2.4.6 Responsibility to Community
  
- 3. Selecting a Form of Business Ownership**
  - 3.1 Sole Proprietorship
  - 3.2 Partnership
  - 3.3 Corporation
  - 3.4 How Ownership Can Affect Return and Risk
  - 3.5 Obtaining Ownership of an Existing Business
  - 3.6 Small Businesses

#### **4. Management**

- 4.1 What is Management?
- 4.2 The Need for Vision
- 4.3 Levels of Management
- 4.4 Functions of Manager
- 4.5 Managerial Skills
- 4.6 Managers as Decision Makers
- 4.7 Managers as Leaders

#### **5. Human Resource**

- 5.1 Introduction
- 5.2 Providing Equal Opportunity
- 5.3 Compensation Packages that Firms Offer
- 5.4 Developing Skills of Employees
- 5.5 Evaluation of Employees Performance

#### **6. Marketing**

- 6.1 What is Marketing?
- 6.2 Evaluation of Marketing
- 6.3 Expanding Marketing Traditional Boundaries
- 6.4 Developing a Marketing Strategy
- 6.5 Marketing Research for Improved Marketing Decisions
- 6.6 Market Segmentations
- 6.7 Creating, Maintaining and Strengthening Marketing

#### **7. Improving Productivity and Quality**

- 7.1 Resources Used for Production Process
- 7.2 Production Processes
- 7.3 Selecting a Site
- 7.4 Selecting the Design and Layout
- 7.5 Production Control
- 7.6 Importance of Quality

#### **8. Improving Productivity and Quality**

- 8.1 What is Finance?
- 8.2 Role of Financial Manager
- 8.3 Why Organization Needs Money
- 8.4 Sources of Funds
- 8.5 Financial System and Financial Institutions

#### **9. Entrepreneurship**

- 9.1 Creating a New Business
- 9.2 Developing a Competitive Advantage
- 9.3 Developing a Business Plan
- 9.4 Risk Management by Entrepreneurs

#### **Recommended Books**

1. Jeff Madura, Introduction to Business, South–Western Cengage Learning, 2007.  
Khan A. Matin, Business in its Broader Perspective, New Urdu Bazar, Karachi, 2001.
2. Koontz & Fulmer, A Practical Introduction to Business, Richard D. Irwin Inc., 2000.

3. Louise E. Boone, David L. Kurtz, Contemporary Business, Harcourt College Publishers, 2002.
4. Newman H. William, Business Policies and Management, Cincinnati: South–Western Publishing Co., 1998.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – I</u></b>	
Course Title	: ISLAMIC STUDIES
Course Number	: BBA – 351
Credit Hours	: 03

**Objective**

This course will focus on the meaning, the significance and the practicality of Islam as universal religion, project the Islamic beliefs, and the Islamic code of life and acquaint the students with the importance of religion and its place in human life

**Course Contents**

1. **The Holy Quran**  
The revelation of Ayat or the Verses
2. **Surah Hijrat**  
Introduction and Text of the Holy Quran
3. **Surah Furqan**  
Introduction and Text of the Holy Quran
4. **Hadith and Sunnah of the Holy Prophet**  
Meaning and Definition  
The Difference between Hadith and Sunnah
5. **Hijab–e–Hadith**  
Compilation, Inscription and Writing of Hadith
6. **Text of Hadith**  
Twenty Selected Hadiths from “Riaz–us–Saliheen”
7. **Monothism**
  - a) The Existence of God – Arrangements and Effects of the Belief in One God
  - b) Effects on Personal Life
  - c) Effects on Collective Life
8. **Prophethood**
  - The Necessity and Importance of Prophethood

- The Distinct Qualities of the Prophets and Status of Prophethood – Faith in the Finality of Prophethood
- The Following of Sunnah

**9. Life After Death**

**10. Prayer**

**11. Zakat – Concept and Purpose**

**12. Fasting (Saum) Individual and Collective Benefits  
Hajj – Significance – Nature – Manasik  
Jihad – With Knowledge, Sword, Wealth and With Selves**

**13. Study of the Pure life of the Holy Prophet Makki and Madani Life**

**Recommended Books**

1. Dr. Nasiruddin, Islamiyat (Urdu), Ghazanfer Academy Pakistan.
2. Khurshid Ahmed, Islami Nazaria-e-Hiyat, B. C. C & T, University of Karachi, Karachi, 1980.
3. Muhammad Hameedullah Islam and Practical Life, Darul Ishaat, Karachi, 1998.
4. Natiq A. Qayyum, Sirat-e-Mustaqeem (English), (13<sup>th</sup> Edition), 2004.
5. Natiq A. Qayyum, Sirat-e-Mustaqeem (Urdu), (13<sup>th</sup> Edition), 2004.
6. Prof. Mufti. Munib Ur Rehamn, Islamiyat, Graduation Classes, Urdu Bazar Karachi, 2003.
7. Syed Abu Ala Mawdudi Towards Understanding Islam, Islamic Publications, London, 1993.
8. Tahir Mansoori, Islamic Law of Contracts and Business Transaction, Shri'ah Academy, Islamabad, 2005.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM – I**

Course Title	:	ETHICAL BEHAVIOR (FOR NON–MUSLIMS)
Course Number	:	BBA – 351
Credit Hours	:	03

**Objective**

The students are required to study Ethical Behavior in lieu of Islamic Studies for Non–Muslim students.

**Course Contents**

- 1. Meaning and Scope of Ethics**
- 2. Relation of Ethics With**
  - 2.1 Religion
  - 2.2 Science
  - 2.3 Law
- 3. Historical Development of Morality**
  - 3.1 Instinctive Moral Life
  - 3.2 Customary Morality
  - 3.3 Reflective Morality
- 4. Moral Theories**
  - 4.1 Hedonism (Mill)
  - 4.2 Intuitionism (Butler)
  - 4.3 Kant’s Moral Theory
- 5. Moral Ethics and Society**
  - 5.1 Freedom and Responsibility
  - 5.2 Tolerance
  - 5.3 Justice
  - 5.4 Punishment (Theories of Punishment)
- 6. Moral Teachings of Major Religions**
  - 6.1 Judaism
  - 6.2 Christianity
  - 6.3 Islam
- 7. Professional Ethics**
  - 7.1 Medical Ethics
  - 7.2 Ethics of Students
  - 7.3 Ethics of Teachers
  - 7.4 Business



### **Recommended Books**

1. Ameer Ali S., The Ethics of Islam, Noor Library Publisher, Latest Edition.
2. Donaldson D. M., Studies in Muslim Ethics, London, Latest Edition.
3. Hill, Thomas, Ethics in Theory and Practice, Thomas Y. Crowel, New York, Latest Edition.
4. Sayeed, S. M. A. (Tr.), Ta'aruf-e-Akhlaqiate, B. C. C. & T. Press, University of Karachi
5. Titus H. H., Ethics in Theory and Practice, Thomas Y. Crowel, New York, Latest Edition.
6. William Lillie, An Introduction to Ethics, Methuen and Co., London, Latest Edition.

## **KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – II</u></b>	
Course Title	: MACROECONOMICS
Course Number	: BBA – 302
Credit Hours	: 03

### **Objective**

Economics is a vital component of any student's education because an understanding of economic principles is essential for success in modern world. The rapid evolution of global interdependence among both highly industrialized and developing economies affect everyone's life. This course will enable the students to learn a new way of looking at the world. This course will establish student's understanding of key economic issues.

### **Course Contents**

#### **1. Introduction to Macroeconomics**

- 1.1 The Roots of Macroeconomics (Great Depression + Recent Macroeconomic History)
- 1.2 Objectives and Instruments of Macroeconomics
- 1.3 Component of Macro Economy
  - a. Circular Flow diagram
  - b. Three Market Arenas
- 1.4 Macroeconomic Indicators:
  - a. Inflation
  - b. Aggregate Output and Business Cycle
  - c. Unemployment and Global Issues
- 1.5 The Role of Government in the Macro Economy

#### **2. Measurement of Economic Activity**

- 2.1 Gross Domestic Product
  - a. Final Goods + Services
  - b. Exclusion of Used Goods and Paper Transactions
  - c. Exclusion of Output Produced Abroad by Domestically Owned Factors of Production
- 2.2 Calculating GDP
  - a. Expenditure – Approach
    - (i) Personal Consumption Expenditure (C)
    - (ii) Gross Private Investment ( $I_g$ )

- (iii) Government Purchases (G)
      - (iv) Net Exports ( $X_n$ )
      - (v) The GDP Equation:  $C + I_g + G + X_n$
    - b. Income – Approach
      - (i) Compensation of Employees
      - (ii) Rents
      - (iii) Interest
      - (iv) Proprietor’s Income
      - (v) Corporate Profits
      - (vi) Three Adjustments (Indirect business Taxes, Depreciation, Net–Foreign Factor Income)
  - 2.3 Other National Accounts:
    - a. Net Domestic Product (NDP)
    - b. National Income (NI)
    - c. Personal Income (PI)
    - d. Disposable Income (DI)
  - 2.4 Nominal versus Real GDP
  - 2.5 Consumer Price Index
  - 2.6 Limitations of GDP Concept
- 3. Components of Aggregate Demand and Aggregate Supply and Determinants:**
- 3.1 Aggregate Demand and Aggregate Supply
  - 3.2 Macroeconomics Equilibrium
  - 3.3 Recessionary and Inflationary GDP Gap.
  - 3.4 Classical Model of Macroeconomic Equilibrium
  - 3.5 Keynesian Model of Macroeconomic Equilibrium
  - 3.6 Wage – Price Spiral
  - 3.7 Supply – Side Shocks
  - 3.8 Stagflation
  - 3.9 Consumption Function and Marginal Propensity to Consume (MPC) and Marginal Propensity to Save (MPS)
  - 3.10 Investment Function and Its Determinates
  - 3.11 The Multiplier Model
    - a. The Basic Multiplier Model
    - b. Fiscal Policy in the Multiplier Model
      - (i) Government Spending Multiplier
      - (ii) Tax Multiplier
      - (iii) Balance – Budget Multiplier
- 4. Fiscal Policy**
- 4.1 Instruments of Fiscal Policy
  - 4.2 Derivation of IS Curve
  - 4.3 Discretionary Fiscal Policy
    - a. Expansionary Fiscal Policy
    - b. Contractionary Fiscal Policy
    - c. Financing of Deficits and Disposing of Surpluses
    - d. Policy Options: G or T (Government Spending / Taxes)
- 5. Monetary Policy**
- 5.1 Instruments of Monetary Policy
  - 5.2 Derivation of LM Curve
  - 5.3 Expansionary and Contractionary Monetary Policy
  - 5.4 Combining the Goods and Money Market
  - 5.5 Crowding Out Effect
  - 5.6 The Macroeconomic Policy – Mix
- 6. Macroeconomic Problems**
- 6.1 Unemployment and Inflation
    - a. Recessions, Depressions and Unemployment

- b. Defining and Measuring Unemployment
  - c. Components of Unemployment Rate
  - d. Cost of Unemployment
  - e. Benefit of Recession
- 6.2 Inflation
- a. Defining and Measuring of Inflation
  - b. Kinds of Inflation
    - (i) Demand – Pull Inflation
    - (ii) Cost – Push Inflation
  - c. Cost of Inflation
7. **Balance of Trade**
- 7.1 Export Transactions
  - 7.2 Import Transactions
8. **Balance of Payment**
- 8.1 (a) Current Account (b) Capital Account (c) Official Reserves Account
  - 8.2 Payment, Deficits and Surplus
9. **Economic Growth and Development**
- 9.1 Economic Development and Economic Growth
  - 9.2 Measurement of Economic Development
  - 9.3 Pre – requisites of Economic Development
  - 9.4 Measuring of the term “Under Developed”
  - 9.5 Different Criteria of Under Development

**Recommended Books**

1. Karl E. Case and Ray C. Fair, Principles of Economics, (8<sup>th</sup> Edition), Prentice Hall International Inc. USA, 2007.
2. McConnel and Bruce, Economics, (15<sup>th</sup> Edition), McGraw–Hill Inc., USA, 1999
3. Michael Parkin, Economics, Addison–Wesley International Inc., USA, 1990
4. Samuelson, Paul A. and Nordhaus, William D., Economics, (19<sup>th</sup> Edition), McGraw–Hill Inc., USA, 2010.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – II</u></b>	
Course Title	: BUSINESS ENGLISH – II (ENGLISH COMPOSITION)
Course Number	: BBA – 312
Credit Hours	: 03

**Objective**

The main objective is to enable the students to express themselves in good rhetorical language with special reference to arrangement and style. The students will be introduced to envelop, persuasive writing which will help them to critically develop analytical research. It will also encourage the students to read widely and analyze written prose and to develop paraphrasing

skills. It will also sharpen their powers of observation and skills for writing about personnel, public, professional needs and problems. Apart from this it will further build their understanding on the techniques of composition.

### **Course Contents**

- 1. Orientation: Writing Structure**
  - 1.1 Approaches, Practices
  - 1.2 Purpose and Characteristics
  
- 2. Understanding Paragraph Development**
  - 2.1 Paragraph Unity
  
- 3. Supporting Topic Sentences**
  - 3.1 Examples
  - 3.2 Details
  - 3.3 Anecdotes
  - 3.4 Facts and Statistics
  
- 4. Supporting Topic Sentences**
  - 4.1 Enumeration
  - 4.2 Special Types of Enumeration
  - 4.3 Process and Chronology
  - 4.4 Cause and Effect
  - 4.5 Comparison and Contrast
  
- 5. From Paragraph To Composition**
  - 5.1 Identifying Controlling Ideas
  - 5.2 Writing Process 3X3 (Essay Writing)
  - 5.3 Essay Writing, Division and Classification
  - 5.4 Essay Writing – Argumentation
  
- 6. Special Skills in Writing**
  - 6.1 The Short Paper
  - 6.2 Writing a Summary
  
- 7. The Critical Review**
  - 7.1 Reviewing Article
  
- 8. The Research Paper – Writing a Research Paper**
  - 8.1 Review

### **Recommended Books**

1. Arnaudet Martin L., Mary Ellen Barrett, Approaches To Academic Reading And Writing, 1999.
2. Arnaudet Martin L., Paragraph Development, (3<sup>rd</sup> Edition), Prentice Hall Regents, USA, Eaglewood Cliffs, 2000.
3. Eastwood John, Oxford Practice Grammar, New Edition with Test and Answers, Oxford University Press, Karachi, 2004
4. Howe. D. H., Kirkpatrick T. A. and Kirkpatrick D. L., Oxford English for Undergraduates, Oxford University Press, Karachi, 2004.
5. Jefferson, H. M., Writing: A College Handbook, (6<sup>th</sup> Edition), W.W. Norton and Company, 2000.
6. Langan Johann, College Writing Skills, (5<sup>th</sup> International Edition), McGraw–Hill, USA, 2000.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM – II**

Course Title	:	BUSINESS MATHEMATICS – II
Course Number	:	BBA – 322
Credit Hours	:	03

**Objective**

The objective of this course is to make the students feel comfortable in business environment where there is an increasing use of quantitative analysis. The course emphasizes the application of mathematical techniques to cope up with the modern advancements and orientation according to modern requirements. The today's business students will be the decision maker's tomorrow and shall be better equipped if they are familiar with these concepts. Such familiarity can assist them in being better 'critics' and 'users' and hopefully better decision makers.

**Course Contents**

**1. Introduction to Basic Concepts**

- 1.1 Real and Complex Number System
- 1.2 Co-ordinate System in Two Dimensions, Simple Cartesian Curve, Function and Graphs
- 1.3 Limits of Functions and Techniques for Finding Limit
- 1.4 Continuous and Discontinuous Function and Their Graphical Representation
- 1.5 Tangent Line, Secant Line, Normal Line, Slope of Curve and Rules for finding them

**2. Differentiation**

- 2.1 The Chain Rule
- 2.2 Higher Order Derivatives
- 2.3 Differentiation of Logarithmic Functions
- 2.4 Exponential and Trigonometric Functions.

**3. Optimization: Methodology and Application**

- 3.1 Concavity and Inflection Points
- 3.2 Identification of Maxima and Minima
- 3.3 The First and Second Derivative Tests and Critical Points
- 3.4 Curve Sketching and Restricted Domain Considerations
- 3.5 Revenue, Cost and Profit Applications
- 3.6 Marginal Approach to Profit Maximization.

**4. The Integral Calculus**

- 4.1 The Antiderivative Concept
- 4.2 Rules of Integration
- 4.3 Integration by Parts, Integration of Trigonometric Functions
- 4.4 Differential Equations
- 4.5 Definite Integrals

4.6 Definition, Properties and Application of Definite Integral to Areas – Areas between function and x – axis and areas between curves.

**5. Linear Programming**

- 5.1 Graphical Solutions
- 5.2 Region of Feasible Solution
- 5.3 Corner–Point Method and Application of Linear Programming
- 5.4 The Simplex Method.

**6. Transportation Models, Assignments Models**

- 6.1 Solution to Transportation Model and Assignment Model

**Recommended Books**

- 1. Budnick Frank S., Applied Mathematics for Business Economics and Social Sciences, McGraw–Hill, USA, 1993.
- 2. L. Hoffmann D. and G. Bradley L., Calculus for Business and Social Sciences, McGraw–Hill New York, 1989.
- 3. Lawson Michel and Hubbord Stephen and Paul Pugh, Maths and Statistics for Business, Longman Singapore Publishers, 1993.
- 4. Mizrahi Abe and Sullivan Michel, Mathematics for Business and Social Sciences – An Applied Approach, John Wiley and Sons, USA, 1995.
- 5. Barnett. R. A., Ziegler. M.A., Byleen K. E., Applied Mathematics for Business, Economics, Life Sciences and Social Sciences, Prentice Hall, USA, 2002.
- 6. Schultheis, Robert, Business Mathematics, South–Western Publisher, 2010.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – II</u></b>	
Course Title	: FINANCIAL ACCOUNTING
Course Number	: BBA – 332
Credit Hours	: 03

**Objective**

The objective of this course is to provide the students with a knowledge of accounting to enable them to; prepare financial statement for different types of business such as Non–profit organizations and sole proprietorship, prepare financial statements of companies, compute and interpret working capital ratios and analyze various items of current assets and liabilities to highlight the current financial position of the companies and this course explain potential matters that should be considered while making a regulatory framework for published accounts.

## Course Contents

- 1. Introduction of Financial Accounting and Principles:**
  - 1.1 The Impact of International Accounting Standards as Applicable in Pakistan for the Preparation of Financial Statements and Their Disclosure Requirement.
  - 1.2 Forms of Business Enterprises such as Non–profit Organization, Sole Proprietorship, Partnerships and Corporation
  
- 2. Financial Statements – The Outputs of the System**
  - 2.1 Objectives of Financial Reporting
  - 2.2 Qualitative Characteristics of Financial Information
  - 2.3 The Uses and Limitations of Classified Balance Sheets
  - 2.4 The Uses and Limitations of Classified Income Statements
  - 2.5 The Retained Earnings Statement or Statements of Changes in Stockholders' Equity
  
- 3. Inventory Accounting:**
  - 3.1 Nature and Classes of Inventories
  - 3.2 Periodic and Perpetual Inventory Valuation as per International Accounting Standard (IAS–2)
  - 3.3 LIFO, FIFO Methods, Weighted Average Method, Moving Average
  - 3.4 Inventory Valuation at Cost or NRV Whichever is Lower
  
- 4. Cash Flow Statement**
  - 4.1 Preparation of Cash Flow Statements According to the Requirement of IAS 7
  - 4.2 Classification of Cash Flow Statements as Operating Activities
  - 4.3 Investing Activities and Financial Activities by Using Direct and Indirect Methods
  
- 5. Interpreting Financial Statement Data**
  - 5.1 Users of Financial Statements and The Purposes of Financial Statement Analysis
  - 5.2 The Techniques and Tools of Financial Analysis
  - 5.3 Common Financial Ratios, Common Size Balance Sheet and Income Statement
  - 5.4 Limitations of Financial Statement Analysis
  
- 6. Accounting For Receivables**
  - 6.1 Accounting for Receivables Under Income Statement and Balance Sheet Approach
  - 6.2 Notes Receivable and Their Matters
  
- 7. Current Liabilities and Accounting for Long Term Liabilities**
  - 7.1 Definition and Recognition of Liabilities
  - 7.2 Types of Current Liabilities
  - 7.3 Types of Long Term Liabilities
  - 7.4 Bonds
  - 7.5 Accounting for Bonds by Borrowers
  - 7.6 Accounting for Bonds by the Investor
  - 7.7 Other Forms of Long Term Debt
  - 7.8 Time Value of Money Concept

**8. Corporate Organization and Capital Stock Transactions.**

- 8.1 Characteristics of A Corporation
- 8.2 The Formation and Organization of a Corporation
- 8.3 Types of Capital Stock
- 8.4 The Components of Stockholders' Equity
- 8.5 Accounting for the Issuance of Stock
- 8.6 Use of Stock Information

**9. Stockholders Equity Retained Earnings and Dividends**

- 9.1 Corporate Income Statements
- 9.2 Earnings Per Share
- 9.3 Dividends
- 9.4 Stock Splits Prior Period Adjustments, Appropriations, and Treasury Stock
- 9.5 Retirement of Capital Stock
- 9.6 Statement of Stockholder's Equity

**Recommended Books**

- 1. Gary A. Porter and Curtis L. Norton, Financial Accounting The Impact on Decision Makers, (6<sup>th</sup> Edition), South-Western Cengage Learning, 2009.
- 2. Horngren, Harrison, Robinson, Financial Accounting, (3<sup>rd</sup> Edition), Prentice Hall, USA, 1995.
- 3. Meigs Robert F., Williams Jan R., Haka Susan F., Bettner Mark S., Accounting, (10<sup>th</sup> Edition), McGraw-Hill, USA, 1999.
- 4. Weygandt, Kieso, Kimmel, Financial Accounting, (2<sup>nd</sup> Edition), John Wiley and Sons, Inc., USA, 1998.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – II</u></b>	
Course Title	: INFORMATION TECHNOLOGY IN BUSINESS
Course Number	: BBA – 342
Credit Hours	: 03

**Objective**

The emergence of computer based technologies and wide spread usage of computers in Record keeping, classification, Compilation and consolidation of organizational data, management reporting techniques, consolidation have recast the role of computers in Business and Management. In other words CBIS has become the basis and essential for gaining competitive edge.

On completion of this course the students should be capable / have the knowledge in:

- ✓ Information handling and storage techniques
- ✓ Management reporting techniques using word processors
- ✓ Computer handling using available Operating Systems and Applications



## **Course Contents**

- 1. Information Technology**
  - 1.1 Principles
  - 1.2 Practices
  - 1.3 Opportunities
  
- 2. Components of Computer**
  - 2.1 Input Devices
  - 2.2 Storage Devices
  - 2.3 Processing Devices
  - 2.4 Output Devices
  
- 3. Computer System and Its Components**
  - 3.1 Hardware
  - 3.2 Software
  - 3.3 Data / Information
  - 3.4 People
  - 3.5 Procedures
  - 3.6 Environment
  
- 4. Operating System and User Interface**
  - 4.1 Operating System Basics
  - 4.2 UNIX
  - 4.3 Macintosh OS
  - 4.4 Windows (98, 2000, NT, XP)
  - 4.5 Linux
  - 4.6 Running Programs
  - 4.7 Managing Files
  - 4.8 Managing Hardware
  
- 5. Application Software: Word Processor Spread Sheets**
  - 5.1 Word Processing Programs (MS Word)
  - 5.2 Spreadsheet Program (MS Excel)
  
- 6. Application Software: Presentation Programs and Databases**
  - 6.1 Presentation Program (MS Power Point)
  - 6.2 Databases and Database Management Systems
  
- 7. Graphics and Multimedia**
  - 7.1 Types of Graphics Files
  - 7.2 Multimedia
  
- 8. Internets Basics**
  - 8.1 How Internet Works TCP/IP: The Universal Language of The Internet
  - 8.2 Addressing Schemes – IP and DNS Addresses
  - 8.3 Domains and Sub-Domains
  - 8.4 Major Features of Internet
  
- 9. Networks and Data Communications**
  - 9.1 The Uses of a Network
  - 9.2 Simultaneous Access
  - 9.3 How Networks are Structured

- 9.4 Network Topologies
- 9.5 Data Communication

**Recommended Books**

1. Brian Williams K. and Stacey Sawyer C., Introduction to Computer in Business, (6<sup>th</sup> Edition), McGraw–Hill, USA.
2. Peter Norton, Introduction to Computers, (5<sup>th</sup> Edition), McGraw–Hill, USA, 2004.
3. R. Kelly Rainer, Casey G. Cegielski, Introduction to Information Systems: Enabling and Transforming Business, (3<sup>rd</sup> Edition), Wiley Publishers, USA, 2009.
4. Senn James A., Information Technology in Business, Prentice Hall, USA, 2002.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – II</u></b>	
Course Title	: PAKISTAN STUDIES
Course Number	: BBA – 352
Credit Hours	: 03

**Objective**

The course is designed with the objectives of acquainting the students with the anthropological study of Pakistan. Advents of Muslims in India, two nation theory and the history of freedom movement with role of important leaders before and after independence and their contributions.

After completing the course students are expected to learn the background and the events responsible for the creation of Pakistan. The course is to create a feeling of love and importance of Pakistan among the young generation. They will make themselves aware of the status of Pakistan in relation to neighbors and realize their personal identification as a Pakistani national.

**Course Contents**

1. Historical Background of Pakistan with special reference to Ulema’s work and political awakening in the subcontinent. The reformists Shaikh Ahmed Sirhindi, Shah Waliullah and others.
2. Creation of Pakistan, Its problems and gradual Development in the fields of politics.
3. Constitutional evolution of Pakistan up to the current constitution and its amendments.
4. Languages of Pakistan.

5. Cultural heritage of Pakistan.
6. Pakistan and the Modern World (Foreign Affairs).
7. Economic Progress of Pakistan from 1970s, to date.

**Recommended Books**

1. Hussain J., A History of the Peoples of Pakistan, Oxford University Press, Karachi, 1998.
2. Qureshi I. H., A Short History of Pakistan, Vol–IV University of Karachi, 1997.
3. Qureshi I. H., The Struggle for Pakistan, University of Karachi, 1974.
4. Rabbani Ikram and M. A. Sayyid, Introduction to Pakistan Studies, Caravan Book House, Lahore, 1999.
5. Sarwar G. Shahzad, Pakistan Studies, Qamar Kitab Ghar, Karachi, (Latest Edition).
6. Zaidi S. Akbar, Issues in Pakistan’s Economy, (Latest Edition).

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – III</u></b>	
Course Title	: HUMAN BEHAVIOR
Course Number	: BBA – 411
Credit Hours	: 03

**Objective**

The purpose of this course is to understand the behavior of human being in general and in business organization specifically. How people behave in a way as they do in a situation? This question is difficult to answer as human is a very complex entity.

Behavioral scientists and psychologists are continuously engaged in research to ascertain the nature of human behavior in order to provide them an environment to improve their effectiveness and efficiency at work place. Management is getting things done through other people which is not possible without deeper understanding of human behavior.

**Course Contents**

1. **Definition of Human Psychology**
  - 1.1 Understanding Goals of Psychology
  - 1.2 Major Trends in the Development of Psychology
  - 1.3 Biological Basis of Behavior
2. **Perception**
  - 2.1 Attentional Processes

- 2.2 Organizational Processes in Perception
- 2.3 Identification and Recognition Processes
- 2.4 Memory
- 3. Learning and Behavior**
  - 3.1 Classical Conditioning
  - 3.2 Operant Conditioning
  - 3.3 Cognitive Learning
  - 3.4 Observational Learning
- 4. Motivation and Emotion**
  - 4.1 Definition and Type of Motivates (Primary, Secondary and General)
  - 4.2 Basic Emotions and Culture
  - 4.3 Theories of Emotions
  - 4.4 Functions of Emotions
- 5. Cognitive Processes**
  - 5.1 Studying Cognition
  - 5.2 Language Use
  - 5.3 Visual Cognition
  - 5.4 Problem Solving and Reasoning
  - 5.5 Judging and Deciding
  - 5.6 Intelligence Assessment
- 6. Personality**
  - 6.1 Definition and Assessment of Personality
  - 6.2 Psychodynamic, Behavioristic, Humanistic, and Trait Theory of Personality
- 7. Social Psychology**
  - 7.1 Social Cognition
  - 7.2 Attitude and Their Group Behavior
  - 7.3 Prejudice
  - 7.4 Social Influences and Group Behavior
  - 7.5 Interpersonal Attraction and Loving
  - 7.6 Stress and Coping (Psychology of Health)

### **Recommended Books**

1. Feldman, Robert S. Understanding Psychology, McGraw–Hill, USA, 2002.
2. Gerow, Josh, Psychology and Introduction, Longman, 1997.
3. Lahey, Benjamin, Psychology, McGraw–Hill, USA, 2003.
4. Neil R. Carlson and Buskist, William, Psychology, Allyn and Bacon, 1997.
5. Neil R. Carlson, Harold Miller, C. Donald Heth, Psychology: The Science of Behavior, (7<sup>th</sup> Edition), 2009.
6. Zimbardo, Phillips G. and Gerring, Richard J., Psychology and Life Harper, Collin Publishers, 1996.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM – III**

Course Title	:	LOGIC
Course Number	:	BBA – 421
Credit Hours	:	03

**Objective**

The Objective of this course is to sharpen the intellect of the students, develop their earning ability, strengthen their understanding and promote clear thinking. In order to achieve the desired goal, especially, in management of organizations the manager is expected to present his case with reasoning and logically. It is important to convince the people while negotiating in business. The knowledge of logic will help students to learn how to present their viewpoints before others.

**Course Contents**

- 1. Definition of Logic**
  - 1.1 Logic as a Science and an Art
  - 1.2 Scope of Logic
  - 1.3 The Laws of Logic
  - 1.4 Induction and Essential Characteristics of Induction
  
- 2. Categorical Propositions and Classes**
  - 2.1 Quality, Quantity and Distribution
  - 2.2 The Traditional Square of Opposition
  - 2.3 Immediate Inferences, Conversion, Obversion, Contraposition, Inversion
  - 2.4 Existential Import
  - 2.5 Symbolism and Diagram for Categorical Proposition
  
- 3. Three Basic Uses of Language**
  - 3.1 Discourse Serving Multiple Functions
  - 3.2 The Forms of Discourse
  - 3.3 Emotive Words
  - 3.4 Kinds of Agreement and Disagreement
  - 3.5 Emotively Neutral Language
  
- 4. The Purpose of Definition**
  - 4.1 The Types of Definition
  - 4.2 Various Kinds of Meaning
  - 4.3 Techniques for Defining
  
- 5. Standard Form Categorical Syllogisms**
  - 5.1 The Formal Nature of Syllogistic Arguments
  - 5.2 Venn Diagram Techniques for Testing Syllogisms
  - 5.3 Rules and Fallacies

5.4 Reducing the Number of Terms in Categorical Syllogism

**6. Informal Fallacies**

6.1 Fallacies of Relevance

6.2 Fallacies of Presumptions

6.3 Fallacies of Ambiguities

**Recommended Books**

1. Harry J. Gensler, Introduction to Logic, (2<sup>nd</sup> Edition), Routledge, 2010.
2. Hurley, Patric, A Concise Introduction to Logic, Belmont, Calif Wadsworth, 1988.
3. Irving M. Copi, Introduction to Logic, New York, McMillan Co, 1990.
4. Patrick J. Hurley, A Concise Introduction to Logic, (10<sup>th</sup> Edition), Thomson Wardworth, 2007.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – III</u></b>	
Course Title	: MONEY AND BANKING
Course Number	: BBA – 431
Credit Hours	: 03

**Objective**

The course aims at providing basic understanding about the principles and practices in money and banking field. The course reviews definitions, functions and theories of money – classical, Keynesian and modern viewpoints, central and commercial banking, examination of monetary policy. The course also discusses the principles of international finance and financial institutions.

**Course Contents**

- 1. Evaluation, Function and Forms of Money**
  - 1.1. Need for Money. Origin of Money. Commodity Money and Commodity Standards, Rise of Fiat Money. Seigniorage
  - 1.2. Functions of Money. Types of Money – (M1, M2, M3 and L)
  - 1.3. Approaches to Defining and Measuring Money
  
- 2. Techniques of Money Management and Role of Central Bank**
  - 2.1. Definition of Money Policy
  - 2.2. Monetary Policy Operation Procedures
  - 2.3. Rules versus Discretion in Monetary Policy
  - 2.4. Role of State Bank of Pakistan as the Coordinator of Monetary Policy of the Country
  
- 3. Introduction to International Monetary System**
  - 3.1. International Accounting Identities: Balance of Payment. The Current Account. The Capital Account. Settlement of Balances

- 3.2. Fixed Exchange Rate System: Gold Standard. Brettan Woods System
- 3.3. Floating Exchange Rate System
- 4. Monetary and Fiscal Policy Coordination**
  - 4.1. Basic International Policy Relationship
  - 4.2. Regulation of Banking and Financial Markets
  - 4.3. Basle Agreements I and II
- 5. Financial Markets, Financial Institutions and Instruments**
  - 5.1. Capital Markets: Debt and Equity Markets
  - 5.2. Money Markets: Financial Service Markets
  - 5.3. Financial Institution: Depository Institution, Commercial Bank, Savings and Loans Associations, Mutual Saving's Bank and Credit Unions
  - 5.4. Non-Depository Institutions: Mutual Funds, Insurance Companies and Pension Funds etc.
- 6. Financial Instruments**
  - 6.1. Corporate Bonds
  - 6.2. Mortgages
  - 6.3. Government Securities
  - 6.4. Consumer and Commercial Loans
  - 6.5. Municipal Bonds
- 6. Banking**
  - 6.1. Origin
  - 6.2. Evolution
  - 6.3. Types and Functions
  - 6.4. Sources of Funds in Relation to Legal, Economic and Social Factors Involved in Pakistan
- 7. Interest Free Banking**
  - 7.1. Relation and Methods
- 8. Funds Management**
  - 8.1. Investment and Lending
  - 8.2. Statutory and Liquidity Requirements in Pakistan
- 9. Banker Customer Relationship**
  - 9.1. Primary and Others
- 10. Customer's Accounts**
  - 10.1. Individual
  - 10.2. Institutional and Corporate
  - 10.3. Requirement of KYC
- 11. Negotiable and Other Instruments**
  - 11.1. Promissory Notes
  - 11.2. Bill of Exchange
  - 11.3. Cheque
  - 11.4. Drafts
  - 11.5. Receipt
  - 11.6. Bonds
  - 11.7. Coupons

- 11.8. Dividend Warrants
- 11.9. Letter of Credit
- 11.10. Travelers Cheques
- 11.11. Credit and Debit Cards

**12. Interest Free Banking**

- 12.1. Relation and Methods

**Recommended Books**

1. Fredric S. Mishkin, Economics of Money and Banking and Financial Markets, (9<sup>th</sup> Edition), Prentice Hall, USA, 2010.
2. Lockett D. G., Money and Banking, McGraw–Hill, New York, (3<sup>rd</sup> Edition), USA, 1998.
3. Meenai S. A., Ansari Javed A., Money and Banking in Pakistan, (6<sup>th</sup> Edition), Oxford University Press, Karachi, 2004.
4. Miller Roger LeRoy and Van Hoose’ David D., Modern Money and Banking, (3<sup>rd</sup> Edition), McGraw–Hill Book Co., Singapore, 2000.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – III</u></b>	
Course Title	: BUSINESS COMMUNICATION – I (CORRESPONDENCE & BUSINESS REPORT)
Course Number	: BBA – 441
Credit Hours	: 03

**Objective**

The course provides basic understanding of business communication applicable to various situations at different levels of organizations. Emphasis is placed on teaching and handling organizational problems by establishing and understanding formal and informal communication network. The course aims to prepare the students for different functional areas as well as to equip them with a broad perspective for reintegrating the practical requirement at work.

**Course Contents**

- 1. Communication at Work**
  - 1.1 Communication Successfully in an Organization
  - 1.2 Significance Form
  - 1.3 Functions Process
  - 1.4 Communication Network and Barriers
  
- 2. The Writing Process, Planning and Developing Business Messages** 2.1
  - Understanding Principles of Business Communication
  - 2.2 Worksheet on Business Messages



3. **Business Reports–Classification**
  - 3.1 Planning, Organizing, Formal Reports
  - 3.2 Planning, Organizing, In Formal Reports
  - 3.3 Mechanics of Documentation
  - 3.4 Writing Reports and Proposals
  
4. **Format and Layout of Business Documents/Memo**
  
5. **Writing Routine and Goodwill Messages**
  - 5.1 Writing Direct Request, Orders, and Acknowledgements
  - 5.2 Writing Routine Claims, Credits and Adjustments
  - 5.3 Exercises Follow Through
  
6. **Writing Bad News Messages Strategies**
  - 6.1 Organizing Inductive Messages
  - 6.2 Delivering Bad News Messages / Claims and Collection Messages
  
7. **Writing Persuasive Messages Strategies**
  - 7.1 Planning and Developing Persuasive Request and Collection Messages
  - 7.2 Exercises Follow Through
  
8. **Writing Resumes Planning and Structuring**
  - 8.1 Exercises Follow Through
  
9. **Writing Application Letters**
  - 9.1 Exercises Follow Through

#### **Recommended Books**

1. Court Land L. Boveen and John V. Thill, Effective Business Communication, (4<sup>th</sup> Edition), McGraw–Hill Publication, USA, 1999
2. Guffey Marry Ellen, Business Communication: Process and Product, (6<sup>th</sup> Edition), South–Western College USA, Publishing, 2006.
3. Herta A. Murphy, Herbert W. Hildebrandt and Jene P. Thomas, Effective Business Communication, (7<sup>th</sup> Edition), McGraw–Hill Publication, USA, 2009
4. Locker Kitty O., Business and Administrative Communication, McGraw–Hill Publication, USA, 2003.
5. Taylor, Shirley, Model Business Letters and Other Business Documents, (6<sup>th</sup> Edition), Pearson Education Limited, 2009.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM – III**

Course Title	:	BUSINESS STATISTICS
Course Number	:	BBA – 451
Credit Hours	:	03

**Objective**

After studying this course the student will know how to collect the data, its nature, its average value and variation in it. The student will be able to compare the variability of two or more heterogeneous groups. The student can compare the prices, quantities and values etc. of a group of related articles at one date with those of the same group of related articles at different date. The student will be able to evaluate the amount of relationship between two or more linearly related variables. In addition to this the student will be able to predict the expected production, demand, consumption etc.

**Course Contents**

- 1. Defining the Role of Statistics in Business**
  - 1.1 Definition of 'Statistics' (Singular Sense and Plural Sense)
  - 1.2 Application of Statistics in Business
  - 1.3 Four Basic Activities of Statistics
  - 1.4 Probability – Definition and Difference between Probability and Statistics
  
- 2. Classification and Tabulation of Data**
  - 2.1 Univariate, Bivariate, Multivariate
  - 2.2 Quantitative and Qualitative Data
  - 2.3 Tabulation of Discrete Data
  - 2.4 Tabulation of Continuous Data
  - 2.5 Concept of Mid Point
  - 2.6 Concept of Cumulative Frequencies
  - 2.7 Concept of Relative Frequency
  
- 3. Graphical Representation of Data**
  - 3.1 Preparation of Histogram
  - 3.2 Frequency Curve
  - 3.3 Frequency Polygon
  - 3.4 Cumulative Frequency Curve or Ogive
  
- 4. Representation of Data Through Diagrams**
  - 4.1 Bar diagram and Multiple Bar Diagram
  - 4.2 Rectangles and Subdivided Rectangles
  - 4.3 Pie Diagram or Sector Diagram
  
- 5. Central Tendency of Data and Its Central Value or Average Value**
  - 5.1 Measure of Average Value A.M, G.M, H.M, Median and Mode

- 5.2 Relationship between A.M, G.M and H.M
- 5.3 Relationship between Mean, Median and Mode
- 5.4 Properties of A.M
- 5.5 Effect of Change of Origin and Scale on A.M
- 5.6 Selection of Proper Measure of Average in Various Situations
- 5.7 Exploratory Data Analysis Tools: Stem–and–Leaf Plot, Box–and–Whisper Plot
  
- 6. Quartiles**
  - 6.1 Quartiles for Ungrouped and Grouped Data
  - 6.2 Deciles for Grouped Data
  - 6.3 Percentiles for Grouped Data and Its Application
  
- 7. Dispersion**
  - 7.1 Absolute Measures
  - 7.2 Relative Measures and Its Application
  
- 8. Concepts of Symmetry and Peakness**
  - 8.1 Measures of Skewness
  - 8.2 Measures of Kurtosis
  
- 9. Counting Techniques**
  - 9.1 Permutation
  - 9.2 Combination
  - 9.3 Problems on Permutation and Combination
  
- 10. Probability as a Numerical Measure of Uncertainty**
  - 10.1 Application of Addition Laws of Probability for Mutually Exclusive Events as well as for Not Mutually Exclusive Events, Its Application
  - 10.2 Application of Multiplicative Laws of Probability for Dependent Events and as well as for Independent Events, Its Application
  - 10.3 Probability Tree, Venn Diagram, Joint Probability Table
  
- 11. Difference Between a Variable and a Random Variable**
  - 11.1 Mathematical Expectation of a Random Variable
  - 11.2 Conversion of Frequency Distribution into Probability Distribution (Discrete and Continuous)
  - 11.3 Finding Means, Variance, Standard Deviation and Co-efficient of Variation of Probability Distribution. Discrete Probability Distribution such as Binomial, Poisson Distributions, Properties and Application in Solving of Business Problems
  - 11.4 Normal Distribution
  
- 12. Concepts of Regression and Correlation Between Two Linearly Related Variables and Their Applications**
  - 12.1 Simple Regression Equations between Two Linearly Related Variables  $X$  and  $Y$
  - 12.2 Scatter Diagram and Fitting of Straight Line by Principle of Least Squares
  
- 13. Index Number and Its Types**
  - 13.1 Weighted Index Number (Laspeyre’s Paache’s and Fisher Ideal)
  - 13.2 Measure of Consistency
  - 13.3 Consumer Price Index Number and Its Methods of Construction
  - 13.4 Uses of Index Number

### **Recommended Books**

1. Allan G. Bluman, Elementary Statistics: A Brief Version, (2<sup>nd</sup> Edition), McGraw–Hill Publishers, USA, 2003.
2. Freund John E., Mathematical Statistics with Applications, (7<sup>th</sup> Edition), Prentice Hall, USA, October 2003.
3. Spiegel Murray R., Schaum’s Outline of Probability and Statistics, (2<sup>nd</sup> Edition), McGraw–Hill Publishers, USA, March 2000.
4. Weiss Neil A., Introductory Statistics, (7<sup>th</sup> Edition), Addison–Wesley Publishing Co. June 2004.

## **KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI**

### **BS (BBA) FOUR YEARS PROGRAM – III**

Course Title : PRINCIPLES OF MANAGEMENT

Course Number : BBA – 461

Credit Hours : 03

### **Objective**

This is a basic course introducing the principles, concepts and historical perspective of general management. The objective is to expose students to the management functions which includes planning, organizing, staffing, leading, controlling etc.

Emphasis is also given on how a business venture can collapse if proper management is not practiced in the business. Students are therefore expected to develop analytical and conceptual understanding of how people are managed in small, medium and large public and private, national and international organizations (profit making and non–profit making).

### **Course Contents**

#### **1. Introduction**

- 1.1 Overview and Scope of Management Discipline
- 1.2 The Evolution and Emergence of Management Thought
- 1.3 Major Contributions to Management: Frederick Taylor (Scientific Management) Henry Fayol and Henry Gantt.
- 1.4 The Emergence of Behavioral Sciences

#### **2. Management Functions – Planning, Organizing, Staffing, Leading and Controlling**

#### **3. Planning**

- 3.1 The nature and Purpose of Planning
- 3.2 Objectives
- 3.3 Meaning of Objective
- 3.4 Process of Managing by Objectives
- 3.5 How to Set Objectives

- 3.6 Types of Plans
- 3.7 Steps in Planning
  
- 4. Decision Making**
  - 4.1 Importance and Limitations of Rational Decision Making
  - 4.2 Evaluation of Alternatives
  - 4.3 Decision Making under Uncertainty
  - 4.4 Evaluating the Importance of Decision Making
  
- 5. Organizing**
  - 5.1 The Nature and Purpose of Organizing
  - 5.2 Organizational Structures: Formal and Informal Organization
  - 5.3 Organizational Division: The Departments
  - 5.4 Organization and Span of Management
  - 5.5 Departmentalization, Organizational Structure, Various Basis for Departmentalization
  - 5.6 Line / Staff Authority, Functional Authority
  - 5.7 Decentralization and Delegation of Authority
  
- 6. Staffing**
  - 6.1 Definition of Staffing
  - 6.2 Human Resource Management
  - 6.3 Recruitment and Selection: Matching the Person with the Job
  - 6.4 Selection Process and Techniques
  - 6.5 Training and Development
  - 6.6 Purpose and Uses of Appraisal
  - 6.7 Choosing the Appraisal Criteria
  - 6.8 Formulating the Career Strategy
  
- 7. Leading – Human Factors and Motivation**
  - 7.1 Human Factors in Managing
  - 7.2 Motivation and Motivators
  - 7.3 Behavioral Models – Mc Gregor’s Theory X and Theory Y, Maslow’s Hierarchy of Needs Theory, Hersberg Two Factor Theory of Motivation and Other’s
  - 7.4 Behavioral and Contingency Approaches
  - 7.5 Leadership – Trait Approach, leadership Behavior and Style
  
- 8. Controlling**
  - 8.1 The Basic Control Process
  - 8.2 Requirement for Effective Control
  - 8.3 Control Techniques: The Budget, Traditional Non–Budgetary Control Devices
  - 8.4 Information Technology and Its Challenges
  - 8.5 Controlling and Planning Relationship
  
- 9. Management and Society**
  - 9.1 Operation in a Pluralistic Society
  - 9.2 External Environment – Economic, Technological, Social, Political and Legal
  - 9.3 Social Responsibility and Ethical Managerial Practices
  - 9.4 Future Perspective of Management

### **Recommended Books**

1. Daft Richard L., Management, (9<sup>th</sup> Edition), South–Western Cengage Learning, USA, 2010.
2. Fulmer Robert M., The New Management, McMillan (Latest Edition).
3. Odonnel H. Koontz and H. Sweihrich, Management, McGraw–Hill Inc., USA, 1993.
4. Daft Richard L. and Marcic Dorothy, Understanding Management, (7<sup>th</sup> Edition), South–Western Cengage Learning, USA, 2010
5. Rue, Leslie W. Byars, Lloyd L., Management Skills and Applications, McGraw–Hill, USA, 2007.
6. Thomas Betamen, Snell, Scott A, Management Competing in New Era, (5<sup>th</sup> Edition), McGraw–Hill, USA, 2002.

## **KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI**

### **BS (BBA) FOUR YEARS PROGRAM – IV**

Course Title	:	INTRODUCTION TO BUSINESS FINANCE
Course Number	:	BBA – 412
Credit Hours	:	03

### **Objective**

Business Finance course encompasses the entire business activity in practical life. Introduction to Business Finance is a basic course which is introduced assuming that the students do not have any prior knowledge of business finance.

The course has been developed to provide basic knowledge about the principles, concepts, and terminologies which are applicable to the current business practices. This course will help students develop knowledge and understanding of finance and its methods for analyzing the benefits of various sources of finance. Further it will be possible for students to learn capital investment opportunities and application of financial technologies for business planning and control.

### **Course Contents**

#### **INTRODUCTION TO FINANCE**

1. **An Overview of Finance**
  - 1.1 Scope of Finance and its Career Opportunities
  - 1.2 Alternative form of Business Organization
  - 1.3 Finance in the organizational structure of the firm
  - 1.4 Managerial Actions to Maximize Shareholders Wealth
  - 1.5 Functions of a Finance Manager
  - 1.6 Financial Statements & Cash Flows
2. **The Financial Environment: Markets, Institutions, and Interest Rates**
  - 2.1 The Financial Market

- 2.2 Financial Institutions
- 2.3 The Stock Market
- 2.4 The Cost of Money
- 2.5 Interest Rate Level
- 2.6 The Determinants of Market Interest Rates

### **FUNDAMENTAL CONCEPTS OF FINANCE**

#### **3. Time Value of Money**

- 3.1 Future Value Concept
- 3.2 Present Value Concept
- 3.3 Future Value of an annuity
- 3.4 Present Value of an annuity

### **THE ANALYSIS OF FINANCIAL STATEMENT**

#### **4. Analysis of Financial Statements**

- 4.1 Ratio Analysis
- 4.2 Liquidity Ratio
- 4.3 Assets Management Ratios
- 4.4 Debt Management Ratios
- 4.5 Profitability Ratios
- 4.6 Market Value Ratio
- 4.7 Trend Analysis
- 4.8 Uses and Limitations of Ratio Analysis

#### **5. The Impact of Operating and Financial Decisions on the Firm**

- 5.1 Operating Leverage
- 5.2 Financial Leverage
- 5.3 Combined or Total Leverage

#### **6. The Framework of Financial Planning**

- 6.1 Short-Term Financial Planning
- 6.2 Long-Term Financial Planning

### **INVESTING IN LONG-TERM ASSETS**

#### **7. The Basic Concept of Capital Budgeting**

- 7.1 Importance of Capital Budgeting
- 7.2 Generating Ideas for Capital Budgeting
- 7.3 Project Classification
- 7.4 Capital Budgeting Decision Rules
- 7.5 Comparison of NPV and IRR Methods

### **Recommended Books**

1. Houston and Brigham, Financial Management, Theory and Practice, (10<sup>th</sup> International Edition), Harcourt Brace College Publishers. 2004.
2. Rao Ramesh K. S., Fundamentals of Financial Management, (Latest International Edition), Maxwell Macmillan. 1989.
3. Richard A. Brealey, Alan J. Marcus and Stewart C. Myers, Fundamentals of Corporate Finance, McGraw-Hill / Irwin, USA, 2007.
4. Scott Besley, Eugene F. Brigham, Essential of Managerial Finance, (14<sup>th</sup> Edition), Thomson South-Western, USA, 2007.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM – IV**

Course Title	:	BUSINESS COMMUNICATION – II (ORAL COMMUNICATION AND PRESENTATION SKILLS)
Course Number	:	BBA – 422
Credit Hours	:	03

**Objective**

The main objective is to enable the students to express themselves in meticulous manner. In an age of downsizing change and career insecurity good communication skills are more important than ever. The course aims at retaining the career oriented features that will help and recognize the approaches required in communicating at work by using new technology in giving presentations and organizing tips for speaking in meetings, interview, seminars and conferences.

**Course Contents**

- 1. Communication at Work**
  - 1.1 The Importance of Communication
  - 1.2 The Nature of Communication
  - 1.3 The Process of Communication
  - 1.4 Using Communication Networks
  - 1.5 Choosing the Optimal Communication Channel
  
- 2. Personal Skills**
  - 2.1 Communication Verbal and Non-Verbal Messages
  - 2.2 Types of Non-Verbal Communication
  - 2.3 Characteristics, Differences, Functions
  
- 3. Listening**
  - 3.1 Importance of Listening
  - 3.2 Approaches to Listening
  - 3.3 Barriers to Effective Listening
  - 3.4 Reasons for Listening
  
- 4. Developing the Presentation**
  - 4.1 Oral Presentations
  - 4.2 Establishing a Purpose
  - 4.3 Developing the Thesis
  
- 5. Organizing Your Ideas**
  - 5.1 The Importance of Clear Organization
  - 5.2 Gathering Ideas and Material
  - 5.3 Organizing the Body
  - 5.4 Planning the Introduction



- 5.5 Planning the Conclusion
- 5.6 Adding Transitions
  
- 6. Verbal and Visual Support in Presentation**
  - 6.1 Functions of Supporting Material
  - 6.2 Verbal Support
  - 6.3 Visual Aids
  
- 7. Delivering the Presentation**
  - 7.1 Types of Delivery
  - 7.2 Guidelines for Delivery
  - 7.3 Speaking with Confidence
  
- 8. Interpersonal Skills**
  - 8.1 Understanding Interpersonal Relationship
  - 8.2 Characteristics
  - 8.3 Managing Conflicts
  - 8.4 Dealing with Criticism
  - 8.5 Negotiating Skills
  
- 9. Informative Group and Special**
  - 9.1 Occasion Meeting
  - 9.2 Informative Presentations
  - 9.3 Group Presentations
  - 9.4 Special Occasion Speeches
  
- 10. Persuasive Presentations**
  - 10.1 Types of Persuasive Presentations
  - 10.2 Persuasive Strategies
  - 10.3 Maximizing Speaker Credibility
  - 10.4 Organizing Persuasive Messages
  
- 11. Principles of Interviewing**
  - 11.1 Planning the Interview
  - 11.2 Conducting Successful Interviews
  
- 12. Types of Interviews**
  - 12.1 Information Gathering Interview
  - 12.2 The Employment Interview
  - 12.3 Performance Appraisal Interview
  
- 13. Working in Teams**
  - 13.1 Approaches to Working in Groups and Teams
  - 13.2 Problem Solving Communication
  - 13.3 Effective Communication in Groups and Teams
  
- 14. Effective Meetings**
  - 14.1 Types of Meetings
  - 14.2 Planning Problem Solving Meetings
  - 14.3 Conducting Meetings
  
- 15. Methods of Dictating Techniques**
  - 15.1 Communication and Telephone

**16. Communicating Effectively in International Business**

- 16.1 Non-Verbal Communication in International Business
- 16.2 Training Needs in International Business
- 16.3 Criteria for Communicating Effectively

**Recommended Books**

- 1. Adler Ronald B., Communicating At Work: Principles and Practices for Business and the Professionals, (5<sup>th</sup> International Edition), McGraw-Hill Publication, USA, 1999.
- 2. Court Land L. Boveen and John V. Thill, Effective Business Communication, (4<sup>th</sup> Edition), McGraw-Hill Publication, USA, 1999.
- 3. Guffey Marry Ellen, Business Communication: Process and Product, (6<sup>th</sup> Edition), South-Western College Publishing, USA, 2006.
- 4. Hamna Michael S., Wilson Gerald L., Effective Business Communication, (4<sup>th</sup> Edition), McGraw-Hill Publication, USA, 1998.
- 5. Herta A. Murphy, Herbert W. Hildebrandt and Jene P. Thomas, Effective Business Communication, (7<sup>th</sup> Edition), McGraw-Hill Publication, USA, 2009.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – IV</u></b>	
Course Title	: STATISTICAL INFERENCE
Course Number	: BBA – 432
Credit Hours	: 03

**Objective**

Advance course of statistics has been designed to estimate parameter ( $\theta$ ) through statistics (t), students will know how to draw random samples from finite population. Students will also know how to test the hypothesis regarding population mean, variance and population for large samples based on normal distribution which is the back bone of the whole theory of statistics. The students will also know how to test the above mentioned hypothesis for small samples. Change in the business with time is of supreme importance. Students in this course will also study how to measure the change of the trend in business. They can also eliminate the effect of more than one variable on their business.

**Course Contents**

- 1. Continuous Probability Distribution**
  - 1.1 Normal Distribution
  - 1.2 Properties of Normal Distribution
  - 1.3 Standard Normal Distribution
  - 1.4 Application of normal Distribution in Solving Business Problems
- 2. Sampling – Its Meaning**
  - 2.1 Population – Definition and Its Types

- 2.2 Finite and Infinite Population
- 2.3 Homogeneous and Heterogeneous Population
- 2.4 Concept of Sample and Population
- 2.5 Sampling Techniques
  - 1. Simple Random Sampling (SRS)
  - 2. Stratified Random Sampling
  - 3. Systematic Sampling
- 2.6 Properties of Estimators
- 2.7 Application of SRS in Business Research
  
- 3. Estimation of Parameters**
  - 3.1 Point Estimation
  - 3.2 Interval Estimation of Parameters
  - 3.3 Properties of a Good Estimator
  - 3.4 Determination of Sample Size
  
- 4. Test of Hypothesis – Meaning, Null Hypothesis, Alternative Hypothesis, One Tail and Two Tail Test, Type I and Type II Error. Logic Behind the Procedure of Test of Significance**
  - 4.1 Test of Hypothesis Concerning A Single Population Mean
  - 4.2 Test of Hypothesis Concerning the Difference Between Two Population Means
  - 4.3 Paired Comparison
  - 4.4 Test of Hypothesis Concerning A Single Population Proportion
  - 4.5 Test of Hypothesis Concerning the Difference Between Two Population Proportions
  - 4.6 Test of Hypothesis Concerning A Single Population Variance
  - 4.7 Test of Hypothesis Concerning the Ratio of Two Population Proportion Variances
  - 4.8  $\chi^2$  – Test as Goodness of Fit Test
  - 4.9  $\chi^2$  – Test as a Test of Independence Between Two Attributes
  
- 5. Correlation and Regression**
  - 5.1 Concept of Regression and Correlation
  - 5.2 Method of Least Square
  - 5.3 Multiple Regression and Correlation for Three Variables Only
  - 5.4 Application of Multiple Regression Plane in Business Problems
  
- 6. Time Series and Its Components**
  - 6.1 What is Time Series? Components of Times. Method of Studying These Components
  - 6.2 Method of Finding Secular Trend by the Principle of Least Square

**Recommended Books**

- 1. Allan G. Bluman, Elementary Statistics: A Brief Version, (2<sup>nd</sup> Edition), McGraw–Hill Publishers, USA, 2003.
- 2. Freund John E., Mathematical Statistics with Applications, (7<sup>th</sup> Edition), Prentice Hall, USA, October 2003.
- 3. Spiegel Murray R., Schaum’s Outline of Probability and Statistics, (2<sup>nd</sup> Edition), McGraw–Hill Publishers, USA, March 2000.
- 4. Weiss Neil A., Introductory Statistics, (7<sup>th</sup> Edition), Addison–Wesley Publishing Co., USA, June 2004.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – IV</u></b>	
Course Title	: ORGANIZATIONAL BEHAVIOR
Course Number	: BBA – 442
Credit Hours	: 03

**Objective**

This course draws upon research and insight from the disciplines by social sciences to study the behavior of people in an organizational setup. It also studies organizations as a social system to understand their structures and the ways people behave in them. It trains the student to be effective managers and to appreciate the uniqueness of a person as well as situation. Some of the important topics are: challenges facing management, motivation performance through job design and goal setting, groups and organizational characteristics.

**Course Contents**

- 1. Introduction to Organizational Behavior**
  - 1.1. Foundation of Organizational Behavior
    - 1.1.1. Hawthorne Studies
    - 1.1.2. Research Methodology
    - 1.1.3. Technical Framework of Organizational Behavior
  
- 2. Organization Structure and Design**
  - 2.1. Organization Culture
  - 2.2. Organization Changes
  - 2.3. Organization Conflict Management
  - 2.4. Power and Policies
  - 2.5. Groups and Team
  
- 3. Perception and Attribution**
  - 3.1. Nature and Importance of Perception
    - 3.1.1. Perceptual Selectivity and Organization
    - 3.1.2. Social Perception
  - 3.2. Attribution
    - 3.2.1. Attribution Theory
    - 3.2.2. Locus of Control
    - 3.2.3. Attribution Errors
  - 3.3. Impression Management
  
- 4. Personality and Attitudes**
  - 4.1. Meaning of Personality
    - 4.1.1. Self Esteem
    - 4.1.2. Person Situation Interaction
    - 4.1.3. Big Five Personality Traits

- 4.1.4. Briggs Type Indicator
  - 4.1.5. Nature and Dimension of Attitudes
  - 4.1.6. Components of Attitude. Functions of Attitudes
  - 4.1.7. Changing Attitudes.
  - 4.2. Job Satisfaction
    - 4.2.1. Influences on Job Satisfaction
    - 4.2.2. Outcomes of Job Satisfaction
  - 4.3. Organizational Commitment
    - 4.3.1. Meaning and Outcomes of Organizational Outcome
    - 4.3.2. Guidelines to Enhance Organizational Commitment
- 5. Motivational Needs and Processes**
- 5.1. Meaning of Motivation
    - 5.1.1. Primary Motives
    - 5.1.2. General Motives
    - 5.1.3. Secondary Motives
  - 5.2. Work Motivation Approaches
    - 5.2.1. The Content Theories
    - 5.2.2. Process Theories
    - 5.2.3. Contemporary Theories of Work Motivation
- 6. Positive Psychology Approach to Organizational Behavior**
- 6.1. Optimism
    - 6.1.1. Emotional Intelligence
    - 6.1.2. Self-Efficiency
- 7. Behavioral Performance Management**
- 7.1. Role of Organizational Reward System
  - 7.2. Organizational Behavior Modification
- 8. Meaning and Leading for High Performance**
- 8.1. Job Design
  - 8.2. Quality Work Life
  - 8.3. Socio-Technical Design and High Performance
  - 8.4. Work Practices
  - 8.5. Goal Setting

**Recommended Books**

1. Kreitner R. and Kinicki. A., Organizational Behavior, (5<sup>th</sup> Edition), Prentice Hall New York, 2001.
2. Luthans. F., Organizational Behavior, (9<sup>th</sup> Edition), McGraw-Hill N.Y., 2002.
3. Robbins, Stephen P., Organizational Behavior, (Latest Edition), New Jersey: Prentice Hall Inc., 2001.
4. Stephen P. Robbins, Timothy A. Judge, Organizational Behavior, (12<sup>th</sup> Edition), Prentice Hall, USA, 2010

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM – IV**

Course Title	:	BUSINESS AND LABOR LAW
Course Number	:	BBA – 452
Credit Hours	:	03

**Objective**

The course acquaints the students with Business and Labor Laws. This will enable them to learn the concepts and provisions of laws which are related to business operations and management. Decision making in business must look into the legal aspects affecting the relationship outside and inside organization. The understanding of basic provisions of law will create confidence in managers while dealing with issues in management.

**Course Contents**

**Introduction to Business Laws**

- 1. Law of Contract (1872)**
  - 1.1 Definition, Essential of a Valid Contract
  - 1.2 Essentials of Valid Contract, Performance of Contract, Discharge of Contract, Breach of Contract
  - 1.3 Damages for Breach of Contract, Contract of Indemnity and Guarantee, Bailment, Pledge and Agency
  
- 2. Sales of Goods Act (1930)**
  - 2.1 Distinction Between Sale and Agreement to Sell
  - 2.2 Conditions and Warranties, Implied and Express Terms
  - 2.3 Performance of the Contract
  - 2.4 Rights of the Unpaid Seller Against the Goods
  - 2.5 Sale by Auction
  - 2.6 Breach of Contract
  
- 3. Law of Governing Partnership (Act of 1934)**
  - 3.1 Definitions, Types of Partnerships
  - 3.2 Essential Elements of Partnership
  - 3.3 Registration of Partnership
  - 3.4 Partnership Becoming Illegal
  - 3.5 Partnership Distinguished from: Company, Private Company and Co-Ownership
  - 3.6 Partnership Agreement
  - 3.7 Rights and Liabilities of Members of Partnership Firm
  - 3.8 Personal Profit Earned by the Partner
  - 3.9 The Property of the Firm
  - 3.10 Implied Authority of Partners
  - 3.11 Principles of Holding Out

- 3.12 Minor as a Partner
- 3.13 Reconstitution of a Firm
- 3.14 Dissolution of a Partnership
- 3.15 Rights and Obligations of Partners After Dissolution of Partnership

**4. Law of Negotiable Instruments (Act of 1881)**

- 4.1 Definition, Characteristics of a Negotiable Instrument
- 4.2 Notes, Bills and Cheques, Parties to instrument
- 4.3 Negotiation, Endorsement Liabilities of Parties
- 4.4 Payment, Discharge from Liabilities
- 4.5 Dishonour of Instrument
- 4.6 Noting and Protesting on Dishonor, Renewal and Retirement of Bill of Exchange
- 4.7 Compensation and Presumptions
- 4.8 Factories Act (1934), Industrial Relations Ordinances (2002), Payment of Wages Act (1936) and Workmen’s Compensation Act (1923)

**LABOR LAWS**

**5. Factories Act (1934)**

- 5.1 Provisions Regarding Health and Safety Working Hours Including Rest Intervals Working Holidays and Overtime
- 5.2 Employment of Women and Children

**6. Workmen’s Compensation Act (1923)**

- 6.1 Provisions Regarding Definitions Employers Liability for Compensation
- 6.2 Amount of Compensation
- 6.3 Methods of Calculating Wages
- 6.4 Review
- 6.5 Communication and Distribution of Compensation Report of Fatal Accidents and Medical Examination

**7. Payment of Wages Act (1936)**

- 7.1 Provisions Regarding Definitions Responsibility for Payment of Wages
- 7.2 Wage Period and Term of Payment
- 7.3 Deduction and Fines
- 7.4 Claims for Unpaid Wages

**8. Industrial Relations Ordinance (2002)**

- 8.1 Provisions Regarding Registration of Trade Unions
- 8.2 Unfair Labor Practices
- 8.3 Collective Bargaining Agents
- 8.4 Shop Steward and Management Board
- 8.5 Work Council
- 8.6 Conciliation Process
- 8.7 Strikes and Lockout

**Recommended Books**

- 1. Chaudhry A. G., Mercantile Law in Pakistan, (Latest Edition), Pakistan Publishing House, Karachi.
- 2. Cheema, Muhammad Khalid, Business Law, Syed Mubeen Mahmood & Co., 2005.
- 3. Hashmi I. R., Mercantile Law, Union Book Stall, Karachi, 1968.

4. Saeed Khawaja Amjad, Mercantile and Industrial Law in Pakistan, Lahore Institute of Business Management, Khawaja Publisher, 1999.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – IV</u></b>	
Course Title	: PRINCIPLES OF MARKETING
Course Number	: BBA – 462
Credit Hours	: 03

**Objective**

Marketing is all around us and we all need to understand its importance. The study of marketing is essential not only for manufacturing companies, wholesalers, retailers but also for all kinds of individuals and organizations. This course will emphasize on learning the basic marketing concepts which revolve around 'Building and managing profitable customer relationships'. Here students will learn how to analyze consumer needs and wants and to design products for them keeping in mind the major marketing decisions i.e. about product features, price, distribution and promotional strategies. The need to segment markets and building strongly positioned brands will be discussed. Moreover because of technological advancements the importance of marketing in a global scenario will also be discussed.

**Course Contents**

- 1. Marketing: Managing Profitable Customer Relationships**
  - 1.1 Concept of Marketing
  - 1.2 Marketing Management Philosophies
  
- 2. Company and Marketing Strategy**
  - 2.1 Strategic Planning
  - 2.2 Marketing Process
  
- 3. The Marketing Environment**
  - 3.1 Micro Environment
  - 3.2 Macro Environment
  
- 4. Managing Marketing Information**
  - 4.1 Assessing Marketing Information Needs
  - 4.2 Developing Marketing Information
  
- 5. Consumer Markets and Consumer Buying Behavior**
  - 5.1 Characteristics Affecting Consumer Behavior
  - 5.2 Types of Buying – Decision Behavior
  - 5.3 Buyer Decision Process
  
- 6. Business Markets and Business Buyer Behavior**



- 6.1 Characteristics of Business Markets
- 6.2 Types of Buying Situations
- 6.3 Participants in the Business Buying Process
  
- 7. Market Segmentation, Target Marketing and Positioning for Competitive Advantage**
  - 7.1 Segmenting Consumer, Business and International Markets
  - 7.2 Evaluating Market Segments
  - 7.3 Selecting Target Market Segments
  - 7.4 Choosing, Communicating and Delivering Positioning Strategies
  
- 8. Product, Services and Branding Strategies**
  - 8.1 Product and Service Decisions
  - 8.2 Branding Strategies
  - 8.3 Services Marketing
  
- 9. New Product Development and Product Life Cycle Strategies**
  - 9.1 Steps for Developing a New Product
  - 9.2 Stages and Strategies of Product Life Cycle
  
- 10. Pricing Considerations, Approaches and Strategies**
  - 10.1 Factors to Consider When Setting Price
  - 10.2 General Approaches to Pricing
  - 10.3 New Product Pricing Strategies
  - 10.4 Product Mix Pricing Strategies
  - 10.5 Price Adjustment Strategies
  
- 11. Designing Marketing Channels**
  - 11.1 Nature and Importance of Marketing Channels
  - 11.2 Channel Design and Management Decisions
  - 11.3 Retailing
  - 11.4 Wholesaling
  - 11.5 Transportation
  
- 12. Integrated Marketing Communication**
  - 12.1 Marketing Communication Mix
  - 12.2 Steps in Developing Effective Communication
  - 12.3 Setting Total Promotion Budget and Mix

### **Recommended Books**

1. Brassington Frances and Pettitt, Stephen, Principles of Marketing, (4<sup>th</sup> Edition), Pearson Education Limited, England, 2006.
2. Kotler Philip and Armstrong Gary, Principles of Marketing, (13<sup>th</sup> Edition), McGraw–Hill Inc. USA, 2008.
3. Mc Carthy, Basic Marketing, McGraw–Hill, N.Y., 2001 Edition.
4. Stanton Etzel and Walker, Fundamental of Marketing, Prentice Hall Inc. USA, 2002 Edition.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM – V**

Course Title	:	COST ACCOUNTING
Course Number	:	BBA – 511
Credit Hours	:	03

**Objective**

This course gives fundamental elements of production, cost, budgeting, procedures of job order costing, process costing and standard costing. It enables the students to acquire skills necessary to interpret and analyze accounting data. This course builds upon the concepts and techniques to control cost driven activities. Distinction is made between Financial Accounting and Cost Accounting with respect to their integration.

**Course Contents**

- 1. The Management Concept and the Function of the Controller**
  - 1.1 The Management Concept
  - 1.2 The Controller's Participation in Planning and Control
  - 1.3 The Cost Department
  - 1.4 The Role of Cost Accounting
  
- 2. Cost Concepts and the Cost Accounting Information System**
  - 2.1 The Cost Concept
  - 2.2 The Cost Accounting Information System
  - 2.3 Classification of Costs
  - 2.4 The flow of Costs in a Manufacturing Enterprise
  - 2.5 Manufacturing Cost Accounting Cycle
  - 2.6 Factory Ledger and General Ledger Accounting
  
- 3. Job Order Costing**
  - 3.1 Cost Systems and Cost Accumulation Procedures
  - 3.2 Job Order Costing
  
- 4. Process Costing: Cost of Production Report**
  - 4.1 Process Cost Accumulation Procedures
  - 4.2 The Cost of Production Report
  - 4.3 Other Factors in Accounting for Lost Units
  - 4.4 Addition of Materials
  
- 5. Process Costing: Average and FIFO Costing**
  - 5.1 Beginning Work in Process Inventories
  - 5.2 Difficulties Encountered in Process Cost Accounting Procedures
  
- 6. By Product and Joint Product Costing**
  - 6.1 Difficulties in Costing By-Products and Joint Products

- 6.2 Definition of By–Products and Joint Products
- 6.3 Methods of Costing By–Products
- 6.4 Methods of Accounting the Joint Production Cost
- 6.5 An Analysis of Joint Product Costing
  
- 7. Materials: Controlling and Costing**
  - 7.1 Procedures for Materials Procurement and Use
  - 7.2 Materials Costing Methods
  - 7.3 Transfer of Materials Cost to Finished Product
  - 7.4 Costing Procedures for Scrap, Spoiled Goods and Defective Work
  - 7.5 Summary of Materials Management
  
- 8. Materials: Quantitative Models for Planning and Control**
  - 8.1 Planning Materials Requirements
  - 8.2 Materials Control
  
- 9. Labor: Controlling and Accounting for Costs**
  - 9.1 Productivity and Labor Costs
  - 9.2 Incentive Wage Plans
  - 9.3 Organization for Labor Cost Accounting and Control
  
- 10. Factory Overhead: Planned, Actual, and Applied; Variance Analysis**
  - 10.1 The Nature of Factory Overhead
  - 10.2 The Use of a Predetermined Factory Overhead Rate
  - 10.3 Factors to be considered in the Selection of Overhead Rates
  - 10.4 The Calculation of a Factory Overhead Rate
  - 10.5 Actual Factory Overhead Over or under Applied and Variance
  - 10.6 Analysis
  - 10.7 Changing Overhead Rates
  - 10.8 Summary of Factory Overhead
  
- 11. Standard Costing Setting Standards and Analyzing Variances**
  - 11.1 Usefulness of Standard Costs
  - 11.2 Setting Standards
  - 11.3 Determining Standard Production
  - 11.4 Determining Standard Cost Variances
  - 11.5 Responsibility and Control of Variances
  
- 12. Standard Costing Incorporating Standards into the Accounting Records**
  - 12.1 Recording Standard Cost Variances in the Accounts
  - 12.2 Standard Cost Accounting Procedures for Materials
  - 12.3 Standard Cost Accounting Procedures for Labor
  - 12.4 Standard Cost Accounting Procedures for Factory Overhead

### **Recommended Books**

1. Cashin and Polimini, Cost Accounting, McGraw–Hill, USA, 1995.
2. Horngern Charles T., Cost Account: A Managerial Emphasis, Prentice Hall, USA, 1998.
3. James A. Cashine, Cost Accounting, (9<sup>th</sup> Edition), McGraw–Hill, USA.
4. Meigs and Johnson, Accounting: The Basis for Business Decision, (6<sup>th</sup> Edition), McGraw–Hill, USA.

5. Usry Milton F., Cost Accounting planning and Control, (9<sup>th</sup> Edition), South–Western Publishing Co. (Ohio), 1996.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – V</u></b>	
Course Title	: ENVIRONMENTAL STUDIES
Course Number	: BBA – 521
Credit Hours	: 03

**Course Contents**

- 1. Introduction**
  - 1.1 Lithosphere
  - 1.2 Biosphere
  - 1.3 Atmosphere
  - 1.4 Hydrosphere
  
- 2. Principles of Resource Management**
  - 2.1 Kind of Resources
  - 2.2 Pattern of Global Resources Depletion
  - 2.3 Resource Economics
  - 2.4 Sustainable Development
  
- 3. Biological Resources**
  - 3.1 Biodiversity
    - 3.1.1 Biodiversity Loses
    - 3.1.2 Biodiversity Action Plan
  - 3.2 Community and Ecosystem Degradation
  - 3.3 Species Preservation
  - 3.4 Species Conservation
  - 3.5 Wetlands
  - 3.6 Biomes
  
- 4. Social and Legal Aspects of the Current Environmental Crises**
  - 4.1 Environmental Ethics and Environment and Development Linkage
  - 4.2 Global Environment Conflicts
  
- 5. Environmental Pollution Management**
  - 5.1 Aquatic Environment
  - 5.2 Terrestrial Environment
  - 5.3 Marine Environment
  - 5.4 Atmosphere

### **Recommended Books**

1. Allaby, M., Basics of Environmental Science, Routledge, 2000, U.K.
2. Barrow C. J., Environmental Management Principles & Practice, Routledge, 1999, U.K.
3. Bertie J., Conserving Living Natural Resources, Cambridge University Press, 2002, U.K.
4. Ibrahim A. M., Soil Pollution, Springer, 2004, U.K.
5. McPherson, G. R.; Destefano, Stephen, Applied Ecology and Natural Resource Management, Cambridge University Press, 2002, U.K.
6. Roma M., Environmental Management and Awareness Issues, Sterling Publishers Pvt. Ltd., 2000, New Delhi.
7. Tom Tietenberg, Environmental and Natural Resource Economics, (6<sup>th</sup> Edition), 2003, Boston San Francisco, New York.

## **KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – V</u></b>	
Course Title	: COMMUNITY DEVELOPMENT
Course Number	: BBA – 531
Credit Hours	: 03

### **Objective**

This course develops the student to observe group relationship and its importance in organizational setup with the distinction between functional and dysfunctional aspects. Sociology helps to learn and perform to meet the objectives and norms of an organization, and to interact purposefully with the groups for the success of business. This course will help the students of management to learn the recent trends in sociology.

Some of the important topics are culture, sub culture their usefulness and functional importance, roles and status in an organizational setup, social stratification etc. The subject tackles some of the challenges of globalization.

### **Course Contents**

1. **Definition of Sociology**
2. **Scope of Sociology**
3. **Sociology and Scientific Thoughts: Relationship of Sociology with other Social Sciences**
  - 3.1 Economies
  - 3.2 Psychology
  - 3.3 Political Science

- 3.4 History
- 3.5 Social Anthropology
- 4. Theoretical Perspectives in Sociology**
  - 4.1 Why Different Perspectives
  - 4.2 The Functional Perspective
  - 4.3 The Conflict Perspective
  - 4.4 The Interactionist Perspective
- 5. The Origin of Society**
  - 5.1 The Emergence of Man
  - 5.2 The Symbolic World
  - 5.3 Individual, Group and Society – Definition
  - 5.4 Community – Definition
    - (a) Rural Community
    - (b) Urban Community
  - 5.5 Culture – Meaning, Definition and Characteristics of Culture
  - 5.6 Functional Role of Culture in Society
- 6. Socialization**
  - 6.1 Definition, Objectives of Socialization
  - 6.2 Process of Socialization
  - 6.3 Agencies of Socialization
  - 6.4 Groups – The Basic Social Unit
- 7. Ethnology – Definition, Meaning and Importance**
- 8. Social Institutions**
  - 8.1 Definition and Characteristics
  - 8.2 Types of Social Institution
    - (a) Family
    - (b) Economic
    - (c) Educational
    - (d) Political
    - (e) Religious
  - 8.3 Role in Social Institutions
- 9. Personality**
  - 9.1 Definition
  - 9.2 Personality and Culture
- 10. Social Change**
  - 10.1 Definition, Meaning and Factors

#### **Recommended Books**

1. Albert Wilhelm, Elements of Sociology, Heineman Educational Books Limited, London, 1968.
2. Biesanz Mavis Hitunen, Richard Biesanz and Karen Biesanz, Introduction to Sociology (Study Guide), Prentice Hall, Inc. New Jersey, 1973.
3. DeFleur Melvin L., Millian V. D. Antonio and Lois B. Defleur, Sociology: Man in Society, Foresman and Company, London, 1972.
4. Jean, Stockard, Sociology: Discovering Society, Wadsworth, 2000.

5. Rand Jerry. D. Rose, Introduction to Sociology, Menally College Publishing Company Chicago, 1973.
6. Whitten Philips, Reading in Sociology: Contemporary Perspectives, (2<sup>nd</sup> Edition), Harper and Raw Publishers, London, 1979.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – V</u></b>	
Course Title	: ECONOMY OF PAKISTAN
Course Number	: BBA – 541
Credit Hours	: 03

**Objective**

This course is designed to provide students with critical information and knowledge about Pakistan economic environment. Important components which contribute to the development and progress of the economy of country are included here.

The students are expected to learn about the current economic condition of Pakistan and also to develop analytical thinking about future. Since the topics discussed have both descriptive and quantitative approach students will be beneficial from both angles.

**Course Contents**

**1. Agriculture Sector**

- 1.1. Major Crops, Cash Crops
- 1.2. Minor Crops
- 1.3. Irrigated and Un-irrigated Area
- 1.4. Agricultural Inputs Forestry, Livestock, Fisheries
- 1.5. Role of Agriculture in Economic Development of Country
- 1.6. Problems in Agriculture Sector

**2. Industry**

- 2.1. Small, Medium and Large Scale Industries
- 2.2. Major Industries of Pakistan
- 2.3. Employment Capital Output Ratio
- 2.4. Industrial Policy and Prospects
- 2.5. Privatization of SOE's (State Owned Enterprises)
- 2.6. FDI in Industrial Sector
- 2.7. Industrial Financial Institution

**3. Population**

- 3.1. Population Trend, Birth Rate, Fertility Rate and Infant Morality Rate
- 3.2. Rural Urban Migration
- 3.3. Male/Female Ratio
- 3.4. Life Expectancy and Population Pyramid

- 4. Education**
  - 4.1. Number of Male/Female Educational Institutions
  - 4.2. Student Enrolment
  - 4.3. Teacher/Student Ratio
  - 4.4. Literacy Ratio And Educational Policy
- 5. Health**
  - 5.1. Number of Hospitals Doctors and Paramedical Staff
  - 5.2. Number of Medical Colleges
  - 5.3. Major Diseases
  - 5.4. Access to Clean Water and Sanitation
- 6. Services Industry**
  - 6.1. Major Services Hotels and Motels, Tourism and Transportation
- 7. Labor Force**
  - 7.1. Manpower Planning Male / Female, Skilled / Unskilled, Rural / Urban
  - 7.2. Self–Employed / Employed Labor Force
  - 7.3. Manpower Planning
- 8. GDP**
  - 8.1. Measurement of GDP
  - 8.2. Composition of GDP
  - 8.3. Growth Rate of GDP
  - 8.4. Per Capita GDP and Growth Vs. Development
- 9. Capital Markets**
  - 9.1. Stock Exchanges and Their Functioning
  - 9.2. Role of Security Exchange Commission Of Pakistan (SECP)
  - 9.3. Stock Index and Foreign Portfolio Investment
- 10. Infrastructural Services**
  - 10.1. Transportation (Roads, Railway, Airplanes and Merchant Ships)
  - 10.2. Communication Network (Telephone, Radio, TV, Print Media and Internet)
- 11. Energy Resources**
  - 11.1. Sources of Power
    - 11.1.1. Thermal Power Resources
    - 11.1.2. Hydropower Resources
  - 11.2. Energy Generation
  - 11.3. Power Losser

#### **Recommended Books**

1. Malik, Sohail, Economy of Pakistan, Hyder Kamal Syed Imtiaz Publishers, Lahore, 1999.
2. Nasir, M. Saeed, Economics of Pakistan, Markazi Kutub Khana, 1996.
3. Pakistan Economic Survey (Various Issues).
4. Pakistan Year Book
5. Saeed, Amjad Khawaja, Economy of Pakistan, Pakistan Institute of Management Science, 2002.
6. Zaidi S. Akbar, Saiyid Ameena, Issues in Pakistan’s Economy, Oxford University Press, 2000.



KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI

<b><u>BS (BBA) FOUR YEARS PROGRAM – V</u></b>	
Course Title	: FINANCIAL MANAGEMENT
Course Number	: BBA – 551
Credit Hours	: 03

**Objective**

This course focuses on the theoretical and practical aspects of financial management. The course contains tools and techniques of financial management, which can be applied in the specific area of business to manage operating, financing and investing activities. The objective of this course is to provide the students with an in–depth knowledge of financial management to enable them to understand and apply strategic approach of financial management, use financial instruments for strategic financial management, examine the financial goals and policy of the business for proper application, develop financial plan to manage various financial activities of business.

**Course Contents**

- 1. An Overview of Financial Management**
  - 1.1 Importance of Financial Management
  - 1.2 The Responsibilities of Manager Finance
  - 1.3 Role of Finance in Organizational Structure of the Firm
  - 1.4 The Goals of Corporation
  - 1.5 Objective of Financial Management
  - 1.6 Financial Strategy and Regulatory Requirements
  - 1.7 Managerial Actions to Maximize Shareholders Wealth
  - 1.8 Agency Relationships
  - 1.9 The External Environment
  
- 2. Working Capital Policy**
  - 2.1 Working Capital Terminology
  - 2.2 The Requirements of External Working Capital Financing
  - 2.3 The Relationship of Working Capital Accounts
  - 2.4 The Cash Conversion Cycle
  - 2.5 Working Capital Investment and Financing Policies
  - 2.6 Advantages and Disadvantages of Short – Term Financing
  
- 3. Short Term Financing**
  - 3.1 Sources of Short – Term Financing
  - 3.2 Accruals Accounts Payables
  - 3.3 Short– Term Bank Loans
  - 3.4 Commercial Papers

- 4. Valuation Models**
  - 4.1 Key Concepts of Value
  - 4.2 Time Value of Money
  - 4.3 The Valuation Process
  - 4.4 The Fundamental Valuation Model
  - 4.5 Valuation of Securities
  - 4.6 Bond Valuations
  - 4.7 Preferred Stock
  
- 5. The Cost of Capital**
  - 5.1 Cost of Debt
  - 5.2 Cost of Preferred Stock
  - 5.3 Cost of Retained Equity
  - 5.4 Weighted Average Cost of Capital (WACC)
  - 5.5 Managing Cost of Capital
  - 5.6 MCC and IOS.
  
- 6. Capital Budgeting**
  - 6.1 Importance of Capital Budgeting
  - 6.2 Link Between Investment Decisions and Customer Requirements
  - 6.3 Generating Ideas for Capital Budgeting
  - 6.4 Project Classification
  - 6.5 Similarities between Capital Budgeting and Security Valuation
  - 6.6 Capital Budgeting Evaluation Techniques
  - 6.7 Comparison of The NPV and IRR Methods
  - 6.8 Cash Flow Estimation
  - 6.9 Relevant Cash Flow
  - 6.10 Capital Budgeting
  - 6.11 Introduction to Project Risk Analysis
  - 6.12 Beta (or Market Risk) Risk
  
- 7. Capital Structure**
  - 7.1 The Target Capital Structure
  - 7.2 Determining the Optimal Capital Structure
  - 7.3 Capital Structure Theory
  
- 8. Risk Analysis**
  - 8.1 Risk and Return
  - 8.2 Risk Behavior
  - 8.3 Return Portfolio
  - 8.4 Risk Measurement
  
- 9. Dividend Policy**
  - 9.1 Dividend Policy and Shares' Value
  - 9.2 Investors and Dividend Policy
  - 9.3 Factors Influencing Dividend Policy
  - 9.4 Bonus Shares and Share Splits
  
- 10. Lease Financing**
  - 10.1 Features of a Lease Types of Lease
  - 10.2 Accounting and Tax Treatments of Leases
  - 10.3 Evaluation by the Lessee
  - 10.4 Evaluation by the Lessor

- 10.5 Other Issues in Lease Analysis
- 10.6 Why Firm Lease

**Recommended Books**

1. Brigham and Houston, Financial Management, The Dryden Press, 2004.
2. Gitman, Managerial Finance, Prentice Hall USA.
3. Houston and Brigham, Financial Management, Theory and Practice, (10<sup>th</sup> International Edition), Harcourt Brace College Publishers. 2004.
4. John J. Hampton, Financial Decision Making, Concepts, Problems and Cases, Prentice Hall, USA, 1989.
5. Ramesh, K.S. Rao, Fundamentals of Financial Management, Maxwell Macmillan, (Latest International Edition), 1989.
6. Richard A. Brealey, Alan J. Marcus and Stewart C. Myers, Fundamentals of Corporate Finance, McGraw–Hill/Irwin, USA, 2007.
7. Scott Besley, Eugene F. Brigham, Essential of Managerial Finance, (14<sup>th</sup> Edition), Thomson South–Western, USA, 2007.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – V</u></b>	
Course Title	: COMPUTER APPLICATION TO BUSINESS (E-COMMERCE)
Course Number	: BBA – 561
Credit Hours	: 03

**Objective**

Globalization of trade, the emergence of Information Economies, and the growth of Internet have recast the role of e-Com in Business and Management. In other words e-Com solutions and Infrastructure have become essential for creating competitive firms, managing global corporations, providing useful products and services to customers through a better management of information resources and commercial transactions. This course is designed to integrate the organizational, technical, operational, practical, strategic and decision making aspects of e-Com solutions as required in Business and Management. On completion of this course the students should be capable / have the knowledge in:

- o Understanding of e-Business Systems
- o Legal Issues and e-Standards
- o Website development for a Business

**Course Contents**

- 1 Communications and Networks**
  - 1.1 Communication Equipment
  - 1.2 Software and Protocols

- 1.3 Communication in Business
- 1.4 Management Challenges
  
- 2. Electronic Data Interchange (EDI)**
  - 2.1 EDI Technology
  - 2.2 EDI as a Re-engineering Tool
  - 2.3 EDI Development
  
- 3. E-Commerce**
  - 3.1 E-Commerce Technology
  - 3.2 E-Commerce System Configurations
  - 3.3 E-Commerce Applications Models
  
- 4. B2C – Business to Consumer Application (Corporation’s Interface with Its Customers)**
  - 4.1 Electronic Commerce Growth and Structure
  - 4.2 EFTS (Electronic Funds Transfer System)
  - 4.3 Online Payments: PIN Payments
  - 4.4 e-Cash
  
- 5. e-Marketing Process Models**
  - 5.1 Direct Marketing versus Indirect Marketing
  - 5.2 Full Cyber Marketing versus Partial Cyber Marketing
  - 5.3 Electronic Store versus Electronic Shopping Mall
  - 5.4 Electronic Distributor vs. Electronic Broker
  - 5.5 Generalized e-Malls/Stores vs. Specialized e-Malls/Stores
  - 5.6 Proactive vs. Reactive Strategic Posture Toward Cyber Marketing
  - 5.7 Global vs. Regional Marketing
  - 5.8 Sales vs. Customer Services
  
- 6. Consumer Online Shopping**
  - 6.1 Procedure for Internet Shopping
  - 6.2 Search for Available Items
  - 6.3 Order Placement
  - 6.4 Delivered Items Receiving
  - 6.5 Preliminary Requirement Determination
  - 6.6 Items Comparison
  - 6.7 Payment for Goods
  
- 7. Other Online Applications**
  - 7.1 Online Catalogs
  - 7.2 Online Banking
  - 7.3 Online Auctions
  - 7.4 Virtual Storefront
  - 7.5 Online Education
  - 7.6 Online Security
  - 7.7 Online Investment
  - 7.8 Stock Trading
  
- 8. B2B – Business to Business Applications**
  - 8.1 Business Information System
  - 8.2 Value Chains
  - 8.3 Competition Among Traditional Companies in E-Commerce
  - 8.4 Acquisitions

- 8.5 Supply Chain
  - 8.6 Entities of B2B EC
  - 8.7 Alliances
  - 8.8 Global Strategy
- 9. Models of B2B E–Commerce**
- 9.1 Supplier Oriented Marketplace
  - 9.2 Electronic Bidding Process
  - 9.3 Intermediary Oriented Marketplace
  - 9.4 Networking Between HQ and subsidiaries
  - 9.5 Buyer’s Internal Market Place
  - 9.6 B2B Auctions
  - 9.7 B2B Services
  - 9.8 Vertical B2B
  - 9.9 Buyer – Oriented Marketplace
  - 9.10 Benefits to Buyer and Seller
  - 9.11 Virtual Corporations
  - 9.12 e–Procurement (Vendor B2B)
  - 9.13 Issues in Procurement Management
  - 9.14 Managed Interactive Bidding
  - 9.15 Brokering B2B
- 10. B2E – Business to Employee Applications (Inter–Enterprise Commerce)**
- 10.1 Intra Business E–Commerce
  - 10.2 Intranet
  - 10.3 Effective Management Control
  - 10.4 ERP Systems and Their Extension to Inter – Enterprise Commerce
- 11. G2S – Government to Society Applications**
- 11.1 Govt. Involvement in Electronic Commerce
  - 11.2 Provincial Govt. and E–Commerce
  - 11.3 Federal Govt. and E–Commerce
  - 11.4 Local Govt. and E–Commerce
- 12. The Driving Forces of E–Commerce**
- 12.1 Change Management (CM)
  - 12.2 New World of Business
  - 12.3 Organization Responses
  - 12.4 Business Process Reengineering (BPR)
  - 12.5 Business Pressures
- 13. Establishing your Presence in E–Commerce**
- 13.1 Types of Web Sites
  - 13.2 Web Page Design and Tools
  - 13.3 Publishing and Promoting Your Web Site
  - 13.4 Maintaining a Web Site: Structuring a Traditional Company’s “Dot Com”
- 14. Limitations, Issues and Problems in E–Commerce**
- 14.1 Technical Issues
  - 14.2 Legal Issues
  - 14.3 Social Issues
  - 14.4 Security Issues
  - 14.5 Remedies

- 15. Overall Impact of E–Commerce**
  - 15.1 Improved Direct Marketing
  - 15.2 Redefining Organizations
  - 15.3 Impact on Manufacturing
  - 15.4 Sales and Distribution
  - 15.5 Disintermediation and Reintermediation
  - 15.6 Matter of Logistics
  - 15.7 Shopping Cart
  - 15.8 Branding and Pricing
  - 15.9 Managerial Issues
  - 15.10 Change in a Traditional Company
  - 15.11 Transforming Organizations
  - 15.12 Impact on Finance and Accounting
  - 15.13 HR Management
  - 15.14 Quality Control and Management
  - 15.15 Impact on Manufacture’s Distribution Strategy
  - 15.16 Intelligent Agents
  - 15.17 Portals
  - 15.18 Managing Channel Conflict
  - 15.19 Leveraging a Traditional Business on the Web
  
- 16. Present and Emerging Trends in E–Commerce**
  - 16.1 Future of E–Commerce
  - 16.2 Mobile Commerce
  - 16.3 Business on Internet
  
- 17. Practical Implementation of Web Development for Business**

**Recommended Books**

1. Gerald V. Poste, David L. Anderson, Management Information System (MIS), Irwin / McGraw–Hill, USA, (Latest Edition)
2. Kalakota and Robinson, e–Business, Addison–Wesley, (Latest Edition)
3. Rayport, Jaworski and Whitely, Introduction to e–Business, McGraw–Hill, USA, (Latest Edition)
4. Turban, Lee, King, Chung, Electronic Commerce: A Managerial Perspective, Prentice Hall, USA, (Latest Edition).

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM – VI**

Course Title	:	ENTREPRENEURSHIP
Course Number	:	BBA – 512
Credit Hours	:	03

**Objective**

This course is aimed at creating a desire in students to use their skills and talents as an entrepreneur. Entrepreneurship is a combination of attributes which motivates a person to learn how he can develop himself as a successful businessman. By studying the concepts and theories of the entrepreneurship a student will be encouraged to transform himself by acquiring the knowledge as to how successfully he can start, manage and achieve growth in his business.

Students work in teams to develop formal and written strategies business plans and ready for implementation by them.

**Course Contents**

**1. Introduction**

- 1.1 The Concept of Entrepreneurship
- 1.2 Foundation of Entrepreneurship
- 1.3 The Economist View of Entrepreneurship
- 1.4 The Sociologist View
- 1.5 Behavioral Approach
- 1.6 Entrepreneurship and Management

**2. The Practice of Entrepreneurship**

- 2.1 The Process of Entrepreneurship
- 2.2 Entrepreneurial Management
- 2.3 Strategic Management and the Entrepreneurship
- 2.4 The Entrepreneurial Business
- 2.5 The Entrepreneurship in Service Institutions
- 2.6 The New Venture

**3. Entrepreneurship and Innovation**

- 3.1 The Innovation Concept
- 3.2 Importance of Innovation for Entrepreneurship
- 3.3 Sources of Innovation Opportunities
- 3.4 The Innovation Process
- 3.5 Risks Involved in Innovation

**4. Developing an Entrepreneur**

- 4.1 Entrepreneurial Profile

- 4.2 Trait Approach to Understanding Entrepreneurship
- 4.3 Factors Influencing Entrepreneurship
- 4.4 The Environment
- 4.5 Socio–Cultural Factors
- 4.6 Support Systems
  
- 5. Entrepreneurship Organization**
  - 5.1 Team Work
  - 5.2 Networking Organization
  - 5.3 Motivation and Compensation
  - 5.4 Value System
  
- 6. Entrepreneurship and SMEs**
  - 6.1 Defining SMEs
  - 6.2 Scope of SMEs
  - 6.3 Entrepreneurial Managers of SMEs
  - 6.4 Financial and Marketing Problems of SMEs
  
- 7. Entrepreneurial Marketing**
  - 7.1 Framework for Developing Entrepreneurial Marketing
  - 7.2 Devising Entrepreneurial Marketing Plan
  - 7.3 Entrepreneurial Marketing Strategies
  - 7.4 Product Quality and Design
  
- 8. Entrepreneurship and Economic Development**
  - 8.1. Role of Entrepreneurship in the Economic Development Generation of Services
  - 8.2. Employment Creation and Training
  - 8.3. Ideas, Knowledge and Skill Development
  - 8.4. The Japanese Experience
  
- 9. Case Studies of Successful Entrepreneurs**

**Recommended Books**

1. Burns Paul and Hurst Jim Dew, Small Business and Entrepreneurship, McMillan, 1997.
2. Drucker Peter F., Innovation and Entrepreneurship, McGraw–Hill, Inc. N.Y., 2007.
3. Mariotti Steve, National Foundation for Teaching Entrepreneurship, Prentice Hall, 2007.
4. Miner John B., Entrepreneurship Success, Prentice Hall, N.Y.
5. Zimmerer Thomas W. and Scarborough Norman M., Essentials of Entrepreneurship and Small Business Management, (4<sup>th</sup> Edition), Prentice Hall, USA, 2006.



**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM – VI**

Course Title	:	PRODUCTION & OPERATION MANAGEMENT
Course Number	:	BBA – 522
Credit Hours	:	03

**Objective**

The course introduces field of production / operations management. Topics to be covered represent a blend of concepts, industrial engineering cost accounting, general management, quantitative methods and statistics. This will include both operations as well as strategic issues as applied forecasting, aggregate planning, scheduling, shop floor control, total quality management, inventory management, facility layout and project management.

**Course Contents**

1.     1.1     Introduction of Production / Operations Management
- 1.2     Importance of Operations Management and Productivity
- 1.3     Manufacturing and Services Operations
- 1.4     Operations as Competitive Weapon
- 1.5     Operations Strategy and Corporate Strategy
  
2.     2.1     Process Management
- 2.2     Process Choices and Process Design
  
3.     3.1     Management of Technology
- 3.2     Role of Technology and R and D
- 3.3     Technology as a Competitive Advantage
- 3.4     CAD / CAM / CIM and FMS
  
4.     4.1     Work–Force Management
- 4.2     Job Design, Job Specification, Job Description
- 4.3     Human Resource Planning, Training, Motivation
- 4.4     Total Quality Management
- 4.5     Quality as a Competitive Weapon
- 4.6     Statistical Process Control
  
5.     5.1     Capacity Planning
- 5.2     Location and Facility Layout Planning
  
6.     6.1     Simulation Analysis
- 6.2     Supply Chain Management
- 6.3     Materials Management
- 6.4     Materials and Requirement Planning and Master Production Schedule
- 6.5     Inventory Management Concepts and Inventory Control
- 6.6     Aggregate Product Planning

7. 7.1 Japanese Manufacturing Techniques
- 7.2 Just-in-Time System and Kanban System
- 7.3 Project Management
- 7.4 Project Planning and Scheduling
- 7.5 PERT / CPM

**Recommended Books**

1. Adam Everett Jr. and Ebert Ronald J., Production and Operations Management, (5<sup>th</sup> Edition), Prentice Hall International UK Ltd. London. 1996.
2. Buffa Elwood S. and Sarin Rakesh K., Modern Production/Operations Management, (8<sup>th</sup> Edition), Prentice Hall, USA, 2002.
3. Dilworth James D., Production and Operations Management, (3<sup>rd</sup> Edition), McGraw-Hill, USA, 1998.
4. Heizer Jay and Render Barry, Operations Management, Allyn and Bacon, 2008
5. Krajewski Lee J. and Ritzman L. P., Operations Management, (5<sup>th</sup> Edition), McGraw-Hill, Weasly Longman, Inc. New York, USA, 1999.
6. Chase Richard B., Jacobs F. Robert and Nicholas J. Aquilano, Operations Management, McGraw-Hill, USA, 2006.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – VI</u></b>	
Course Title	: MARKETING MANAGEMENT
Course Number	: BBA – 532
Credit Hours	: 03

**Objective**

The objective of this course is to give students a detailed and advanced overview of Marketing, as the basic concepts have already been discussed in the ‘Principles of Marketing’ course. As the title ‘Marketing Management’ suggest that Marketing cannot be separated from Management. To be a successful marketer, knowledge of handling strategic and tactical management issues is necessary. This course is intended to emphasize on the application of marketing concepts and tools along with the decision making process. Here the students will learn how to analyze and measure total market demand and winning customers through market oriented strategic planning, keeping in mind the competitors moves. Major decisions about product, branding, price, channel systems and productions will be emphasized.

**Course Contents**

1. **Marketing: An Overview**
  - 1.1 Importance and Scope of Marketing

- 1.2 Understanding Marketing Management
- 1.3 Social Responsibility of Marketing
- 1.4 Company Orientations Toward the Market Place
  
- 2. Building Customer Satisfaction, Value and Retention**
  - 2.1 Attracting and Retaining Customers
  - 2.2 Delivering Customer Value and Satisfaction
  - 2.3 Company Profitability and total Quality Management
  
- 3. Winning Markets through Market Oriented Strategic Planning**
  - 3.1 Corporate and Division Strategic Planning
  - 3.2 Establishing Strategic Business Units
  - 3.3 Analysing Business Portfolio
  
- 4. Gathering Information and Measuring Market Demand**
  - 4.1 Internal Records System
  - 4.2 Marketing Intelligence, Research and Decision Support System
  - 4.3 Forecasting and Demand Management
  
- 5. Scanning the Marketing Environment**
  - 5.1 Analysing Micro and Macro Environment Factors
  - 5.2 SWOT Analysis
  
- 6. Buyer Behavior Analysis**
  - 6.1 Factors Affecting Buying Behavior
  - 6.2 Buying Decision Process
  - 6.3 Buying Objectives and Structures of Organizational Markets
  
- 7. Dealing with the Competition**
  - 7.1 Identifying and Analysing Competitors
  - 7.2 Designing Competitive Intelligence System
  - 7.3 Competitive Strategies
  
- 8. Segmenting, Targeting and Positioning Strategies**
  - 8.1 Levels and Patterns of Market Segmentation
  - 8.2 Market Targeting
  - 8.3 Developing and Communicating a Positioning Strategy
  
- 9. Product, Branding and Services Strategy**
  - 9.1 Product Mix and Product Line Decisions
  - 9.2 Brand Decisions
  - 9.3 Marketing Strategies for Service Firms
  
- 10. Developing Price Strategies and Policies**
  - 10.1 Selecting Pricing Objectives
  - 10.2 Analysing Competitors Costs, Prices and Offers
  - 10.3 Selecting Pricing Method
  - 10.4 Product Mix Pricing
  - 10.5 Promotional and Discriminatory Pricing
  
- 11. Marketing Channel Systems**
  - 11.1 Channel Functions and Flows

- 11.2 Channel Design and Management Decisions
- 11.3 Retailing and Wholesaling

**12. Managing Integrated Marketing Communications**

- 12.1 The Communication Process
- 12.2 Determine Communication Objectives
- 12.3 Select the Communication Channels
- 12.4 Establishing the Total Marketing Communications Budget
- 12.5 Factors in Setting the Marketing Communications Mix

**Recommended Books**

1. Marshall Greg, Johston Mark, Essentials of Marketing Management, McGraw–Hill Publisher, USA, 2010.
2. Kotler Philip and Keller Kevin, Marketing Management, (13<sup>th</sup> Edition), Prentice Hall, USA, 2008.
3. Paul J. Peter, Donnelly Jr. James, Marketing Management, (9<sup>th</sup> Edition), McGraw–Hill Publishers, USA, 2010.
4. Sheth Jegdesh and Garrett Dennis E., Marketing Management: A Comprehensive Reader, South–Western Publishing, USA, 2003.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – VI</u></b>	
Course Title	: BUSINESS RESEARCH METHODS
Course Number	: BBA – 542
Credit Hours	: 03

**Objective**

The quality of business decisions depends to a great extent on the information available to the decisions maker. It is the function of business research to provide information for this decision–making. The main purpose of this course is to provide business decision makers with an understanding of research methods.

The focus of this course is the need for business research and major emphasis will be on workshop session, fieldwork and case studies also the preparation of a research report.

**Course Contents**

- 1. The Role of Business Research**
  - 1.1 Definition of Research
  - 1.2 Business Research
  - 1.3 Structure of Decision Making
  - 1.4 Level of Decision Making
  - 1.5 Decision Making Process
  - 1.6 Manager Researcher Relationship
- 2. Scientific Inquiry**

- 2.1 Overview
  - 2.2 Definitions and Terminologies Used in Research
  - 2.3 Methods of Theory Construction
  - 2.4 Model Based Theory
  - 2.5 Deductive Theory
  - 2.6 Functional Theory
  - 2.7 Induction Theory
  - 2.8 Relevance of Science in Business Research
  - 2.9 Scientific Methods
- 3. Beginning the Research Process**
- 3.1 Business Research Processes
  - 3.2 Problem Identification and Formulation
  - 3.3 The Research Problem Development Process
  - 3.4 Methods of Calculation of Research Cost and its Worth
- 4. Research Proposal Development and Evaluation**
- 4.1 Overview
  - 4.2 Types of Research Proposal
  - 4.3 Research Proposal Importance for Manager and Researcher
  - 4.4 Letter of Request
  - 4.5 Letter of Transmittal
  - 4.6 Title
  - 4.7 Background
  - 4.8 Problem Statement
  - 4.9 Objectives
  - 4.10 Research Strategy and Method
  - 4.11 Nature of the Final Report
  - 4.12 Budget and Time Schedule
  - 4.13 Research Proposal Evaluation
- 5. Fundamentals of Research Design**
- 5.1 The Nature of Research Design
  - 5.2 Error Reduction Through Research Design
  - 5.3 Material Sources of Error in the Research Design Process
  - 5.4 Managerial Strategies for Dealing with Error
  - 5.5 Major Types of Design
  - 5.6 Ex-Post Facto Design
  - 5.7 Experimental Design
  - 5.8 Validity Concerns
  - 5.9 Managerial Considerations
- 6. Foundations of Measurement**
- 6.1 The Nature of Measurement
  - 6.2 Components of Measurement
  - 6.3 The Measurement Process
  - 6.4 Levels of Measurement
  - 6.5 Nominal
  - 6.6 Ordinal
  - 6.7 Interval Evaluation of Measurement Scales
  - 6.8 Validity and Reliability

- 7. Attitude Measurement**
  - 7.1 Attitude Measurement
  - 7.2 Attitude Defined
  - 7.3 Attitude as a Hypothetical Construct
  - 7.4 Techniques for Measuring Attitudes
  - 7.5 Attitude Rating Scales
  - 7.6 Ranking
  - 7.7 Sorting
  - 7.8 Other Methods of Attitude Measurement
  - 7.9 Selecting a Measurement Scale
  - 7.10 Some Practical Decisions
  
- 8. Primary Data Collection**
  - 9.1 The Nature of Primary Data Collection
  - 9.2 Personal Interviewing
  - 9.3 Telephone Interviewing
  - 9.4 Mail Interviewing
  - 9.5 A Comparison of Data Collection Methods
  
- 9. Secondary Data Collection**
  - 9.1 Secondary Data in Business Research
  - 9.2 Uses of Secondary Data
  - 9.3 Research Strategy
  - 9.4 Literature Cited
  - 9.5 Expert Interviews
  - 9.6 Case Studies
  
- 10. Questionnaire Design**
  - 10.1 Importance
  - 10.2 Phrasing
  - 10.3 Response Format
  - 10.4 Pre-Testing
  - 10.5 Don'ts of a Questionnaire
  
- 11. Sampling Design**
  - 11.1 Terminologies and Definitions
  - 11.2 Steps in Sampling Process
  - 11.3 Sample Designs
  - 11.4 Probability Designs
  - 11.5 Unknown Probability Designs
  - 11.6 Sample Size Calculations
  - 11.7 Types of Sampling
  
- 12. Observation Method**
  - 12.1 Field Work
  - 12.2 Editing and Coding
  - 12.3 Data Analysis
  - 12.4 Communicating Research Results

**Recommended Books**

- 1. Cooper, Donald R., and Pamela S. Schindler, Business Research Methods, (7<sup>th</sup> Edition), Burr Ridge, IL: McGraw-Hill, USA, 2001.

2. Dr. Matin A. Khan, Research Methods for Business Organization & Social Institutions, (2<sup>nd</sup> Edition), Rahber Publishers, Lahore, Pakistan, 2007.
3. Ross, Sheldon M., A First Course in Probability, (5<sup>th</sup> Edition), Englewood Cliffs, NJ: Prentice Hall, USA, 1997.
4. Sudinan, Symour, Applied Sampling, New York: Academic Press, 1998.
5. Warwick, Donald R. and Charles A. Lininger, The Sample Survey: Theory and Practice, New York: McGraw–Hill, 2001.
6. Zikmund William G., Business Research Methods, The Dryden Press, 2004.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – VI</u></b>	
Course Title	: HUMAN RESOURCE MANAGEMENT
Course Number	: BBA – 552
Credit Hours	: 03

**Objective**

How well an organization obtains, maintains and retains its human resource is a major determinant of its success or failure. This course explains how proactive managers and human resource professionals share their dual responsibility for continuously improving the human contribution to organizations, in ways that are strategically, socially, legally and ethically acceptable.

**Course Contents**

1.
  - 1.1 Evolution and Development of HRM
  - 1.2 Meaning and Significance of HRM
2.
  - 2.1 Difference between Personnel Management and HRM
  - 2.2 HRM vs. HRD
  - 2.3 Strategic Role of Human Resource Management
  - 2.4 Approaches to HRM
  - 2.5 Models of HRM
3.
  - 3.1 Human Resource Planning
  - 3.2 Job Design and Analysis
  - 3.3 Recruitment and Selection
  - 3.4 Orientation
4.
  - 4.1 Career Planning and Development
  - 4.2 Training and Development
  - 4.3 Performance Appraisal
  - 4.4 Compensation Management and Employee Relation
  - 4.5 Motivation and Reward System

- 5. 5.1 Employee Health and Safety
- 5.2 Employee Relations Management
- 6. 6.1 Employees Grievances
- 6.2 Disciplinary Rules

**Recommended Books**

1. Bernardin and Russell, Human Resource Management, (2<sup>nd</sup> Edition), McGraw–Hill, 2001.
2. Dessler Gary, Human Resource Management, (Edition 2005), Pearson Education.
3. Dowling Peter, Welch Denice E. and Schuler Randall S., International Human Resource Management, Managing People in a Multinational Enlist, International Thomason Publishing, Canada, 2002.
4. Foot Margaret and Carolina Hook, Introducing Human Resource Management, Longman Publishing, London, 1997.
5. Graham, Hollinshead and Mike Leat, Human Resource Management, Pitman Publishing, Great Britain, 2004.
6. Milkovich and Boudreen, Personnel / Human Resource Management, BPI Irwin, Illinois, USA, Publishing, 1998.
7. Werther William B. and Davis Keith, Human Resource and Personnel Management, McGraw–Hill, USA, 2003.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – VI</u></b>	
Course Title	: MANAGERIAL ACCOUNTING
Course Number	: BBA – 562
Credit Hours	: 03

**Objective**

The objective of this course will be concerned with providing information for the more day–to–day functions of control and decision–making. This will involve budgeting, cost accounting, variance analysis, and evaluation of alternative uses of resources.

**Course Contents**

1. **Introduction: Managerial Accounting**
  - 1.1 A Perspective
  - 1.2 Cost Terms
  - 1.3 Concepts and Classification
2. **Responsibility Accounting and Cost Allocation Concepts**
  - 2.1 Responsibility Accounting Centers and Performance Reports



- 3. Cost Flows and Accumulation**
  - 3.1 The Basic Cost Flow Model
  - 3.2 Cost Accumulation
  - 3.3 Merchandizing Organizations
  - 3.4 Manufacturing Organizations
  - 3.5 Services Organizations
- 4. Costing Systems**
  - 4.1 Job Order Costing Systems
  - 4.2 Process Costing System
  - 4.3 Hybrid Product Costing System
  - 4.4 Cost Management Systems for New Manufacturing Environment
- 5. Cost Behavior and Estimation**
  - 5.1 Cost Behavior Patterns
  - 5.2 Cost Estimation Methods
- 6. Cost–Volume–Profit Analysis**
  - 6.1 The Break Even Point
  - 6.2 CVP Analysis
  - 6.3 CVP with Multiple Products
  - 6.4 Cost Structure and Leverage Analysis
- 7. Standard Costing System**
  - 7.1 Standard Costs and Control
  - 7.2 Setting Cost Standards
  - 7.3 Overhead Application in a Standard Costing System
  - 7.4 Analysis of Cost Variances
- 8. Differential Cost Analysis**
  - 8.1 Differential Costs versus Variable Costs
  - 8.2 Differential Costs versus Total Costs
  - 8.3 Cost Analysis for Pricing Decisions
  - 8.4 Make–or–Buy Decision
- 9. Variable Costing**
  - 9.1 Variable Costing versus Full Absorption Costing
  - 9.2 Appropriateness of Variable Costing and Full Absorption Costing Methods
- 10. Flexible Budgeting**
  - 10.1 Static Budget versus Flexible Budget
  - 10.2 Sales Activity (Volume) Variance
  - 10.3 Profit Variance Analysis
  - 10.4 Variable
  - 10.5 Manufacturing Costs Variance
- 11. Budgeting and Monitoring**
  - 11.1 Framework of Budgeting
  - 11.2 The Master Budget Development Process
  - 11.3 Budgeting in Merchandising Operations
  - 11.4 Service Enterprising and Non–Profit Organization
  - 11.5 Budget Under Uncertainty
  - 11.6 Report for Monitoring

### **Recommended Books**

1. Garrison, Managerial Accounting, McGraw–Hill, USA, 1996.
2. Hilton Ronald W., Managerial Accounting, McGraw–Hill, USA, 1995.
3. Hongren Charles T., Introduction to Managerial Accounting, Prentice Hall International, USA, 1998.
4. Keller, Management Accounting for Profit Control, McGraw–Hill Accounting Services, USA, 2002.
5. Roger Cowe, Royal Handbook of Managing Accounting, Gower Publishing Co. Ltd, 1998.
6. The Institute of Bankers Pakistan, Management Accounting for the Financial Services, Published by IBP, 2007.

## **KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI**

### **BS (BBA) FOUR YEARS PROGRAM – VII**

Course Title	:	CONSUMER BEHAVIOR
Course Number	:	BBA – 601
Credit Hours	:	03

### **Objective**

The objective of this course is to make students aware of the dynamics behind buying behavior. The needs and the motivation of the consumer are to be highlighted. This course would lead the student to understand the role of Demographics and Psychographics on the Consumer

### **Course Contents**

1. **Introduction**
  - 1.1 Definition
  - 1.2 Application of the Understanding of Consumer Behavior
2. **Market Segmentation**
  - 2.1 Marketing Mix
  - 2.2 Demographic Segmentation
  - 2.3 Geographic Segmentation
  - 2.4 Benefit Segmentation
  - 2.5 Usage Segmentation
  - 2.6 Psycho–graphic Segmentation
  - 2.7 Product Positioning
3. **Consumer Motivation**
  - 3.1 The Influence of Needs
  - 3.2 Need Theories
4. **Perception and Consumer Behavior**

- 4.1 Perceptual Selection
- 4.2 Perceptual Interpretation
- 4.3 Price Perceptions
- 5. Attitudes and Consumer Behavior**
  - 5.1 Nature of Consumer Attitudes
  - 5.2 Role of Attitudes in Developing Marketing Strategy
  - 5.3 Relationship between Beliefs, Attitudes and Behavior
- 6. Consumer Decision Making**
  - 6.1 Problem Recognition
  - 6.2 Information Search and Evaluation
  - 6.3 Purchase Process
  - 6.4 Post Purchase Behavior
- 7. Life Style and Personality Influences:**
  - 7.1 Application of Life Style Characteristics to Marketing Strategies
  - 7.2 Personality Theories and Consumer Behavior

**Recommended Books**

1. Evans, Martin, Consumer Behavior, John Wiley & Sons Inc., USA, 2006.
2. Solomon, Michael, R., Consumer Behavior: Buying, Having, and Being, (6<sup>th</sup> Edition), Upper Saddle River, NJ: Pearson Education, Inc.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – VII</u></b>	
Course Title	: MANAGEMENT INFORMATION SYSTEM
Course Number	: BBA – 611
Credit Hours	: 03

**Objective**

The critical role ascribed to IT in both private and public sector is based upon two popular precepts: First, that IT is a strategic device which, if deployed effectively, can sustain and improve the competitive advantage of an organization. Second, the normative literature argues that IT is most effective when aligned to the corporate strategy, here IT is seen as instrumental in achieving improved information flows, better services to customers, greater internal efficiencies in the form of cost control, and headcount reduction.

Keeping in view the organizational aspects of gaining the competitive edge from IT, the course such enable students to understand, demonstrate, implement IT in a strategic manner. On completion of this course the students should be capable / have the knowledge in:

- IT Concepts and Methodologies.
- The Application of IS in Regard to the Organizational Hierarchy.

- Redesigning / Reengineering Analysis and Implementation.
- ERP– Analysis and Design Methodology.
- Legal Issues and IS Standards.

## **Course Contents**

- 1. Organizations, Management, and Enterprise**
  - 1.1 Why the Information Systems
  - 1.2 Contemporary Approaches to IS
  - 1.3 Towards the Digital Firm: The New Role of IS in Organizations
  - 1.4 Learning to Use IS: New Opportunities and Challenges of IS
  
- 2. IS in the Enterprise**
  - 2.1 Major Types of Systems in Organizations
  - 2.2 Systems from a Functional Perspective
  - 2.3 Enterprise Applications: The Value Chain Model
  
- 3. IS, Organizations, Management and Strategy**
  - 3.1 Organizations and IS
  - 3.2 The Changing Role of IS in Organizations
  - 3.3 Managers, Decision Making and IS
  - 3.4 IS and the Business Strategy
  
- 4. Ethical and Social Issues in the Digital Firm**
  - 4.1 Understanding Ethical and Social Issues Related to the System
  - 4.2 Ethics in the Information Society
  - 4.3 The Moral Dimensions of IS
  - 4.4 Challenges and Opportunities
  
- 5. Analyzing Business Processes for an Enterprise**
  - 5.1 IS Infrastructure
  - 5.2 Managing the Hardware Assets
  - 5.3 Managing the Software
  - 5.4 Business Planning and the IS infrastructure
  
- 6. Managing the Data Resources**
  - 6.1 Data and the Typical File Environment
  - 6.2 Database Approach to Data Management
  - 6.3 Creating a Database environment
  - 6.4 Database Trends
  - 6.5 Database Challenges and Competitive Edge
  
- 7. MIS and Decision Making**
  - 7.1 Decision Support Systems
  - 7.2 Group DSS
  - 7.3 Executive Support in the Enterprise
  - 7.4 Organizational Strategy and DM
  
- 8. Designing IS**
  - 8.1 Redesigning the Organization with IS
  - 8.2 Systems as Planned Organizational Change
  - 8.3 Business Process Redesigning and Process Improvements
  - 8.4 Overview of Systems Development

- 8.5 Alternative System – Building Approaches
- 8.6 Cost Benefit Analysis Issues in Designing IS

**9. Business Value of Systems and Managing IT Change**

- 9.1 Understanding the Business Value of IS
- 9.2 Business Process Re-Engineering
- 9.3 The Importance of Change Management in IS Success and Failure
- 9.4 Managing Implementation and Maintenance
- 9.5 Competitive Edge and Changing Environment

**10. ERP: Analysis and Design (A Practical Approach)**

**Recommended Books**

- 1. Laudon and Laudon , Management Information Systems (MIS), (8<sup>th</sup> Edition), Prentice Hall, USA, 2005.
- 2. Mcleod Raymond Jr., Management Information Systems, Prentice Hall, USA, 1998.
- 3. O’Brein James A., Management Information System, McGraw–Hill, USA, 2006.
- 4. Gerald V. Poste, David L. Anderson, Management Information System (MIS), (Latest Edition), Irwin / McGraw–Hill, USA.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – VII</u></b>	
Course Title	: BUSINESS ETHICS
Course Number	: BBA – 621
Credit Hours	: 03

**Objective**

This course introduces contemporary and controversial ethical issues facing the business community. Topics include moral reasoning, moral dilemmas, law and morality, equity, justice and fairness, ethical standards, and moral development. Upon completion, students should be able to demonstrate an understanding of their moral responsibilities and obligations as members of the workforce and society.

**Course Contents**

- 1. An Overview of Business Ethics**
  - 1.1. Business Ethics Defined
  - 1.2. Why Study Business Ethics?

- 1.3. Framework for studying Business Ethics
- 1.4. Ethics, Society & Religion
  
- 2. The Business Environment**
  - 2.1. The Volatility of the Business Environment
  - 2.2. Underlying Historical Forces Changing the Business Environment
  - 2.3. Six Key Environments of Business
  - 2.4. Business' Impact on its Environment
  
- 3. Critics of Business**
  - 3.1. Historical Attitudes towards Business
  - 3.2. Factors Underlying Negative Attitudes toward Business
  - 3.3. Current Criticism of American Business
  
- 4. Corporate Social Responsibility**
  - 4.1. The Evolving Idea of Social Responsibility
  - 4.2. The Contemporary View of Corporate Social Responsibility
  - 4.3. The Expansive Concept of Corporate Social Responsibility
  - 4.4. Evaluation Areas of Social Responsibility
  - 4.5. The Dominant Stakeholders
  - 4.6. Debate about the Extent and Meaning of Corporate Social Responsibility
  - 4.7. Are Social Responsibility and Financial Performance Related?
  - 4.8. Corporate Social responsibility in Other Nations
  - 4.9. Criteria for Determining the Social Responsibilities of Business
  - 4.10. Emerging Views of Corporate Social Responsibility
  
- 5. Managing Social Issues**
  - 5.1. What is Social Issues Management?
  - 5.2. Why is Issues Management Important?
  - 5.3. Conceptual View of the Entire Issues Management Process
  - 5.4. Life Cycle of an Issue
  - 5.5. Steps in Implementing the Issues Management Process
  - 5.6. Institutionalizing Social Policies
  - 5.7. Environmental Assessments of Social Issues
  - 5.8. Crisis Management
  - 5.9. The Management of Corporate Philanthropy
  - 5.10. Business in Education
  
- 6. What are Business Ethics**
  - 6.1. What are Business Ethics?
  - 6.2. Two theories of Business Ethics
  - 6.3. Major Sources of Ethical Values in Business
  - 6.4. Ethical Climates in Other Countries
  - 6.5. Ethical Climates in Other Countries
  - 6.6. Ethical Practice in American Business
  - 6.7. Managing Ethics at the Corporate Level
  
- 7. Making Ethical Decisions in Business**
  - 7.1. Principles of Ethical Conduct
  - 7.2. Reflections on the Uses and Limits of Principles
  - 7.3. Practical Suggestions for Making Ethical Decisions
  - 7.4. Why Ethical Decisions are Difficult?

- 8. The Government–Business Relationship: An Overview**
  - 8.1. Legal Basis of Government Regulation of Business
  - 8.2. Underlying Reasons for Government Regulation of the Private Sector
  - 8.3. How are Government Regulations Made?
  - 8.4. The Scope of Government Relations with Business
  - 8.5. Costs and Benefits of Complying with Federal Regulations
  - 8.6. Growing Demand for New Regulations
  
- 9. Global Management Issues**
  - 9.1. The MNC Defined
  - 9.2. Objectives of MNCs and Host Governments
  - 9.3. The Power of MNCs: An Overview
  - 9.4. Inducements versus Complaints of Host Countries
  - 9.5. Variations in Host–Country Complaints
  - 9.6. Response of the MNCs
  - 9.7. Codes of Conduct
  - 9.8. Ethical and Social Responsibilities of MNCs
  - 9.9. MNC–Government Relations
  - 9.10. Free Trade versus Protectionism
  - 9.11. Trade Disputes with Japan
  
- 10. Industrial Pollution And Environmental Policy**
  - 10.1. Sources of Pollution
  - 10.2. Industrial Growth an Environmental Pollution
  - 10.3. Ideas Shape Attitudes toward the Environment
  - 10.4. Environmental Laws and Regulations
  - 10.5. Principal Areas of Environmental Policy
  
- 11. Consumerism**
  - 11.1. The Consumer Movement
  - 11.2. Consumer Advocates
  - 11.3. The Consumer’s Protective Shield
  - 11.4. Consumer Product Issues and Decision Making
  - 11.5. Federal Consumer Protections of Three Agencies
  - 11.6. Risk and Product Safety
  - 11.7. Food Safety
  - 11.8. How Safe is Safe?
  - 11.9. Products Liability Law
  - 11.10. False and Deceptive Advertising
  - 11.11. Ethical Standards for Advertisers
  - 11.12. Food Labeling
  
- 12. Reforming Corporate Governance**
  - 12.1. Corporate Governance Defined
  - 12.2. The corporate Charter
  - 12.3. The Structure of Boards of Directors
  - 12.4. The Duties of Directors
  - 12.5. Proposals for Reforming Corporate Boards of Directors
  - 12.6. Separate the Board Chairperson and the CEO
  - 12.7. Employee Governance Activities
  - 12.8. Corporate Executive Compensation
  - 12.9. To Whom Are Directors Accountable?

### **Recommended Books**

1. Boylan Michael, Series Editor, Basic Ethics in Action Series, Prentice Hall, USA, 2001.
2. Ferrell, O.C, and Fraedrich, John, Ethical Decision Making and Cases, (5<sup>th</sup> Edition), New York, Houghton Mifflin, 2002.
3. George A. Steiner and John F. Steiner, Business, Government, and Society, A Managerial Perspective, (12<sup>th</sup> Edition), McGraw–Hill USA, International Editions.
4. Marcus Alfred A., Business and Society, Irwin, (2<sup>nd</sup> Edition), 1998
5. Post James E. and Lawrence Ann T., Business and Society, (10<sup>th</sup> Edition), 2006.

## **KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM – VIII</u></b>	
Course Title	: STRATEGIC MANAGEMENT
Course Number	: BBA – 602
Credit Hours	: 03

### **Objective**

This course is aimed to impart knowledge to students that enables them to analyze firm's capacity and environmental happening in order to make quality decisions. This course provides insight about analysis, mission formulation, objective setting, strategy formulation, implementation and strategic control. This course examines in detail the different areas that serve as major input to strategic management of any firm. Students would also be given supplementary work in the form of "A Case Analysis" which enables students to diagnose and record strategic issues and key problems of firms.

### **Course Contents**

- 1. Introduction**
  - 1.1 Strategic Management
  - 1.2 Definition and Process
  - 1.3 Nature of Strategic Decisions
  - 1.4 The Strategy Managers: The Role and Tasks
- 2. Strategy Formulation: Information Input**
  - 2.1 Environment Scanning – Internal and External Environment
  - 2.2 Structural Analysis of Competitive Forces
  - 2.3 The Structure and Performance of the Industry as a Whole
- 3. Strategy Formulation: Mission and Objective**
  - 3.1 Concepts: Vision, Mission, Goals, Objectives and Targets
  - 3.2 Mission Development and Statement
  - 3.3 Long Term Objectives
  - 3.4 The Strategy Making Hierarchy



- 3.5 Corporate Strategy
  - 3.6 Functional Strategies
  - 3.7 Operating Strategy
  - 3.8 Factors Shaping Strategy
- 4. Action Plan Choice**
- 4.1 The Generic Competitive Strategies
  - 4.2 The Offensive Strategies Postures
  - 4.3 The Defensive Strategies Postures
  - 4.4 Corporate Diversification Strategies
- 5. Strategies Evaluation and Selection**
- 5.1 Evaluation Models
  - 5.2 Growth Share Matrix (GSM)
  - 5.3 General Electric's Shop Light Grid
  - 5.4 Life Cycle Analysis
  - 5.5 Gap Analysis
  - 5.6 Directional Policy Matrix (DPM)
  - 5.7 Selection Models and Contexts
- 6. Functional Strategy Formulation**
- 6.1 Selection of Functional Areas
  - 6.2 Formulation of Functional Objectives
  - 6.3 Formulation of Functional Action Plans
- 7. Strategy Implementation**
- 7.1 Analyzing Strategy Change
  - 7.2 Analyzing Organizational Structure
  - 7.3 Analyzing Organizing Culture
  - 7.4 Selecting an Implementation Approach
  - 7.5 Dealing with Resistance
- 8. Strategic Control**
- 8.1 The Strategic Control Process
- 9. A Case Analysis Framework**
- 9.1 Diagnosis and Record of the Current Situation
  - 9.2 Identification and Record of the Strategic Issues and Key Problems

#### **Recommended Books**

1. Bower, Joseph L, Business Policy Text, McGraw–Hill, USA, 1995.
2. David Fred R., Strategic Management Concept and Cases, (13<sup>th</sup> Edition), Prentice Hall, USA, 2010.
3. Dess, Gregory G. Lumpkin, G. T. (Tom) Eisner, Alan, Strategic Management: Creating Competitive Advantage, (3<sup>rd</sup> Edition), McGraw–Hill / Irwin, USA, 2006.
4. Dess, Gregory G. Lumpkin, G. T. (Tom) Eisner, Alan, Strategic Management: Text and Cases, (2<sup>nd</sup> Edition), McGraw–Hill / Irwin, USA, 2005.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM – VIII**

Course Title	:	INTERNATIONAL BUSINESS
Course Number	:	BBA – 612
Credit Hours	:	03

**Objectives**

This course covers a number of topics both general and specific nature. The course views the objectives and motives of multinational companies (MNCs) for operating internationally and strategies they use to achieve global presence, special attention is given to the following topics: theories of international trade, international v's, domestic trade, free trade v's, protection, tariffs, foreign exchange, foreign direct investment (FDI), international financial institutions, international corporate planning and competitive strategies.

**Course Contents**

- 1. The Challenge of International Business**
  - 1.1 Introduction
  - 1.2 The Role of Small Business
  - 1.3 World Business: A Brief Overview
  - 1.4 Government and Trade Regulations
  
- 2. The Strategy of International Business**
  
- 3. The Organization of International Business**
  
- 4. The Multinational Enterprise**
  - 4.1 Objective
  - 4.2 Introduction
  - 4.3 The Nature of Multinational Enterprise
  - 4.4 Characteristics of Multinational Enterprise
  - 4.5 The Philosophy of Multinational Enterprise
  
- 5. Introduction and History of Globalization Forces**
  - 5.1 Trade Volume and Direction of Trade
  - 5.2 FDI and Flow of FDI
  - 5.3 Reasons to Enter in International Business
  - 5.4 Ways to Enter to International Business
  
- 6. Economic Theories of International Business**
  - 6.1 Mercantcism
  - 6.2 Theory of Absolute Advantage
  - 6.3 Theory of Comparative Advantage
  - 6.4 International PLC
  - 6.5 International Investment Theories

## **7. International Organizations**

- 7.1 WTO and Its Impact on Pakistan's Export Trade
- 7.2 IMF
- 7.3 EU
- 7.4 Regional Grouping
- 7.5 SAFTA
- 7.6 NAFTA

## **8. Financial Forces Influencing International Business**

- 8.1 Forex Valuation
- 8.2 Currency Exchange Control
- 8.3 Tariff and Duties
- 8.4 Taxation
- 8.5 Inflation

## **9. Physical and Environmental Forces**

- 9.1 Location
- 9.2 Topography
- 9.3 Climate
- 9.4 Natural Resources

## **10. Socio-Cultural Forces**

- 10.1 Culture
- 10.2 Components of Culture
- 10.3 Understanding of National Culture

## **11. Political Forces**

- 11.1 Ideological Forces (Communism, Capitalism, Socialism)
- 11.2 Government Ownership of Business
- 11.3 Privatization
- 11.4 Government Stability
- 11.5 Country – Assets

### **Recommended Books**

1. Ball Don, International Business, (8<sup>th</sup> Edition), Wendell McCullough, 2002.
2. Charles Hill W., International Business Competing in the Global Marketing. Place, (3<sup>rd</sup> Edition), McGraw-Hill, Printed in Singapore, 2002.
3. Kakoti Bork, International Trade Causes and Consequences, Macmillan Publishers.
4. Richard Hodgetts M., International Business A Strategic Management Approach, International Edition, McGraw-Hill, USA, 1995.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM – VIII**

Course Title	:	PROJECT REPORT
Course Number	:	BBA – 622
Credit Hours	:	03

**Objective**

The purpose of this course is to create an understanding amongst the students to recognize a problem, establish its premises, identify reasons, develop recommendations and presentation of the report. This course has been placed in the eighth semester with an intention that by this time the students have gone through all the required courses and have developed a knowledge base that can be fully utilized and tested at this stage. It will help the student to get himself ready to enter the practical life where these skills are extensively required and utilized.

One of the most important subjects relevant to project report writing is the research methods which students have already studied in the sixth semester.

**Broad Areas of Research and Study**

The student should be given freedom to select any area where s/he feels comfortable and confident to get information. Some broad areas have been identified as follows:

- A. Organization, Management and Corporate Performance
- B. Social and Public Interest
- C. Market and Consumers
- D. Project Feasibility

**Course Contents**

This course on research and report writing consists of following topics:

- 1. The format of the Report and its contents**
  - 1.1. Title Page
  - 1.2. Acknowledgement / Letter of Transmittal
  - 1.3. Table of Contents
  - 1.4. Introduction and Background
  - 1.5. Main Text
  - 1.6. Suggestions and Recommendations
  - 1.7. Referencing and Bibliography
  - 1.8. Footnotes
  - 1.9. Figures, Diagrams, Sketches and Picture Referencing
  - 1.10. Exhibits, Annexes and Appendices
  
- 2. Identification and Definition of Problem**
  - 2.1. Acquaintance with the Selected Area
  - 2.2. Review of Literature, Interviews with Knowledgeable People

- 2.3. Identification of Problem
- 2.4. Review of Reports Written on Related Issue
- 2.5. Defining Problem
- 3. Research methodology and design**
  - 3.1. Identification of Variables and Development of their Linkages
  - 3.2. Hypothesis/Hypotheses Development
  - 3.3. Research Design and Instruments
  - 3.4. Sampling, Measurement and Scaling
  - 3.5. Data Collection, Analyses and Interpretation
  - 3.6. Deductions
- 4. Market Research and Analyses**
- 5. Financial Analyses**
- 6. Organization and Management**
- 7. Presentation of Report**
  - 7.1. Outlining the Key Elements of Report
  - 7.2. Initial Impression
  - 7.3. Clarity in Thoughts and Ideas
  - 7.4. Time Management
  - 7.5. Language
  - 7.6. Conclusion and Recommendations
  - 7.7. Questions and Answers

### **Approach Towards Course Delivering**

For this course extensive counseling with students is required. It is proposed that the course supervisor should provide an overview to the students about the knowledge and skills required to prepare a high standard report. For this purpose a course outline is provided in the previous section. The supervisor is expected to help the students at all stages of the report preparation and presentation. It is also proposed that the course supervisor, for initial six to eight weeks, should take classes helping students to recollect the knowledge they acquired earlier and refine their thoughts wherever required.

Once the topics are selected and finalized by students, the course supervisor is required to give them time either individually or in groups to discuss their issues and help them at various stages of report preparation. Continuous counseling with the students is necessary to ensure better quality of report.

### **Schedule of Completion and Submissions**

The Report is expected to be completed and submitted to the Examiner at the time of Presentation. Report presentation by individual students will be required. The student is expected to come fully prepared bringing the hard and soft copies of presentation.

### **Marking and Grading of Report**

The proposed grading plan for marking and grading the report is given as follows:

- A. Project Report

a. Report Format including Title Page, Contents Referencing, etc.	15
b. Problem Definition / Scope Identification	10
c. Research Design / Methodology / Study Plan	10
d. Instruments / Sampling / Statistical Tools, etc	15
e. Conclusion and Recommendations	10
f. Language and Sequencing	<u>10</u>
<b>Sub-total:</b>	<b>70</b>
B. Presentation	15
C. Question and Answers	15
<b>Total:</b>	<b><u>100</u></b>

### **Recommended Books**

1. Bruce T. Barkley, Project Management, McGraw-Hill, NY, USA, 2008.
2. Prasanna Chandra, Projects, (6<sup>th</sup> Edition), CFM-TMH Professional Series in Finance  
Tata McGraw-Hill Publishing Company, New Delhi, 2006.

## **KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (FINANCE ELECTIVE)</u></b>	
Course Title	: SECURITY ANALYSIS
Course Number	: BBA – 603
Credit Hours	: 03

### **Objective**

The below mentioned syllabus covers variety of areas pertaining to ‘*equity securities*’ and ‘*debt securities*’ which include implementation of knowledge brought forward from previous studies in the advance studies. On the completion of this course students would be able to *conduct valuation of companies, evaluating risk & returns, choosing investment alternatives, understanding securities under banking policy, evaluating bonds, analyzing equity securities.*

### **Course Contents**

- 1. Concepts of Securities Risk, Return & Investments**
  - 1.1. Types of Securities
  - 1.2. Types of Risks
  - 1.3. Measuring Risks
- 2. Securities Markets and Market Mechanics**
  - 2.1. The Primary Market
  - 2.2. The Secondary Market: The Players
  - 2.3. The Secondary Market: The Four Components
  - 2.4. The Secondary Market: The Transaction
  - 2.5. Securities Markets Regulation

- 2.6. Other Issues
  
- 3. Valuation Theory & Concepts**
  - 3.1. The Discounted Dividends Valuation Method
  - 3.2. Shortcut Forms of Earnings–Based Valuation
  - 3.3. The discounted Cash Flow Model
  - 3.4. Comparing Valuation Methods
  
- 4. Valuation Implementation**
  - 4.1. Computing a Discount Rate (WACC using various Models)
  - 4.2. Detailed Forecasts of a Performance
  - 4.3. Terminal Values
  - 4.4. Computing Asset & Equity Values
  - 4.5. Some Practical Issues in Valuation
  
- 5. Equity Security Analysis**
  - 5.1. Investor Objectives & Investment Vehicles
  - 5.2. The Process of Comprehensive Security Analysis
  - 5.3. Performance of Security Analysts and Fund Managers
  
- 6. Credit Analysis & Distress Prediction**
  - 6.1. Why do Firms use Debt Financing?
  - 6.2. The Market for Credit
  - 6.3. The Credit Analysis Process in Private Debt Markets
  - 6.4. Financial Statement Analysis & Public Debt
  - 6.5. Prediction of Distress and Turnaround
  
- 7. Collateral Securities Under Banking Policy**
  - 7.1. Mortgages
  - 7.2. Hypothecation Specific & General Charges
  - 7.3. Pledge of Goods
  - 7.4. Lien Over Accounts
  - 7.5. Assignment of Receivables
  
- 8. Mergers & Acquisitions**
  - 8.1. Motivation for Merger or Acquisition
  - 8.2. Acquisition Pricing
  - 8.3. Acquisition Financing & Form of Payment
  - 8.4. Acquisition Outcome
  - 8.5. Synergies (Practical Scenarios Post Mergers Out Come)
  
- 9. Alternative Securities Investments**
  - 9.1. Investment Companies
  - 9.2. Valuing Investment Company Shares
  - 9.3. Fund Management Fees
  - 9.4. Investment Strategies
  - 9.5. Exchange Traded Funds
  
- 10. Private Equity**
  - 10.1. Stages of Venture Capital Investing
  - 10.2. Investment Characteristics
  - 10.3. Types of Liquidation / Divestment

- 10.4. Valuation & Performance Measurement
- 11. Commodity Markets**
  - 11.1. Commodity Futures
  - 11.2. Active Investment
  - 11.3. The Example of Gold
  - 11.4. Commodity–Linked Securities
- 12. Global Bond Investing**
  - 12.1. The Global Bond Market
  - 12.2. Bond Indexes
  - 12.3. The International Bond Market
  - 12.4. Emerging Markets & Brady Bonds
- 13. Major Differences Among Bond Markets**
  - 13.1. Types of Investments
  - 13.2. Quotations, Day Count, and Frequency of Coupons
  - 13.3. Legal and Fiscal Aspects
- 14. A Refresher on Bond Valuation**
  - 14.1. Zero–Coupon Bonds
  - 14.2. Bond with Coupons
  - 14.3. Duration and Interest Rate Sensitivity
  - 14.4. Credit Spreads
- 15. Floating–Rate Notes and Structured Notes**
  - 15.1. Floating Rate Notes (FRNs)
  - 15.2. Bull FRNs/ Bear FRNs
  - 15.3. Dual–Currency Bonds
  - 15.4. Currency–Option Bonds
  - 15.5. Collateralized Debt Obligations (CDOs)
- 16. Market Efficiency**
  - 16.1. Types of Investment Analysis
  - 16.2. The Efficient Market Hypothesis
  - 16.3. Testing the Weak Form of the Efficient Market Hypothesis
  - 16.4. Semistrong and Strong–Form Tests of the EMH (Anomalies)

### **Recommended Books**

1. Russell J. Fuller & James L. Farrell, Modern Investments & Security Analysis, McGraw–Hill USA.
2. Bruno Solnik & Dennis McLeavey, Global Investments, (6<sup>th</sup> Edition).
3. Palepu & Healy, Business Analysis & Valuation, (4<sup>th</sup> Edition), 2007, South–Western USA.



**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (FINANCE ELECTIVE)**

Course Title	:	PORTFOLIO INVESTMENT MANAGEMENT
Course Number	:	BBA – 613
Credit Hours	:	03

**Course Contents**

*(Pre Requisites: Inferential Statistics, Microeconomic Theory, Business Finance)*

1. Foundations of Portfolio Theory: Utility and Choice
2. Investment Analysis: Interest Rate Structure and Risk Analysis
3. Financial Market Structure and Institutional Investment
4. Stock Market Operation and Mechanism
5. Selection of Stock and Mutual Funds
6. Investment Companies
7. Assets Management and Venture Capital
8. The Efficient Market Hypothesis
9. Capital Assets Pricing Model (CAPM): Assumptions and Derivations
10. Capital Assets Pricing Model (CAPM): Empirical Analysis
11. Capital Assets Pricing Model (CAPM): Non Standard Forms
12. Arbitrage Price Theory
13. Contemporary issues in Equities Portfolios: I
14. Contemporary issues in Equities Portfolios: II

**Recommended Books**

**Core**

1. Michael Constatas, Jae, K. Shim, Handbook of Investment, (1<sup>st</sup> Edition), 2006, Infinity Book New Dehli, India.
2. Elton and Gruber, Portfolio Management and Investment Analysis, John Wiley & Sons, USA.
3. Chen F. Lee; J.E. Finnert and D.M. Wort, Security Analysis and Portfolio Management, Addison Wesley Educational Publishers.

**Supplementary**

1. Zeljko Sevic, Accounting and Finance in Transition (Volume: I): London: Greenwich University Press, 2004.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (FINANCE ELECTIVE)**

Course Title	:	ANALYSIS OF FINANCIAL STATEMENT
Course Number	:	BBA – 623
Credit Hours	:	03

**Course Contents**

**1. Overview of Financial Reporting an Financial Statement Analysis**

- 1.1. Overview of Financial Statement Analysis
- 1.2. Identify the Industry Economic Characteristics
- 1.3. Tools for Studying Industry Economics
- 1.4. Value Chain Analysis
- 1.5. Porter’s Five Forces Classification
- 1.6. Economic Attributes Framework
- 1.7. Identify the Company Strategy
- 1.8. Framework for Strategy Analysis
- 1.9. Asses the Quality of the Financial Statements
- 1.10. Balance Sheet – Measuring Financial Position
- 1.11. Income Statement – Measuring Operating Performance
- 1.12. Statement of Cash Flows
- 1.13. Summary of Financial Statements and Notes
- 1.14. Analyze Profitability and Risk
- 1.15. Tools of Profitability and Risk Analysis
- 1.16. Value the Firm
- 1.17. Role of Financial Statement Analysis in an Efficient Capital Market

**2. Asset and Liability Valuation and Income Measurement**

- 2.1. Asset and Liability Valuation
- 2.2. Historical Value: Acquisition Cost
- 2.3. Historical Value: Adjusted Acquisition Cost
- 2.4. Historical Value: Present Value of Cash Flows Using
- 2.5. Historical Interest Rates
- 2.6. Current Values: Current replacement Cost
- 2.7. Current Values: Net Realizable Value
- 2.8. Current Values: Present Value of Cash Flows
- 2.9. Using Current Interest rates
- 2.10. GAAP Valuations
- 2.11. Income Recognition
- 2.12. Treatment 1: Value Changes Recognized on the Balance Sheet and Income Statement When realized

**3. Income Flows Versus Cash Flows**

- 3.1. Key Relationships in the Dynamic of a Business
- 3.2. Income Flows, Cash Flows and Life Cycle relations
- 3.3. Net Income and Cash Flow from Operations

- 3.4. Investing and Financing Activities
- 3.5. Illustrations of Cash Flow Relations
- 3.6. Preparing the Statement of Cash Flows
- 3.7. Algebraic Formulation
- 3.8. Classifying Changes in Balance Sheet Accounts
- 3.9. Illustration of the Preparation Procedure

**4. Profitability Analysis**

- 4.1. Profitability Analysis
- 4.2. Rate of Return on Assets
- 4.3. Disaggregating ROA
- 4.4. Economic and Strategic Factors in the Interpretation of ROA
- 4.5. Analyzing the Profit margin for ROA
- 4.6. Analyzing Total Assets Turnover
- 4.7. Supplementing ROAs in Profitability Analysis
- 4.8. Rate of Return on Common Shareholders' Equity
- 4.9. Earnings Per Common Share
- 4.10. Calculating EPS
- 4.11. Criticisms of EPS
- 4.12. Interpreting Financial Statement Ratios
- 4.13. Comparisons with Corresponding Ratios of Earlier Periods
- 4.14. Comparisons with Corresponding Ratios of Other Firms

**5. Risk Analysis**

- 5.1. Framework for Risk Analysis
- 5.2. Analyzing Short-term Liquidity Risk
- 5.3. Analyzing Long-term Solvency Risk
- 5.4. Analyzing Credit Risk
- 5.5. Analyzing Bankruptcy Risk
- 5.6. The Bankruptcy Process
- 5.7. Models of Bankruptcy Prediction
- 5.8. Synthesis of Bankruptcy Prediction research
- 5.9. Market Equity Beta Risk
- 5.10. Financial reporting manipulation Risk
- 5.11. Motivation for Earnings Manipulation
- 5.12. Empirical Research on Earnings Manipulation
- 5.13. Application of Beneish's Model to Sunbeam Corporation
- 5.14. Summary of Income manipulation Risk

**6. Quality of Accounting Information and Adjustments to Reported Financial Statement Data**

- 6.1. Accounting Quality
- 6.2. High Quality Reflects Economic Information Content
- 6.3. High Quality Signals Earnings Persistence Over Time
- 6.4. Discontinued Operations
- 6.5. Extraordinary Items
- 6.6. Changes in Accounting Principles
- 6.7. Items of Other Comprehensive Income
- 6.8. Impairment Losses on Long-lived Assets
- 6.9. Restricting and Other Charges
- 6.10. Changes in Estimates
- 6.11. Gains and Losses from Peripheral Activities
- 6.12. Restated Financial Statement Data

- 6.13. Account Classification Difference
- 6.14. Financial reporting Worldwide
- 6.15. Warnings Management
- 6.16. Accounting for Fixed Assets
- 6.17. Fixed Asset Valuation
- 6.18. Depreciable Life
- 6.19. Depreciation Method
- 6.20. Impairment of Fixed Assets
- 6.21. Persistent Earnings and Fixed Asset Reporting
- 6.22. Accounting for Intangible Assets
- 6.23. Accounting for Research and Development Costs
- 6.24. Accounting for Software Development Costs
- 6.25. Accounting for Goodwill
- 6.26. Persistent Earnings and Intangible Asset Reporting
- 6.27. Valuing Intangibles – Is it Possible?

## **7. Liability Recognition and Related Expenses**

- 7.1. Principles of Liability Recognition
- 7.2. Principles of Liability Valuation
- 7.3. Application of Criteria for Liability Recognition
- 7.4. Controversial Issues in Liability recognition
- 7.5. Issuance of Hybrid Securities
- 7.6. Off–Balance–Sheet Financing Arrangements Leases
- 7.7. Operating Lease Method
- 7.8. Capital Lease Method
- 7.9. Choosing the Accounting Method Effects on Lessor
- 7.10. Lease Accounting for tax Purposes
- 7.11. Converting Operating Leases to Capital Leases
- 7.12. Impact of Accounting for Operating Leases as Capital Leases
- 7.13. Derivative Instruments
- 7.14. Nature and Use of Derivative Instruments
- 7.15. Accounting for Derivatives

## **8. Forecasting Pro–Forma Financial Statements**

- 8.1. Overview
- 8.2. Introduction to Forecasting
- 8.3. Preparing Pro–Forma Financial Statements
- 8.4. General Forecasting Principles
- 8.5. Six–Step Forecasting Game Plan
- 8.6. Practical Tips for Implementing the Six–Step Game Plan
- 8.7. Using FSAP to Prepare Pro–Forma Financial Statements
- 8.8. Project Sales and Other Revenues
- 8.9. Projecting Sales
- 8.10. Projecting Other Revenues
- 8.11. Project Operating Expenses
- 8.12. Project the Assets on the Balance Sheet
- 8.13. Project Liabilities and Shareholders’ Equity
- 8.14. Project Interest Expense, Interest Income, Income Tax Expense, and the Change in Retained Earnings
- 8.15. Closing the Loops: Solving for Co–Determined Variables
- 8.16. Projecting the Statement of Cash Flows
- 8.17. Shortcut Approaches to Forecasting
- 8.18. Analyzing Pro–Forma Financial Statements

8.19. Sensitivity Analysis and Reactions to Announcements Summary

**9. Foundations of Ratios and Financial Analysis**

- 9.1. Purpose and Use of Ratios
- 9.2. Ratios: Cautionary Notes
- 9.3. Common–Size Statements
- 9.4. Discussion of Ratio by Category
  - 9.4.1. Activity Analysis
  - 9.4.2. Liquidity Analysis
  - 9.4.3. Long term Debt and Solvency Analysis
- 9.5. Ratios: An Integrated Analysis
  - 9.5.1. Analysis of Firm Performance
  - 9.5.2. Economics Characteristics and Strategies
  - 9.5.3. Classification and Partitioning of Ratios
  - 9.5.4. Ratios: Pattern of Disclosure, Definition and Use

**10. Empirical Research: Implication for Financial Statement Analysis**

- 10.1. The Classical Approach
- 10.2. Market Based Research
- 10.3. Efficient Market Theory
- 10.4. Modern Portfolio Theory
- 10.5. Test of the Mechanistic Hypothesis versus the EMH
- 10.6. The Ball and Brown Study
- 10.7. Information Content Studies
- 10.8. The Relationship b/w Earning and Stocks Return
- 10.9. Market Based Research–Current Status
- 10.10. Market Anomalies
- 10.11. Positive Accounting Research
- 10.12. Disclosure and Regulatory Requirements
- 10.13. Agency Theory
- 10.14. Direction of Current Research
- 10.15. Ball and Brown Revisited–Back to the Future
- 10.16. Implication for Financial Statements Analysis

**11. Analysis of Inventories**

- 11.1. Inventory and Cost of Goods Sold: Basic Relationships
- 11.2. Scenario 1: Stable Prices
- 11.3. Scenario 2: rising Prices
- 11.4. Comparison of Information Provide by Alternative Method
- 11.5. Balance Sheet Information: Inventory Accounts
- 11.6. Income Statements Information: Cost of Goods Sold
- 11.7. LIFO Versus FIFO: Income, Cash Flow and Working Capital Effects
- 11.8. Adjustment from LIFO to FIFO
- 11.9. Adjustment of Inventory Balances
- 11.10. Adjustment of Cost of Goods Sold
- 11.11. Adjustment of Income to Current Cost Income
- 11.12. Financial Ratios: FIFO Versus LIFO
- 11.13. Profitability: Gross Profit Margin
- 11.14. Liquidity: Working Capital
- 11.15. Activity: Inventory Turn Over
- 11.16. Solvency: Debt to Equity
- 11.17. LIFO: Reporting and Measurement Issues
- 11.18. Initial Adoption or Change to LIFO

- 11.19. LIFO Liquidation
- 11.20. Declining Prices
- 11.21. LIFO and Interim Reporting
- 11.22. LIFO Inventory Method

**12. Analysis of Long Lived Assets**

- 12.1. Acquiring the Asset: The Capitalization Decision
- 12.2. Conceptual Issues
- 12.3. Financial Statement Effects
- 12.4. Need for Analytic Adjustments
- 12.5. Valuation Implications
- 12.6. Other Valuation and Economic Consequences

**13. Analysis of Income Taxes**

- 13.1. Accounting for Income Taxes
- 13.2. Basic Issues
- 13.3. Deferred taxes: Alternative Approaches

**14. Analysis of Financing Liabilities**

- 14.1. Balance Sheets Debt
- 14.2. Current Liabilities
- 14.3. Long Term Debt
- 14.4. Debt with Equity Features
- 14.5. Effect of Changes in Interest Rates
- 14.6. Retirement of Debt Prior to Maturity

**Recommended Books**

1. White, Sondhi, Fried: The Analysis and Use of Financial Statements, (3<sup>rd</sup> Edition), 2003 John Willey & Sons, USA.
2. Charles H. Gibson: Financial Reporting Analysis, (10<sup>th</sup> Edition), South-Western College Publishers, USA.
3. Stickney, Brown, Wahlen: Financial Reporting and Statement Analysis, (5<sup>th</sup> Edition), South-Western, USA.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (FINANCE ELECTIVE)**

Course Title	:	CORPORATE FINANCE
Course Number	:	BBA – 633
Credit Hours	:	03

**Course Contents**

- 1. The Financial Environment**
  - 1.1. The Flow of Savings to Corporations**
    - 1.1.1. The Stock Market
    - 1.1.2. Other Financial Markets
    - 1.1.3. Financial Intermediaries
    - 1.1.4. Financial Institutions
    - 1.1.5. Total Financing of U.S. Corporations
  - 1.2. Functions of Financial Markets and Intermediaries**
    - 1.2.1. Transporting Cash Across Time
    - 1.2.2. Liquidity
    - 1.2.3. The Payment Mechanism
    - 1.2.4. Reducing Risk
    - 1.2.5. Information Provided to Financial Markets
    - 1.2.6. The Opportunity Cost of Capital
- 2. Valuing Bonds**
  - 2.1. Bond Characteristics**
    - 2.1.1. Reading the Financial Pages
  - 2.2. Bond Prices and Yields**
    - 2.2.1. How Bond Prices Vary with Interest Rates
    - 2.2.2. Yield to Maturity versus Current Yield
    - 2.2.3. Rate of Return
    - 2.2.4. Interest Rate Risk
    - 2.2.5. The Yield Curve
    - 2.2.6. Normal and Real Rate of Interest
    - 2.2.7. Default Risk
    - 2.2.8. Variation in Corporate Bonds
- 3. Valuing Stocks**
  - 3.1. Stocks and Stock Market**
    - 3.1.1. Reading the Stock Market Listings
  - 3.2. Book Values, Liquidation Values, and Market Values**
  - 3.3. Valuing Common Stocks**
    - 3.3.1. Today's Price and Tomorrow's Price
    - 3.3.2. The Dividend Discount Model
  - 3.4. Simplifying the Dividend Discount Model**
    - 3.4.1. The Dividend Discount Model with no Growth
    - 3.4.2. The Constant – Growth Dividend Discount Model

- 3.4.3. Estimating Expected Rates of Returns
    - 3.4.4. Non-constant Growth
  - 3.5. Growth Stocks and Income Stocks**
    - 3.5.1. The Price Earning Ratio
    - 3.5.2. Valuing Entire Businesses
  - 3.6. There are No Free Lunches on Wall Street**
    - 3.6.1. Method 1: Technical Analysis
    - 3.6.2. Method 2: Fundamental Analysis
    - 3.6.3. A Theory to Fit The Facts
  - 3.7. Behavioral Finance and the Rise and Fall of the Dot.Coms**
- 4. Using Discounted Cash Flow Analysis to Make Investment Decisions**
  - 4.1. Discount Cash Flows, Not Profits**
  - 4.2. Discount Incremental Cash Flows**
    - 4.2.1. Include all Indirect Effect
    - 4.2.2. Forget Sunk Costs
    - 4.2.3. Include Opportunity Cost
    - 4.2.4. Recognize the Investment in Working Capital
    - 4.2.5. Beware of Allocated Overhead Costs
  - 4.3. Discount Nominal Cash Flows by the Nominal Cost of Capital**
  - 4.4. Separate Investment and Financing Decisions**
  - 4.5. Calculating Cash Flow**
    - 4.5.1. Capital Investment
    - 4.5.2. Investment in Working Capital
    - 4.5.3. Cash Flow from Operations
- 5. Project Analysis**
  - 5.1. How Firms Organize the Investment Process**
    - 5.1.1. Stage One: The Capital Budget
    - 5.1.2. Stage Two: Project Authorizations
    - 5.1.3. Problems and Some Solutions
  - 5.2. Some “What – If” Questions**
    - 5.2.1. Sensitivity Analysis
    - 5.2.2. Scenario Analysis
  - 5.3. Break Even Analysis**
    - 5.3.1. Accounting Break Even Analysis
    - 5.3.2. Economic Value Added and Break Even Analysis
    - 5.3.3. Operating Leverage
  - 5.4. Real Options and the Value of Flexibility**
    - 5.4.1. The Option to Expand
    - 5.4.2. A Second Real Option: The Option to Abounded
    - 5.4.3. A Third Real Option: The Timing Option
    - 5.4.4. A Fourth Real Option: Flexible Production Facilities
- 6. Introduction to Risk, Return, and the Opportunity Cost of Capital**
  - 6.1. Rate of Return: A Review**
  - 6.2. A Century of Capital Market History**
    - 6.2.1. Market Indexes
    - 6.2.2. The Historical Record
    - 6.2.3. Using Historical Evidence to estimate Today’s Cost of Capital
  - 6.3. Measuring Risk**
    - 6.3.1. Variance and Standard Deviation
    - 6.3.2. A Note on Calculating Variance



- 6.3.3. Measuring the variance in Stock Return
  - 6.4. Risk and Diversification**
    - 6.4.1. Diversification
    - 6.4.2. Asset versus Portfolio Risk
    - 6.4.3. Market Risk versus Unique Risk
  - 6.5. Thinking about Risk**
    - 6.5.1. Message 1: Some Risk Look Big and Dangerous but Really are Diversifiable
    - 6.5.2. Message 2: Market Risk are Macro Risks
    - 6.5.3. Message 3: Risk can be Measured
- 7. Risk, Return and Capital Budgeting**
- 7.1. Measuring Market Risk**
    - 7.1.1. Measuring Beta
    - 7.1.2. Betas for Amazon.com and Exxon Mobile
    - 7.1.3. Portfolio Betas
  - 7.2. Risk and Return**
    - 7.2.1. Why the CAPM works
    - 7.2.2. The Security Market Line
    - 7.2.3. How Well does the CAPM Work?
    - 7.2.4. Using the CAPM to Estimated Expected Return
  - 7.3. Capital Budgeting and Project Risk**
    - 7.3.1. Company versus Project Risk
    - 7.3.2. Determinant of Project Risk
    - 7.3.3. Don't add Fudge Factors to Discount Rates
- 8. The Cost of Capital**
- 8.1. Geothermal Cost of Capital**
  - 8.2. The Weighted–Average Cost of Capital**
    - 8.2.1. Calculating Company Cost of Capital as a Weighted Average
    - 8.2.2. Market versus Book Weights
    - 8.2.3. Taxes and the Weighted–Average Costs of Capital
    - 8.2.4. What If There Are Three (or More) Sources of Financing?
    - 8.2.5. Wrapping up Geothermal
    - 8.2.6. Checking our Logic
  - 8.3. Measuring Capital Structure**
  - 8.4. Calculating the Required Rate of Returns**
    - 8.4.1. The Expected Return on Bonds
    - 8.4.2. The Expected Return on Common Stock
    - 8.4.3. The Expected Return on Preferred Stock
  - 8.5. Calculating the Weighted Average Cost of Capital**
    - 8.5.1. Real Company WACCs
  - 8.6. Interpreting the Weighted Average Cost of Capital**
    - 8.6.1. When You Can and Can't Use WACC
    - 8.6.2. Some Common Mistakes
    - 8.6.3. How Changing Capital Structure Affects Expected Returns
    - 8.6.4. What happens When the Corporate Tax Rate is not Zero
- 9. An Overview of Corporate Financing**
- 9.1. Creating Value with Financing Decisions**
  - 9.2. Common Stock**
    - 9.2.1. Ownership of the Corporation

- 9.2.2. Voting Procedures
  - 9.2.3. Classes of Stock
- 9.3. Preferred Stocks**
- 9.4. Corporate Debt**
  - 9.4.1. Debt Comes in Many Forms
  - 9.4.2. Innovation in the Debt Market
  
- 10. Debt Policy**
  - 10.1. How Borrowing Affects Values in a Tax Free Economy**
    - 10.1.1. MM's Argument
    - 10.1.2. How Borrowing Affects Earnings per Share
    - 10.1.3. How Borrowing Affects Risk and Return
    - 10.1.4. Debt and the Cost of Equity
  - 10.2. Capital Structure and Corporate Taxes**
    - 10.2.1. Debt and Taxes of River Cruises
    - 10.2.2. How Interest Tax Shields Contribute to the Value of Stockholders' Equity
    - 10.2.3. Corporate Taxes and the Weighted Average Cost of Capital
    - 10.2.4. The implications of Corporate Taxes for Capital Structure
  - 10.3. Costs of Financial Distress**
    - 10.3.1. Bankruptcy Costs
    - 10.3.2. Financial Distress without Bankruptcy
    - 10.3.3. Cost of Distress Vary with Type of Asset
  - 10.4. Explaining Financing Choices**
    - 10.4.1. The Trade-off Theory
    - 10.4.2. A Pecking Order Theory
    - 10.4.3. The Two Forces of Financial Stock
  
- 11. Dividend Policy**
  - 11.1. How Dividends are Paid**
    - 11.1.1. Cash Dividends
    - 11.1.2. Some Legal Limitations on Dividends
    - 11.1.3. Stock Dividends and Stock Splits
  - 11.2. Share Repurchase**
    - 11.2.1. The Role of Share Repurchases
    - 11.2.2. Repurchases and Share Valuation
  - 11.3. How Do Companies Decide on Dividend Payments?**
  - 11.4. Why Dividend Policy Should Not Matter**
    - 11.4.1. Dividends Policy is Irrelevant in Competitive Markets
    - 11.4.2. The Assumptions behind Dividend Irrelevance
  - 11.5. Why Dividends May Increase Firm Value**
    - 11.5.1. Market Imperfections
    - 11.5.2. Dividends as Signals
  - 11.6. Why Dividends May reduce Firm Value**
    - 11.6.1. Why Pay any Dividends at All?
    - 11.6.2. Taxation of Dividends and Capital Gains under Current Tax Law
  
- 12. Financial Planning**
  - 12.1. What is Financial Planning**
    - 12.1.1. Financial Planning Focuses on the Big Picture
    - 12.1.2. Why Build Financial Plans?
  - 12.2. Financial Planning Models**

- 12.2.1. Components of a Financial Planning Model
- 12.2.2. An example of a Planning Model
- 12.2.3. An Improved Model

**12.3. Planners Beware**

- 12.3.1. Pitfalls in Model Design
- 12.3.2. The Assumption in Percentage of Sales Models
- 12.3.3. The Role of Financial Planning Models

**13. Credit Management and Bankruptcy**

**Recommended Books**

1. Brealey Myers Marcus: Fundamentals of Corporate Finance, (4<sup>th</sup> Edition), Irwin / McGraw–Hill, USA.
2. Stephen Ross, Corporate Finance, (9<sup>th</sup> Edition), Irwin / McGraw–Hill, USA.
3. Ross. Westerfield. Jordan, Corporate Finance, (8<sup>th</sup> Edition), McGraw–Hill, USA.
4. Nirmal Gupta, Chhavi Sharma, Corporate Accounting, 2008, Ane Books, India.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (FINANCE ELECTIVE)</u></b>	
Course Title	: RISK MANAGEMENT
Course Number	: BBA – 673
Credit Hours	: 03

**Objective**

1. To provide students with a comprehensive perspective on risk management tools and techniques.
2. To develop analytical and integrative thinking in understanding and implementing the risk management practices.
3. To arouse the sense of business through an experiential approach, especially in the completion of assignments.
4. To practice communication skills intertwined with risk management topics.
5. To strengthen the creativity of students.

**Course Contents**

- 1. Risk Management Control and Evaluation**
  - 1.1. Meaning, Nature and Types of Risks
  - 1.2. Identification of Risks of an Organisation
  - 1.3. Methods of Measuring, Assessing and Control Risks
  - 1.4. Evaluation of Risk Management Strategies
  - 1.5. Assessing and Managing Risks
  - 1.6. Minimising the Risks of Fraud and Application of Appropriate Audit Techniques
  - 1.7. Minimising Political Risks; Principles Of Diversification of Risks

- 1.8. Issues Related to Management's Risk Policy
- 1.9. Risk Assessment Procedures and Success of Information about the Entity and its Environment, Revision of Risk Assessment

## **2. Financial Risk Management**

- 2.1. Risk and the Management of the Firm
- 2.2. The Markets
- 2.3. Market Mechanisms and Efficiency
- 2.4. Interest–Rate Risk
- 2.5. Currency Risk
- 2.6. Equity and Commodity Price Risk
- 2.7. The Behaviour of Asset Prices
- 2.8. Quantifying Financial Risks
- 2.9. Financial Methods for Measuring Risk
- 2.10. Qualitative Approaches to Risk Assessment

## **3. Credit Risk Management**

- 3.1. Introduction to Credit Risk Management
- 3.2. Understanding Financial Statements
- 3.3. Ratio Analysis
- 3.4. Expert and Ratio Systems
- 3.5. Credit Scoring and Modeling Default
- 3.6. Market–Based Credit Models
- 3.7. Market Default Models
- 3.8. Managing Credit Risk in a Corporate Environment
- 3.9. Financial Distress
- 3.10. Bankruptcy
- 3.11. Stress Testing

### **SBP Guidelines for Risk Management**

Basel Committee Capital Adequacy Framework

(Basel I, II and Basel III)

SBP Guidelines for implementation of Basel

Comparative Analysis and Risk Management in Islamic Banking and Conventional Banks

### **Recommended Books**

#### **Core**

1. Michel Crouhy, Robert Mark, Dan Galai, Risk Management, 2000, McGraw–Hill, USA.
2. David McNamee, Business Risk Assessment, 1998, The Institute of Internal Auditors USA.

#### **Supplementary**

1. Don M. Chance, An Introduction to Derivatives and Risk Management, (6<sup>th</sup> Edition), South–Western, USA.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (FINANCE ELECTIVE)**

Course Title	:	TREASURY & FUND MANAGEMENT
Course Number	:	BBA – 683
Credit Hours	:	03

**Course Contents**

1. Structure of Foreign Exchange Market
2. Structure of Money Market
3. Players of Money and Forex Markets
4. Interaction between the Money and Forex Markets
5. Interests Rate Mechanism, Factors Affecting Interest Rate
6. Two Way Markets: Bids and Offers
7. Funds Management in Two Way Market
8. Spot and Forward Rates
9. Working of Treasury Department
10. Operations in Trading Room
11. Front and Back Office Operations of Treasury
12. Funds Management in Forex Market
13. Funds Management in Money Market
14. Managing Exposure to Exchange risk
15. Accounting for Treasury Operations
16. Risk Management in Treasury Operations
17. Trade Risk, Liquidity Risk and Credit Risk
18. Controls for Effective Treasury Management

**Recommended Books**

1. Bob Steiner, Foreign Exchange and Money Markets, Butterworth Heinemann, 2002, UK.
2. Derek A. Ross: International Treasury Management, (3<sup>rd</sup> Edition), New York Institute of Finance, NY.
3. Latest Prudential Rules.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
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**BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (HR ELECTIVE)**

Course Title	:	RECRUITMENT & SELECTION
Course Number	:	BBA – 606
Credit Hours	:	03

**Objective**

The underpinning Objective of the course is to widen the spectrum of thought of the participants so that they are able to exercise greater choice in the approach to recruit & select right person for a right job.

They will be able to understand the appropriateness of each of the available resources dependent upon the type of job being considered and the constraints under which the organization operates.

**Course Contents**

- 1. Introduction**
  - 1.1. Significant of Recruitment & Selection Process
  - 1.2. Overview of Human Resource Planning
  - 1.3. Impact of HRP on Recruitment & Selection
  
- 2. Recruitment**
  - 2.1. Definition
  - 2.2. Aims of Recruitment
  - 2.3. Distinction between Recruitment and Selection
  - 2.4. Constraints in Recruitment Process
  
- 3. Recruitment Channels**
  - 3.1. Internal Recruitment Channels
  - 3.2. External Recruitment Channels
  
- 4. Selection**
  - 4.1. Definition & Meaning
  - 4.2. Aims and Objectives of Selection Process
  - 4.3. Challenges in Selection Functions
  
- 5. Selection Process**
  - 5.1. Overview of Selection Process
  - 5.2. Steps in Selection Process
  - 5.3. Tools of Selection Process
  
- 6. Analysis of Selection Tools**
  - 6.1. Interview
  - 6.2. Types of Interview
  - 6.3. Errors of Interview as Selection Tool
  - 6.4. Tests and its types as Selection Tool

## 6.5. Reliability and Validity of Test

### **Recommended Books**

1. Werther, W. B. & Denis, K. Human Resources & Personnel Management, McGraw–Hill, London, 2006.
2. Poole, G. & Warner, M., The Handbook of Human Resource Management, London, Thomson Business Press, 2008.
3. Heplemen, Herbert G. Personal / Human Resource Management, McGraw–Hill, London, 2002.

## **KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI**

### **BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (HR ELECTIVE)**

Course Title	:	PERFORMANCE & APPRAISAL MANAGEMENT
Course Number	:	BBA – 616
Credit Hours	:	03

### **Course Contents**

- 1. The Foundations of Performance Management**
  - 1.1. Performance Management – Definition, Concerns and Scopes
  - 1.2. The Management of Performance
  - 1.3. The Essence of Performance Management
- 2. Performance Management in Action**
  - 2.1. The IPD Performance Management Survey
  - 2.2. Performance Management in Practice
- 3. The Application of Performance Management**
  - 3.1. Performance Management and Development
  - 3.2. Performance Management and Pay
  - 3.3. Performance Management for Teams
- 4. Performance Management Processes**
  - 4.1. Measuring Performance
  - 4.2. Agreeing Objectives and Performance Standards
  - 4.3. Competence and Competency Analysis
  - 4.4. 360–Degree Feedback
  - 4.5. Conducting Performance and Development Reviews
  - 4.6. Coaching and Counseling
- 5. Developing and Maintaining Performance Management**
  - 5.1. Introducing Performance Management
  - 5.2. Learning about Performance Management
  - 5.3. Evaluating Performance Management

6. **Global Performance Management for International Assignees and Foreign Managers**
  - 6.1. Purpose and Challenges to Managerial and Employee and Performance Management in the Global Enterprise
  - 6.2. Link of Performance Management to the Management of International Assignees and Foreign Manager
  - 6.3. Overcome the Challenges and Improve International Performance System
7. **Conclusions**
  - 7.1. The Reality of Performance Management

**Recommended Books**

1. Michael Armstrong. Angela Baron., Performance Management – The New Realities, Cornwell Press, 1998 – 2000.
2. Richard S. Williams, Performance Management, Thomson, London.
3. Srinivas R. Kandula, Performance Management – Strategies, Interventions, Drivers, (1<sup>st</sup> Edition), Prentice–Hall. USA, 2006.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (HR ELECTIVE)</u></b>	
Course Title	: TRAINING AND DEVELOPMENT
Course Number	: BBA – 626
Credit Hours	: 03

**Course Contents**

1. Introduction to Employee Training and Development
2. Strategic Training
3. Need Assessment
4. Learning: Theories and Program Design
5. Transfer of Training
6. Training Evaluation
7. Traditional Training Methods
8. E–Learning and Use of Technology in Training
9. Employee Development
10. Special Issues in Training and Employee Development
11. Careers and Career Management
12. Special Challenges I Career Management
13. The Future of Training and Development

**Recommended Books**

1. Raymond A. Noe. Employee Training and Development, (4<sup>th</sup> Edition), 2009.
2. A. Landale. Advanced Techniques for Training and Development, (1<sup>st</sup> Edition), Infinity Books, India.
3. Tapomoy Deb. Training and Development – Concepts and Applications, Ane Book India. Ane’s Students Edition, 2009.



4. P. Nick Blanchard. James W. Thacker. Effective Training – System, Strategies and Practices, (3<sup>rd</sup> Edition), Prentice Hall, USA, 2003.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (HR ELECTIVE)**

Course Title	:	CHANGE MANAGEMENT
Course Number	:	BBA – 636
Credit Hours	:	03

**Objective**

Objective of this subject is to enable the future managers & change agents to successfully manage change.

**Course Contents**

1. Defining Change Management
2. Cycle and Phases of Change
3. Dynamics of Change
4. Exploring Myths surrounding Change Management
5. Key Elements in Change Management
6. Why Manage Change?
7. Process of Successful Change Management
8. Scope of Change Management
9. Ten Guiding Principles of Change Management
10. Transmission Management
11. Managing Hard Side of Change
12. Rationalizing Resistance to Change
13. Role of Different Change Agents
14. Reactive vs. Proactive Approach to Change
15. Reinforcing Change
16. Cultural Change Management
17. Personal Change Management
18. Change Management in Government
19. Personal Change Management
20. The “ADKAR” Model
21. Change Triangle
22. Training & Learning for Change Management

**Recommended Books**

1. Bernard Burner, Managing Change, (2<sup>nd</sup> Edition), Pitman Publishing.
2. Sarah Cook. Steve Macaulay & Hilary Coldicott, Change Management Excellence, (1<sup>st</sup> Edition), Kogan Page.
3. Carnall, C., Managing Change in Organization, London Prentice Hall, 2007.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (HR ELECTIVE)**

Course Title	:	COMPENSATION MANAGEMENT
Course Number	:	BBA – 656
Credit Hours	:	03

**Course Contents**

1. Strategic Compensation: A Components of Human Resource System
2. Strategic Compensation in Action: Strategic Analysis and Contextual Factors
3. Contextual Influences on Compensation Practice
4. Traditional Bases for Pay: Seniority and Merit
5. Incentive Pay
6. Person Focused Pay
7. Building Internally Consistent Compensation System
8. Building Market–Competitive Compensation Systems
9. Building Pay Structures that Recognizes Individual Contributions
10. Legally Required Benefits
11. Discretionary Benefits
12. International Compensation
13. Compensating Executives
14. Compensating the Flexible Workforce: Contingent Employees and Flexible Work Schedules

**Recommended Books**

1. Joseph J. Martocchio, Strategic Compensation – A Human Resource Management Approach, (3<sup>rd</sup> Edition), Pearson Education.
2. Milkovich & Newman, Compensation, (8<sup>th</sup> Edition), McGraw–Hill, USA.
3. B. R. Ellig, Executive Compensation – A Total Pay Perspective, McGraw–Hill, USA, 2006.
4. M. J. Deluca, Hand Book of Compensation Management, Prentice Hall, USA, 2009.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (HR ELECTIVE)**

Course Title	:	ISSUES IN INTERNATIONAL HRM
Course Number	:	BBA – 676
Credit Hours	:	03

**Objective**

The aim of this course is to create awareness among the students about ideas and issues of International Human Resource Management. It will help to create better understanding with international human resource management that how Multi National Company's are engaged in business activities beyond its natural boundaries.

**Course Contents**

1. Mining of International Human Resources Management, Scope and Significance of International Human Resource Management.
2. Approaches to International Human Resource Management.
3. Variables that Moderate Difference between Domestic and International Human Resource Management.
4. Linking Human Resource to International Expansion Strategies.
5. International Recruitment and Selection.
6. Multinational Performance Management
7. Expatriate Training.
8. Developing into Staff and Multinational Teams.
9. Objectives and Approaches to International Corporation.
10. Repatriation Process.
11. Issues, Challenges in International Human Resource Management.

**Recommended Books**

1. Gannan M. J., Understanding Global Cultures, Metaphysical Journey's Through 17 Countries, Thousand Oaks, 1994.
2. Ian Beandwell and Len Holden, Human Resource Management, Macmillan, India Ltd. New Delhi, 2003.
3. J. D. Dunn, Management Personnel Manpower and Organizational Behavior, McGraw–Hill Book Co. New York, 2009.
4. Kontz and O, Donnel, Principles of Management, McGraw–Hill, Book Company, New York, 2007.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

**BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (MARKETING ELECTIVE)**

Course Title	:	GLOBAL MARKETING
Course Number	:	BBA – 607
Credit Hours	:	03

**Objectives**

1. To understand the changing trends in global marketing due to fierce competition from all corners of the world.
2. To understand that marketing is now a world encompassing discipline.
3. To study that how do global marketing integrates the important societal dimensions of diversity, environmental concern, ethics and economic transformation.
4. To understand the emphasis global marketing has on the cultural and geographic dimensions in conjunction in with their effect on marketing management.
5. To understand how it covers the entire range of international marketing including start–up operations and new entry considerations.

**Course Contents**

**Part I     AN OVERVIEW**

1.     **The Global Marketing Imperative**
  - 1.1.    What Global Marketing is?
  - 1.2.    Importance of World Trade.
  - 1.3.    Opportunities and challenges in Global Marketing

**Part II    THE GLOBAL MARKETING ENVIRONMENT**

1.     **The Cultural Environment**
  - 1.1.    Culture Defined
  - 1.2.    The Elements of Culture
  - 1.3.    Sources of Cultural Knowledge
  - 1.4.    Cultural Analysis
2.     **Policies and Law**
3.     **Economic and Financial Dimensions**
  - 3.1.    Market Characteristics, Financial Dimensions
4.     **Transition in Global Marketing**

**Part III   DEVELOPING GLOBAL READINESS**

1.     **Building the Knowledge Base**
  - 1.1.    Determining Secondary Information requirements.

- 1.2. Analyzing and Interpreting Secondary Data
- 1.3. International Information System
- 2. Globalization**
  - 2.1. Globalization Drivers
  - 2.2. Global Strategic Planning Process
- 3. Market Entry**
  - 3.1. Motivations to Internationalize
  - 3.2. Change Agents
  - 3.3. Export Development Stages
  - 3.4. Exporter Concern
  - 3.5. Corporate Strategy and Exporting
  - 3.6. Market Entry Alternatives
- 4. Global Expansion**
  - 4.1. Foreign Direct Investments
  - 4.2. Major Foreign Investors
  - 4.3. Management Contract

**Part IV    GLOBAL MARKETING STRATEGY**

- 1. Global Product Management**
  - 1.1. The Market Environment
  - 1.2. Product Characteristics
- 2. Global Services Marketing**
- 3. Managing Global Channel Relations**
  - 3.1. Channel Design
  - 3.2. Selection of Intermediaries
  - 3.3. Channel Management
- 4. Global Pricing Strategies**
  - 4.1. Price Dynamics
  - 4.2. Transfer Pricing
  - 4.3. Pricing within Individual Markets
  - 4.4. Pricing Coordination
- 5. Global Promotional Strategies**
  - 5.1. Planning Promotional Campaigns
  - 5.2. Other Promotional Elements
- 6. The Future**
  - 6.1. Global Marketing Environment
  - 6.2. Careers in Global Marketing

**Note:** The course study be related to Pakistan’s role, advantages, and drawbacks in context with Global Marketing.

### **Recommended Books**

1. Warren J. Keegan, Mark C. Green, Global Marketing, (6<sup>th</sup> Edition), 2010, Prentice Hall, USA.
2. Johnny Johansson, Global Marketing, 2008, McGraw–Hill / Irwin USA.
3. Michael R. Czinkota, Ilkka A. Ronkainen, Global Marketing, 1995, Dryden Press, USA.

### **References**

1. Relevant Journals, Magazines and News Papers for Current Developments.

## **KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI**

### **BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (MARKETING ELECTIVE)**

Course Title	:	SERVICE MARKETING
Course Number	:	BBA – 637
Credit Hours	:	03

### **Objective**

The objective of this course is to describe that the service marketing is different from goods marketing. It is expected that students will find the subject most challenging. The focus is on learning those aspects that are different from the strategies and tools used in product marketing. The course purpose is to explain the need for special services marketing concepts and practices. Development of strong customer relationships through quality services are at the heart of this course. The topics covered are equally applicable to organizations whose core product is service, such as, banks, transportation companies, hotels, hospitals, educational, institution, etc.

### **Course Contents**

#### **PART I**

- 1. Introduction To Services**
  - 1.1. What are Services?
  - 1.2. Tangibility Spectrum
  - 1.3. Trends in the Service Sector
- 2. Why Service Marketing?**
  - 2.1. A Service Based Economy
  - 2.2. Service as a Business Imperative in Manufacturing
  - 2.3. Service Marketing is Different
- 3. Differences in Goods Versus Services Marketing**
  - 3.1. Intangibility
  - 3.2. Heterogeneity
  - 3.3. Simultaneous Production and Consumption
  - 3.4. Perishability

- 3.5. The Service Marketing Triangle
  - 3.6. The Service Marketing Mix
  - 3.7. Traditional Marketing Mix
  - 3.8. Expanded Mix for Services
- 4. Service and Technology**
- 4.1. Potential for New Service Offerings
  - 4.2. Technology Spotlight: The Changing Face of Customer Service
  - 4.3. Internet is a Service
- 5. The Gaps Model of Service Quality**

## PART II

- 1. Focus On Customer**
- 1.1. Consumer Behavior in Services
  - 1.2. Consumer Experience
  - 1.3. Post Experience Evaluation
  - 1.4. Understanding Differences Among Consumers
- 2. Customer Expectations of Service**
- 2.1. Meaning and Type of Services
  - 2.2. Factors that Influence Customer Expectations of Service
  - 2.3. Issues Involving Customer Service Expectations

## PART III

- 1. Listening to Customer Requirement**
- 1.1. Understanding Customer Expectations Through Market Research
  - 1.2. Technology Spotlight
  - 1.3. Building Customer Relationships Through Segmentation and Retention Strategies
  - 1.4. Service Recovery

## PART IV

- 1. Delivering and Performing Service**
- 1.1. Employees' Role in Service Delivery
  - 1.2. Delivering Services Through Intermediaries
  - 1.3. Customer Role in Service Delivery
  - 1.4. Managing Demand and Capacity
  - 1.5. International Services Marketing

## PART V

- 1. Managing Service Promises**
- 1.1. Role of Advertising, Personal Selling and Other Communication
  - 1.2. Pricing of Services
  - 1.3. The Physical Evidence of Service

### Recommended Books

- 1. Zeithaml, Valarice A. Bitner, Mary JO, and Gremler, Dwayne D.: Service Marketing, McGraw–Hill, New York, NY. 2006.

2. E. Arnold, L. Price and G. Zin Khan: Consumer, New York: McGraw–Hill 2004.
3. J. L. Heskett, W. E. Sasser and L. A. Schlesinger: The Service Profit Chain, New York: Free Press, 1997
4. L. L. Berry and A Parasuraman: Marketing Services, New York: Free Press 1991.
5. Related Articles from National / International Journals

**KARACHI UNIVERSITY BUSINESS SCHOOL  
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**BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (MARKETING ELECTIVE)**

Course Title	:	BRAND MANAGEMENT
Course Number	:	BBA – 647
Credit Hours	:	03

**Course Contents**

- 1. Understanding Branding**
  - 1.1. What is a Brand?
  - 1.2. The Financial and Social Values of Brand
  - 1.3. What makes Brand Great?
  - 1.4. The Power of Brand
  - 1.5. Branding the Principles of Marketing
- 2. Identifying and Establishing Brand Positioning**
  - 2.1. Customer Based Brand Equity
  - 2.2. Brand Positioning and Brand Creation
  - 2.3. Visual and Verbal identity
  - 2.4. Brand Communication
  - 2.5. Brand Protection
- 3. Planning and Implementing Brand Marketing Programs**
  - 3.1. Choosing Brand Elements to Build Brand Equity
  - 3.2. Designing Marketing Programs to Build Brand Equity
  - 3.3. Integrity Marketing Communication to BBE
- 4. The Scope of a Brand – Brand Stretching**
  - 4.1. The Level of a Brand – Corporate or Product Brand
  - 4.2. The Extent of a Brand: Brand Stretching
  - 4.3. Criteria in Line Extension Discussions
  - 4.4. Designing and Implementing Branding Strategies
- 5. Measuring and Interpreting Brand Performance**
  - 5.1. Developing a Brand Equity Measurement and Management System
  - 5.2. Measuring Sources of Brand Equity: Capturing Customer Mind–Set
  - 5.3. Measuring Outcomes of Brand Equity: Capturing Market Performance



**6. The Globalization of Brands**

- 6.1. Is the World Becoming One Big Market?
- 6.2. The Elements of the Globalization Decision
- 6.3. Internationalism: An Alternative of Globalization

**Recommended Books**

- 1. Kevin Lane Keller, Strategic Brand Management, Pearson Prentice Hall, New Delhi, India. 2008.
- 2. David Arnold, The Handbook of Brand Management, Addison Wesley Publishing Company.
- 3. Rita Clifton and John Simmons, Brand and Branding, Profile Book Ltd., South Asian Edition 2009.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
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**BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (MARKETING ELECTIVE)**

Course Title	:	SALES MANAGEMENT
Course Number	:	BBA – 657
Credit Hours	:	03

**Objective**

It is desired that the subject covers should be able to impart the students' knowledge of the job of Sales Management and how personal selling is related to it. How the sales effort should be planned, budgets made and forecast prepared, also include in the course material is the technique of developing the sales force including its training and developments and the type of incentives that can be offered to motivate the sales force.

**Course Contents**

- 1. Job of Sales Management**
  - 1.1. The Nature of Personal Selling
  - 1.2. Changes in Selling
  - 1.3. Personal Selling in the Marketing Mix
  - 1.4. Dimensions of Sales Management
  
- 2. Preliminary Steps in the Selling Process**
  - 2.1. Prospecting
  - 2.2. Identifying Prospects
  - 2.3. Qualifying Prospects
  - 2.4. Preparing
  
- 3. Advanced Steps in the Selling Process**
  - 3.1. Approach
  - 3.2. Probing for Needs

- 3.3. Convincing the Prospect
- 3.4. Handling Objections
- 3.5. Closing
- 3.6. Follow-up
  
- 4. Territory Development and Time Management**
  - 4.1. The Nature of Territory Development
  - 4.2. Sales Territory Design
  - 4.3. Procedures for Developing Territories
  - 4.4. Operating the Territory Management System
  - 4.5. Time Management
  
- 5. Sales Management Environment**
  - 5.1. The Social and Cultural Environment
  - 5.2. The Technological Environment
  - 5.3. The Economic Environment
  - 5.4. The Competitive Environment
  - 5.5. The Political and Legal Environment
  
- 6. Sales Management Planning**
  - 6.1. The Nature and Importance of Sales Planning
  - 6.2. Sales Planning in the Corporate Context
  - 6.3. Information for Sales Planning
  - 6.4. Sales Intelligence
  - 6.5. Using the Marketing Information System
  - 6.6. The Sales Management Planning Process
  - 6.7. The Analysis Phase
  - 6.8. Setting Sales Objectives
  - 6.9. Formulating Sales Strategies
  - 6.10. Tactical Decisions
  - 6.11. Sales Plan Implementation
  - 6.12. The Control Phase
  
- 7. Sales Forecasting**
  - 7.1. Sales Forecasting Procedures
  - 7.2. Qualitative Methods
  - 7.3. Quantitative Methods
  - 7.4. Managing the Forecasting Function
  
- 8. Sales Budgeting**
  - 8.1. Type of Budgets
  - 8.2. Determining the Budget Level
  - 8.3. Sales Budgeting Procedure
  - 8.4. Practice of Sales Budgeting
  
- 9. Organization of the Sales Force**
  - 9.1. Tasks of the Sales Organization
  - 9.2. Developing a Sales Organization
  - 9.3. Basic Types of Sales Organization

- 10. Sales Personnel Planning & Recruiting**
  - 10.1. Quantitative Requirements Used in Sales Personnel Planning
  - 10.2. Qualitative Requirements Used in Sales Personnel Planning
  - 10.3. Sales Recruiting Guidelines
  - 10.4. Sources of Sales Recruit
  
- 11. Sales Leadership, Training & Development**
  - 11.1. The Essence of Sales Leadership
  - 11.2. Sales Leadership and Cooperation
  - 11.3. The Sales Manager’s Leadership Roles
  - 11.4. Individual Leadership Skills
  - 11.5. Reasons for Training Sales Personnel
  - 11.6. Designing a Formal Sales Training Program
  - 11.7. Evaluation and Follow–up
  
- 12. Sales Incentives & Compensation**
  - 12.1. Types of Incentives
  - 12.2. Sales Contest
  - 12.3. Sales Meeting and Conventions
  - 12.4. Sales Compensation Trends
  - 12.5. Developing a Compensation Plan

**Recommended Books**

1. Eugene M. Johnson, David L. Kurtz, Eberhard E. Scheuing, Sales Management, McGraw–Hill, Latest Edition.
2. Calvin, Robert J., Sales Management, McGraw–Hill, 2001.
3. William L. Corn, Thomas E. Decarlo, Dalrymple’s Sales Management: Concept Cases, (10<sup>th</sup> Edition), John Wiley & Sons, 2005.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
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<b><u>BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (MARKETING ELECTIVE)</u></b>	
Course Title	: ADVERTISING
Course Code	: BBA – 667
Credit Hours	: 03

**Objective**

Management of Advertising and Promotion Plan. This requires the study of several things. Selling a commodity or service inevitably requires a promotion strategy and planning even before production of a commodity starts. Advertising has certain machines. One of these detailed plans are concerned and decided by the management staff. A large part of machines are carried out advertising agencies. These have their own limits or accounts and benefits of the promotion and advertising.

## **Course Contents**

- 1. The Dimension of Advertising**
  - 1.1. What is Advertising?
  - 1.2. The Human Communication Process: Applying the Communication Process in Advertising
  - 1.3. Marketing: Determining the Types of Advertising to Use
  - 1.4. What is Marketing?
  - 1.5. Identifying Target Markets and Target Audiences
  - 1.6. Implementing Marketing Strategy
  - 1.7. Integrating Marketing Strategy
  - 1.8. Integrating Marketing
  
- 2. The Scope of Advertising: From Local to Global**
  - 2.1. The Advertising Industry
  - 2.2. The Organizations in Advertising
  - 2.3. The People in Advertising
  - 2.4. The Advisers (The Client)
  - 2.5. Local Advertising
  - 2.6. Regional, National and Transnational Advertisers
  - 2.7. The Advertising Agency
  - 2.8. Types of Advertising Agencies
  - 2.9. The Client / Agency Relationship
  
- 3. Marketing and Consumer Behavior: The Foundations of Advertising**
  - 3.1. The Larger Marketing Context of Advertising
  - 3.2. The Relationship of Marketing to Advertising
  - 3.3. Consumer Needs and Product Utility
  - 3.4. The Importance of Knowing the Consumer
  - 3.5. The Consumer Decision Making Process
  - 3.6. Exchanges, Perception and Satisfaction
  - 3.7. Interpersonal Influences on Consumer Behavior
  - 3.8. Non-personal Influences on Consumer Behavior
  - 3.9. The Purchase Decision and Post Purchase Evaluation
  
- 4. Market Segmentation and the Marketing Mix**
  - 4.1. The Market Segmentation Process
  - 4.2. Segmenting the Customer Market
  - 4.3. The Target Marketing Process
  - 4.4. Advertising and the Product Element
  - 4.5. Advertising and the Price Element
  - 4.6. Advertising and the Communication Element
  - 4.7. The Marketing Mix in Perspective
  
- 5. Inputs to Advertising Planning**
  - 5.1. Need for Research in Marketing & Advertising
  - 5.2. Applying Research to Advertising Decision Making
  - 5.3. Steps in Research Process
  
- 6. Marketing and Advertising Planning**
  - 6.1. The Marketing Plan
  - 6.2. Relationship Marketing
  - 6.3. The importance of Relationships

- 6.4. Levels of Relationship
  - 6.5. The Advertising Plan
  - 6.6. Receiving the Marketing Plan
  - 6.7. Setting the Advertising Objectives
  - 6.8. Advertising Strategy and Creative Mix
  - 6.9. Allocating Funds for Advertising
  - 6.10. Advertising an Investment to Future Sales
  - 6.11. Methods of Allocating Funds
- 7. Relationship Building: Direct Marketing Personal Selling and Sales Promotion**
- 7.1. The Importance of Relationship Marketing
  - 7.2. Understanding Direct Marketing
  - 7.3. The Role & Drawbacks of Direct Marketing
  - 7.4. Types of Direct Marketing Activities
  - 7.5. Direct Sales & Direct Response Advertising
  - 7.6. Personal Selling the Human Medium
  - 7.7. Types, Advantages & Drawbacks of Personal Selling
  - 7.8. The Positive and Negative Effective of Sales Promotion
  - 7.9. Sales Promotion Strategies and Tactics
- 8. Relationship Building: Public Relations, Sponsorship and Corporate Advertising**
- 8.1. The Role of Public Relations
  - 8.2. The Difference between Advertising and Public Relations
  - 8.3. Public Relations Planning and Research
  - 8.4. Public Relations Tolls
  - 8.5. Sponsorships and Event
  - 8.6. Benefits & Drawbacks of Sponsorship
  - 8.7. Types of Sponsorship
  - 8.8. Corporate / Institutional Sponsorship
  - 8.9. Public Relations Advertising
- 9. Creative Strategy and Creative Process**
- 9.1. The Creative Team
  - 9.2. What Makes Great Advertising?
  - 9.3. Formulating Advertising Strategy
  - 9.4. How Creativity Enhances Advertising
  - 9.5. What is Creativity?
  - 9.6. The Role of Creativity in Advertising
  - 9.7. Understanding Creativity Thinking
  - 9.8. The Creativity Process
  - 9.9. The Explorer Role: Gathering Information
  - 9.10. The Artist Role: Developing and Implementing the Big Idea
- 10. Using Advertising Media**
- 10.1. Managing the Advertising Production Process
  - 10.2. The Radio Commercial Production Process
  - 10.3. The Television Commercial Production Process
  - 10.4. Producing Advertising for Digital Media
  - 10.5. Using Print Media
  - 10.6. The Digital Interactive Media
  - 10.7. Out of Home & Exhibit Media

### **Recommended Books**

1. William E Arens: Contemporary Advertising, (International Edition), National Book Foundation
2. Thill, Dovel and Wood: Advertising Excellence (5<sup>th</sup> Edition), McGraw–Hill Inc. USA 1995.
3. Courtland L., Richard Irwin, Advertising, (2<sup>nd</sup> Edition), McGraw–Hill, USA 2008.
4. William, Macmillan: Products Services and Ideas, (Latest Edition).

## **KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI**

### **BS (BBA) FOUR YEARS PROGRAM FINAL YEAR (MARKETING ELECTIVE)**

Course Title	:	MARKETING RESEARCH
Course Number	:	BBA – 677
Credit Hours	:	03

### **Objectives**

To provide a perspective to on a marketing decision making process with a deeper inside of market mechanism and characteristics along with an understanding of the research methodologies to be used for this purpose.

Case histories, class discussions and examples of practical research exercises will also be included to augment the understanding of the subject.

### **Course Contents**

- 1. The Marketing Research System**
  - 1.1. Examples of Marketing Research
  - 1.2. The Marketing System
  - 1.3. The Marketing Management Process
  - 1.4. What Organization Do
  - 1.5. Marketing Research Defined
  - 1.6. Basic and Applied Research
  - 1.7. The Research Process
  - 1.8. Errors in Marketing Research
- 2. The Decision to Undertake Research**
  - 2.1. Types of Research
  - 2.2. Preliminary Steps in the Decision Making Process
  - 2.3. Preliminary Considerations for Conducting Conclusive Research
  - 2.4. The Management–Research Relationship
- 3. Research Design and Data Sources**
  - 3.1. Research Design
  - 3.2. Data Sources

- 3.3. Marketing Decision Support System
- 4. Secondary Data**
  - 4.1. Role of Secondary Data
  - 4.2. Library Sources of Secondary Data
- 5. The Basics of Sampling**
  - 5.1. Sampling: An Introduction
  - 5.2. Sampling: Procedures
- 6. Simple Random Sampling and Sample Size**
  - 6.1. Simple Random Sampling
  - 6.2. The Determination of Sample Size
- 7. More Complex Sampling Procedures**
  - 7.1. Stratified Sampling
  - 7.2. Cluster Sampling
  - 7.3. Systematic Sampling
  - 7.4. Area Sampling
  - 7.5. Random–Digit Dialing
  - 7.6. Sample Size
  - 7.7. Managerial Summary of Sampling
- 8. The Measurement Process**
  - 8.1. Measurement in Marketing
  - 8.2. Difficulty of Measurement
  - 8.3. Concepts of Validity and Reliability
- 9. Attitude Measurement**
  - 9.1. Importance of Attitudes in Marketing
  - 9.2. Nature of Attitudes
  - 9.3. Attitude–Scaling Procedures
- 10. Designing Data Collection Forms**
  - 10.1. Importance of Questionnaire
  - 10.2. Questionnaire Components
  - 10.3. Questionnaire Design
  - 10.4. Observational Forms
- 11. Data Processing**
  - 11.1. Some Basic Concepts
  - 11.2. Data Processing Flow
  - 11.3. Alternative Processing Flow
- 12. Univariate Data Analysis**
  - 12.1. Overview of Data Analysis Procedures
  - 12.2. Overview of Univariate Data Analysis Procedures
  - 12.3. Descriptive Statistics
  - 12.4. Hypothesis Testing
  - 12.5. Inferential Statistics

**Recommended Books**

1. Thomas C. Kinnear, James R. Taylor; Marketing Research, An Applied Approach, McGraw–Hill, USA, International Editions, Latest Edition.
2. Alvin C. Burns, Ronald F. Bush, Marketing Research, (6<sup>th</sup> Edition), Prentice Hall, USA, 2009.
3. David A. Aaker, V. Kumar, Marketing Research, Wiley, USA, 2009.

**KARACHI UNIVERSITY BUSINESS SCHOOL****University of Karachi****Modular System for MS Program After Four Years BS (16 Years Education)****24 Credit Hours Consisting of 8 Courses**

NO.	COURSE TITLE	COURSE CODE	CREDIT HOURS	
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**MS – I (COMPULSORY)**

1	Research Methodology	MS – 701	3	
2	International Managerial Finance	MS – 702	3	

**MS – II (COMPULSORY)**

1	Quantitative Techniques For Research Studies	MS – 703	3	
2	Contemporary Issues In Global Marketing	MS – 704	3	

**ELECTIVE – FINANCE**

1	Corporate Finance	MS – 705	3	
2	Applied Portfolio Management And Modeling	MS – 706	3	
3	Analysis Of Financial Statement	MS – 707	3	
4	Islamic Financial System	MS – 708	3	
5	Derivatives And Risk Management Techniques	MS – 709	3	
6	Issues In Venture Capital And Fund Management	MS – 710	3	

**ELECTIVE – MARKETING**

1	Cyber / Internet And Media Marketing	MS – 711	3	
2	Techniques In The Developing Of New Product	MS – 712	3	
3	Industrial Marketing	MS – 713	3	
4	Retail Marketing	MS – 714	3	
5	Agricultural Marketing	MS – 715	3	
6	Trends in International Marketing	MS – 716	3	
7	Export Development – Strategies and Policies	MS – 724	3	

**ELECTIVE – MANAGEMENT**

1	Total Quality Management (TQM)	MS – 717	3	
2	Change Management	MS – 718	3	
3	Supply Chain Management	MS – 719	3	



4	Performance Management	MS – 720	3	
5	Project Management	MS – 721	3	
6	Managerial Economics	MS – 722	3	
7	Technology Management	MS – 723	3	14

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>MS PROGRAM</u></b>	
Course Title	: RESEARCH METHODOLOGY
Course Code	: MS – 701
Credit Hours	: 03

**Course Objectives**

1. To create awareness and understating of the contemporary tools to assess the quality and standard of the research articles, publications and reports.
2. To provide guidelines to establish relations between the academic research, industrial development and economic growth.
3. To review the research methodology and Quantitative tools for research.

**Course Contents**

**Elements of Research Methodology**

- Research, Investigation and Analysis
- Research and its kinds
- Basic Terminology (Axioms, Assumptions, Hypothesis, Theory, Law etc.)
- Scientific Process
- Deterministic and Stochastic Relationship
- Cause and Effect Relationship
- Deductive and Inductive Approaches
- Necessary and Sufficient Conditions
- Steps Involve in Research

**Foundation and Design of Research Output**

- Selection of a Problem
- Evaluation of a Research Plan
- Statement of Hypothesis
- Review of Literature
- Developing Methodology
- Building the Model
- Secondary Data Sources and Survey Instrument Design for Primary Data
- Empirical Findings and drawing the conclusion

- Policy Implications

### **Review of Statistical Tools**

- Data Collection and its Types
- Measurement of Scales
- Types of Sample Designs and Sampling Methodology
- Optimization
- Type of Tests
- Probability and Sampling Distribution
- Statistical Inferences
- Causality Testing & Regression Analysis
- Multivariate Analysis
- Standard Errors & Degree of Freedom
- Type I and Type II Errors
- One and Two Tails Tests
- ANOVA
- Chi-square Test
- Simulation and Sensitivity Analysis

### **Research Publications**

- Symposium, Workshops, Poster Sessions, Seminars and Conferences
- Implications of ISSN
- Use of Citation Index and Abstracting Journals
- Chicago style of References and citations

### **Academic Journals**

- Meaning and Utility of Peer Reviewed Journals
- Blind Referral System
- Editorial Boards of Referees
- Submitted and invited articles
- Implications of Rejection Rate and Processing Time
- Impact Factor: Types and Implications
- Impact Factor: Calculation, and Reporting Institutions
- Impact Factor: Issues and Limitations
- Other Techniques to measure the Research Quality
- Overview of the Top Academic Journals in Economics, Finance and Management

### **Contract Research and Funding Projects**

- Linkages between academic Research and Industry
- Research Projects and Contract Research
- Funding for Research
- Patents, and Royalties
- Research and Development: Functioning
- Funding Agencies in different disciplines

### **Format of Research Reports**

- Research Reports
- Discussion Papers
- Feasibility Reports
- Research Papers for academic Journals
- Dissertation

### Recommended Books

1. L.R. Gay and P.L. Diehl, “Research Methods for Business & Management”.
2. C. William Emory, “Business Research Methods”.
3. Glenn L, Johnson, “Research Methodology for Economists: Philosophy and Practice”.
4. C. R. Kothari, “Research Methodology: Methods & Techniques”.
5. Cooper, Donald R., and Pamela S. Schindler, Business Research Methods, (7<sup>th</sup> Edition), Burr Ridge, Il: McGraw Hill, 2001.
6. Ross, Sheldon M., A First Course in Probability, (5<sup>th</sup> Edition), Englewood Cliffs, NJ: Prentice Hall, 1997.
7. Sudinan, Symour, Applied Sampling, New York: Academic Press, 1998.
8. Warwick, Donald R. and Charles A. Lininger, The Sample Survey: Theory and Practice, New York: McGraw Hill, 2001.
9. Zikmund, William G., Business Research Methods, Thomson, Southwestern, United States, 2003.

## **KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI**

<b><u>MS PROGRAM</u></b>	
Course Title	: INTERNATIONAL MANAGERIAL FINANCE
Course Code	: MS – 702
Credit Hours	: 03

### Course Objectives

Changes in international conditions make international financial management more challenging. A background on the international environment helps in focusing on the managerial aspects for corporate perspective. In this respect example of multinational corporation (MNC's) is exceptional. They respond by meeting the challenges rather than retreating. The situation due to privatization of firms around the world is creating more opportunities and calling for more global competition. Describing relationships between exchange rates and economic variable is focal point of the discourse.

Microeconomic framework concentrates on management of short-term assets and liabilities, including trade financing, other short-term financing and international cash management. Side by side, management of long-term assets (with capital structure and long-term financing) need to be explained how the feasibility of foreign project be evaluated on the anvil of financing mix.

### Course Contents

1. International Financial Environment
2. International Flow of Funds

3. International Trade Flows and Correcting Balance of Trade Deficit
4. International Capital Flows (Agencies that Facilitate International Flows: IMF, IBRID, WTO, IFC, IDA and Bank for International Settlements, Regional Development Agencies)
5. International Financial Markets: Foreign Exchange Market, Eurocurrency Market, Eurocredit Market and Eurobond Market
6. Comparing Interest Rates Among Currencies
7. Investing in International Financial Markets
8. Exchange Rate Determination
9. Factors Influencing Exchange Rates
10. Exchange Rate Behavior – Exchange Rate System, Financial Markets Perspective, A Single European Currency, Government Intervention
11. International Arbitrage and Interest Rate Parity
12. Relationships Among Inflation, Interest Rates and Exchange Rates
13. Purchasing Power Parity (PPP)
14. Long-term Assets and Liability Management
15. AFS and Equity Valuation
16. International Management

### **Recommended Books**

1. Arpan, Jaffrey S., International Intracorporate Pricing, Praeger, New York, 1989.
2. Coombs, Charles A., The Area of International Finance, John Wiley & Sons, New York, 1999.
3. Schneider, Gerhard W., Import-Export Financing, The Ronald Press, New York, 2002.
4. Shapiro, Alan C., Multinational Financial Management, Prentice Hall of India, New Delhi, 1999.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>MS PROGRAM</u></b>	
<b>Course Title</b>	: QUANTITATIVE TECHNIQUES FOR RESEARCH STUDIES
<b>Course Code</b>	: <b>MS – 703</b>
<b>Credit Hours</b>	: 03

**Course Objectives**

There is a continual development of new techniques, such as conjoint analysis, structural equation, modeling and neural networks. All of these technological advances however, have been matched by an ever increasing need for research based analytical capability in the field of management, economics, behavioral studies and other conventional and non-conventional areas of knowledge and expertise. In designing the subject course, therefore, effort has been made to synchronize knowledge of advanced mathematics and statistics, operations research and econometric models to broaden the vision of researchers at one hand and enhancing their ability to apply those tools and techniques on the other. Focusing on these broad based innovative techniques aim at exposing the researcher to an objective method of discovery as well as explanation.

Computer revolution is undoubtedly coming up with continued technological advances. Within academic community, disciplines in all fields have embraced multivariate techniques, and academicians are increasingly adopting these techniques for empirical research. The most encouraging aspect is that entire comprehensive statistical packages are available for personal computers and with some basic knowledge researchers may be tuned to make good use of appropriate/related packages and techniques.

**Course Contents**

1. Introduction: The Quantitative Perspective (OR, Advanced Statistical and Econometric Models)
2. Multicriteria Mathematical Programming
3. Decision Analysis
4. Multivariate Analysis: Basic concepts, Measurement Scales and Their Classification
5. A Structured Approach to Multivariate Model Building
6. Graphical Examination of the Data
7. Missing Data – Approach for Dealing with Missing Data
8. Factor Analysis Decision Process
9. Multiple Regression Analysis
10. Multivariate Analysis of Variance
11. Conjoint Analysis
12. Canonical Correlation Analysis
13. Multidimensional Scaling
14. Structural Equation Modeling
15. Emerging Techniques in Multivariate Analysis
16. Functions of Several Variables

17. Differential Equations
18. Game Theory

### **Recommended Books**

1. Berk, Kenneth N., and Patrick Cartey, Data Analysis with Microsoft Excel, Pacific Grove, CA: Duxbury, 2001
2. Chambers, J., W. S. Cleveland, B. Kleiner, and P. Turkey, Graphical Methods for Data Analysis, Boston: Duxbury Press, 1983.
3. Cochran, William G., Sampling Techniques, (3<sup>rd</sup> Edition) New York: John Wiley & Sons, 1977.
4. Feller, William, An Introduction to Probability Theory, Vol. 1, (3<sup>rd</sup> Edition), New York: John Wiley and Sons, 1968.
5. Lehmann E. L., Testing Statistical Hypothesis, (2<sup>nd</sup> Edition), New York: Chapman & Hall, 1991.
6. Lohr, Sharon, Sampling: Design & Analysis, Pacific Grove, CA: Duxbury, 1999.
7. Rice, John A., Mathematical Statistics and Data Analysis, (2<sup>nd</sup> Edition), Belmont, CA: Duxbury, 1995.

## **KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI**

<b><u>MS PROGRAM</u></b>	
<b>Course Title</b>	: CONTEMPORARY ISSUES IN GLOBAL MARKETING
<b>Course Number</b>	: <u>MS – 704</u>
<b>Credit Hours</b>	: <b>03</b>

### **Objective**

Marketing is no more restricted to domestic market. Conditions have changed. Global trade has rapidly increased in both volume and value. Competition is increasing as the number of competitors are growing all over the world.

The most important issue is the marketing management in the Global markets. Other issues relate to the coverage of start-up operations and new market entry condition. This course is basically concerned with a comparative study of various models of Global marketing strategies of multinational organizations. In this comparative study we will also focus on the issues in our domestic market and develop on case study basis a variable model or models for our market.

### **Course Contents**

1. **The Global Marketing Environment**
  - a. The Cultural Environment
  - b. Political and Legal Issues
  - c. Economic and Financial Dimensions

- d. Transitions in Global Marketing
  - e. Model Case Studies
2. **Developing Global Readiness**
    - a. Defining the Issue
    - b. International and Domestic Research
    - c. Globalization Drivers
    - d. Organization and Control
    - e. Market Entry
    - f. Global Expansion
    - g. Model Case Studies
  3. **Global Marketing Issues and Strategies**
    - a. Product Variables
    - b. Global Services Marketing
    - c. Managing Global Channel Relations
    - d. Global Logistics Management
    - e. Global Pricing Strategies
    - f. Global Promotional Strategies
    - g. Model Case Studies
  4.
    - a. Comparative Study of Strategic Issues in Multinational Organizations
    - b. The Emphasis and Thrust is on Case Study Methods
  5. **The Future Outlook of Global Marketing**

### **Recommended Books**

1. Bateson, John E., Managing Services marketing, (Latest Edition), Forth Worth, TX: Dryden Press, New York, 1995.
2. Czinkota, Michael R. & Ronkainen Iikka A., Global Marketing, The Dryden Press, New York, 1996.
3. Hall, Edward T. & Hall, M. Reed, Understanding Cultural Differences, Yarmouth, ME: International Press, 1992.
4. Porter, Michael E., The competitive Advantage of Nations, New York, Free Press, 1990.
5. Shimp, Terence A., Promotional Management and Marketing Communications, (5<sup>th</sup> Edition), Hinsdale, IL., Dryden Press, 1998.

# FINANCE

## **MS – 705 : CORPORATE FINANCE**

This course is designed to help students develop an understanding of financial decision making, including investment decisions, financing decisions, and their interaction. The course provides the students with the underlying framework of corporate finance including valuation, market efficiency, portfolio theory, agency costs, and information costs. The course will relate financial management to the structure of financial institutions in Pakistan. In addition, the course includes a survey of special topics in finance including mergers and acquisitions, hedging, and international finance.

## **MS – 706 : APPLIED PORTFOLIO MANAGEMENT AND MODELING**

Applied portfolio management is related to the question as to what is the incremental contribution of a project to the risk exposure of the firm as a whole? The answer of this question is the application of portfolio theory. Another view of this subject is that the risk of a project must be judged in the context of the aggregate market portfolio of all assets. The analytical model primarily employed by the advocates of approach is the capital asset pricing model.

In theory, market risk is the most relevant measure of risk. Firm risk or corporate risk is also important for different reasons. In applied portfolio related risk measures the mean-variance portfolio model is most widely used. This model assumes that the risk of the portfolio is defined by the variance or standard deviation of the probability distribution of portfolio returns. Portfolio theory and capital budgeting, capital asset pricing model, capital market line, security market line, etc. are some of the important aspects of the course which a student is expected to learn. "Reference may be made to asset quality and asset allocation of a portfolio".

## **MS – 707 : ANALYSIS OF FINANCIAL STATEMENT**

This course provides an applied approach to financial statement analysis. The focus of the course is on understanding fundamental valuation techniques that are used by investment and hedge fund managers. The principles of valuation and return forecasting will be applied to a setting of managing a simulated equity portfolio. The course synthesizes three key elements: (1) The role of the theory and technical skills taught in accounting and finance courses to fundamental equity valuation and investment; (2) Familiarity with real time data feeds and risk optimization software that are used by today's investment professionals; and (3) The application of the first two elements above to the management of a simulated equity portfolio.

## **MS – 708 : ISLAMIC FINANCIAL SYSTEM**

Islamic financial system has been a burning topic not only in Muslim dominated countries but also in other parts of the world. Simply speaking Islamic finance system has been defined as a system of risk management rules by the principles laid down in Islamic Shariah. Islamic banking is one of the most important financial system in which interest free banking operation is used. There are other Islamic financial institution which include, ĩarah and Mudarabah companies, Takaful (mutual insurance) companies, Murabahah, Musharakah way of financial operation in Islamic Shariah.

A comprehensive and comparative study is expected to be done by the student in this course.



**MS – 709 : DERIVATIVES AND RISK MANAGEMENT TECHNIQUES**

The purpose of this course is to provide the student with the necessary skills to value and to employ options, futures, and related financial contracts. In order to provide a useful treatment of these topics in an environment that is changing rather rapidly, it is necessary to stress the fundamentals and to explore the topics at a technical level. The topics that will be covered include the valuation of futures contracts on stock indices, on commodities and fixed income instruments; the valuation options; empirical evidence; strategies with respect to these assets; dynamic asset allocation strategies, of which portfolio insurance is an example; swaps; and the use (and misuse) of derivatives in the context of corporate applications.

This course focuses on building the fundamental framework of sources of risks; their categorization, and techniques used for their mitigation.

**MS – 710 : ISSUES IN VENTURE CAPITAL AND FUND MANAGEMENT**

To provide in-depth knowledge of the issues in financial markets and system. After acquisition of sufficient knowledge and skills students should be in a position to:

- a. Evaluate the impacts of change in monetary and fiscal policies on company's profit and wealth.
- b. Relate the government policies with financial markets and financial position of the company.
- c. Establish the models to quantify the linkage between the company's financial position and financial environment.

# MARKETING

## **MS – 711 : CYBER / INTERNET AND MEDIA MARKETING**

This course deals with the international aspects of communications industries and information flows. It provides tools and analysis for several media; film, T.V, cable and satellite; print and online publishing; global telecom and mobile networks; and broadband Internet.

The Internet has many dimensions related to marketing. Likely it's a part of any marketing plan for traditional businesses, either in terms of customer service, advertising or database marketing. Also, the Internet is now a place to "do business" setup shop and handle transactions.

## **MS – 712 : TECHNIQUES IN THE DEVELOPING OF NEW PRODUCT**

In this course it is expected that the students will learn the reasons why firms introduce new products. A new product is quite simply a product that is perceived as new by the customer. This course discusses the processes to ensure products acceptability in the market. Techniques for identifying new product ideas are explored and different research techniques and analysis are undertaken to launch a new product. The new product may be tangible or intangible such as service or process.

There are different reasons for the launch of new product. A number of stages will be discussed in this connection, for instance, idea generation and screening, concept development and testing, test marketing, full commercialization. Product adoption process includes a number of stages like, awareness, knowledge and information, evaluation, trial and finally the adoption of the product.

## **MS – 713 : INDUSTRIAL MARKETING**

This is also known as organizational or business-to-business marketing. Briefly, it is described as activities directed towards the marketing of goods and services by one organization to another. Usually organizations buy three kinds of goods and services: materials and parts, capital items and supplies. Industrial marketers need to be aware of the different kinds of buying behavior associated with these different categories.

Students are expected to learn the concept and procedure used in process of buying industrial goods and services, risk element is greater in industrial buying and therefore more caution is used regarding the price, place, quality of the goods and services purchased. The industrialist since process the goods purchased into finished product must be careful about the quality produced which has its impact on the image of the organization. Marketing principles are same as in consumer marketing but the procedure and practice differs.

## **MS – 714 : RETAIL MARKETING**

This course provides an interdisciplinary overview of the retailing. Primary focus will be on the customer-facing activities of retailers, including assortment planning, private-label development and the management of in-store operations, and the back-door activities (Marketing, forecasting and supply chain management) that support customer interaction. In addition, current issues facing retailers, such as customer relationship management, industry consolidation and supplier relations, will be explored.

**MS – 715 : AGRICULTURAL MARKETING**

The course will provide marketing tools for the Pakistani and global food and agribusiness system. In addition to studying the management problems of farmers, processors, branded consumer goods manufacturers and food retailers, subject will consider consumer trends, technological advances, public policy issues, food safety and risk management.

**MS – 716 : TRENDS IN INTERNATIONAL MARKETING**

International marketing starts with resorting to proper research and investigation to locate opportunities available for the products to be introduced in the market. There are a number of factors which must be considered in international marketing, for instance, the changes in the demand pattern, comparative trends and the most important players in the market, market entry methods, the type and nature of products, marketing communication strategies and pricing techniques to be used. The marketer is expected to be in constant touch with the market to know the changing trends. The students are likely to be benefited from this course. This is a kind of practical oriented subject which will enable the students to learn not only the theory but also the practices followed in the international marketing in today's world.

# MANAGEMENT

## **MS – 717 : TOTAL QUALITY MANAGEMENT (TQM)**

The objective of this course is to develop students approach towards understanding quality concept, quality standards (ISO 9000 & ISO 14000) and total quality management which is all about satisfying customer in total sense.

TQM is a management philosophy that seeks to integrate all organizational functions (marketing, finance, design, purchases, engineering, production, customer service etc.) to focus meeting customer needs and organizational objectives.

TQM is a method by which management and employees can become involved in the continuous improvement of the production of goods and services. It is a combination of quality and management tools and techniques aimed at increasing business/profitability and reducing losses due to wasteful practices.

TQM originated in 1950's and has steadily become more popular since the early 1980's. TQM is a description of the culture, attitude and organization of a company that strives to provide customers with products and services that satisfy their needs. The culture requires quality in all aspects of the company's operations with processes being done right the first time and all the time and defects and wastes eradicated from operations.

The key principles of TQM are (1) Management Commitment (2) Employees Involvement and Empowerment (3) Fact based Decision Making (4) Continuous Improvement (KAIZEN) (5) Customer Focus & Satisfaction. TQM encourages participation amongst shop floor workers and managers.

## **MS – 718 : CHANGE MANAGEMENT**

During the last decade it has become clear that in the global economy, firms must constantly adapt to changing technological, competitive, demographic and other environmental conditions in order to survive and prosper. The importance of acquiring the knowledge and tools for changing organizations successfully cannot be overemphasized (particularly for students headed for consulting and management careers, although not limited to them). This course focuses on specific concepts, theories and tools that can asses executives entrusted with the task of leading organizational change. Among other topics, the course will focus on the politics of change, successfully leading change efforts, downsizing, restructuring and reengineering, and organizational adaptation.

## **MS – 719 : SUPPLY CHAIN MANAGEMENT**

This course serves as the "macro" perspective for operations. Student education will be rounded in this course where they would see how Strategy, Operations, Marketing, Sales, Finance, IT and Accounting work together to add to Operational Efficiency, Customer Intimacy and Product Innovation for companies.

Understanding key supply chain foundations is crucial to any company's success and profitability. In this class students will define that supply chain and its significant impact on all aspects of business while gaining and understanding of the synchronism and synergism of all its components.

## **MS – 720 : PERFORMANCE MANAGEMENT**

One of the most important aspect of managing people in any organization is to know about the standard and quality of employee performance on the job. The idea is to define management standards and competencies in order to produce best result properly used,

competencies have value in management development, manpower and succession planning, recruitment and performance management. It has certain elements, like units of competence, elements of competence, performance criteria etc.

Performance appraisal is the essence of effective and efficient goal of the organization. In this connection management by objectives (MBO) is a tool to evaluate the manpower performance on the basis of predetermined objectives.

Students in this course are expect to learn that performance management is a concept which helps to find out where improvement is required in human performance and therefore, developing training programs to improve performance. Application of MBO technique in which it is determined how well employees performance in their jobs is determined by how well they meet their mutually established objectives. This tool of MBO is very important to implement the concept of performance management.

### **MS – 721 : PROJECT MANAGEMENT**

The basic building blocks of the traditional form of organization are a functional division of management and a well-defined hierarchical structure. This kind of traditional form of organization is not suitable for project management, due to several reasons; (i) project is a non-routine, non-repetitive undertaking often with many uncertainties (ii) the relationship in a project setting are dynamic, temporary and flexible, and (iii) a project requires a coordination of the efforts of persons drawn from different functional areas and contribution of external agencies.

The students are expected to learn in depth various issues relating to project management, for instance, forms of project organization, project planning, project control, human aspects of project management.

### **MS – 722 : MANAGERIAL ECONOMICS**

Managerial economics is an interesting and fundamental part of the business curriculum. Mastering the subject requires a good understanding of how basic concepts of economics can be combined with tools of mathematics and statistics to analyze and make decisions involving scarce resources.

Managerial economics covers traditional topics such as present value analysis, supply and demand, elasticities, regression analysis, indifference curve analysis, production theory and costs, and the basic models of perfect competition, monopoly and monopolistic competition, which makes it appropriate for a wide variety of managerial economics.

Managerial economics provides a logical way of analyzing business decisions. We strive to bring together those topics in microeconomics theory that can be applied to business decisions making to create a powerful, timeless way of thinking about markets and business decisions – both today's decisions and tomorrow's.

### **MS – 723 : TECHNOLOGY MANAGEMENT**

Technological change is a major in gaining competitive advantage. It can create whole new industries and dramatically alter the landscape in existing industries.

Competitive advantage comes not just from creating new technology but also by applying and integrating existing technologies. Innovation and technological change is a primary source of productivity improvement and a driver of global competition.

There are three primary areas of technology. The most widespread view of product technology, another view is that of process technology and the third area, which is becoming increasingly important is information technology which a firm's employees use to acquire, process and communicate information.

Information technology deals with how managers use and communicate information to make decisions effectively. Hardware, software, database and telecommunication are the main components that make-up information technology.

The concept of automation goes beyond the labor savings of displacing humans with machines. By totally integrating product design, engineering, process planning, and manufacturing through complex computer systems, Computer Integrated Manufacturing (CIM) allows companies to compete on the basis of time and flexibility while creating higher paying jobs. Computer-aided manufacturing (CAM) and Computer Aided Design (CAD) is the part of (CIM) that deals directly with manufacturing. It is the first step toward a paperless and people less factory.

**MBA (MORNING) – 2 YEARS PROGRAM**

**FIRST YEAR MBA (MORNING)**

<b>FIRST SEMESTER</b>	
<b>Course No</b>	<b>Course Title</b>
BA (M)-501	Business Communication
BA (M)-511	Business Economics
BA (M)-521	Financial Accounting
BA (M)-531	Business Mathematics
BA (M)-541	Introduction to Business and Management
BA (M)-551	Introduction to Marketing

<b>SECOND SEMESTER</b>	
<b>Course No.</b>	<b>Course Title</b>
BA (M)-502	Introduction to Business Finance
BA (M)-512	Introduction to Research Methods
BA (M)-522	Cost Accounting
BA (M)-532	Business Statistics
BA (M)-542	Business Law
BA (M)-552	Human Resource Development and Management

**SECOND YEAR MBA (MORNING)**

<b>FIRST SEMESTER</b>	
<b>Course No.</b>	<b>Course Title</b>
BA (M)-601	Managerial Accounting
BA (M)-611	Strategic Management
BA (M)-621	Marketing Research
BA (M)-631	Banking, Operations, and Management
BA (M)-641	Project Development, Evaluation and Feasibility
BA (M)-651	Advanced Business Statistics

<b>SECOND SEMESTER</b>	
<b>Course No.</b>	<b>Course Title</b>
BA (M)-602	Management Information System (M.I.S.)
BA (M)-612	Corporate Performance and Planning
BA (M)-604	Financial Management

<b>Three Electives out of the following:</b>	
BA (M)-632	Global Marketing
BA (M)-642	International Business and Finance
BA (M)-652	Advance Cost Accounting
BA (M)-662	Logistics Management
BA (M)-672	Advanced Financial Accounting
BA (M)-682	Export Marketing
BA (M)-692	Managerial Policy
BA (M)-603	Security Analysis
BA (M)-613	Treasury & Fund Management
BA (M)-623	Portfolio Investment Management
BA (M)-633	Corporate Finance
BA (M)-643	Services Marketing
BA (M)-653	Brand Management
BA (M)-663	Strategic Marketing
BA (M)-673	Advertising & Promotion
BA (M)-683	Sales Management
BA (M)-693	Analysis of Financial Statements
BA (M)-614	Consumer Behavior
BA (M)-624	Corporate Law & Corporate Affairs Management



## MBA (EVENING) – 3 YEARS PROGRAM

### FIRST YEAR MBA (EVENING)

FIRST SEMESTER	
Course No.	Course Title
BA (M)-501	Business Communication
BA (M)-511	Business Economics
BA (M)-521	Financial Accounting
BA (M)-531	Business Mathematics

SECOND SEMESTER	
Course No.	Course Title
BA (M)-541	Introduction to Business and Management
BA (M)-551	Introduction to Marketing
BA (M)-502	Introduction to Business Finance
BA (M)-532	Business Statistics

### SECOND YEAR MBA (EVENING)

FIRST SEMESTER	
Course No.	Course Title
BA (M)-522	Cost Accounting
BA (M)-512	Introduction to Research Methods
BA (M)-542	Business Law
BA (M)-552	Human Resource Development and Management

SECOND SEMESTER	
Course No.	Course Title
BA (M)-601	Managerial Accounting
BA (M)-611	Strategic Management
BA (M)-621	Marketing Research
BA (M)-631	Banking, Operations, and Management

**THIRD YEAR MBA (EVENING)**

<b>FIRST SEMESTER</b>	
<b>Course No.</b>	<b>Course Title</b>
BA (M)-641	Project Development, Evaluation and Feasibility
BA (M)-651	Advanced Business Statistics
BA (M)-602	Management Information System (M.I.S.)
BA (M)-612	Corporate Performance and Planning

<b>SECOND SEMESTER</b>	
<b>Course No.</b>	<b>Course Title</b>
BA (M)-604	Financial Management

<b>Three Electives out of the following:</b>	
BA (M)-632	Global Marketing
BA (M)-642	International Business and Finance
BA (M)-652	Advance Cost Accounting
BA (M)-662	Logistics Management
BA (M)-672	Advanced Financial Accounting
BA (M)-682	Export Marketing
BA (M)-692	Managerial Policy
BA (M)-603	Security Analysis
BA (M)-613	Treasury & Fund Management
BA (M)-623	Portfolio Investment Management
BA (M)-633	Corporate Finance
BA (M)-643	Services Marketing
BA (M)-653	Brand Management
BA (M)-663	Strategic Marketing
BA (M)-673	Advertising & Promotion
BA (M)-683	Sales Management
BA (M)-693	Analysis of Financial Statements
BA (M)-614	Consumer Behavior
BA (M)-624	Corporate Law & Corporate Affairs Management

## **COURSE DESCRIPTIONS FOR M.B.A**

### **BA (M)-501 Business Communication:**

Brief Review of Grammar, Importance and Benefits of Communication in Business, Components of Communication (Context, Message, Medium, Feedback, Sender, Encoder, Receiver-Decoder). Seven Cs of effective Communication, Business Communication and the Global Context, Business Communication and Technology Context, Process of Preparing Effective Business Messages, Letters, Memorandums, Report Writing, Technical Reports, Managerial Reports, Material and Reports or Papers for presentation.

### **BA (M)-511 Business Economics:**

Fundamental Concepts, Economics and Economy, Assumptions used in Economics, Theory of Consumer Behavior, Demand & Supply, Indifference curve approach, Different types of market conditions, Factors of Production, Theory of production factor, Market Pricing and Cost, Distribution of Income, National Income, Accounting, GNP and GDP in Pakistan, Aggregate Demand and Supply, Business Cycles, Crash of 1929, Keynesian Revolution, New Deal, Money and Monetary Policy, Causes, Problems, and Consequences of Inflation, Banking System International Trade, Balance of Trade, and Balance of Payments, Public Finance and Fiscal Policy, Economic Development and Growth.

### **BA (M)-521 Financial Accounting:**

The Record-keeping Function, Accounting and the forms of Business Enterprises, Sole Proprietorship. The Primary Users of Accounting Information, Accounting Standards and the Conceptual Framework of Accounting, Accounting for Inventory Purchases, Inventories and the Cost Goods Sold, Plant and Depreciation, Liabilities, Stock holders Equity, Paid-In Capital, Income and Charges in Retained Earnings, Statement of Cash Flows, Financial Statement Analysis.

### **BA (M)-531 Business Mathematics:**

This course includes: Linear Equations, its applications, System of two variable equations, Three by three system of equations, Gaussian Elimination method, Graphical Approach, Functions, Types of Functions, Linear, Quadratic, Polynomial, Logarithmic and Exponential Functions, their graphical representation, Finite Mathematics, Interest and its computation, Annuities and present value, Profit and loss function, Break-even point, Cost-Benefit analysis, Matrix Algebra, Determinant method, Gaussian Elimination in Matrix Algebra and Properties of Matrices.

### **BA (M)-541 Introduction to Business and Management:**

Establishing a Business, Legal forms of business forms and enterprises, Operating, Financial, Operational and Management Aspects, Human Resources and Personnel Management, Reducing Risk Through Insurance, Marketing of Goods & Services Available. The Intellectual Heritage of Management, Approaches to Management, Effective Decision Making, The Planning Process, Strategic Planning, Organizing Individuals: Personnel and staffing, Human Resources, Copying and Change, Group Dynamics, Communications, Motivation, Leadership, The Changing Environment of Management, Case Study, Report Presentation.

### **BA (M)-551 Introduction to Marketing:**

Importance of Marketing as a part of business operations. The Concept of Marketing and Marketing Management, Marketing Planning, Analyzing Marketing Opportunities, Market Segmentations, Market Targeting and Product Positioning Marketing Strategies, Problems and Risks in Marketing, Designing Communication, Advertising and Other Promotional Strategies International Marketing.

**BA (M)-502 Introduction to Business Finance:**

Introduction, Importance of Cash Management, Sources, Finance, Sources and uses of Funds – Types, Financial Analysis, Taxation, Investment in Long Term Assets, Cash Flow, Managing, Cash & Temporary Investments, Managing Receivables & Inventory, Working Capitals, Dividend Policy and Retained Earnings.

**BA (M)-512 Introduction to Research Methods:**

Objectives of Research, Problems Identification and Definitions, Hypothesis and Research Objectives, Development of a Testable Hypothesis, Types of Research, such as Library Research, Field Survey, Use and Preparation of Questionnaires, Testing of a Questionnaire, Universe, Target Population, Relevant Variables, Methods of Sampling to be used, Randomness of a Sample, Interview Methods and its Utility, Selection and Training of a Research Team, Processing of Data and Analysis, Use of Statistical Tools, Correlation, Regression and other Coefficients, Final Analysis of Data and Information, Compilation of Report, Preparation of Executive Summary or Abstract.

**BA (M)-522 Cost Accounting:**

An Introduction to Cost Terms and Purposes, Designing, Installation and operation of Cost Systems, Introduction to Different Costing Method, Cost Classification, Nature and Functions, Direct Indirect, Fix and Variable, Controllable and un-controllable, Avoidable and un-avoidable, Standard/Budgeted and Actual, Material Control Procedure and Costing Method; Quantitative Models for Materials, Control and Accounting for Labour Cost and for Factory overhead Cost.

**BA (M)-532 Business Statistics:**

The Topics will include deriving stable relationship for Mass Data, Methods of Data collection, Frequency Distribution, Measure of Central Tendency and Dispersion, Averages and Weightages, Regression and Correlation, Index Numbers, Introduction to Probability Theory: Permutations and Combinations, Basic Probability Concepts, States of Statistical Independence and Dependence. Discrete Probability Distributions: Binomial Distribution, Poisson Distribution etc.

**BA (M)-542 Business Law:**

Commercial Law: Contracts, General Principles, Special Types of Contracts, Indemnity and Guarantee, Bailment, Agency, Sale of Goods, Act. Islamic Provisions of Trade, Carriage of Goods by Sea, Partnership, different types of Partnership, Dissolution of Partnership.

Industrial Law: The Factories Act, Workmen's Compensation Act, Industrial Relations Ordinance 1969, Company Law, Social Security, Old Age Benefits, Shop and Establishment Standing order, etc.

Banking: Negotiable Instruments Act, and Its Implications for banking business

**BA (M)-552 Human Resource Development and Management:**

Nature and Functions of Human Resource Management, Challenges and changing environment of Human Resource Management, Demographic and Technological trends affecting Human Resource Management, Line Versus Staff Authority, Line Manager's and Human Resource Staff's Responsibilities, The Organization of Human Resource Department, Effects of Labour, Government Policies and Practices on Human Resource Development in Developed Countries, Equal employees Opportunity (EEO) Legislation in USA, Laws in Pakistan and Industrial Relations, Employees Testing and Selection, Role of Training and Development, Job Analysis, Recruitment of Human Resources, Interviewing job candidates, Establishing Pay plans, Performance Appraisal and Basic Labour relations.

**BA (M)-601 Managerial Accounting:**

The course emphasises use of Accounting Information as a toll for solving Business problems. It also helps developed tolls for fore-casting and control of the Financial Systems. The course also discusses cost systems as well as profit planning and development of professional's management approach in accounting process and systems. The course is essential for professional executives in mild and higher Management

**BA (M)-611 Strategic Management:**

Introduction, Strategy Formulation : Information Input, Strategy Formulation : Mission and Objective, Action Plan Choice, Strategies Evaluation and Selection, Function Strategy Formulation, Strategy Implementation, Strategic control, A Case Analysis Framework

**BA (M)-621 Marketing Research:**

The course emphasizes the research input in marketing management. The research is initiated long before production and countries throughout. The research starts from estimation of demand for a commodity or service in near and distant future. Overall demand for a commodity of service in a country is estimated. New competitors, Existing Production in the Country, Imports, Imports substitutions, Present and Potential Competitions, Export Market Potential.

**BA (M)-631 Banking, Operations, and Management:**

Banking System in Pakistan. Banks, and Customers including different types of customers, Cheques their payment, endorsement, clearing, and collections, Concept, and law of Negotiable Instruments. Principles, and Forms of Lending. Security for loans, and advances, Collateral, Different Types of Collateral and Security, Measurement of Treasury or Fund Management, Non-Fund Based Revenue, Administration of Banking Operation in Pakistan and Other Countries, Foreign Banks in Pakistan. Letters of Credit. Foreign Exchange, Remittances Interest, Free Banking. Foreign exchange Management of Banks.

**BA (M)-641 Project Development, Evaluation and Feasibility:**

This course is designed to develop student's theoretical knowledge and practical skills in identification of investment opportunities, project preparation including the pre-feasibility and feasibility studies, and evaluating the project through systematic and objective analysis at various stages of the project such as its formulation, implementation, post-completion and its life-cycle.

The preparation and evaluation of projects will be dealt separately for private sector and public sector projects.

**BA (M)-651 Advanced Business Statistics:**

Discrete and continuous probability Distributions, Binomial, Poisson, Multinomial and Hypergeometric Distribution. Normal exponential, Beta and Gamma Distribution. Estimation theory, Sampling techniques. Basic principles of inference and testing of Hypothesis, Two Sample Tests for Proportions, mean, and variance, Z, t,  $\chi^2$  and F tests. Chi-square Distribution, Tests for single and multiple samples, Confidence Intervals, Multiple Regression and Correlation, Chi-square test for contingency table and goodness of fit, Confidence Intervals, Quality Improvement and Statistical Decision.

**BA (M)-602 Management Information System (M.I.S.):**

Introduction of Systems in business, I.S. different perspective in I.S., Need for Information Technology, System Concepts, Components of Information System, Solving Business Problems with Information Systems, The System Approach, Designing and Implementing Solution, Developing Information Systems Solutions, Managerial Overview of Computer Hardware and Software, Introduction to Software, DBMS, Managerial Overview of Internet and Other

Telecommunications, Internet, Telecommunication Media, Telecommunication Software, Managerial Overview, Management, Information System for Business Operation, Marketing, Manufacturing, Human Resource, Accounting, and Financial Systems, Information Systems for Managerial Decision Making and Support, Information and Management, Decision Support Information System for Strategic Advantage, and Strategic Concepts, Improving Business Quality, Using Internet, Managing Information Technology, Organization and Information Technology, Information and Resource Management, Planning and Implementing Changes, Information System Planning Methodologies.

**BA (M)-612 Corporate Performance & Planning**

Scope of corporate Performance ; Performance Evaluation as a Tool of Management; Procedure; Review of Systems of control, Corporate Objectives, Strategies, Plans and Performance Evaluation of Working Papers; Evaluation of Over All Performance / Analysis of Financial Position, Ratio Analysis, Corporate Budgeting ; Determining the sources of Purchases, Purchase Prices; Appraisal of Production Management, Management, Quality control Management and R & D (Research and Development)

**BA (M)-622 Financial Management:**

Time Value of Money, Stock and Bond Values, Risk and Rates of Return, IERR and IFRR. The Basic of Capital Budgeting, Risk and other Topics in Capital Budgeting. The Cost of Capital, Capital Structure Decisions, Theory of Capital Structure, Dividend Policy, Mergers and Divestitures, Bankruptcy and Reorganization, Islamic Financial System.

**BA (M)-632 Global Marketing:**

Trends towards Globalization. Globalization of Markets, Forces Shaping Global Marketing Strategy, International, Multinational and Global Marketing, International Market, Evaluation of Marketing, Entry in Global Markets, Competitive Advantages, Market Selection Decision, Strategies for Local Market Expansion, Globalizing Marketing Strategy, Global Competitive Strategy, Corporate Infrastructure for Global Marketing.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
MBA BANKING & FINANCE PROGRAM**

**First Semester**

Course No	Course Title
MBF-1	Business Communication for Financial Services
MBF-2	Principles of Management and Business Ethics
MBF-3	Financial Accounting
MBF-4	Mathematics & Statistics for Finance
MBF-5	Business Economics & Financial System of Pakistan
MBF-6	Information Technology in Financial Services

**Second Semester**

Course No	Course Title
MBF-7	Banking Operations & Management
MBF-8	Introduction to Business Finance
MBF-9	Principles of Marketing & Marketing of Financial Services
MBF-10	Law Relating to Financial Services
MBF-11	Human Resource Management
MBF-12	Accounting for Financial Services
	Internship: 2 Months

**Third Semester**

Course No	Course Title
MBF-13	Commercial & Corporate Law
MBF-14	Retail & Consumer Banking Operations
MBF-15	Monetary Economics
	Elective I
	Elective II

**Fourth Semester**

Course No	Course Title
MBF-18	Management Accounting for Financial Institutions
MBF-19	International Trade Finance & Forex Operations
MBF-20	Lending Operations & Risk Management
	Elective III
	Elective IV
	Internship: 2 Months

**Elective Courses**

Course No	Course Title
EBF-1	SME's & Agricultural Finance
EBF-2	Insurance
EBF-3	Corporate Governance
EBF-4	Information Life Cycle & Management
EBF-5	Islamic Banking & Finance
EBF-6	Central Banking & Operation Management
EBF-7	Strategic Management in Banks
EBF-8	Leasing & Micro Finance
EBF-9	Investment & Portfolio Management
EBF-10	Project Finance, Planning & Evaluation

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>MBA BANKING AND FINANCE</u></b>	
Course Title	: BUSINESS COMMUNICATION FOR FINANCIAL SERVICES
Course Number	: MBF – 1
Credit Hours	: 03

**Course Objectives**

The course is designed to make the students:

- Acquire basic knowledge of English
- Develop basic understanding of the communication process and its application in everyday business/corporate world.
- Develop all the **FOUR** skills of reading, writing, listening and speaking, using them as effective tools to respond and interact in different challenging situations.
- Improve in all areas of written communication
- Polish interpersonal skills
- Enhance business vocabulary, particularly related to new technology

**Course Contents**

**I. Conceptual Understanding**

- **The Global Marketplace**
  - Financial aspects of Business operations
  - Human aspects of Business organizations
  - Business and technology
- **Today's Communication Challenges**
  - Cultural diversity and socializing
  - Effective speaking skill
  - Communication in groups
  - Participation in discussions
  - Interpersonal communication

**2. Operational Areas**

In order to assimilate input on the practical application of the conceptual areas of the subject in practical banking, emphasis should be laid on:

- Conveying effective messages with emphasis on the positive aspect
- Creating goodwill and better mutual understanding



- Passing persuasive messages, avoiding the negative tone
- Conducting business meetings
- Making oral presentations
- Developing negotiation skill

## **Writing**

### **(A) Basic knowledge of English**

- Use of grammatically correct English in responding to written communication
- Appropriate use of words, phrases and idioms
- Sentence structure and developing Business vocabulary
- Punctuation

### **(B) Communication Strategy**

- Image building
- Training for effective communication
- Quality of communication
- Communication trends

### **(C) Developing a Positive Corporate Image**

- Understanding the reader
- Use of business terminology
- Dealing with new clients
- Dealing with regular clients
- Judging your competitor
- Simple communication
- Preciseness of message
- Avoiding ambiguity
- Read, write and correct

### **(D) Communication Process**

- What is communication?
- Types of communication
- Communication barriers
- Channels of communication

### **(E) Written Communication**

- Basic principles of written communication
- Essentials of business letters
- Different type of business letters
- Report – writing
- Different kinds of reports
- Memorandum
- E-mail and fax messages
- Proposals

### **(F) Conveying Messages**

- Favourable messages

- Persuasive messages
- Positive tone, reducing negative affects of refusal

### **Reading**

- Improving reading skills – answering questions related to passages about business and commerce
- Different kinds of questions to test comprehension skill
  - Multiple choice questions
  - True/false questions
  - Inference questions
  - Precise-writing

### **Speaking**

- Interpersonal communication
- Participating in a business meeting
- Essentials of negotiating skill
- Preparing for an interview
- Talking on the telephone – exercises based on it
- Making presentation

### **Listening**

- How to be a good listener
- Concentration and application in listening

### **Non-Verbal Communication**

- Body language
- Behavior implication
- Voice
- Gestures
- Using visual aids
- Using images, charts, maps etc.

### **Legal Aspects of Business Communications**

- Risk of Fraud
- Invasion of privacy
- Defamation

### **RECOMMENDED BOOKS**

1. Murphy, Hearta A. Hildebrandt, Effective Business Communication, McGraw Hill, New York, 1997.

2. Tayler, Shirley Letters, Gartside's Model Business Letters, (5<sup>th</sup> Edition), English Language Book Society, Pitman Publishing, London, 1989.
3. The Institute of Bankers Pakistan, Business Communication for Financial Services, Published by IBP, 2007.
4. The Institute of Bankers Pakistan, Lesson Notes – Business Communication, (Volume I & II), Published by IBP, 2007.

### **SUPPLEMENTARY READINGS**

1. Azar, Betty S., Understanding and Using English Grammar, Prentice-Hall, New Jersey, 1994.
2. Kitty, O. Locker, Stephen, Kyo Kaczmarck, Business Communication Building Critical Skills, Irwin McGraw-Hill, Unit 1, 2, 3, New York, 1997.
3. Lesikar, A. G. & Petit, R. Gordan, Report Writing for Business, (10<sup>th</sup> Edition), Irwan McGraw-Hill, New York, 1998.
4. Rogers, John, Market Leader Practice File, Financial Times, New York, 1995.

## **KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI**

<b><u>MBA BANKING AND FINANCE</u></b>	
Course Title	: PRINCIPLES OF MANAGEMENT AND BUSINESS ETHICS
Course Number	: MBF – 2
Credit Hours	: 03

### **Objective**

This is a basic course introducing the principles, concepts and historical perspective of general management. The objective is to expose students to the management functions which includes planning, organizing, staffing, leading, controlling etc.

Emphasis is also given on how a business venture can collapse if proper management is not practiced in the business. Students are therefore expected to develop analytical and conceptual understanding of how people are managed in small, medium and large public and private, national and international organizations (profit making and non-profit making).

### **Course Contents**

1. **Introduction**
  - 1.1 Overview and Scope of Management Discipline
  - 1.2 The Evolution and Emergence of Management Thought
  - 1.3 Major Contributions to Management: Frederick Taylor (Scientific Management) Henry Fayol and Henry Gantt.
  - 1.4 The Emergence of Behavioral Sciences

2. **Management Functions – Planning, Organizing, Staffing, Leading and Controlling**
3. **Planning**
  - 3.8 The nature and Purpose of Planning
  - 3.9 Objectives
  - 3.10 Meaning of Objective
  - 3.11 Process of Managing by Objectives
  - 3.12 How to Set Objectives
  - 3.13 Types of Plans
  - 3.14 Steps in Planning
4. **Decision Making**
  - 4.5 Importance and Limitations of Rational Decision Making
  - 4.6 Evaluation of Alternatives
  - 4.7 Decision Making under Uncertainty
  - 4.8 Evaluating the Importance of Decision Making
5. **Organizing**
  - 5.8 The Nature and Purpose of Organizing
  - 5.9 Organizational Structures : Formal and Informal Organization
  - 5.10 Organizational Division: The Departments
  - 5.11 Organization and Span of Management
  - 5.12 Departmentalization, Organizational Structure, Various Basis for Departmentalization
  - 5.13 Line / Staff Authority, Functional Authority
  - 5.14 Decentralization and Delegation of Authority
6. **Staffing**
  - 6.9 Definition of Staffing
  - 6.10 Human Resource Management
  - 6.11 Recruitment and Selection: Matching the Person with the Job
  - 6.12 Selection Process and Techniques
  - 6.13 Training and Development
  - 6.14 Purpose and Uses of Appraisal
  - 6.15 Choosing the Appraisal Criteria
  - 6.16 Formulating the Career Strategy
7. **Leading – Human Factors and Motivation**
  - 7.6 Human Factors in Managing
  - 7.7 Motivation and Motivators
  - 7.8 Behavioral Models – Mc Gregor’s Theory X and Theory Y, Maslow’s Hierarchy of Needs Theory, Hersberg Two Factor Theory of Motivation and Other’s
  - 7.9 Job Enrichment
  - 7.10 Leadership – Trait Approach, Leadership Behavior and Style
  - 7.11 Communication – Communication Function and Organization
  - 7.12 Communication Process, Barriers
  - 7.13 Effective Communication
8. **Controlling**
  - 8.6 The Basic Control Process
  - 8.7 Requirement for Effective Control
  - 8.8 Control Techniques: The Budget, Traditional Non–Budgetary Control

- Devices
  - 8.9 Time – Event Network Analysis
  - 8.10 Program Budgeting
  - 8.11 Information Technology and Its Challenges
  - 8.12 Controlling and Planning Relationship
- 9. Management and Society**
  - 9.5 Operation in a Pluralistic Society
  - 9.6 External Environment – Economic, Technological, Social, Political and Legal
  - 9.7 Social Responsibility and Ethical Managerial Practices
  - 9.8 Future Perspective of Management
- 10. An Overview of Business Ethics**
  - 10.1 Business Ethics Defined
  - 10.2 Social Responsibility and Business Ethics
  - 10.3 The development of Business Ethics
  - 10.4 Why study Business Ethics
  - 10.5 Framework for Studying Business Ethics
- 11. Ethical Issues in Business**
  - 11.1 Foundation of Ethical Conflict
  - 11.2 Classification of Ethical Issues
  - 11.3 Ethical Issues Related to Participants and Functional Areas of Business
  - 11.4 Recognizing an Ethical Issue
- 12. Applying Moral Philosophies to Business Ethics**
  - 12.1 Moral Philosophy Defined
  - 12.2 Moral Philosophy Perspectives
- 13. Social Responsibility**
  - 13.1 The Economic Dimension
  - 13.2 The Legal dimension
  - 13.3 The Ethical Dimension
  - 13.4 The Philanthropic Dimension
- 14. An Ethical Decision Making Framework**
  - 14.1 Ethical Issue Intensity
  - 14.2 Individual Factors : Stages of Cognitive Moral Development
  - 14.3 Corporate Culture
  - 14.4 Significant Others
  - 14.5 Opportunity
  - 14.6 Business Ethics Evaluations and Intentions
  - 14.7 Using the Ethical Decision- Making Framework to Improve Ethical Decisions
- 15. How the Organization Influences Ethical Decision Making**
  - 15.1 Organizational Structure and Business Ethics
  - 15.2 The Role of Corporate Culture in Ethical Decision-Making
  - 15.3 Group Dimensions of Organizational Structure and Culture
  - 15.4 Implications of Organizational Relationship for Ethical Decisions
- 16. The Influence of Significant Others in the Organization**

- 16.1 Interpersonal Relationships in Organizations
- 16.2 Organizational Pressures and Significant Others
- 16.3 Leadership
- 16.4 Significant Others and Ethical Behavior in Business

**17. The Role of Opportunity and Conflict**

- 17.1 Opportunity
- 17.2 Conflict

**Recommended Books**

1. Rue, Leslie W. Byars, Lloyd L., Management Skills and Applications, McGraw Hill, 2007.
2. Thomas Betamen, Snell, Scott A, Management Competing in New Era, 5.e, McGraw Hill, 2002.
3. Ferrell, O.C, and Fraedrich, John, Ethical Decision Making and Cases, New York, Houghton Mifflin, 2002 (5<sup>th</sup> Edition).
4. Post, James E. and Lawrence Ann T., Business and Society, (10<sup>th</sup> Edition), Prentice Hall, Washington, 2006.
5. Daff, Richard L., Management, The Dryden Press, (Latest Edition).
6. Fulmer, Robert M., The New Management, McMillan (Latest Edition).
7. Odonnel, H. Koontz and H. Sweihrich, Management, McGraw-Hill Inc., 1993.
8. Boylan, Michael, Series Editor, Basic Ethics in Action Series, Prentice Hall, 2001.
9. Marcus Alfred A., Business and Society, Irwin, (2<sup>nd</sup> Edition), 1998

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>MBA BANKING AND FINANCE</u></b>	
Course Title	: FINANCIAL ACCOUNTING
Course Number	: MBF – 3
Credit Hours	: 03

**Objective**

The objective of this course is to provide the students with a knowledge of accounting to enable them to; prepare financial statement for different types of business such as Non-profit organizations and sole proprietorship, prepare financial statements of companies, compute and interpret working capital ratios and analyze various items of current assets and liabilities to highlight the current financial position of the companies and this course explain potential matters that should be considered while making a regulatory framework for published accounts.

## **Course Contents**

- 1. Introduction of Financial Accounting and Principles:**
  - 1.3 The Impact of International Accounting Standards as Applicable in Pakistan for the Preparation of Financial Statements and Their Disclosure Requirement.
  - 1.4 Forms of Business Enterprises such as Non-profit Organization, Sole Proprietorship, Partnerships and Corporation.
  
- 2. Financial Statements – The Outputs of the System**
  - 2.1 Objectives of Financial Reporting
  - 2.2 Qualitative Characteristics of Financial Information
  - 2.3 The Uses and Limitations of Classified Balance Sheets
  - 2.4 The Uses and Limitations of Classified Income Statements
  - 2.5 The Retained Earnings Statement or Statements of Changes in Stockholders Equity
  
- 3. Inventory Accounting:**
  - 3.5 Nature and Classes of Inventories
  - 3.6 Periodic and Perpetual Inventory Valuation as per International Accounting Standard (IAS-2)
  - 3.7 LIFO, FIFO Methods, Weighted Average Method, Moving Average
  - 3.8 Inventory Valuation at Cost or NRV Whichever is Lower
  
- 4. Cash Flow Statement**

Preparation of Cash Flow Statements According to the Requirement of IAS 7  
Classification of Cash Flow Statements as Operating Activities  
Investing Activities and Financial Activities by Using Direct and Indirect Methods
  
- 5. Interpreting Financial Statement Data**

Users of Financial Statements and The Purposes of Financial Statement Analysis

  - 5.2 The Techniques and Tools of Financial Analysis
  - 5.3 Common Financial Ratios, Common Size Balance Sheet and Income Statement
  - 5.4 Limitations of Financial Statement Analysis
  
- 6. Accounting For Receivables**
  - 6.1 Accounting for Receivables Under Income Statement and Balance Sheet Approach
  - 6.2 Notes Receivable and Their Matters
  
- 7. Current Liabilities and Accounting for Long Term Liabilities**
  - 7.1 Definition and Recognition of Liabilities
  - 7.2 Types of Current Liabilities
  - 7.3 Types of Long Term Liabilities
  - 7.4 Bonds
  - 7.5 Accounting for Bonds by Borrowers
  - 7.6 Accounting for Bonds by the Investor
  - 7.9 Other Forms of Long Term Debt
  - 7.10 Time Value of Money Concept
  
- 8. Corporate Organization and Capital Stock Transactions.**

- 8.1 Characteristics of A Corporation
- 8.2 The Formation and Organization of a Corporation
- 8.3 Types of Capital Stock
- 8.4 The Components of Stockholders' Equity
- 8.5 Accounting for the Issuance of Stock
- 8.6 Use of Stock Information

**9. Stockholders Equity Retained Earnings and Dividends**

- 9.1 Corporate Income Statements
- 9.2 Earnings Per Share
- 9.3 Dividends
- 9.4 Stock Splits Prior Period Adjustments, Appropriations, and Treasury Stock
- 9.5 Retirement of Capital Stock
- 9.7 Statement of Stockholder's Equity

**Recommended Books**

1. Horngren, Harrison, Robinson, Financial Accounting, Prentice Hall, 3<sup>rd</sup> Edition, 1995.
2. Weygandt, Kieso, Kimmel, Financial Accounting, John Wiley and Sons, Inc., 2<sup>nd</sup> Edition, 1998.
3. Meigs Robert F., Williams Jan R., Haka Susan F., Bettner Mark S., Accounting, McGraw Hill, 11<sup>th</sup> Edition, 2000.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>MBA BANKING &amp; FINANCE</u></b>	
Course Title	: MATHEMATICS AND STATISTICS FOR FINANCE
Course Number	: MBF – 4
Credit Hours	: 03

**OBJECTIVE**

The Objective of this course is to provide a clear understanding of basic mathematical and statistical concepts and techniques to solve business and banking related issues.

The use of mathematical as well as statistical knowledge has become an indispensable tool in business, government and virtually every organization. Familiarity with basic



mathematical and statistical tools is essential for students to comprehend the business world around them.

### **COURSE CONTENTS**

1.     1.1     Preliminaries  
       1.2     Basic Algebra  
       1.3     Ratio  
       1.4     Proportion  
       1.5     Variation  
       1.6     Percentages
  
2.     2.1     Linear Equations  
       2.2     Break – Even Models  
       2.3     Quadratic Equation  
       2.4     Application of Quadratic Equation
  
3.     3.1     Simple Interest  
       3.2     Compound Interest  
       3.3     Ordinary Annuities  
       3.4     Annuity Due  
       3.5     Mortgages  
       3.6     Car Financing
  
4.     4.1     Demand Loans  
       4.2     Discounted Loans  
       4.3     Negotiable Instruments  
       4.4     Consumer Credit  
       4.5     Consumer Loan
  
5.     5.1     Debt Extinction by Amortization  
       5.2     Debt Extinction by Sinking Fund
  
6.     6.1     Methods of Data Collection  
       6.2     Types of Data  
       6.3     Types of Statistics  
           6.3.1    Descriptive Statistics  
           6.3.2    Inferential Statistics
  
7.     7.1     Frequency Distribution  
       7.2     Graphical and Diagrammatic Representation
  
8.     8.1     Measure of Central Tendency  
       8.2     Mean  
       8.3     Median  
       8.4     Mode
  
9.     9.1     Dispersion

- 9.2 Standard Deviation and Variance
- 9.3 Coefficient of Variation
- 10. 10.1 Regression
- 10.2 Correlation
- 10.3 Least Square Method
- 11. 11.1 Introduction to Probability Theory
- 11.2 Counting Techniques, Permutations and Combinations
- 11.3 Basic Probability Concepts
- 11.4 Rules for Computing Probabilities
- 11.5 Probability Distribution
  - 11.5.1 Binomial Distribution
  - 11.5.2 Poisson Distribution
  - 11.5.3 Normal Distribution etc.

**RECOMMENDED BOOKS**

1. Weiss, Neil A., Introductory Statistics, Addison–Wesley Publishing Co. (7<sup>th</sup> Edition), June 2004.
2. Gloria, E. Mullings and Stephan P. Shao, Mathematics for Management and Finance, McGraw Hill, 1998.
3. Gaughan Edward D. and Scribner Edward A., Introduction to Business Mathematics, Kent Publishing Company, 1986.
4. Walpole and Myeres, Introduction to Statistics and Probability, Prentice Hall, 1991.
5. Budnick, Frank S., Applied Mathematics for Business Economics and Social Sciences, McGraw Hill, 1993.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>MBA BANKING AND FINANCE</u></b>	
Course Title	: BUSINESS ECONOMICS AND FINANCIAL SYSTEM OF PAKISTAN
Course Number	: MBF – 5
Credit Hours	: 03

**1. ESSENTIAL OF MACROECONOMICS AND BASIC CONCEPT**

**Macroeconomics: Introduction and Basic Issues**

- Why Study Macroeconomics
- Macroeconomic issues, Goals and Policies

- Macroeconomic Methods
- Controversies in Modern Macroeconomics

### **National Income Accounting**

- National Economic Models
- Measuring National Product Expenditures approach vs adding income payments
- Price Indexes; Use of Price Indexes to correct for inflation
- Problem in Using GNP as a measure of Welfare

### **National Accounting in Pakistan**

- Methodology and Problems
- Price Indexes; Measurement of Inflation

### **Measurement of Poverty in Pakistan**

- Poverty Reduction Strategy
- Safety Nets
- Lorentz Curve and Inequitable Distribution of Income

## **2. BASIC FRAME WORK OF MACROECONOMICS**

### **Policy options for Pakistan**

- Fiscal developments
- Money and credit
- Controlling of inflation
- Evaluation of various policy options for controlling inflation

### **3. Anatomy of inflation and unemployment.**

### **4. Relating Out Put and Inflation**

- Various types of inflation
- Causes of inflation : Negative impact of inflation
- Various types of unemployment
- Okuns' law
- Short run Phillips curve
- Macro economic policy and Phillips curve
- The long run Phillips curve

### **5. International Adjustments**

### **6. Policy Responses in an Open Economy**

- Balance of Payment and Foreign Trade
- Current and Capital Accounts

- Exchange Rate Systems
- Real Exchange Rate and the Interest rate
- Closed economy and open economy
- Monetary and Fiscal Policy in Fixed and Flexible Exchange Rate regimes
- Pakistan's case: Balance of Payment and Exchange Rate Policies

## **2. FINANCIAL SYSTEM OF PAKISTAN**

### **Financial System and Policy**

- Major functions of financial policy in a developing country
- Financial Intermediation
- Shallow Finance
- Financial Deepening
- Need for financial deepening in a developing economy
- Strategies for financial deepening

### **Financial Institution Structure in Pakistan**

- Money Market and its Components
- Capital Market
- State Bank of Pakistan, its organization and Major. Traditional and Non-Traditional functions
- Commercial Banking Structure in Pakistan
- Non-Banking Financial Institutions
- Development Finance
- Specialised Credit Institutions
- Impact of Nationalization of Commercial Banking
- Re-defined Role of State Bank of Pakistan

### **Financial Sector Reforms in Pakistan**

- Factors hampering financial intermediation
- Financial Repression.
- Financial Sector Reforms. Importance and Scope
- De-regulation and Liberalization of Financial Sector
- Globalization: Integration with World Financial Sector
- Privatization of Banking Sector
- Strengthening of Supervisory Controls : SBPs' role.

### **Challenges for 21<sup>st</sup> Century**

- Innovation challenges
- Interest Free Banking
- New Areas of Financing

### **RECOMMENDED BOOKS**

1. Dornbusch Rudiger, Fischer Stanely, Stariz Rechar , Macroeconomics, McGraw Hill Higher Education (8<sup>th</sup> Edition), 2001.
2. Hayman N. David, Macro Economics, McGraw Hill Inc., 1997.
3. The Institute of Bankers Pakistan, Macro Economics and Financial System of Pakistan, Published by IBP, 2007.
4. The Institute of Bankers Pakistan, Economics & Finance, Published by IBP, 2007.
5. The Institute of Bankers Pakistan, Challenges for Banking Sector of Pakistan in 21<sup>st</sup> Century, Published by IBP, 2007.

### **SUPPLEMENTARY READINGS**

1. Husain, Ishart, Pakistan – The Economy of an Elitist State. 2000.
2. Zaidi, Akbar, Issues in Pakistan Economy, Oxford University, Karachi, 2001
3. State Bank of Pakistan, Financial Sector Assessment, SBP's, Annual Publication, Islamabad, (Latest Edition), Government of Pakistan.
4. State Bank of Pakistan, Banking System Development, SBP's Quarterly Publication, Islamabad, (Latest Edition), Government of Pakistan.
5. State Bank of Pakistan, Annual and Quarterly Reports, SBP's, Annual Publication, Islamabad, (Latest Edition), Government of Pakistan.

## **KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI**

<b><u>MBA BANKING AND FINANCE</u></b>	
Course Title	: INFORMATION TECHNOLOGY IN FINANCIAL SERVICES
Course Number	: MBF – 6
Credit Hours	: 03

### **Introduction**

Banking is one sector where the all invasive influence of information technology is felt very strongly. Banking is no longer confined to brick and mortar form; there are alternate delivery channels now, essentially technology driven, like ATMs, internet banking, mobile banking, tele-banking, e-banking etc., which have ushered in the era of convenience banking. Technology has resulted in tremendous reduction of transaction costs, speedy execution of voluminous transactions, introduction of new innovative products and services.

### **Objectives**

The subject will develop students' ability to determine the needs in planning and organizing flow of information, selecting and structuring of data, manipulating, sorting and indexing of data, using appropriate methods for in-time retrieval of required information, Networking and Data Communication. This course also deals with the emerging trends in banking, consequent to the onset of technology. This has been divided into seven sections namely: Computer Systems Concepts, Hardware Technologies, Software Technologies, Network Technologies, Database Concepts, Internet & Electronic Banking.

### **Section – I Computer Systems Concepts**

Introduction: General system theory, systems objectives,

Types of Systems: Open/Closed systems, well/ill structured, formal/informal, manual/automated systems, sub-systems, distributed systems.

Information flows: Control, feedback, processing, input, output and data.

### **Section – II Hardware Technologies**

Hardware trends: I/O Devices, processing, storage technology trends, types of computers, Central Processing Units (CPU), server, main memory, cables, different types of cards etc.

### **Section – III Software Technologies**

Software Trends: Software generations, types of software, operating system

Open/Proprietary/Shareware Systems: Comparison of various Operating Systems

Programming Trends: Machine code/assembly/procedural/4<sup>th</sup> generation languages (IDE), Object Oriented Languages, Multi-programming, multi-tasking & multi-processing client/server and file server.

### **Section – IV Network Technologies**

Networking Trends: LAN, WAN, MAN, micro to mainframe links, mobile systems, data transmission options & media, carrier services, types of service providers, network applications, operations, management and control of networks,

Network Hardware: Modem, switch, router, terminal, monitor, primary/backup network server.

### **Section – V Database Concepts**

Data storage, access and sharing: File processing Vs Database processing, sequential access, direct access, indexed sequential access, file/ record design, relational databases characters /files/records, data types, rows, columns

Conceptual Data Modeling: One-to-many, many-to-many, master/ transactions tables, File layout/ schema/ data dictionary,

Data Management: Database administration, data organization and access profiles

### **Section – VI MIS: Managing Digital Firm**

Information Systems: A Business Perspective, Contemporary approach to IS, Redefining Organizational Boundaries, Types of IS System.

MIS: Decision Support Systems & Executive Support Systems

Functional Perspective: Finance & Accounting Systems, CRM

Changing Role of IS in Organizations: IT infrastructure & Services, IS & Decision, IS & Business Strategic Making

Introduction Systems Analysis & Design

## **Section – VII Internet & Intranet**

Internet concepts: History, The new IT infrastructure for the digital firm.

Internet tools for communication: Email, Chatting.

The World Wide Web: Intranets and extranets, the wireless web.

## **Section – VIII Electronic Banking**

e-Banking: Types of e-banking ( ATM, telephonic, Internet )

The ATM Network: Basic structure and functions, The ATM network design, Communication infrastructure

E-Commerce: Categories of e-Commerce, e-commerce payment system, e-Commerce Vs e-Business

Electronic Funds Transfer: Background, How it works, Process and procedure, Issues involved (security, verification, acknowledgement etc.), Online Banking, SWIFT, Automated dealing rooms, Electronic Data Interchange

E-Products and Services: Debit cards, Home banking / PC banking, m-commerce, smart cards

## **Section – IX Risk Management in IT**

Accountability, Liability & Control: Ethical Issues, social issues & political issues

System Vulnerability & Abuse: Computer crimes, hacking, viruses & anti-virus software, disaster, security, bugs & defects, user profile, password, transaction logging, backup and recovery

Creating Control Environment: Implementation controls, software controls, hardware controls, operation controls, data security controls, administrative controls, I/O & processing controls

Internet Security: IP control, encryption, authentication, integrating, fire wall, digital signature, secure electronic transaction, e-cash

Developing a Control Structure: Costs & benefits, role of auditing

Ensuring System Quality: SQA methodologies, resource allocation, testing, quality tools

## **Recommended Books**

1. James A. Senn, "Information Technology in Business", Prentice Hall, (Latest Edition).
2. Institute of Bankers Pakistan, Information Technology in Financial Services, Published by IBP, 2007.
3. Elason and Kent D. Kitts, "Business Computer Systems and Application", Chicago Science Association, (Latest Edition).

4. Efraim Turban and Ephraim McLean, "Information Technology for Management", (Latest Edition).  
Peter Norton, "Introduction to Computers", Prentice Hall, (Latest Edition).

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>MBA BANKING AND FINANCE</u></b>	
Course Title	: BANKING OPERATIONS & MANAGEMENT
Course Number	: MBF – 7
Credit Hours	: 03

**Objective**

In business banks play a very important role. Transaction in funds through different bank account operations help business organization to perform their activities. A number of functions are rendered by different kinds of banks and their operation is controlled by the State Bank of Pakistan. Another important aspect of this course is to make the students learn about the management of these banks. Since many activities are performed by these banks their proper management is essential. Competition among the banks is increasing day by day and therefore efficient management has become necessary for the survival of the banks.

In this course it is expected that the students will learn both the operational as well as management aspects of banks.

**Course Contents**

- 1. Introduction**
  - 1.1 Banking System in Pakistan
  - 1.2 Role of the State Bank of Pakistan
  
- 2. Bankers – Customers Relationship**
  - 2.1 Types of Customers
  - 2.2 Accounts of Customer General
  - 2.3 Accounts of Special Customer
  - 2.4 Account Opening Precautions
  
- 3. Cheques and Their Payment**
  - 3.1 Countermands of Cheque
  - 3.2 Endorsements
  - 3.3 Types and Characteristics of Endorsement
  - 3.4 Crossing of Cheque : General and Special
  - 3.5 Crossed Cheques and Their Collection
  - 3.6 Paying and Collecting Banker



### Case Study Workshop Session

4. **Negotiable Instrument Act I**
5. **Negotiable Instrument Act II**
6. **Lending**
  - 6.1 Principles and Forms of Lending
  - 6.2 Characteristics of Good Lending
  - 6.3 Securities for Advances
  - 6.4 Characteristics of Good Securities

### Case Study Workshop Session

7. **Treasury and Fund Management**
8. **Revenue for the Bank : Fund and Non-Fund Based**
9. **Foreign Trade Operations**
10. **Evaluation of Interest-Free Banking (Islamic Banking)**
  - 10.1 Assets Side Products in Islamic Banking
  - 10.2 Liability Side Products of Islamic Banking
11. **State Bank Prudential Regulations**

### Recommended Books

1. Siddiqi, Asrar H., Practice and Law of Banking in Pakistan, (Latest Edition), Royal Book Company, Karachi.
2. Roger Le Roy Miller & David D. Van Hoose, Modern Money & Banking, (3<sup>rd</sup> Edition) McGraw-Hill Book Co., Singapore.
3. Negotiable Instrument Act With Commentary.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>MBA BANKING AND FINANCE</u></b>	
Course Title	: INTRODUCTION TO BUSINESS FINANCE
Course Number	: MBF – 8
Credit Hours	: 03

**Objective**

Business Finance course encompasses the entire business activity in practical life. Introduction to Business Finance is a basic course which is introduced assuming that the students do not have any prior knowledge of business finance.

The course has been developed to provide basic knowledge about the principles, concepts, and terminologies which are applicable to the current business practices. This course will help students develop knowledge and understanding of finance and its methods for analyzing the benefits of various sources of finance. Further it will be possible for students to learn capital investment opportunities and application of financial technologies for business planning and control.

**Course Contents**

**INTRODUCTION TO FINANCE**

- 1. An overview of Finance**
  - 1.1 Scope of Finance and its Career Opportunities
  - 1.2 Alternative form of Business Organization
  - 1.3 Finance in the organizational structure of the firm
  - 1.4 Managerial Actions to Maximize Shareholders Wealth
  - 1.5 Functions of a Finance Manager
  
- 2. The Financial Environment: Markets, Institutions, and Interest Rates**
  - 2.7 The Financial Market
  - 2.8 Financial Institutions
  - 2.9 The Stock Market
  - 2.10 The cost of Money
  - 2.11 Interest Rate Level
  - 2.12 The Determinants of Market Interest Rates

**FUNDAMENTAL CONCEPTS OF FINANCE**

- 3. Time Value of Money**
  - 3.5 Future Value Concept
  - 3.6 Present Value Concept
  - 3.7 Future Value of an annuity
  - 3.8 Present Value of an annuity

- 4. Risk and Return**
  - 4.1 Investment Return
  - 4.2 The Trade-Off between Risk and Return
  - 4.3 Risk in Portfolio Context

## The Analysis of Financial Statement

- 5. Analysis of Financial Statements**
  - 4.9 Ratio Analysis
  - 4.10 Liquidity Ratio
  - 4.11 Assets Management Ratios
  - 4.12 Debt Management Ratios
  - 4.13 Profitability Ratios
  - 4.14 Market Value Ratio
  - 4.15 Trend Analysis
  - 4.16 Uses and Limitations of Ratio Analysis
- 6. The Impact of Operating and Financial Decisions on the Firm**
  - 6.1 Operating Leverage
  - 6.3 Financial Leverage
  - 6.4 Combined or Total Leverage
- 7. The Framework of Financial Planning**
  - 6.3 Short-Term Financial Planning
  - 6.4 Long-Term Financial Planning

## Investing in Long-term Assets

- 8. The Cost of Capital**
  - 8.1 Basic Definition
  - 8.2 Cost of Debt
  - 8.3 Cost of Preferred Stock
  - 8.4 Cost of Retained Earning
- 9. The Basic Concept of Capital Budgeting**
  - 9.1 Importance of Capital Budgeting
  - 9.2 Generating Ideas for Capital Budgeting
  - 9.3 Project Classification
  - 9.4 Capital Budgeting Decision Rules
  - 9.5 Comparison of NPV and IRR Methods

## Working Capital Management

- 10. Working Capital Management**
  - 10.1 The importance of Working Capital
  - 10.2 Short-term Financial Decisions and Value Maximization
  - 10.3 Why Current Assets and Current Liabilities are Required
  - 10.4 Deciding on an Appropriate Working Capital Policy
- 11. Cash and Near-Cash Item Management**
  - 11.1 The Efficient Collection and Disbursement of Operating Cash

- 11.2 The Optimal Level of Operating Cash Balance
- 11.3 Investment Excess Cash in Marketable Securities
- 11.4 Evaluating Cash Management Strategies

**12. Accounts Receivable and Inventory**

- 12.1 Managing Accounts Receivable
- 12.2 Managing Inventory
- 12.3 Monitoring of Accounts Receivable, Aging and Collection Schedules

**13. Cash and Near-Cash Item Management**

- 13.1 General Consideration in Current Liabilities Management
- 13.2 Sources of Short-term Credit

**Recommended Books**

1. Keown, Petty, Scott, Martin, Foundations of Finance, (2<sup>nd</sup> Edition), Prentice Hall, Upper Saddle River, New Jersey, 2003.
2. Rao Ramesh K. S., Fundamentals of Financial Management, (Latest International Edition) Maxwell Macmillan.
3. Houston and Brigham, Financial Management, Theory and Practice, (Tenth International Edition), Harcourt Brace College Publishers. 2004.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>MBA BANKING AND FINANCE</u></b>	
Course Title	: PRINCIPLES OF MARKETING AND MARKETING OF FINANCIAL SERVICES
Course Number	: MBF – 9
Credit Hours	: 03

**Objective**

Marketing is all around us and we all need to understand its importance. The study of marketing is essential not only for manufacturing companies, wholesalers, retailers but also for all kinds of individuals and organizations. This course will emphasize on learning the basic marketing concepts which revolve around ‘Building and managing profitable customer relationships’. Here we will learn how to analyze consumer needs and wants and to design products for them keeping in mind the major marketing decisions i.e. about product features, price, distribution and promotional strategies. The need to segment markets and building

strongly positioned brands will be discussed. Moreover because of technological advancements the importance of marketing in a global scenario will also be discussed.

### **Course Contents**

## **1. Meaning and Significance of Marketing**

### **1.1. Marketing: Meaning and Philosophy – Delivery Superior Customer Value and Earning Profit**

1.1.1 The All-encompassing Influence of Marketing  
21<sup>st</sup> Century and Bank Marketing in a Developing Country

### **1.2. Strategic Marketing and the Marketing Program**

Strategic Marketing in Banks  
Designing the Banks Portfolio  
Managing the Bank Marketing Program

## **2. Understanding the Market, Identifying Opportunities, and Developing the Marketing Strategy**

### **2.1 Marketing Research and Information Systems**

2.1.1 The Marketing Information System;  
2.1.2 Measuring Service Quality

### **2.2 The Domestic Market**

2.2.1 Key features of the Pakistani Society

### **2.3 Consumer Markets and Consumer Buying Behavior**

2.3.1 Characteristics affecting consumer behavior  
2.3.2 Types of buying decision behaviour  
2.3.3 The Buyer Decision Process  
2.3.4 The Buyer Decision Process for New Banking Products

### **2.4 Business and Corporate Markets and their Buying Behaviour**

2.4.1 Business and Corporate Markets  
2.4.2 Business and Corporate Buying Behaviour  
2.4.3 Institutional and Government markets

### **2.5 Developing the Marketing Strategy: Identifying the Target Segment**

2.5.1 Levels of market segmentation;  
2.5.2 Identifying the Target Market  
2.5.3 Developing the Positioning Strategy

### **2.6 Competitive Strategies: Building Lifetime Customers**

2.6.1 Defining customer value and satisfaction  
2.6.2 Retaining Customers  
2.6.3 Delivering Customer Value and Satisfaction  
2.6.4 Implementing Total Quality Marketing

## **3. Developing and Implementing the Marketing Program**

### **3.1 Product and Services Strategy**

3.1.1 What is a Product

- 3.1.2 Product Classification
- 3.1.3 Individual Product Decisions
- 3.2 Brand Management**
  - 3.2.1 Commodity Vs. Brand Vs. Generic Name
  - 3.2.2 Brand Strategy
  - 3.2.3 Managing Brand Equity
- 3.3 Services Marketing**
  - 3.3.1 Nature and Characteristics of Services
  - 3.3.2 Consumer Behaviour in Services
  - 3.3.3 Customer Expectation of Service
  - 3.3.4 Customer Perception of Service
  - 3.3.5 Strategies for influencing customer perceptions of service
  - 3.3.6 Service Leadership
- 3.4 New Product Development and Product Life Cycle Strategies**
  - 3.4.1 New Product Development Strategy
  - 3.4.2 Product Life Cycle Strategies
- 3.5 Pricing Products and Services**
  - 3.5.1 Factor to consider when setting prices
  - 3.5.2 General Pricing Approaches
- 3.6 Pricing Products and Services; Pricing Strategies**
  - 3.6.1 New Product Pricing Strategies
  - 3.6.2 Product-Mix Pricing Strategies
  - 3.6.3 Price-Adjustment Pricing
  - 3.6.4 Price Changes
- 3.7 Distribution Channels and Logistics Management**
  - 3.7.1 The nature of Distribution Channels
  - 3.7.2 The nature of branch behaviour and the Bank
  - 3.7.3 Channel design decisions
  - 3.7.4 Channel Management decisions
  - 3.7.5 Physical Distribution and Logistics Management
- 3.8 Retailing and Wholesaling**
  - 3.8.1 Store retailing
  - 3.8.2 Non-Store retailing
  - 3.8.3 Retailer Marketing Decisions
  - 3.8.4 The future of retailing
  - 3.8.5 Wholesaling
- 3.9 Trends in Corporate Banking**
- 3.10 Integrated Marketing Communication Strategy**

- 3.10.1 The marketing communication mix and the communication process
- 3.10.2 Setting the total promotional budget mix
- 3.10.3 The changing face of marketing communication

### **3.11 Bank Advertising, Sales Promotion and Public Relation**

- 3.11.1 Major decisions in advertising
- 3.11.2 Sales Promotion
- 3.11.3 Public Relations

### **3.12 Personal Selling**

- 3.12.1 The Role of Personal Selling
- 3.12.2 Managing the Sales Force

### **3.13 Direct and Online Marketing**

- 3.13.1 What is Director Marketing?
- 3.13.2 Forms of Director Marketing Communication
- 3.13.3 Online Marketing and Electronic Commerce
- 3.13.4 Public Policy and Ethical Issues in Director Marketing

### **3.14 Marketing Audit**

- 3.14.1 Four Characteristics of Marketing Audit
- 3.14.2 Components of a Marketing Audit

## **4. The Global Market**

### **4.1 Marketing to Pakistani Nationals in Foreign Countries**

## **5. Social and Ethical Issues in Marketing**

### **5.1 Social Criticism of Marketing**

- 5.1.1 Citizen and Public action to regulate Marketing
- 5.1.2 Business Action towards Socially Responsible Marketing
- 5.1.3 Principles for Public Policy towards Marketing

### **Recommended Books**

1. Kotler, Philip & Armstrong, Gary, Principles of Marketing, (11<sup>th</sup> Edition), McGraw Hill, New York, 2001.
2. The Institute of Bankers Pakistan, Marketing of Financial Services, Published by IBP, 2007.
3. The Institute of Bankers Pakistan, Lesson Notes on Marketing of Financial Services. Published by IBP, 2007.

### Supplementary Readings

1. Valerie A. Zeithaml and Mary Jo Bitner, Services Marketing, (International Edition), 1996.
2. Evelyn Ehrlich & Louis A. Duke Fanelli, The Financial Services Marketing Handbook, Jaico Publishing House, India.
3. Rao, K. Rama Mohana, Services Marketing, Pearson Education, India
4. Chartered Institute of Bankers, Marketing of Financial Services, U.K.

## KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI

<u>MBA BANKING AND FINANCE</u>	
<b>Course Title</b>	<b>: LAWS RELATING TO FINANCIAL SERVICES</b>
<b>Course Number</b>	<b>: MBF – 10</b>
<b>Credit Hours</b>	<b>: 03</b>

### **OBJECTIVE**

The objective of this course is to acquaint the candidates, who sit this examination, with the legal and regulatory framework of banking and non-banking financial institutions, and help them acquire functional knowledge and understanding of the prevalent laws, traditions and practices in this sector.

Candidates are expected not only to know as to *how* a particular job is done but as to *why* that job is processed in that particular manner. Precisely, this course offers answers to the 'hows' and 'whys' so as to develop the unimaginative routine functionaries into knowledgeable innovative professionals.

### **COURSE CONTENTS**

- II. **Banker – Customer Relationship: Who is a banker? What constitutes a customer? Banker's obligations towards customer** --- to receive customer's money and cheques and other instruments for collection; to repay the customer's money on demand; to observe secrecy concerning the customer's affairs; to give reasonable notice before closing an account. **Customer's obligation to banker** --- to make demand to make debt legally payable; to pay interest / mark-up on overdrawn accounts and other charges for the services rendered by the bank; to draw cheques with reasonable care so as not to facilitate fraud or forgery. **Nature of relationship** --- debtor and creditor; bailor and bailee; principal and agent; mortgagor and mortgagee; pledger and



pledgee. **Other aspects of relationship** --- statutes of limitation as applicable to deposits; appropriation of payments; banker's right of set off; banker's general lien.

- III. **Opening and Handling Of Bank Accounts:** **Bank accounts classified by nature of deposits** --- current accounts; profit and loss sharing savings accounts; term deposit accounts; dormant and inoperative accounts; unclaimed deposits. **Bank accounts classified by nature of depositors** --- accounts of individuals; joint accounts; accounts of agents; partnership accounts; accounts of private limited companies, companies with liability limited by guarantee, joint stock companies, trusts, executors, administrators, and liquidators; private non-resident rupee accounts; accounts of non-trading organizations -- local bodies, clubs, societies etc. **Opening of accounts** --- Know Your Customer (KYC); anti money laundering measures and other requirements of Prudential Regulations. Credit reference search and introduction; documents to be obtained from various categories of customers / account holders;
- IV. **Ancillary Banking Operations:** **Inland remittances and bills for collection** --- Issue and payment of pay order and demand drafts, T.Ts. and M.Ts Cancellation and issue of duplicate pay orders and draft; inward and outward clean and documentary bills for collection; clean and documentary bills purchased; processing and reconciliation of inter-branch transactions **Subsidiary services rendered by modern banks** --- safe custody; common courtesy / status opinions; standing instructions; purchase and sale of stocks and shares; other agency services; travellers' cheques; credit cards; ATMs or cash dispensers; electronic funds transfer system; banker as executor, administrator, attorney, and trustee; bank guarantees and indemnities; miscellaneous and general utility services.
- V. **Negotiation:** Negotiation defined; negotiation distinguished from assignment. Negotiable instruments: promissory note, bill of exchange, cheque; distinction between cheque and bill of exchange; how negotiation takes effect; negotiation of bearer and order instruments - delivery and indorsement and delivery; indorsement -- kinds and inscriptions; holder; holder in due course; holder for value; crossing; liability of drawer; liability of drawee of cheque; liability of maker of note and acceptor of bill; liability of indorser; liability of prior parties to holder in due course; noting; protest; calculating maturity of bill or note; presumption as to consideration regarding negotiable instruments. Quasi & non-negotiable instruments handled by bankers.
- VI. **Payment and Collection of Cheques:** **Payment of cheques** --- banker's obligation to pay his customer's cheques; conditions precedent to payment of cheques; payment of open cheques; determination of banker's authority to pay cheques; statutory protection to paying banker -- payment in due course; mutilated cheques; material alteration; money paid by mistake - conditions of recovery; crossings, indorsements and discharge. Payment made to the bank under mistake; validity of statement of account - over-debiting, over-crediting; wrongful dishonour; answers on dishonoured cheques; notice of dishonour; forgeries; other instruments analogous to cheques -bank draft, payment order,

dividend warrant. **Collection of cheques** --- banker's obligation to collect cheques; statutory protection to the collecting bank; collecting bank as holder for value; duties of collecting bank; collecting bank and negligence; conversion.

- VII. Technology in Banks:** Approaches to Bank Mechanization – Core Banking & Stand alone Computer System. Introduction to Bank net, Internet & E-Mail etc. Minimizing the security risks.
- VIII. Non Banking Financial Institution:** Legal framework, guidelines and rules for leasing, development financial institutions, modarabas, micro finance institutions.

### **Recommended Books**

1. The Institute of Bankers Pakistan, Laws Relating to Financial Services, Published by IBP, 2007.
2. The Institute of Bankers Pakistan, Lesson Notes on Banking Law and Practice, (2 Volumes), Published by IBP, 2007.
3. The Institute of Bankers Pakistan, Anti Money Laundering Measures, Published by IBP, 2007.
4. The Institute of Bankers Pakistan, Practice and Law of Banking, Published by IBP, 2007.

### **Supplementary Readings:**

1. Siddiqi, Asrar H. Practice and Law of Banking in Pakistan, Royal Book Co., Karachi, 2004
2. Government of Pakistan, Negotiable Instruments Act 1881, Published by Government of Pakistan.
3. Government of Pakistan, Banking Companies Ordinance, 1962, Published by Government of Pakistan.
4. Government of Pakistan, Financial Institutions (Recovery of Finances) Ordinance, 2001, Published by Government of Pakistan.
5. State Bank of Pakistan, Prudential Regulations for Corporate / Commercial Banking, Published by State Bank of Pakistan.
6. The Institute of Bankers Pakistan, Legal Notes on Banking Transactions, Published by IBP, 2007.
7. The Institute of Bankers Pakistan, Legal Decision Affecting Banks, Published by IBP, 2007.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>MBA BANKING AND FINANCE</u></b>	
Course Title	: HUMAN RESOURCE MANAGEMENT
Course Number	: MBF – 11
Credit Hours	: 03

**OBJECTIVES**

The principal objective of this course is to prepare students to gain knowledge and expertise in human resource management skills enabling them to help professionalize the human resource functions and practices in the organization for improved performance and creating a transparent organizational culture. The Course provides a strong understanding of human resource concepts and applications relating to areas such as; job analysis and design, human resource planning, most scientific methods of recruitment & selection, latest techniques on training and development, realistic performance evaluation system, pragmatic compensation management policy, employee relations challenges etc. The course is so designed that the managers, whose jobs inevitably involve responsibility for managing different types of *people*, will be able to make decisions based on accurate diagnosis of situations involving HRM issues.

**COURSE CONTENTS**

**Part I - Frameworks and Challenges**

1. Human Resource Management Challenges
2. Environmental Challenges
3. International Challenges
4. Equal Employment Challenges

**Part II - Preparation and Selection**

5. Job Analysis and Design
6. Human Resource Planning
7. Recruitment
8. Selection

**Part III - Development and Evaluation**

9. Orientation and Placement
10. Training and Development
11. Performance Appraisal
12. Career Planning

**Part IV - Compensation and Protection**

13. Compensation Management
14. Incentives and Gainsharing
15. Benefits and Services

**Part V - Employees Relations and Assessment**

16. Employee Relations Challenges
17. Union-Management Relations
18. Assessing Performance and Prospects

## **Operational Areas**

### **Part I - Frameworks and Challenges**

#### **Human Resource Management Challenges**

- The Central Challenge
- The Organization of a Human Resource Department
- The Human Resource Management Model

### **Part II - Preparation and Selection**

#### **Job Analysis And Design**

##### **Job Analysis Information: An Overview**

- Collection of Job Analysis Information
- Applications of Job Analysis Information
- Overview of Job Design
- Behavioral and Efficiency Tradeoffs
- Techniques of Job Redesign

##### **Human Resource Planning**

- The Demand for Human Resources
- The Supply of Human Resources
- Implementation of Human Resource Plans

#### **Recruitment**

##### **Constraints on and Challenges of Recruitment**

- Channels of Recruitment
- Job Applications Blanks

#### **Selection**

##### **Inputs and Challenges to Selection**

- Selection: An Overview
- Preliminary Reception: Step 1
- Employment Tests: Step 2
- Selection Interview: Step 3
- References and Background Checks: Step 4
- Medical Evaluation: Step 5
- Supervisory Interview: Step 6
- Realistic Job Preview: Step 7
- Hiring Decision: Step 8
- Outcomes, Process, and Feedback

## **Part III – Development and Evaluation**

### **Orientation and Placement**

- Placement Obstacles to Productivity
- Orientation Programs
- Employee Placement
- Separations
- Issues in Placement

### **Training and Development**

- Steps to Training and Development
- Training and Development Approaches
- Evaluation of Training and Development

### **Performance Appraisal**

- Elements of the Performance Appraisal System
- Performance Appraisal Challenges
- Past-Oriented Appraisal Methods
- Future-Oriented Appraisals
- Implications of the Appraisal Process
- Feedback for the Human Resource Function

### **Career Planning**

- Career Planning and Employee Needs
- Human Resource Departments and Career Planning
- Career Development

## **Part IV – Compensation and Protection.**

### **Compensation Management**

- Objectives of Compensation Management
- Job Analysis
- Job Evaluations
- Wage and Salary Surveys
- Pricing Jobs
- Challenges Affecting Compensation

### **Incentives and Gainsharing**

- Incentives and Gainsharing Issues
- Incentive Systems
- Gainsharing Approaches

### **Recommended Books**

1. Neo, Hollenbech, Gerhart and Wright, Human Resource Management, (3<sup>rd</sup> edition), McGraw Hill, 2000.

2. The Institute of Bankers Pakistan, Human Resource Management – Basic Practices, Published by IBP, 2007.
3. The Institute of Bankers Pakistan, Human Resource Management – Lesson Notes, Published by IBP, 2007.

**Supplementary Readings**

1. Attner, Plyun Kett Introduction to Management, Prentice Hall, New Jersey, 1995.
2. Wayne F. Cascio, Managing Human Resources, Productivity, Quality of Work Life, Profits, (3<sup>rd</sup> Edition), McGraw Hill, 1998.
3. William B. Werther, Jr. and Keith Davis, Human Resources & Personnel Management, (Latest Edition), McGraw Hill.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>MBA BANKING AND FINANCE</u></b>	
Course Title	: ACCOUNTING FOR FINANCIAL SERVICES
Course Number	: MBF – 12
Credit Hours	: 03

**Course Objectives:**

- To impart knowledge of fundamental accounting principles and concepts which provide foundation for all business decisions.
- To focus on applications of accounting principles, concepts, processes, systems and controls in financial service business.
- To demonstrate applications of accounting in banking business, particularly in disciplines of credit, operating controls and managerial decisions.

**Course Contents**

**Segments-I                      The Basics of Business Accounting**

- Accounting and its functional objectives.
- Accounting – defined as information system for decision making.
- The business transaction and its classifications.
- The business entity concept and how it differs from legal entity concept.
- The business activities – operating, investing and financing.
- The basic accounting equation.

- Introduction to generally accepted accounting principles (GAAP) and international accounting standards.
- Introduction to financial statements – balance sheet, income statement and cash flow statement.
- Elements of financial statements & their classifications.
- Financial statements and business decisions.

**Segments-II                      Accounting Data Processing (Phase-I)**

- Trial Balance, format and uses
- The need for adjusting accounts
- Time period concepts and revenue recognition principles
- Major types of adjusting entries – accruals, prepayments, advance receipts & payments, merchandise inventories, bad debts, depreciation and amortization etc.
- Adjusted trial balance
- Preparing financial statements from adjusted trial balance

**Segments-III                      Accounting Data Processing (Phase-II)**

- Introduction to worksheet
- Closing process through “expense & revenue summary account”
- Post closing trial balance – contents & uses
- Correcting, reversing and opening entries

**Segments-IV                      Inventory Valuation**

- Inventory valuation
- Physical & cost flow assumptions
- Inventory valuation under different cost flow assumptions: FIFO, LIFO and weight Average etc.
- Lower of cost market method of inventory valuation
- Gross Profit & Retail Price method of inventory valuation on financial statements

**Segment-V                      Receivables**

- Creation of accounts receivable
- Collection of receivable
- Valuation of account
- Estimation of bad debts
- Aging of accounts receivable
- Writing off and recoveries
- Notes receivables
- Presentation on financial statements

**Segment-VI:                      Accounting for Fixed Assets**

- Acquisition of fixed assets
- Depreciation methods and their effects on financial statements
- Intangibles and natural resources – simple accounting appreciation
- Typical issues related to tangible & intangible fixed assets

**Segments-VII: Introduction to Financial Statements**

- Profit & loss statement

- Balance sheet
- Cash flow statement
- Statement of equity
- Critical elements to ascertain health of the enterprises.

**Segment-VIII: Analysis of Financial Statement**

- Horizontal and vertical analysis
- Financial ratios including cash flow ratios
- Interpretations & applications of financial ratios in banking decisions

**Segment-IX: Accounting for Banks**

- Banking assets & liabilities
- Banking revenue and expenditure items
- Contingent and off balance sheet items
- Capital requirements for commercial banks
- Write off process, impact

**Segment-X: Financial statement of banking institutions – SBP suggested format**

- Profit & loss statement
- Balance sheet
- Cash flow statement
- Statement of equity

**RECOMMENDED BOOKS**

1. Meigs and Meigs, The Basis for Business Decisions, McGraw Hill, New York, 2000.
2. The Institute of Bankers Pakistan, Accounting for Financial Services, Published by IBP, 2007.
3. The Institute of Bankers Pakistan, Accounting Lesson Notes, (Volume-I & II), Published by IBP, 2007.

**SUPPLEMENTARY READINGS**

1. The Institute of Bankers Pakistan, Audit in Banks – Philosophy and Techniques, Published by IBP, 2007.
2. Agrawal, N.P., Jain, Suman C., Gupta, Priti, Accounting & Finance for Banks, Saga Publishers, India, 2001.
3. Indian Institute of Banking & Finance, Accounting & Finance for Bankers, Published by IBP, 2007.
4. Weaver, Samuel C., Weston, J. Fred, Finance and Accounting for Non-Financial Managers, Pitman Publishing Company, 1990.



**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>MBA BANKING AND FINANCE</u></b>	
Course Title	: COMMERCIAL & CORPORATE LAW
Course Number	: MBF – 13
Credit Hours	: 03

**Objective**

The course acquaints the students with Commercial and Corporate Laws. This will enable them to learn the concepts and provisions of laws which are related to business operations and management. Decision making in business must look into the legal aspects affecting the relationship outside and inside organization. The understanding of basic provisions of law will create confidence in managers while dealing with issues in management.

**Course Contents**

**1. Law of Contract (1872)**

Definition, Essential of a Valid Contract  
Essentials of Valid Contract, Performance of Contract, Discharge of Contract, Breach of Contract  
Damages for Breach of Contract, Contract of Indemnity and Guarantee, Bailment, Pledge and Agency

**2. Sales of Goods Act (1930)**

Distinction Between Sale and Agreement to Sell  
Conditions and Warranties, Implied and Express Terms  
Performance of the Contract  
Rights of the Unpaid Seller Against the Goods  
Sale by Auction  
Breach of Contract

**3. Law of Governing Partnership (Act of 1934)**

Definitions, Types of Partnerships  
Essential Elements of Partnership  
Registration of Partnership  
Partnership Becoming Illegal  
Partnership Distinguished from : Company, Private Company and Co-ownership  
Partnership Agreement  
Rights and Liabilities of Members of Partnership Firm  
Personal Profit Earned by the Partner  
The Property of the Firm  
Implied Authority of Partners  
Principles of Holding Out

Minor as a Partner  
Reconstitution of a Firm  
Dissolution of a Partnership  
Rights and Obligations of Partners After Dissolution of Partnership

**4. Law of Negotiable Instruments (Act of 1881)**

Definition, Characteristics of a Negotiable Instrument  
Notes, Bills and Cheques, Parties to instrument  
Negotiation, Endorsement Liabilities of Parties  
Payment, Discharge from Liabilities  
Dishonour of Instrument  
Noting and Protesting on Dishonor, Renewal and Retirement of Bill of Exchange  
Compensation and Presumptions  
Factories Act (1934), Industrial Relations Ordinances (2002), Payment of Wages Act (1936)  
and Workmen's Compensation Act (1923)

**5. Factories Act (1934)**

Provisions Regarding Health and Safety Working Hours Including Rest Intervals Working  
Holidays and Overtime  
Employment of Women and Children

**6. Workmen's Compensation Act (1923)**

Provisions Regarding Definitions Employers Liability for Compensation  
Amount of Compensation  
Methods of Calculating Wages  
Review  
Communication and Distribution of Compensation Report of Fatal Accidents and Medical  
Examination

**7. Payment of Wages Act (1936)**

Provisions Regarding Definitions Responsibility for Payment of Wages  
Wage Period and Term of Payment  
Deduction and Fines  
Claims for Unpaid Wages

**8. Industrial Relations Ordinance (2002)**

Provisions Regarding Registration of Trade Unions  
Unfair Labour Practices  
Collective Bargaining Agents  
Shop Steward and Management Board  
Work Council  
Conciliation Process  
Strikes and Lockout

**Recommended Books**

1. Saeed Khawaja Amjad, Mercantile and Industrial Law in Pakistan, Lahore Institute of Business Management, Khawaja Publisher, 2005.
2. Hashmi I. R., Mercantile Law, Union Book Publishers, Karachi, 1998.
3. Cheema, Muhammad Khalid, Business Law, Syed Mubeen Mahmood & Co, 2005.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>MBA BANKING AND FINANCE</u></b>	
Course Title	: RETAIL & CONSUMER BANKING OPERATIONS
Course Number	: MBF – 14
Credit Hours	: 03

**COURSE CONTENTS**

**Area 1 - Retail Banking – The Core Activity**

- Regulations prescribing supervision and control of account opening operations:
- Essential areas of focus in customer service: Systems and procedures

**Area 2 - Retail Banking Accounts and Relationship Types**

- Broad customer segments and their expectations
- The bank account types and their likely users
- Business accounts
- Saving accounts
  - Deposit accounts
- Special purpose accounts

**Area 3 - Retail Banking Services**

1. Payment of cheques
2. Local payments (Instrument-based payments): Operational aspects and accounting
3. Inland payments (instrument-based): Operational aspects and accounting
  - Pay Orders
  - Clean Collections – an important banking service
  - Demand Drafts
4. Inland payments (Instructions-based): Operational aspects and accounting
  - Inland Telegraphic payments – legal position of the issuing office
5. Special issues in foreign remittance arrangements
6. Foreign payment arrangements – Correspondent banking and risk aspects
7. Outward Foreign Collections:
8. Foreign Demand Drafts:
9. Foreign Telegraphic Transfers
  
10. Marketing aspects of foreign remittance business
11. SBP Reporting requirements on Foreign Remittances
12. Dealing in Travellers' Cheques

## **Consumer Banking Products**

### Overall Objectives

#### **Conceptual Understanding**

- **The Critical Elements of Consumer Banking**
  - Broad customer categories – employed and self-employed borrower types
  - Their age ranges and needs
  - Within these categories, those needing advice on the appropriate consumer borrowing types
  - Broad categories of consumer banking services and product types currently on offer
  - Efficacy of repayment capacity assessment and account activity monitoring systems
  - Role played by frontline bankers in securely marketing consumer banking services

#### **Operational Areas**

- **Regulations prescribing supervision and control of consumer banking operations:**
  - Understanding consumer banking relationship, its legal aspects and the obligations of bankers and customers there under
  - Essential conditions for establishing consumer banking relationships and verification of net income
  - Maximum exposure limits and repayment tenors prescribed by SBP for each consumer facility type
  - Asset valuation requirements prescribed by SBP in specific circumstances and the importance of having reliable surveyors on the bank's panel
  - Customers' status referencing, income verification and verification of existing debt-servicing burden
- **Essential areas of focus in customer service:**
  - Bankers' obligation to explain the crucial features of each financing facility they offer so that the customer has the requisite information to make a rational borrowing decision
  - Array of consumer banking services that commercial banks currently offer and their benefits that accrue to their customers
  - Explanations that customers have the right to demand
  - Fundamental obligations of the bank while providing each of these services

#### **Consumer banking products and services and the relevant marketing/servicing systems and procedures**

- **Debit Cards**
- **Credit Cards**
  - Conceptual framework
  - Operational aspects
- **Auto Finance**
  - Conceptual framework
  - Operational areas
  - Systems and procedures
- **Personal Loans**
  - Conceptual framework
  - Operational areas
  - Systems and procedures

- **Housing Finance**  
Conceptual framework  
Operational areas  
Systems and procedures

### **Recommended Books**

1. Siddiqi, Asrar H., Practice and Law of Banking in Pakistan, Royal Book Company, Karachi, 2001.
2. The Institute of Bankers Pakistan, Retail and Consumer Banking Operations, Published by IBP, 2007.
3. The Institute of Bankers Pakistan, Bank Lending, Published by IBP, 2007.
4. The Institute of Bankers Pakistan, Business Ethics in the Banking Sector, Published by IBP, 2007.
5. The Institute of Bankers Pakistan, Challenges for Banking Sector of Pakistan in 21<sup>st</sup> Century, Published by IBP, 2007.

### **Supplementary Readings**

1. Institute of Bankers Pakistan, Field Management in Banks, Published by IBP, 2007.
2. Institute of Bankers Pakistan, Selected Essay on Banking & Finance, Published by IBP, 2007.

## **KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI**

<b><u>MBA BANKING AND FINANCE</u></b>	
Course Title	: MONETARY ECONOMICS
Course Number	: MBF – 15
Credit Hours	: 03

### **OBJECTIVES**

In this subject students learn the concepts of money and its functions; creation of money; its demand and supply. Evolution of monetary theory and monetary policy. The channels through which monetary policy affects the economy. Various tools of monetary management.

A critical analysis of current issues in monetary policy, with particular reference to economic development and price stability. Coordination of monetary policy with fiscal policy and exchange rates policy. Examinees are expected to be in touch with the latest monetary and credit developments in Pakistan. Examinees should also be familiar with the objectives and working of International Monetary Fund.

After qualifying this subject the examinees will acquire broad understanding of the working of financial system and the place of monetary policy in the financial and economic management.

## **COURSE CONTENTS**

### **Money**

Definition and basic functions of money. Evolution of various forms of money as means of payment; credit cards, ATMs and electric means specially computer.

### **Demand and Supply of Money**

Demand for money in an economy. Creation of money. Assets side of the banking system: Net credit creation by the banking system (Net Domestic Assets) adjusted for developments in the External Accounts (Net Foreign Assets) of the banking system. Liabilities side: composition of  $M_0$ ,  $M_1$ ,  $M_2$  and  $M_3$ . Components of Reserve Money ( $M_0$ ) and money multiplier. The behaviour of money multiplier and its policy implications.

### **Transmission Mechanism of Monetary Policy**

This comprises the channels through which monetary policy affects the economy; Credit channel, Money or Interest Rate channel, Exchange Rate channel and Asset Price channel. Experience of developed and developing countries.

### **Monetary Theories**

Quantity theory of Money and its various versions. The monetarist approach. Liquidity preference theory and portfolio management theory.

### **Objectives of Monetary Policy**

- Price stability through Prudent Monetary Policy – Inflation, various price indices, demand pull and cost push inflation
- Economic Growth – price stability & economic growth
- Soundness and stability of financial markets

### **Central Banking and Monetary Policy Regimes:**

- (a) Monetary targeting
- (b) inflation targeting
- (c) Choice of Policy Anchor: volume of money, interest rate or exchange rate.

### **Financial System and its Working**

- Regulatory and Supervisory Authorities – State Bank of Pakistan (SBP) and Security and Exchange Commission of Pakistan (SECP)
- Financial Institutions and financial intermediation
- Financial markets: money market; capital market; and foreign exchange market, Innovations and new products & instruments.
- Financial Infrastructure

### **Monetary Policy in Operation: Pakistan**

Formulation of monetary policy in the context of economic growth and price stability. Calculation of demand for money. National Credit Consultative Council NCCC. The concept and importance of Annual Credit Plan (Credit Budget).

- (i) Credit Ceilings 1973 – 1992
- (ii) Credit Deposit Ratio and Indicative Targets 1992 -1996
- (iii) Credit Management through market based instruments and their mechanics of working: Discount rate (Repo rate) Cash Reserves Requirement (CRR) Statutory

Liquidity Ratio (SLR) Open Market Operations (OMO) and Qualitative / Selective Credit Controls.

**IX. Essentials of Monetary Policy**

- Money and Measurement the Stock of Money
- Central Bank and Monetary Process
- How Commercial Banks to create money
- High Powered Money, Money Multiplier and determinants of the money supply
- Control of the Money Stock
- Targeting Monetary Operations

**X. Impact of Fiscal and Monetary Policy and Equilibrium**

- Fiscal & Monetary Policy – Mix
- Impact of Fiscal and Monetary Policy on AD – AS equilibrium
- Short run VS Long run analysis

**XI. Autonomy of a Central Bank**

- a) The case for autonomy: to hold price line, ensure soundness of financial system including the development of an efficient payments system.
- b) Coordination between Monetary and Fiscal Policy. Institutional arrangements and Policy Coordination.
- c) Areas of conflict of interests: Government's / Treasury's primary objective is to promote economic growth; Central Bank's principal objective is price stability.
- d) Experience of developed and developing countries.

**XII. Monetary Policy and the Role of IMF**

- a) Monetary Policy and Exchange Rate. Determination of Exchange Rate. In market-based management of an economy the authorities can control either monetary policy or exchange rate. Crucial role of interest rate policy in the coordination of monetary and exchange rate policies.
- b) International Monetary Fund. Objectives of IMF; IMF as a guardian of International Financial Architecture; Funds' recent experience; East Asian crisis; inclusion of poverty reduction and economic growth in the Funds' policies. Demand Management. The significance of conditionalities, particularly performance criteria in the IMF programs.

**XIII. Financial Sector Reforms – Pakistan**

Repressed Financial Sector before 1989; segmented markets and financial disintermediation; directed and subsidized credit; administered interest rates: Various financial sector reforms programs; deregulation, liberalization and privatization in the financial sector, and sequencing of reforms. Market oriented monetary policy  
Assessment of financial sector reforms.

**XIV. Interest Rate Theories and Interest-Free Banking (Islamic)**

Practical implications of the Supreme Court verdict on Riba. Interest rate policy. The role of interest in allocation of investible funds, interest rate theories and financial system. Practical implications of the Supreme Court Order.

**Recommended Books**

1. Mishkin S. Frederic, The Economics of Money, Banking and Financial Markets, (6<sup>th</sup> Edition), Addison Wesley Longman, 2000.
2. Meenai, S.A. & Javed A. Ansari, Money and Banking in Pakistan, (Latest Edition), Oxford University Press, Karachi.
3. The Institute of Bankers Pakistan, Monetary Economics, Published by IBP, 2007.
4. Jhingan, M.L., Monetary Theory, (Latest Edition), Konark Publishers Pvt. Ltd. India, 2004.
5. Miller, Roger Le Roy, Vanhoose, David D., Modern Money and Banking, (International Edition), 1993.

#### **SUPPLEMENTARY READINGS**

1. State Bank of Pakistan, Monetary Policy Statement, Published by State Bank of Pakistan.
2. State Bank of Pakistan, Annual Reports for the last five years; Chapter I & Chapters on money and banking only, Published by State Bank of Pakistan.
3. State Bank of Pakistan, Annual & Quarterly Reports–Financial Sector Assessment, Published by State Bank of Pakistan.
4. Hanson, J.L. Monetary Theory and Practice, English Language, (Latest Edition) Book Society & McDonald & Evans, London.
5. Chapra, M. Umer, Towards a Just Monetary System, Royal Book Company, Karachi, 1997.

### **KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI**

<b><u>MBA BANKING AND FINANCE</u></b>	
Course Title	: MANAGEMENT ACCOUNTING FOR FINANCIAL INSTITUTIONS
Course Number	: MBF – 18
Credit Hours	: 03

#### **OBJECTIVES**

Management accountancy is an effective tool for achieving organizational excellence. The use of management accounting in improving the management and operational aspects of an organization has presently become a widely accepted business practice. As it gains popularity worldwide, Pakistani banks too need to adopt and practice these concepts in their drive towards attaining world class status. The benefits of Management Accountancy for a bank would be two pronged:

1. Achieving the efficiency and effectiveness in the bank's own operations; and



2. Improving the quality of its loan portfolio by objectively analyzing the financial health of prospective borrowers.

The subject is designed to equip the students to explore the nature and use of Management Accounting as a tool for strengthening the process of decision-making in their organizations. The successful completion of this course should enable them to:

- a) Understand the concepts of Management Accounting;
- b) Undertake analysis, using appropriate Management Accounting concepts, in formulation of business proposals;
- c) Apply those concepts and techniques to make the process of decision making more effective;
- d) Formulate plans for achieving efficiency and effectiveness in the operations of their organizations.

### **COURSE CONTENTS**

#### **A. Conceptual Understanding:**

##### **1. Introduction to Management Accounting**

- a. The scope and purpose of management accounting
- b. The role of Management Accounting in Management process
- c. Application of IT in management accounting
- d. Application of Management Accounting in service organizations

##### **2. Cost Concepts, Classification and Behaviors**

- a. Cost concepts
- b. Classification of costs: including manufacturing & non-manufacturing costs, period and product costs, controllable and non-controllable costs, sunk cost, differential cost, committed cost, opportunity cost; fixed, variable and semi-variable costs.
- c. Estimation of cost behaviors: types of cost behavior patterns, variable costs, semi-variable costs and relevant range, fixed costs and relevant range, mixed cost and its analysis.

##### **3. Cost Accumulation and Determination**

- a. Cost accounting cycle
- b. Accounting and control procedures for raw materials, labour and overhead
- c. Job order costing Vs Process costing
- d. Joint product costing
- e. Absorption and marginal costing
- f. Activity Based costing

##### **4. Management Planning: Budget Process**

- a. Budget theory
- b. Budget preparation
- c. Cost estimation and estimation techniques
- d. Fixed and Flexible budgeting
- e. Reporting of actual against budget

##### **5. Control System and Evaluation of Managerial Performance**

- a. Use of budget for performance evaluation
- b. Principles of standard costing

- c. Preparation of standard costs
- d. Variance analysis and investigation
- e. Cost, profit and investment centre
- f. Transfer pricing issues
- g. Responsibility accounting, risk sharing and agency problems
- h. Gross profit analysis
- i. System development-design, confidentiality, exception reporting

**6. Use of Information in Decision Making**

- a. Cost-volume-profit analysis
- b. Contribution concept
- c. Operating and financial leverage
- d. Breakeven point, profit target, margin of safety
- e. Limiting factor analysis

**7. Capital Budgeting**

- a. Introduction
- b. Planning for capital expenditure
- c. Cost of capital
- d. Evaluation techniques: DCF, NPV comparison, and other models
- e. Sensitivity analysis and assessment of risks in DCF model
- f. Impact of tax and inflation

**B. Operational Areas:**

The management accounting techniques and procedures could be helpful in every area of the bank's operations, ranging from strategic planning to routine operational decision-making. The major areas and decision scenarios where the students should be able to apply the concepts and techniques of Management Accounting include:

1. Management accounting in banks: a tool for augmenting planning and control processes.
2. Nature of costs in the bank, their behaviors and estimation.
3. Cost accumulation in the bank; identification with respective cost drivers, activity based costing; cost, profit and investment centres and issues of transfer pricing.
4. Budgeting in banks: cost budgets and performance targets, comparison of actual with budget, analysis of variances.
5. Use of budget as cost control and performance evaluation tool, standard costing, behavioral issues and responsibility accounting.
6. Relevant cost concepts in decision making; profit targets; joint services; decision on developing and operating a service/product vs. outsourcing, decision on dropping a product/service line and securing a profitable product/service mix in the face of limited resources.
7. Evaluation of investment projects, cost of capital, evaluation techniques, sensitivity analysis, leasing vs. investment decision, impact of tax and inflation on investment decisions.
8. Risk management in banks: use of management accounting techniques and procedures in different components of risk management processes.
9. Credit appraisal, project appraisal and monitoring: use of management accounting in evaluating the financial health of borrowers.
10. Analyzing financial statements of a bank.
11. Pricing of loan and other financial products.
12. Deposit mix
13. Concentration risk
14. Cash FlowA

15. Time Value of Money
16. Asset Liability Management

### **RECOMMENDED BOOKS**

1. Matz, Adolph & Milton, F. Usry Cost Accounting – Planning & Control, South-Western Publishing Co, 1998.
2. The Institute of Bankers Pakistan, Management Accounting for the Financial Services, Published by IBP, 2007.
3. The Institute of Bankers Pakistan, Financial Management, Published by IBP, 2007.

### **SUPPLEMENTARY READINGS**

1. The Institute of Bankers Pakistan, Development of Corporate Bond Market in Pakistan: Challenges and Prospects, Published by IBP, 2007.
2. The Institute of Bankers Pakistan, Field Management in Banks, Published by IBP, 2007.
3. The Institute of Bankers Pakistan, Privatization and Financial Deregulation in Pakistan, Published by IBP, 2007.
4. The Institute of Bankers Pakistan, Selected Essays on Banking & Finance, Published by IBP, 2007.
5. Roger Cowe, Royal Handbook of Managing Accounting, Gower Publishing Co. Ltd, 1998.
6. Fraser, Gordon, Decision Accounting, Basil Blackwell Oxford & Cambridge MA., 1992
7. Keller, Management Accounting for Profit Control, McGraw Hill Accounting Services, 2002.
8. Sinkey, Joseph F., Commercial Bank Financial Management, Prentice Hall, New York, 1989.

## **KARACHI UNIVERSITY BUSINESS SCHOOL UNIVERSITY OF KARACHI**

<b><u>MBA BANKING AND FINANCE</u></b>	
Course Title	: INTERNATIONAL TRADE FINANCE AND FOREX OPERATIONS
Course Number	: MBF – 19
Credit Hours	: 03

### **OBJECTIVE**

Consequent upon globalization, the size of international trade and intricacies of foreign exchange transactions are increasing day after day. Keeping in pace with these developments, IBP has revised the existing syllabus to familiarize changing economic mechanisms and further update the level of knowledge of our Bankers. Accordingly the course outline has been made more specific to provide a clear understanding of the subject and highlights the areas of expertise and its application in live banking transactions.

The subject “International Trade and Foreign Exchange” is intended to meet challenges under the present scenario and provide an in depth knowledge on the following:

The entire course is divided in to the following three parts under the sub-headings **Conceptual, Operational and Procedural:**

- A) **International Trade**
- B) **Foreign Exchange – Markets, Rates and Products**
- C) **Foreign Direct Investments and International Lending**

## **COURSE CONTENTS**

### **A. INTERNATIONAL TRADE**

**Introduction to International Trade Finance: International trade** --- nature and substance; risks and complexities inherent in foreign trade. **Modes and methods of international debt settlement, an overview** --- Nostro Account; Vostro Account; counter trade; documentary collection; documentary credit.

#### **Conceptual**

**Overview** – what is international trade, how it differs from domestic trade, the economic reasons in support of international trade, its implications on balance of trade and balance of payment; its advantages and drawbacks. The role of WTO, the policies of Government of Pakistan and foreign exchange regulations of State Bank of Pakistan.

- The meaning of “Terms of Payment”
- Open Account
- Advance Payment - Its advantages, disadvantages and risks involved.
- Documentary Collections
- Documentary Credits
- Transferable Letters of Credit and Back-to-Back Letters of Credit -
- Bonds, Stand by Letters of Credit

#### **Operational:**

- Operation of a Documentary Collection;
- Operation of Documentary credit
- Methods of International settlement through Banks
- Documents of Foreign Trade
- Transport documents
- Documents other than transport documents
- Incoterms
- Short term finance for exporters
- Bonds, Stand by Letters of Credit
- Counter trade

#### **Procedure and System**

- Imports: Under LC
- Inward Documentary Collection

- Exports
- Trade Finance in foreign currency
- Export Bills purchased – foreign currency

## **B. FOREIGN EXCHANGE**

### **Conceptual:**

- What is meant by “Foreign Exchange” and why foreign exchange; The Foreign Exchange Markets; The forward exchange market; The relationship between spot, forward, relative interest rates and relative inflation rates; Different types of exchange rate regimes; The European currency (the Euro); The Asian Clearing Union (ACU).
- The Globalization of Financial Markets - The Euro Markets; The Foreign Exchange Market; Liberalization; Innovation
- Mechanics of foreign exchange
- Foreign Exchange Position - Overbought; oversold, open position, square; Exchange limits; individual currency limits, settlement limits, overnight limits.
- Spot rates and forward rates
- The Exchange Rate Forecasting and Risk - Forecasting the spot exchange rate; The role of exchange risk; Portfolio balance effects on the exchange rate
- Foreign Currency Options / Pure Options
- Operational
- Close outs and extensions of Forward Contracts
- Management of Foreign Currency exposure
- Exchange control in Pakistan
- Systems and Procedures
- Treasury
- Foreign Currency Account

## **C. FOREIGN DIRECT INVESTMENT AND INTERNATIONAL LOANS**

- Foreign Direct Investment;
- Portfolio Investment;
- International Loans;

### **RECOMMENDED BOOKS**

1. Cowdell, Hyde, Watson, Finance of International Trade, (7<sup>th</sup> Edition), London 1992.
2. The Institute of Bankers Pakistan, International Trade Finance & Foreign Opportunities, Published by IBP, 2007.
3. The Institute of Bankers Pakistan, International Trade, Investment and Debt Management, Published by IBP, 2007.
4. Baughn, William, Storrs, Thomas and Walker, Charles, The Bankers Handbook, (3<sup>rd</sup> Edition).
5. Siddiqi, Asrar H., Finance of Foreign Trade & Foreign Exchange, (Latest Edition), Royal Book Company, Karachi.

### **SUPPLEMENTARY READINGS**

1. The Institute of Bankers Pakistan, International Banking, Published by IBP, 2007.

2. The Institute of Bankers Pakistan, International Trade, Investment and Debt Management, Published by IBP, 2007.
3. International Chamber of Commerce Publications, ICC-500 – Uniform Customs & Practices for Documentary Credits, 2001.
4. State Bank of Pakistan, Exchange Control Manual, Published by State Bank of Pakistan.

**KARACHI UNIVERSITY BUSINESS SCHOOL  
UNIVERSITY OF KARACHI**

<b><u>MBA BANKING AND FINANCE</u></b>	
Course Title	: LENDING OPERATIONS & RISK MANAGEMENT
Course Number	: MBF – 20
Credit Hours	: 03

**COURSE CONTENTS**

**Area 1 - Finance facilities**

- Fund-based facilities for finance of domestic business, import, export
- Contingent facilities for supporting both domestic and foreign trade businesses

**Mark-up rates:**

- Basic formula for working out weighted average cost of deposit funds
- Structuring floating mark-up rates and their impact during changing of interest rates
- The bases for floating mark-up rates using (i) Karachi Inter-bank Offer Rates (KIBOR), (ii) SBP Discount Rate and (iii) PIB Rates matching the facility tenor
- Bank's spread over cost of deposits relating to customer and transaction risks
- Methods and frequency of mark-up recovery and their impact on income recognition

**The other service tariffs**

**Regulations prescribing supervision and control of financing operations:**

- Borrower classification in terms of micro, SME or Commercial/Corporate entities
- Essential requirements for opening borrower accounts
- Prevention of criminal use of banking channels by borrowers
- Certification of customer accounts by external auditors - types and quantum of their proposed or actual fund-based and non-fund-based borrowings
- Existing borrowings from the financial services sector and the methods for verifying
- Maintenance of debt-equity ratio & permissible limits of unsecured financing

**Regulations prescribing internal control measures for banks:**

- Reporting under Automated Performance Appraisal System (APAS)
- Internal control issues raised by APAS

### **The concepts of re-scheduling and re-structuring of borrower accounts**

- Circumstances permitting re-scheduling of an account
- Circumstances permitting re-structuring of an account

### **Loan Loss Provisioning:**

- Timing for classifying accounts and loss provisioning there for

## **Area 2 - Loan & Charge Documentation**

### **Ownership structures**

- Sole Proprietorships to Trusts

### **Ownership of financed assets – the concept in Anglo-Saxon Law and NIB**

- Arrangements to establish bank's ownership/control over financed goods/collateral:
- Stated and implied lien over customer's assets
- Hypothecation of stocks and rights vested in the bank
- Assignment of receivables and rights vested in the bank
- Pledge of paper securities and rights vested in the bank
- Pledge of goods and rights vested in the bank
- Mortgage of immovable assets rights vested in the bank

### **Understanding the basic differences in contract types**

- (i) The finance agreement, (ii) Security documents and (iii) Charge documents

### **Contractual nature of bank financing in Anglo-Saxon Law and NIB**

- Contracts and obligations of financing bank and its customer under these contracts

### **Perfection of financing contract**

### **Establishing the charge – verification and valuation of asset being charged**

### **Safe-keeping of documents**

- In-house arrangements and the way they work
- Ex-house arrangements and the way they work
- Arrangements for storage of documents and the system for recording
- Procedures to be followed for depositing and retrieving documents

## **Area 3 - Account, Asset & Collateral Monitoring**

### **Facility Account monitoring – internally generated account status signals:**

- Frequency of peak/low facility utilization, swing in account balances
- Frequency of irregularities in, or misuse of, facility accounts
- Difficulties in operating within present limits
- Meeting facility turnover requirement and quantum of business booked
- Indications of unauthorized passage of business to competitors

### **Financed assets monitoring:**

- Bank's ownership of financed assets – Islamic Banking point of view
- Customer obligations under hypothecation of assets
- Bank's risk under various arrangements of hypothecation of assets
- Appointment and role Muccudums
- Obligations of the custodial services under the arrangement for pledge of goods

- Bank's risk under various arrangements of pledge of goods

#### **Collateral Monitoring:**

- Collateral types
- Salient aspects of monitoring Marketable Securities under lien/pledge
- Monitoring Guarantees – issuer's status, guarantee validity, conditions for claims
- Monitoring Insurance Policies – issuer's status, policy validity, conditions for claims
- Monitoring Immovable Assets:

#### **Monitoring systems**

- Significance and configuration of reports on activity in facility account
- Significance and configuration of computer-generated/manually maintained Due Date Diaries for retrieval of due amounts or settlement of facilities
- Significance and configuration of accounting reports highlighting:
- Proper system for tracking reports of borrowers and independent custodians
- Proper formats for the reports to be filed by the borrowers and independent custodians to assist the bank in knowing on a prompt basis the correct status of financed assets
- Proper system and credible sources for monitoring prices of financed assets and collateral

#### **Post-monitoring procedures**

- Activating remedial action
- Customer contact modes depending on severity of failure in meeting commitments
- Determining net exposure and status of financed assets and collateral
- Reporting defaults for in-house remedial action i.e. fulfilling any inter-bank commitments that can't be met anymore out of borrower's repayment

### **Area 4 - Financing Risk Assessment**

#### **Sources of Risk in financing operations:**

- Business and industry risk – cycles, price trends of major commodities and their impact on: (i) trade flows, (ii) balance of trade, (iii) balance of payments, and (iv) inflation
- Transaction failure Risk, Customer Integrity Risk
- Approach to business – capability of production, selling, recovery units
- Loss sustaining capacity of the borrower

#### **Finance facilities required by customer types and sources of risk therein:**

- Large manufacturing/processing units
- Small and medium scale manufacturing/processing units
- Commodity traders
- Construction and supply contractors
- Service organizations

#### **Understanding customer's business – nature, size, and inherent risks:**

- Nature – processing/manufacturing, wholesaling/trading, retailing
- Sourcing of goods dealt with – origin, brands, makes, product lines



- Physical and sale/distribution arrangements for conducting business
- Customer's competitive position – strengths and weaknesses
- Terms of payment to suppliers and buyers – gap in trading cycle that needs financing

#### **Transactions to be financed – identification and capturing repayment sources**

- Transaction mechanics and risk stages – reliability for timely completion of transaction
- Terms of payment to suppliers and buyers – determining financing gap
- Primary & secondary sources of repayment, amount, reliability and methods for capturing
- Quantification of net bank risk
- Collateral requirements – quantification and determining collateral type and mix

#### **Assessing customer Integrity and capability – market sources:**

- Tapping market intelligence – reliability of sources
- Bank references and their deficiencies
- Informal bank inquiries
- Visit to customer's premises – the things to observe
- Customer interview and Visit Report

#### **Examining customer's risk taking capacity – salient aspects of financial statements**

- Authenticity of reported assets/liabilities – who are customer's auditors?
- Critical indications provided by their trends:
- Assets already pledged to other financiers and nature of their charge
- Free assets of the borrower
- Realizable value of reported free assets – prospects of their sale in distress
- Nature of current and contingent liabilities – total debt servicing burden

#### **Recommended Books**

1. The Institute of Bankers Pakistan, Lending Operations and Risk Management, Published by IBP, 2007.
2. The Institute of Bankers Pakistan, Bank Lending, Published by IBP, 2007.
3. Siddiqi, Israr H., Practice & Law of Banking, (Latest Edition) Royal Book Co., Karachi
4. Sinkey, Joseph F., Commercial Bank Management, Prentice Hall, New York, 1989.

#### **Supplementary Readings**

1. The Institute of Bankers Pakistan, Selected Essays on Banking & Finance, Published by IBP, 2007.
2. Sinkey, Joseph F., Credit Risk Management in Banks, Prentice Hall, New York, 1998.

**FACULTY**  
**CURRICULUM VITAE**

## **FACULTY MEMBERS**

### **PERMANENT FACULTY**

- |    |                                  |  |
|----|----------------------------------|--|
| 1. | <b>Dr. Abu Zar Wajdi</b>         | Dean Faculty of Management & Administrative Sciences |
| 2. | <b>Dr. A. R. Zaki</b>            | Chairman   |
| 3. | <b>Prof. Ali Askari</b>          | Adjunct Professor                                    |
| 4. | <b>Ms. Shahnaz Baloch</b>        | Assistant Professor                                  |
| 5. | <b>Dr. Danish Siddiqui</b>       | Assistant Professor                                  |
| 6. | <b>Mr. Muhammad Asim</b>         | Lecturer   |
| 7. | <b>Mr. Shameel Ahmed Zubairi</b> | Lecturer   |
| 8. | <b>Mr. Fakhre Alam Siddiqui</b>  | Lecturer   |
| 9. | <b>Ms. Kausar Qureshi</b>        | Lecturer (on study leave)                            |

### **VISITING FACULTY**

1. **Mr. Akhter Nisar**
2. **Mr. Ali Asim**
3. **Mr. Jawed Mansha**
4. **Mr. Junaid Farrukh Siddiqui**
5. **Mr. Khalid Jamil Ansari**
6. **Mr. Manzoor H. Memon**
7. **Mr. Muhammad Abid Noor**
8. **Mr. Shan-ul-Haque**
9. **Mr. Tariq Rehman**
10. **Mr. Asim Sarfaraz**
11. **Mr. Muhammad Sheraz Zahid**

## **Abdul Rahman Zaki, PhD (Business Administration)**

B-25 Staff Town, University Campus,  
University of Karachi, Karachi,  
Pakistan.

### **Telephone Contacts:**

(Home): 0092- 021-99261656

(Cell): 0092-0322-2050231

Email: [ar.zaki@hotmail.com](mailto:ar.zaki@hotmail.com)

## **EXPERIENCE – ADMINISTRATIVE POSITIONS:**

### **Chairman (2003 to date)**

Karachi University Business School,  
University of Karachi

Major responsibilities include planning and organizing of academic and administrative activities, which includes but not limited to reviewing of curriculums for different programs, faculty and staff recruitment, faculty training and development, students' admissions, supervising final projects and the strategic planning of the business school.

### **Program Coordinator (1996 to 2003)**

Department of Commerce,  
Faculty of Business Administration,  
University of Karachi

Major responsibilities included but not restricted to faculty and staff recruitment, faculty training and development, planning and organizing annual academic calendar and subsequent activities, designing of curriculum and courses for the program,

### **Student Advisor (1990 to 2000)**

Department of Commerce,  
Faculty of Business Administration  
University of Karachi

Major responsibilities included counseling and guidance of students on academic, personal and other matters and arranging of corporate internships for business students.

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## **EXPERIENCE – TEACHING POSITIONS:**

### **Associate Professor (2001 to date)**

Department of Business Administration  
Faculty of Business Administration and Commerce  
University of Karachi

### **Assistant Professor (1996 to 2000)**

Department Of Commerce  
Faculty of Business Administration and Commerce  
University of Karachi

**Lecturer**

Department of Commerce (1989 to 1995)  
Faculty of Business Administration  
University of Karachi

Department of Commerce (1981 to 1986)  
University of Baluchistan, Quetta

**Membership of Professional bodies and academic forums:**

Member editorial board  
Iqra University

Survey supervisor  
Economic freedom network Pakistan

Member board of studies  
Department of business administration  
Jinnah University for women

Member board of studies  
College of business management (CBM)

Member board of faculties' social sciences  
University of Karachi

**Courses introduced and organized:**

MBA Executive  
MBA HRM  
BS (BBA) Four Years Program  
MBA banking and finance

**Academics:**

Doctor of Philosophy, 2007  
Business Administration  
University of Karachi

Masters of Commerce, 1980  
Faculty of Business Administration and Commerce  
University of Karachi

Bachelor of Commerce  
University of Karachi

## **SHAHNAZ BALOCH**

Karachi University Business School

First Floor, Department o Commerce, University of Karachi, Pakistan

Tel : Office (92-021) 4823541 ,9261300-7 Extension : 2386 Fax : (92-021) 4823541

Residence : Cell (92) 03002517970 , (92-021-4986892) , (92-0222-651677 & 620208)

E-Mail : [shahnaz.baloch@yahoo.com](mailto:shahnaz.baloch@yahoo.com)

### **Work Experience:**

Assistant Professor at Karachi University Business School, University of Karachi  
(January 21, 2006 – Present)

Lecturer at Karachi University Business School, University of Karachi  
(June 27, 2001 – January 20, 2006)

Student Advisor at Karachi University Business School, University of Karachi  
(July 2001 – Present)

Cooperative Lecturer, Commerce College, Hyderabad  
(June 1999 – March 2001)

Visiting Faculty, Preston Institute, Hyderabad  
(June 1998 – May 1999)

Research Associate at Institute of Business Studies, University of Sindh, Sindh  
(June 17, 1995 – May 31, 1998)

### **Academics:**

Masters in Business Administration                      Institute of Business Studies, University of Sindh, Jamshoro, 79%, 1994

Bachelors in Business Administration                      Institute of Business Studies, University of Sindh, Jamshoro, 78%, 1993

Higher Secondary Certificate                      Government Girls College, Hyderabad  
68%, 1988-89

Secondary School Certificate                      Madarsatul Banat High School, Hyderabad,  
70%

## **Dr. Danish Ahmed Siddiqui**

98/3/1, 8th Lane, off Khayaban e Rahat,  
Phase 7, DHA, Karachi  
Cell: 0092333-3485884  
Email: daanish79@hotmail.com

### **Working Experience:**

#### **Academic:**

Assistant Professor, Karachi University Business School, University of Karachi August 2010 –  
onwards

Lecturer, Karachi University Business School (KUBS), University of Karachi June 2010 - August  
2010

Lecturer, Dadabhoj Institute of Higher Education (DIHE) August 2007 – June  
2009

Part Time Faculty, Institute of Business Administration (IBA) July 2007 –  
onwards.

Visiting Faculty, Karachi University Business School (KUBS) 2006 - 2008.

Also taught as visiting faculty in various other programs

### **Academics:**

Qualification	Year	Institutions
<b>Ph.D</b> ( <i>Economics</i> )	<b>2010</b>	University of Karachi, Pakistan
<b>CFA</b> ( <i>Level 1</i> )	<b>2006</b>	CFA Institute USA
<b>M.A</b> ( <i>Economics</i> )	<b>2005</b>	Department of Economics, University of Karachi
<b>MBA</b>	<b>2002</b>	Institute of Business Administration, Karachi
<b>B.Com</b>	<b>1999</b>	Govt. Commerce College, University of Karachi

## **MUHAMMAD ASIM**

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Gulshan-e-Iqbal, Karachi-Pakistan  
Tel. 92 21 37634993  
Cell: 92 300 9288637  
Email:masim@uok.edu.pk

### **Working Experience:**

- Worked freelance as a part of training at Osmani and Co.(pvt)Ltd from 12/1998 to 07/1999.Duties included:
- Worked with Akhtar Brothers from 07/2000 to 05/2003. Duties included managing staff and equipments and supervision for construction of weighing structures.
- Permanent Faculty member at Department of Business Administration, University of Karachi.
- Member Board of Studies at Department of Business Administration, University of Karachi.
- Member Board of Faculty at Department of Business Administration, University of Karachi.

### **Academics:**

<b>M.B.A (Marketing) (Year 2003)</b>	<b>Karachi University Karachi, Pakistan</b>	Marketing Research, Marketing Management, Sales Management, Brand Management etc
<b>M.Sc (Petroleum Technology ) (year 2000) (Position Holder)</b>	<b>Karachi University Karachi, Pakistan</b>	Petroleum Geology, Petrochemicals, Production Operations, Logistics and Marketing, Reservoir Eng. etc
<b>B.E (Civil Engineering) (First Division) (Year 1998)</b>	<b>N.E.D University of Eng. and Technology Karachi, Pakistan</b>	RCC designing, Prestress concrete, Construction Management etc
<b>Intermediate (Pre-Engg.), A-Grade, (year 1992)</b>	Adamjee Govt.Sc.College, Karachi	
<b>Matric (Science), A-One Grade, (year 1990)</b>	National High School, Karachi	



## SHAMEEL AHMAD ZUBAIRI

D-3, Staff Town, University of Karachi, Karachi –75270

Cell: 0333-3626726

Email: [sazubairi@uok.edu.pk](mailto:sazubairi@uok.edu.pk)

### WORK EXPERIENCE:

ORGANISATION	DESIGNATION	FROM	TO
Karachi University Business School	Lecturer	February 18, 2006	Till-to-date
Hamdard Institute of Management Sciences	Lecturer	January 27, 2001	February 16, 2006
Hamdard Institute of Management Sciences	Research Associate	August 2, 1999	January 26, 2001
Osaka Shipping	Marketing Executive	March 1, 1999	June 31, 1999
Cyanamid (Pakistan) Pvt. Ltd.	Internee	July 1, 1998	Aug 15, 1998
Adamjee Insurance Company Pvt. Ltd	Trainee Development Officer	Sep 7, 1996	Feb 28, 1997

### ACADEMICS:

Enrolled in M.Phil./Ph.D. Program in Business Administration, University of Karachi. Topic of Research: *“Affect of Direct to Consumer Advertising (DTCA) by Pharmaceutical Companies on the Buying Patterns of Medicines at Pharmacies/ Chemists in Karachi”*, under the supervision of Prof.Dr.Muhammad Shamsuddin

Degree/Certificate	Year	Institution	CGPA/Div/Grade
MBA	1998	Hamdard Institute of Management Sciences	3.26
B.Sc	1995	University of Karachi	2 <sup>nd</sup>
Intermediate	1991	Govt. College Gulshan-e-Iqbal	B Grade
Matriculation	1998	Aligarh Muslim University Academy	B Grade

## **Sheikh Muhammad Fakhre Alam Siddique**

House No.J-142, Baba Willayat,  
Ali Shah Colony Sector-11,  
Orangi Town, Karachi.  
PTCL No.021-36661655  
Cell No.0301-3325615

### **WORKING EXPERIENCE:**

#### **Total Experience Nine Years Six Months**

1. 18 Months Teaching experience as a Lecturer in Karachi University Business School.
2. Since Five Years worked experience in Planning and procurement department of a local pharmaceutical industry as Asst. Manager Production.

#### **Job Description:**

- Prepare production plan according to capacity and requirement.
  - Follow up the production and manage day to day problem.
  - Deal with MOH people regarding compliance.
  - Manage the team with motivation and dedication.
3. About 3 years worked experience of **WYETH PAKISTAN LTD.** As ware house Incharge.

#### **Job Description:**

- Manage six members team of raw material store.
- Manage whole raw material store.
- Dispensing of raw materials, inform the procurement department regarding shortages.
- Provide liaison between planning, QC and production.

### **Professional:**

- B. Pharm. University of Karachi  
(Four Years full time taught degree)  
First Division 2001
- M.B.A. (Marketing) Federal Urdu University  
(Two Years full time taught degree)  
CGPA – 3.77

### **Academics:**

- H.S.C. Intermediate Board Karachi.  
"A" Grade 1997
- S.S.C Secondary Board Karachi  
"A" Grade 1994

## **AKHTAR NISAR**

A-24, Muneer Gardens, Block 18, Gulistan-e-Johar,  
Karachi, Pakistan

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Cell: +92-300-8272411

Email [bnisar2000@hotmail.com](mailto:bnisar2000@hotmail.com)

### **Working Experience:**

#### **Mehran Spice and Foods Industries- Rs. 2.7 Billion Co.** **(August 2010-to date)**

General Manager- Marketing and Sales (FMCG-Foods & Beverages)

- Responsible for International and local operation of the company (P&L responsibility)
- Strategic Planning and expansion
- Local & International distribution networking and opening worldwide new offices
- New product launches
- Food products International Joint ventures.

#### **Johnson & Johnson Pakistan(January 01, 1999-December 31,2009)**

##### **Marketing & Sales Head (Franchise Manager)**

**(Member of the Company Management Board - Reporting to General Manager)**

- P&L responsibility
- Delivery of budgeted MNI year on year basis.
- General management and critical decision making
- Countrywide formulation & implementation of **sales, distribution and marketing strategies** and tactical execution, strategic planning of the division, pricing, and Financials.
- Managing the key functional areas Performance appraisal, Imports, Management Income, revenue generation & budget control.
- New product launch.
- Preparation of long range, annual, quarterly, and monthly sales plan/ forecasts for each product line. Analyze forecasts variances and take corrective actions.
- Lead, coach, train and motivate sales & marketing team.
- Participation in International conventions and exhibitions to find new product opportunities for Pakistan market.

### **Academics:**

Master of Business Administration (MBA-Major in Marketing)

From De La Salle University, Manila – Philippines – July 1990

## **ALI ASIM**

A-002, Chapal Apartments,  
Gulistan-e-Johar, Block-13, Karachi.  
Tel: 92-21-34617945  
Cell: 92-0321-2412752  
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### **Working Experience:**

#### **Job Functions**

1. Brand strategy development based on market insight and competitive landscape.
2. Directly responsible to look after flagship brand "Linkus" in CIS region where I have to develop and ensure implementation of product marketing plan for thirteen locations.
3. The Job includes in depth analysis of market situation, development of marketing collaterals, constant liaison with location offices, development of strategic marketing plan and sales monitoring.
4. Interaction with creative department and vendors for the development of POS / POP materials in native languages as per location requirements.
5. Production planning, co-ordination and pricing in consultation with location offices, supply chain. Logistics, Finance and business development functions.
6. Provides strategic direction and inputs to my team members for their respective brands (I have two product managers and one marketing coordinator reporting to me)

### **ACADEMICS:**

<b><u>Qualification</u></b>	<b><u>Year</u></b>	<b><u>Institution</u></b>
MBA	2003	<u>Shaheed Zulfiqar Ali Bhutto Institute of Science &amp; Technology (SZABIST).</u>
M.Sc	1999	<u>University of Karachi with first class second position</u>

## **JAWED MANSHA**

House No.D-35/102, Asifabad,  
Green Town, Near Airport, Karachi.  
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[jmansha@yahoo.com](mailto:jmansha@yahoo.com)

### **Working Experience:**

**Organization** : **Pakistan International Airlines Corporation (PIA)**  
**Organization Type** : Airline Sector  
**Designation with Tenure** :  
Manager Safety IOSA Audit Compliance (Flight Safety & Quality Assurance) 2005 to date  
Shares Controller 1998 – 2005  
Accounts / Audit Officer 1993 – 1998  
**Total Duration** : More than **15 Years** (1993 to-date)  
**Location** : Karachi, Pakistan  
**Area(s) of Experience** : Shares Management, IOSA based Audit, Inventory Management, Training/Exercise

### **Manager Family Assistance**

**Reporting to** : General Manager Corporate Safety and Quality Assurance  
**Span of Control** : Directly reporting 20 persons Support Force of PIA Staff  
200 persons.  
**Responsibility** : Design and control a system which can fulfill the requirements of IOSA. It is an international requirement of IATA. The same has to be certified by external Auditors. IOSA Certification includes following major areas:

- IOSA based audit requirements
- Response planning
- Inventory Management
- Training/Exercises

Note: IOSA stands for IATA Operational Safety Audit

**Brief Job Description** : **Shares Controller**

- Secretary PIAC Board
- Shares Management Functions
- To file all returns and forms, submit all financial results, Submit copies of Accounts, Payment of Corporate/mandatory fees Plus Shares management Functions for around 60,000/- shareholders Holding of EOGMs AND AGMs inclusive of recording of minutes.

## **JUNAID FURRUKH SIDDIQUI**

D-8,Suleman Plaza, Block-10, Gulshan-e-Iqbal,

**Main Rashid Minhas Road, Karachi.**

Tell No: 021-34992684

Cell: 0344-2929210

E-mail: [junaids@yahoo.com](mailto:junaids@yahoo.com)

### **Working Experience:**

1. Working as Associate Professor at DHA Degree College for Women Phase VIII since 18<sup>th</sup> September 1990 till 18<sup>th</sup> October 2010.
2. Teaching (Statistics/Business Mathematics) at Intermediate, B.Sc., B.Com and Masters (Economics).
3. Visiting Faculty Muhammad Ali Jinnah University (Jan 2010)
4. Visiting Faculty at University of Karachi
5. Currently working as Vice Principal at Defence Authority Public School O & A levels.
6. Designed and conducted a three month course on 'Research Methodology in Social Sciences' at Sindh Education Foundation (SEF) Karachi.
7. Paper Setter:
  - University of Karachi
  - Federal Urdu University
  - Board of Intermediate Education Karachi

### **Academics:**

- A) M.Phil. Education (2011)“Determinants of Quality in Education in Business Schools” from University of Karachi.
- B) M.Phil courses from Hamdard University(2006)
  - History of ideas
  - Basic concept of economics
  - Perspective of sociology
- C) M.Phil Courses from Iqra University(2005)
  - Curriculum development
  - Management of education
  - Educational psychology
  - **Research Methods**
- D) M.Sc. Statistics (1990)  
First Class Second Position in Department of Statistics and First Class 7<sup>th</sup> Position in Faculty of Science, University of Karachi

Special Subjects:

- Population Analysis.
- Multivariate Analysis.
- Bio Statistics

Research Reports:

- 1) Stochastic Approach to Index Numbers.
- 2) Measurement of Inflation , A Stochastic Approach
- 3) Survey of the Kachi Abadi

D) B.Sc. (Honors) Statistics (1989)

**First Class First Position** in Department of Statistics and **First Class First Position in Faculty of Science**, University of Karachi  
Optional Subject: Mathematic and Physics

Special Subjects:

1. Numerical Analysis.
  2. Design of Experiments.
- E) HSC (1983)            Second Division
- F) SSC (1981)            Second Division

## **KHALID JAMIL ANSARI**

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450-5639

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[Kjansari1@yahoo.com](mailto:Kjansari1@yahoo.com)

### **Working Experience:**

#### **NIB BANK LTD., (FORMERLY PAKISTAN INDUSTRIAL CREDIT & INVESTMENT CORPORATION – PICIC TO DATE:**

I have performed duties in the following departments/divisions with the entire satisfaction of my superiors and organization:

#### **SAM Division (December 2006 To date):**

#### **Credit Administration Division (April 2006 To December 2006):**

#### **Retail Banking Division – Head Retail Lease (2004 To April 2006):**

#### **Lease Finance Division (2001 To 2004):**

#### **Administration Department (1996 to 2001):**

#### **Project Appraisal Division (1989-1996):**

#### **District Audit and Accounts Office (Government of Sindh) (1987 To 1989):**

### **Academics:**

Qualification	Year	Institution	Div./Grade/GPA
MBA (Banking)	2005	Practice & Law of Banking	3.00
M.A. Economics	1987	Sindh University, Hyderabad	2 <sup>nd</sup> Division
M. A. Pol.Science	1990	Khairpur University, Khairpur	2 <sup>nd</sup> Division



## **MANZOOR H. MEMON**

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Email: [manzoorhmemon@yahoo.com](mailto:manzoorhmemon@yahoo.com)  
[manzoorhmemon@hotmail.com](mailto:manzoorhmemon@hotmail.com)

### **Working Experience:**

- **Senior Manager (Lead Economicst)**, JCR-VIS Credit Rating Company Ltd., Affiliate of Japan Credit Rating Agency, Ltd., February 2008 to date.
- **Assistant Manager (Social Policy and Market Research)**, Access (Formerly AASA) Consulting Pvt. Limited, January 2006 – February 2007.
- **Associate Consultant (Social Policy Research)**, Access (Formerly AASA) Consulting Pvt. Limited, January 2004–December 2005.
- **Research Assitant (Project Based)**, Applied Economics Research Centre, August 2003 – January 2004.

### **Education & Certification:**

- M.A.S. (Applied Economics), 2008 Applied Economics Research Centre, University of Karachi.
- M. Sc. Industrial and Business Mathematics (MIBM), 2003, University of Karachi.
- Bachelor of Commerce (B.com), 1998, University of Karachi.

### **Academic & Professional Publications:**

- Public Finance – Rating Methodology”, JCR-VIS Credit Rating Company Ltd. (Oct-2009).  
*Unpublished*
- Causal Relationship between Exports and Agricultural GDP in Pakistan”, University of Brunei Darussalam (Second International Economic Conference 2009), (Co-Authored with Waqar Salim Baig and Muhammad Ali).  
“Edible Oil Deficit and its Impact on Food Expenditure in Pakistan”, Submitted to Pakistan Society of Development Economics (PSDE), 24<sup>th</sup> Annual PSDE Conference held in April 2009, Islamabad, (Co-Authored with Syed Arifullah and Muhammad Ali). *Approved for publication for the year 2009.*

## **MOHAMMAD ABID NOOR**

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Karachi.

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### **Working Experience:**

**From April 2009 to-Date**

**Managing Partner - Nexus Management Consultants**

Major responsibilities are:

- Conduct training programs after analyzing the requirements of the clients
- Coordinate training programs with the trainer giving input for the course contents where necessary
- Present guidance to students with respect to their career through seminars and on a one to one basis when approached by them
- Solicit business with respect to Human Resource Consulting initiatives based on the needs of the clients
- Arrange for prospective candidates, interview them and short list them for the clients requiring placements of vacant jobs
- Negotiate with clients for outsourcing services and ensuring the assignment is carried out effectively and efficiently.

May 2006 to November 2008

**Human Resources Director, Merck Sharp & Dohme of Pakistan Limited.**

### **Major achievements:**

- Attracted and retained top talent through credible assessment processes e.g. Assessment Center, Behavior Based Interviewing, etc
- Implemented newly designed Global performance management system across the organization based on objectives and that an open, honest and candid communication culture is fostered.
- Identified and developed talent within the Company to ensure continuity of leadership.
- Participated in different salary surveys to improve the quality of salary surveys and to capture accurate market compensation.

### **Academics:**

2004 - 2008

**College of Business Management (CBM)**

Masters of Business Administration - Major in Human Resources

1981 - 1983

**Karachi University**

Master of Science (Physics)

## **SHAN-UL-HAQUE**

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Karachi.

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[Shan.ulhaq@yahoo.com](mailto:Shan.ulhaq@yahoo.com)

### **Working Experience:**

#### **Areas of Specialization:**

- Banking Operations
- Service Management
- Islamic Banking
- Banking Laws & Practices
- Antimony & Selling
- Negotiation skills
- Cash handling and detecting counterfeit note
- International Business
- Recruitment and Selection

#### **Academics:**

- M. A (Economics)  
Professional: DAIBP

## TARIQ REHMAN

D-27, Gulshan Amin Towers,  
Block-15, Gulistan-e-Jauhar, Karachi.  
Cell Phone No.0300-2104570  
Off: 021-32453909  
Email: [tariq.rahman@sbp.org.pk](mailto:tariq.rahman@sbp.org.pk)

### Working Experience:

S. No.	Institution	Position	Dates	Job Responsibilities
1.	State Bank of Pakistan	Assistant Director, Human Resources Department	Jan 22- Till Date	<ul style="list-style-type: none"><li>➤ HR Planning</li><li>➤ Training &amp; Development</li><li>➤ Organizational Behavior</li></ul>
2.	State Bank of Pakistan	Inspecting Officer, Banking Inspection Department	April 1997 Dec-2001	<ul style="list-style-type: none"><li>➤ Analyzing Banking Sector</li><li>➤ Inspecting Commercial Banks</li><li>➤ Focusing Bank's management</li></ul>
3.	National Institute of Banking & Finance (NIBAF)	Visiting Faculty Member	2003-2005	<ul style="list-style-type: none"><li>➤ Conducting Lectures and Seminars on Banking, Management &amp; Organizational Development</li></ul>

### Professional Qualification/Training:

S. No.	Institution	Training/Qualification
1.	State Bank of Pakistan	6 month State Bank Officials Training Scheme
2.	United Bank Limited	6 weeks Commercial Bank Training
3.	Institute of Bankers, Pakistan	Banking Diploma-I
4.	Bank for Int'l Settlement, Geneva	One week course on Risk Management
5.	Institute of Bankers, Pakistan	One week course on Communication Skills
6.	AASA Consulting	Two weeks course on Organizational Development
7.	National Institute of Banking & Finance (NIBAF)	One week course on Managing Banking System

### Academic Qualification:

Degree	Year	Institution	GPA/Division/Grade
MBA (Finance)	2005	Institute of Business Management (CBM) Karachi	3.1
M.A (Economics)	1996	Khairpur University	2 <sup>nd</sup>
B.E (Electrical)	1995	Mehran Engineering University, Hyderabad	A

## **ASIM SARFARAZ**

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### **Working Experience:**

Jan/2009-Todate **Pfizer Pakistan Limited**  
Product Manager (Prevenar)

- Launched Prevenar 13, the world's largest selling vaccine, in Pakistan.
- Implemented competitive readiness plan (CRP) in anticipation of upcoming competition.
- Executed "Maximize Prevenar Now" campaign in Pakistan developed by regional brand manager.
- Successfully followed internal procedures for the launch of Prevenar 13.
- Devised & implemented a comprehensive plan to ensure the pre launch stock management of Prevenar & Prevenar 13.
- Executed BTL activities like pneumococcal disease awareness program (PDAP), pneumococcal clinical meeting (PCM) etc in order to increase awareness regarding pneumococcal vaccination.
- Worked in cross functional team for the life cycle management of Prevenar, in order to get adult indication approved by MOH by Q3 2011.
- Ensured on the job training (OJT) for sales force in order to equip them with superior selling skills.
- Developed scientific brochures, detail aid, competitive rebuttals for the sales force.
- Introduced the idea of rolling out tactical action plan for the sales force in order to facilitate sales force to manage their performance effectively.

### **Academics:**

2008 **Institute of Business Administration (IBA)**

Masters in Business Administration (MBA-Marketing)

### **Major Team Papers:**

**Management Theory & Practice:** Detailed study of management practices in Hinopak Motors Limited.

**Business Finance:** Analysis of money demand & supply in Pakistan.

**Financial Management:** Analysis of cement sector of Pakistan from an investor's point of view.

**Methods of Business Research:** Study of Estimation of market potential for frozen food industry.

**Development Economics:** Study of relationship between growth in broad money & CPI in Pakistan.

**Management Information System:** Startup business plan for an IT enabled pharmaceutical distribution firm.

**Customer Ascendancy:** Detailed analysis of customer services department at Roche Pakistan Limited, devising new strategy of improving core business processes at Karachi distribution office.

**Managerial Policy:** Live case preparation of Agri Autos Pakistan Limited

## **MUHAMMAD SHERAZ ZAHID**

House No.9/1, Sheet No.13, Liaquat Ali Khan Road,  
Model Colony, Malir Town, Karachi-Pakistan.

0092-321-2400170

0092-213-34516509

[sherazahid@gmail.com](mailto:sherazahid@gmail.com)

### **Working Experience:**

**September 2007 to date**

**HSBC Bank Middle East Limited**

Officer Business Alliances & Partnership ----- Karachi – Pakistan

#### Job Responsibilities

- Assist Head of Business Alliances to prepare annual marketing plans for HSBC Credit Cards.
- Identify any implement product and process enhancement opportunities.
- Develop portfolio of key partners/merchants across various spend categories to secure consumer offers on a regular basis.
- Build and manage partners relations team to clinch relevant and impactful consumer deals.
- Analyze and utilize data for successful implementation of marketing programs.
- Constantly work with the marketing team to identify key categories & partners and support development of business propositions to such partners/merchants.
- Responsible for conclusion and documentation of deals & authorized rightful use of materials with such partners no joint customer promotions that will drive sales with value added benefits to card member.
- Working with marketing, external partners and all front-liners to ensure joint consumer programs are properly implemented, executed and marketed to customers.
- To conduct market intelligence and present them to unit head for decision making.
- Monitor and analyze performance of all programs to ensure results are on track and if not, to identify problems/issues and recommend solutions to rectify them.
- Ensure compliance in all internal and external dealings with customers, partners and regulators.

**February 2006 — September 2007**

**Standard Chartered Bank**

**Marketing Executive ————— Karachi – Pakistan**

#### Job responsibilities

- To design and execute all Micro-Marketing initiatives aimed at business development for all SCB consumers banking and liabilities products to enhance brand visibility and increase overall profitability of the business.
- To establish strong business relationship with key retail outlets to achieve business objectives.
- To create alliances and deals with merchants for loyalty initiatives.
- To negotiate with business partner (merchants) for enhancing product value proposition.
- To increase card acquiring volume at retail level by offering lucrative MDR to merchants.
- To enhance brand visibility at retail level.

- To keep track of all competitors activities.
- Adherence to all local regulations and group standards.

**Academics:**

<b>2006-2008</b>	<b>M.B.A. (Marketing)</b> Karachi University Business School
<b>2001-2005</b>	<b>B.S Electronic Engineering</b> Sir Syed University of Engineering & Technology
<b>1999-2000</b>	<b>Higher School Certificate</b> Board of Intermediate Karachi
<b>1998</b>	<b>GCE O' Level, London University</b>

## **SURVEY'S RESULT**



**KARACHI UNIVERSITY BUSINESS SCHOOL**

**University Of Karachi**

**EMPLOYER'S OPINION SURVEY**

<b>I. Knowledge</b>	<b>Excellent (%)</b>	<b>Very Good (%)</b>	<b>Good (%)</b>	<b>Fair (%)</b>	<b>Poor (%)</b>	<b>Total (%)</b>
Math and English	65	16	8	8	4	100
Problem formulation and solving skills	65	15	8	8	5	100
Collecting and analyzing appropriate data	66	15	9	7	3	100
Ability to link theory to practice	67	15	8	6	4	100
Ability to design a system component or process	67	16	8	6	4	100
IT Knowledge	68	16	7	5	4	100
Creativity	65	16	9	6	4	100

<b>II Communication Skills</b>	<b>Excellent (%)</b>	<b>Very Good (%)</b>	<b>Good (%)</b>	<b>Fair (%)</b>	<b>Poor (%)</b>	<b>Total (%)</b>
Oral Communication	69	13	10	6	2	100
Report Writing	63	14	11	7	5	100
Presentation Skills	64	20	7	6	3	100

<b>III Interpersonal Skills</b>	<b>Excellent (%)</b>	<b>Very Good (%)</b>	<b>Good (%)</b>	<b>Fair (%)</b>	<b>Poor (%)</b>	<b>Total (%)</b>
Ability to work in teams	67	17	8	6	2	100
Leadership	66	15	9	7	4	100
Independent thinking	67	14	10	7	3	100
Motivation	66	16	9	5	4	100
Reliability	62	21	7	6	4	100
Appreciation of ethical values	64	19	7	6	4	100

<b>IV Work Skills</b>	<b>Excellent (%)</b>	<b>Very Good (%)</b>	<b>Good (%)</b>	<b>Fair (%)</b>	<b>Poor (%)</b>	<b>Total (%)</b>
Time management skills	67	14	9	6	4	100
Judgment	65	16	8	7	4	100
Discipline	66	17	8	6	3	100

E &OE

**KARACHI UNIVERSITY BUSINESS SCHOOL**

**University of Karachi**

**GRADUATING STUDENTS SURVEY**

<b>S.No.</b>	<b>Particulars</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>
1	The work in the program is too heavy and induces a lot of pressure	7.50%	37.50%	52.50%	2.50%	100.00%
2	The program is effective in enhancing team-working abilities.	20.00%	67.50%	5.00%	7.50%	100.00%
3	The program administration is effective in supporting learning.	5.13%	71.79%	15.38%	7.69%	100.00%
4	The program is effective in developing analytic and problem solving skills.	25.00%	52.50%	17.50%	5.00%	100.00%
5	The program is effective in developing independent thinking.	33.33%	35.90%	28.21%	2.56%	100.00%
6	The program is effective in developing written communication skills	25.64%	43.59%	30.77%	0.00%	100.00%
7	The program is enhancing oral communication	32.50%	52.50%	12.50%	2.50%	100.00%
8	The program is effective in developing planning abilities	20.00%	60.00%	17.50%	2.50%	100.00%
9	The course outline was in conformity with the professional requirement	17.95%	53.85%	20.51%	7.69%	100.00%
10	Course outline was followed during lectures	25.00%	32.50%	30.00%	12.50%	100.00%

**11 The internship experience is effective in enhancing**

<b>S.No.</b>	<b>Particulars</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>
11 (a)	Ability to work in teams.	40.63%	46.88%	9.38%	3.13%	100.00%
11 (b)	Independent Thinking	10.00%	66.67%	16.67%	6.67%	100.00%
11(c)	Professional development	51.72%	41.38%	6.90%	0.00%	100.00%
11 (d)	Time management skills	41.94%	38.71%	19.35%	0.00%	100.00%
11 (e)	The link between theory and practice.	25.81%	54.84%	19.35%	0.00%	100.00%

**12 The Seminars and Workshops organized by the department help:**

<b>S.No.</b>	<b>Particulars</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Total</b>
12 (a)	Update the current knowledge on issues	52.50%	45.00%	0.00%	2.50%	100.00%
12 (b)	Professional development	22.50%	57.50%	20.00%	0.00%	100.00%
12(c)	The link between theory and practice	17.65%	58.82%	11.76%	11.76%	100.00%

E &OE

**KARACHI UNIVERSITY BUSINESS SCHOOL**  
**University of Karachi**  
**TEACHERS EVALUATION SURVEY**

S. No	Particular	Strongly Agree (%)	Agree (%)	Uncertain (%)	Disagree (%)	Strongly Disagree (%)	Total (%)
1	The Teacher is prepared for each class	74.95	19.75	3.16	2.13	0.01	100.00
2	The Teacher demonstrates knowledge of the subject	75.71	19.25	2.90	2.13	0.01	100.00
3	The Teacher has completed the whole course	75.50	19.36	3.00	2.13	0.01	100.00
4	The Teacher provides additional material apart from the textbook	75.50	19.36	3.00	2.13	0.01	100.00
5	The Teacher gives citations regarding current situations with reference to Pakistan.	75.50	19.36	3.00	2.13	0.01	100.00
6	The Teacher communicates the subject matter effectively.	75.50	19.36	3.00	2.13	0.01	100.00
7	The Teacher shows respect towards students and encourages class participation.	75.50	19.36	3.00	2.13	0.01	100.00
8	The Teacher maintains an environment that is conducive to learning.	75.50	19.36	3.00	2.13	0.01	100.00
9	The Teacher arrives on time.	75.50	19.36	3.00	2.13	0.01	100.00
10	The Teacher leaves on time.	63.63	31.23	3.00	2.13	0.01	100.00
11	The Teacher is fair in examination.	69.25	25.61	3.00	2.13	0.01	100.00
12	The Teacher announces the result in a reasonable time.	73.50	21.36	3.00	2.13	0.01	100.00
13	The Teacher was available during the specified office hours and for after class consultations	69.25	25.61	3.00	2.13	0.01	100.00
14	The Subject matter presented in the course has increased your knowledge of the subject	69.25	25.61	3.00	2.13	0.01	100.00
15	The syllabus clearly states course objectives requirements, procedures and grading criteria	69.25	25.61	3.00	2.13	0.01	100.00
16	The course integrates theoretical course concepts with real-world applications	69.25	25.61	3.00	2.13	0.01	100.00
17	The assignments and exams covered the materials presented in the course	73.50	21.36	3.00	2.13	0.01	100.00
18	The course material is modern and updated	69.25	25.61	3.00	2.13	0.01	100.00

