

**UNIVERSITY OF THE PUNJAB**

**REVISED NOTIFICATION**

10/ In supersession of this office Notification No. D/7302/Acad., dated 15-11-2010, it is hereby notified that the Vice-Chancellor has, in exercise of the powers vested in him under Section 15(3) of the University of the Punjab Act, 1973 and in anticipation of the approval of other relevant bodies, been pleased to approve the recommendations of the Board of Studies in Banking & Finance made at its meeting held on 12-04-2011 regarding approval of the Examination Rules and the Revised Scheme of Studies, Syllabi & Course of Reading for 3 ½ years MBA program after 14 years of Education under Annual System for the Affiliated Colleges with effect from Academic Session 2010.

The Examination Rules and the Revised Scheme of Studies, Syllabi & Course of Reading for 3 ½ years MBA program after 14 years of Education under Annual System for the Affiliated Colleges are enclosed herewith vide Annexure 'A' & 'B'.

Admin. Block  
Quaid-i-Azam Campus,  
Lahore.

Sd/-  
Prof. Dr. Muhammad Akhtar  
Registrar

No. D/1580 /Acad.

Dated 26-04- /2011.

Copy of the above is forwarded to the following for information and further necessary action:-

1. Dean, Faculty of Commerce.
2. Principal, Hailey College of Banking & Finance.
3. All the Principals of Affiliated Colleges for 3 ½ years MBA Programme.
4. Controller of Examinations.
5. Deputy Controller (Examination)
6. Deputy Controller (Conduct)
7. Deputy Controller (Computer)
8. Secretary to the Vice-Chancellor.
9. Secretary to the Registrar.
10. Assistant Registrar (Statutes)
11. Assistant (Syllabus)

*Muhammad Amir*  
Deputy Registrar (Academic)  
for Registrar

**STATUTES AND REGULATIONS FOR 3 ½ YEARS MASTER OF BUSINESS  
ADMINISTRATION EXAMINATION AFTER 14 YEARS EDUCATION UNDER  
ANNUAL SYSTEM**

**Statutes:-**

1. The examination for the Master's Degree, in Business shall consist of four parts, hereinafter called Part-I, Part-II, Part-III and Final Part (thesis & internship).

The Part I Annual Examination shall be held towards the end of first academic year, followed by the Supplementary Examination of that year. The Part-II Annual Examination shall be held towards the end of second academic year followed by the Supplementary Examination of that year. The Part-III Annual Examination shall be held towards the end of third academic year, followed by the Supplementary Examination of that year. The final part of examination will be viva voice examination of thesis and Internship Report.

2. The Outlines of Tests in each subject and the marks allotted are given in the Syllabus. These Outlines can be revised from time to time, by the Academic Council with the approval of the Syndicate.

The Syllabi and Courses of Reading, prescribed by the Syndicate, are specified in the Syllabus. The Syllabi and Courses of Reading can be revised from time to time, by the Academic Council with the approval of the Syndicate. Such changes, pertaining to Part-I Part-II and Part-III Examination shall be notified at least one year before the commencement of the Examination of each Part.

3. English shall be the medium of Examination in all the subjects.

**Regulations:-**

**I. Time Schedule**

1. Each academic year, normally shall start in the month of September, and will be of twelve month's duration, eight months for teaching and the remaining four months for examinations and vacations.

2. Part I, II & III Annual Examination s will normally be held in May/June, or such other date as may be fixed by the Syndicate, to be followed by Supplementary Examinations in September/October, or such other dates as may be notified.

**II. Admission**

3. Total number of seats, their allocation, eligibility and the procedure for admission to the first academic year leading to Part I Annual Examination, will be prescribed separately for affiliated colleges.

4. Admission to the second or third academic year class, leading to the Part II or III Examination, shall be either on regular or on provisional basis.

- (a) The regular admission may be given, at the time of normal admission, to those candidates who have qualified, in accordance with the prescribed Statutes and Regulations, the Part I or II Annual Examination as the case may be.

- (b) The provisional admission to the second or third academic year class may be given to those candidates:-
- (i) who have not yet been able to qualify the Part I, or II Annual Examination on account of their result having not been declared;
  - (ii) Who have got exemption in Part I or II Annual Examination;

Provisional admission, of the above-noted categories of students shall be deemed to have been converted to regular admission, with effect from the date of commencement of the second or third academic year class, on their having passed Part I or II Examination within the prescribed number of chances.

If a provisionally admitted student fails to appear in, or does not qualify, in accordance with the prescribed Rules and Regulations and within the prescribed number of chances, Part I or II Examination, his provisional admission shall stand cancelled.

### III. Enrolment and Dropping out

5. The total period of enrolment, in the College for the Master's degree Programme, shall not exceed 3 ½ academic years in all – first academic year leading to Part I Annual Examination and the second academic year leading to Part II Annual Examination and third academic year leading to Part III Annual Examination Final year (Fourth year) leading to thesis and Internship.

Provided that one-year break between first academic year and the second academic year may be allowed by the Syndicate, on the recommendations of the Admission Committee of the affiliated College, in the case of a student who qualifies Part I Annual Examination immediately following the Part I academic year attended by him but who is unable to continue on account of valid reasons. Provided further that such a candidate will avail only two chances instead of the three chances, prescribed in Regulation 14, for clearing Part II Examination.

6. The name of a regular student of first/second/third academic year class of the Master's degree programme shall be dropped from the roll of the College if:

- (a) he does not fulfill the attendance requirement as prescribed in Regulation 11 infra; or
- (b) he becomes a defaulter in the payment of dues by not paying the fee upto the tenth of the month in which it is payable and continues to remain a defaulter by non-payment of dues even with a late fee fine of Rs.500/- upto the end of the month.
- (c) He absents himself from the class without proper sanction for a period of consecutive fourteen working days.

Provided that if the cause of absence for more than fourteen days is explained to the satisfaction of the Principal of the Affiliated College concerned such a student may be re-admitted within ten days after his name is dropped from the rolls.

7. A student shall cease to be a regular student as soon as his classes are terminated towards the end of the academic year.

#### IV. Migration

8. Under extra-ordinary circumstances, the Vice-Chancellor, on the recommendation of the Principal may allow migration of students from an affiliated college to an other affiliated college and *vice-versa*, provided that:-

- (a) the institutions concerned agree for the migration of such a students and
- (b) the courses of studies are recognized as equivalent.

9. Inter-College migration may be allowed on the recommendation of the Principals concerned, with the written approval of the Dean of the Faculty provided that, the student concerned has been offered admission on merit basis, in the College to which he wishes to migrate.

10. The migration will be allowed only in genuine cases.

#### V. Attendance

11. A candidate with an attendance of less than 75% of the total number of lectures delivered to his class shall not be allowed to take the Part I/Part II & Part-III Examination, provided that:-

- (a) the Head of the College may condone, for valid reasons, deficiency upto 5% of the total number of lectures delivered to his class. Besides, the Vice-Chancellor may, on the recommendations of the Principal, condone upto another 5% of the total number of lectures delivered to his class.

Provided that the students failing short of lectures above this percentage, may be permitted to appear in the next Examination provided they re-join, the College to make up the deficiency and attend 75% of the lectures delivered upto the date of Commencement of the next Examination as regular students.

- (b) In the case of a student, participating in games of national and international level, as verified by the Director of Sports and recommended by the Principal concerned, 75% of the requisite attendance in lectures will be calculated on the basis of total number of lectures, delivered to his class in a course, minus the number of lectures delivered to this class on the days actually spent by the sportsman in such sports and games. However, the College shall arrange, before the commencement of Part I /Part II & Part-III Examinations, special lectures for the student concerned in order to make up the deficiency in lectures calculated in the aforementioned manner.

#### VI. Examinations

12. MBA Part-I, Part-II and Part-III Annual Examinations shall be held towards the end of each academic year followed by the Supplementary Examination of each year.

The exempted candidate may be allowed to appear in the failing papers of Part-I or Part-II along with Part-II or Part-III examination, if otherwise eligible.

In case an exempted candidate fails to qualify Part-I or Part-II examination his/her result of Part-II or Part-III be declared if he/she is not passing Part-II or Part-III examination. This will



enable the candidate to reappear in the failing papers of Part-I or Part-II as well as that of Part-II or Part-III examination.

Where an exempted candidate who appears in the failing paper of Part-I or Part-II alongwith Part-II or Part-III examinations simultaneously fails to qualify Part-I or Part-II examination but passes his/her Part-II or Part-III examination, his/her result of Part-II or Part-III examination will not be declared until he/she clears Part-I or Part-II examination within the chances permissible to him/her.

13. No student shall be permitted to take Part-I/Part-II or Part-III Examination as a regular student unless he submits an examination admission form, duly signed by the Principal of the College, certifying that:-

- (a) the student concerned has been on the rolls of the College during the academic year immediately preceding the examination;
- (b) he has attended, subject to the provision of regulation 11 above, not less than 75% of the total number of lectures delivered to his class, during the academic year immediately preceding the examinations;
- (c) his performance, as judged through class tests, assignments etc. has been satisfactory;
- (d) his character and conduct have been good;
- (e) he has cleared all the dues of the College (including Hostel dues) and has paid, in full, the prescribed examination fee, and
- (f) he has, in case of Part II or Part-III Examination, passed the Part I or Part-II Examination in accordance with the prescribed Regulations.

14. (a) A candidate appearing in Part-I/Part-II or Part-III Annual examination shall be **entitled to three chances in all (1+2)**. He shall be eligible to avail himself of the first chance i.e. Annual Examination to be held towards the end of his academic year, as a regular student, while the remaining two chances, i.e. the Supplementary Examination immediately following the Annual Examination and the next immediate Annual Examination, may be availed by him as a late College student. Such a late college student shall have to submit an examination admission form duly signed by Principal of the College.

(b) if a candidate fails to appear in, or does not qualify, either a portion, or whole, of Part I Part-II or Part-III Examination, in the aforementioned three chances, (1+2) in accordance with the prescribed Regulations, **he shall no longer be eligible to appear in any subsequent Part-I, Part-II or Part-III Examination.**

## VII. Grading

15. (a) The degree of MBA, shall carry a maximum of 2600 marks, including a minimum of 2400 marks for the written papers, 200 marks for Internship.

16. Every candidate, in order to be deemed to have passed Part-I/Part-II and Part-III Examination of MBA, whether Annual or Supplementary, shall be required to pass, as a whole, each of the Part-I/Part-II and Part-III Examinations by **securing 50%** of the maximum number of marks allocated to each paper internship report and thesis number of marks, assigned to that subject, for the Part I, and Part II and Part-III Examinations. **No grace marks will be granted on Papers, or division in any case.**

Provided further that a candidate, passing **6 subjects out of 8 subjects** in his first chance, in Part I/Part II and Part-III Examinations, may be allowed to appear in those two papers in which he/she failed.

17. The candidates who qualify Part I, Part II, Part-III and thesis Examinations in accordance with the prescribed Regulations and Gain 60% or more of the total number of marks assigned to the subjects shall be placed in the first class, those securing less than 60% but not less than **50%** shall be placed in the second class.

### **VIII. Setting of Written Question Papers and Marking of Answer Books**

18. Each written question paper will be set in such a manner that 5 out of 7 questions shall be attempted. Provided that where a part of a question paper is of objective type, the condition of choice will not be applicable in case of the said part.

19. For setting a written question paper, there shall be one external Examiner.

20. The model question paper shall be set normally by one Internal Examiner but if the subject is taught at more than one place i.e. **University and affiliated colleges**, the number of Internal Examiners may be increased, according to requirement, subject to a maximum of four..

21. The Regulations relating to marking of Answer Books are as under:-

- (i) The answer books shall be marked only by the Paper Setter/External Examiner and he will return the marked answer books direct to the University.
- (ii) The Additional External Examiner, if any, will send 20 scripts duly marked to Paper Setter/External Examiner within 48 hours for approval of his standard of marking. The External Examiner will return scripts within 24 hours to the Additional External Examiner concerned.
- (iii) Each additional/External Examiner will complete his marking within prescribed time limit and send the whole lot direct to the Secrecy Branch and the Awards and Counterfoils to the Controller of Examinations.
- (iv) One of the working Teachers whose students are appearing in the Examination will be requested to set a specimen Question paper for the guidance of the paper Setter/External Examiner in each paper.

### **22. Internship & Viva-Voce**

All the student have to do the internship for a period of 6 -- 8 weeks under the supervision of supervisor from within the college. The students will submit written report and their Viva-Voce examinations will be conducted by the following committee:-

- (i) Principal of the concerned College/or his nominee.
- (ii) Internal supervisor from the concerned College.
- (iii) Principal Hailey College of Banking & Finance /Convener Board of Studies in Banking & Finance or his nominee.
- (iv) Senior most teacher of Hailey College of Banking & Finance.

### **X. Declaration of results and Award of Degree**

23. As soon as possible, after the termination of Part I, Part-II or Part-III examinations and viva-voce examination, the Controller of Examinations, shall publish a list, of successful candidates, showing the total number of marks obtained by them. No degree shall be issued by the University on the basis of qualifying Part I, Part-II or Part-III Examination only.

24. For the final declaration of the award the results of the Master's degree examination, based on Part I and Part II, Part-III and Internship evaluation is a pre requisite.

25. Each Successful candidate shall be granted a degree stating the class/division in which he has passed.

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**University of the Punjab, Lahore**  
**SUGGESTED SCHEME OF STUDIES FOR**  
**MBA AT AFFILIATED COLLEGES ANNUAL SYSTEM**

<b><u>Year - I</u></b>	<b><u>Name of Subjects</u></b>
1-	Principles of Management
2-	Business Communication & Report Writing
3-	Financial Accounting
4-	Economics
5-	Principles of Banking
6-	Principles of Marketing
7-	Business Mathematics & Statistics
8-	Information Technology for Business Executives
<b><u>Year - II</u></b>	<b><u>Name of Subjects</u></b>
1-	Mercantile Laws
2-	Financial Management
3-	Human Resource Management
4-	Production & Operation Management
5-	Business Research Methods
6-	Cost & Management Accounting
7-	Auditing - Elective (Finance Specialization)
8-	Business Taxation - Elective (Finance Specialization)
9-	Consumer Behavior Elective (Marketing Specialization)
10-	Advertising and Promotional Strategies Elective (Marketing Specialization)
<b><u>Year - III</u></b>	<b><u>Name of Subjects</u></b>
1-	Entrepreneurship
2-	Strategic Management
3-	Management Information Systems
4-	Organizational Behavior
5-	Logic and Critical Thinking
6-	Economy of Pakistan
7-	Corporate Finance – Elective (Finance Socialization)
8-	Investment and Portfolio Management Elective (Finance Specialization)
9-	Global / International Business Elective (Marketing Specialization)
10-	Marketing Research Elective (Marketing Specialization)



**University of the Punjab, Lahore**  
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**COURSE OUTLINE**

<b>Year</b>	<b>I</b>
<b>Name of Course:</b>	<b>Principles of Management</b>
<b>Course No:</b>	<b>B. Admin 501</b>
<b>Maximum Marks:</b>	<b>100 (75+25)</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

**A: Concepts (75 Marks)**

- Introduction: Understanding basic concepts Management, Functions of Management, Ethics in Management, Role of Manager, Organization Culture and Environment constraints, Organization culture and its issues Clerical and Neo Clerical theories of Management.
- Decision Making, Process and Problems.
- Planning Process and its importance, Types of Planning Establishing goals and developing plans, Management by objectives, Contemporary issues in Planning.
- Organization Structure and Design; Basic Concepts for designing organizational structure, Line and Staff Authority Relationships, Decentralization and Delegation of Authority and Responsibility.
- Leadership Theories and Issues, Leaders Vs Manager, Organizational Conflicts and their Resolution.
- Motivation; Early theories of motivation, Contemporary Theories of Motivation, Issues of Motivation.
- Defining Control approaches to design Control System Control Process, Controlling for organizational performance, Tools for controlling Organization Performance.

**B: Cases for analysis (25 Marks)**

**Books Recommended**

- 1- Management by Stephen P. Robbins & Mary Coulter (Latest Edition)
- 2- Management by Kontz. MC Graw Hill Publication (Latest Edition)
- 3- Management—Text & Cases by Prof. Dr. Khawaja Amjad Saeed (Latest Edition), Lahore: Khawaja Publications

### Reference Material

- 1- To be informed and provided by resource person

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**University of the Punjab, Lahore**  
**SUGGESTED SCHEME OF STUDIES FOR**  
**MBA AT AFFILIATED COLLEGES ANNUAL SYSTEM**

**COURSE OUTLINE**

<b>Year</b>	<b>I</b>
<b>Name of Course:</b>	<b>Business Communication &amp; Report Writing</b>
<b>Course No:</b>	<b>B. Admin 502</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

- Language description; Use of dictionary for pronunciation, spelling & meaning
- Fundamentals of Grammar & Usage
- Understanding the Foundations of Business Communication
- The seven C's of Effective Business Communication
- Communication in Teams
- Business Communication in Global, Ethical & Technological context
- Applying three steps writing process
- Message Design: Planning, Writing & Completing
- Writing Letters, Memos, E-mail, and other Brief Messages
- Writing Routine, Goods News and Goodwill Messages
- Writing Bad-News Messages
- Writing Persuasive Messages
- Finding, Evaluating and Processing Information
- Communicating Information Through Visuals
- Short and Long Reports and Proposals
- Planning Business Reports and Proposals
- Writing Business Reports and Proposals
- Completing Business Reports and Proposals
- Strategies for Oral Communication
- Designing and Delivering Oral Presentations
- Planning, Writing and completing Oral Presentations
- Enhance oral presentations with electronic slide shows and overhead Transparencies
- Searching for Employment: the job application process
- Writing Resume and Application Letters

- Writing Employment Messages and Interviewing for jobs and follow up.

### **Books Recommended**

1. **Effective Business Communication**  
by Murphy (Latest Edition)
2. **Business Communication Today**  
by Bovee Thill Schatzman (Latest Edition)

### **Reference Material**

1. **English for Business, A Functional Approach** by J. Chilver
2. **Practical English Usage** by Michal Swan
3. **A Practical English Grammar** by A.J Thomson & A.V. Martinet.
4. **Basic Business English** by Robert E. Barry
5. **The Mayfield Handbook for Technical Writing** <http://web.mit.edu/odsuc/wac/engineering/Mayfield/toc.html>

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**COURSE OUTLINE**

<b>Year</b>	<b>I</b>
<b>Name of Course:</b>	<b>Financial Accounting</b>
<b>Course No:</b>	<b>B. Admin 503</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

- Introduction to Business and Business Organizations. Organization Structures: Sole Proprietorship, Partnership and Joint Stock Companies. Sources of Finance for the Business Organizations. Major Activities of Business. Accounting Information: A Means to an End. Accounting Systems: Financial Accounting System, Managerial Accounting System.
- Fundamental Accounting Concepts, Definitions, Scope and Conceptual Framework of Accounting. Users of accounting information. Purpose, Components and Presentations of Financial Statements: Statement of Financial Position. Accounting Equation. Effects of Business Transactions on Accounting Equation. Income Statement. Components of Financial Statements.
- Double Entry System for Assets, Liabilities, Capital, Revenue, Expenses, Discounts and Drawings. The Accounting Cycle. Journal, Ledger. Use of Accounts. Debit Credit Entries. Trial Balance. Concepts of Net Income, Retained Earnings and Dividends.
- Sales Journal and Ledger, Purchase Journal and Ledger, Return Journals. Cash Books. Petty Cash Books. General Journals.
- Adjusting Entries: Conversion of Assets to Expenses. Conversion of Liabilities to Revenues. Accrued Expenses and Revenues. Adjusting Entries and Accounting Principles. Effects of Adjusting Entries. Use of Worksheet.
- Relationship amongst the Financial Statements. Closing the Temporary Equity Accounting, after Closing Trial Balance. Preparing Financial Statements of proprietorship.
- Merchandising Companies, Their Operating Cycle and Income Statement. General Ledger Subsidiary Ledger Accounts. Perpetual and Periodic Inventory System. Modifying an Accounting System. Transactions Relating to Purchases and Sales. Evaluating the performance of Merchandising Company.
- Cash Management and Bank Reconciliation Statement. Short term Investments. Accounting for Marketable Securities. Management and Accounting for Accounts



Receivables. Accounting for Notes Receivables and Interest Revenues.

- **The Flow of Inventory Costs and Cost Flow Assumptions: Specific Identification, Average Costing, FIFO, LIFO Methods and Its JIT Inventory Systems. Taking a Physical Inventory. Treatment of Shrinkage and Losses of Inventory. Techniques for Estimating CGS and Ending Inventory. Financial Analysis.**
- **Acquisition of Plant Assets. Methods of Depreciation: Straight Line, Declining Balance Methods, the Units of Output Methods, Sum of Years' Digit Method. Disposal of Plant and Equipment. Intangible Assets: Amortization; Goodwill, Patents, Trade Marks, Franchises, Copyrights, R&D Costs. Natural Resources.**
- **Current Liabilities. Long Term Liabilities. Accounting for notes Payable and Bond Payables. Special Types of Liabilities. Evaluating the Safety of Creditors Claims. Estimated Liabilities and Loss Contingencies.**
- **Formation of Corporations. Paid-in-Capital of a Corporation. Accounting for Issuing Shares at Face Values, Premium and Discount. Account Purchase and Sale of Treasury Stock. Market vs. Book Value of Stocks. Treasury Stocks. Stock Splits.**
- **Preparation of Finance Statements for Limited Companies.**

### **Books Recommended**

- 1- Financial and Managerial Accounting: The Basis for Business Decisions (Latest Edition Available) by Williams, J.R., Haka S.F. Bettner M.S. Meigs R.F. McGraw-Hill Irwin.
- 2- College Accounting: A Practical Approach (9<sup>th</sup> Edition) by Slatter. Prentice Hall Business Publishing (Latest Edition)
- 3- Business Accounting - I by Frank Wood and Alan Songster. (Latest Edition)
- 4- College Accounting by Haddock, Brock, Hahn And Reed. (Latest Edition)

**University of the Punjab, Lahore**  
**SUGGESTED SCHEME OF STUDIES FOR**  
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**COURSE OUTLINE**

<b>Year</b>	<b>I</b>
<b>Name of Course:</b>	<b>Economics</b>
<b>Course No:</b>	<b>B. Admin 504</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

- **The Nature and Scope of Economics:** Definition of Economics. Different Schools of Thoughts, Micro vs Macro Economics, Positive vs Normative Economics, Islamic, Market, Command and Mixed Economics, Production Possibility Frontier.
- **Demand:** Individual Vs Market Demand, Determinates of Market Demand. The Demand schedule, Shift in Market Demand.  
**Supply:** Individual Vs Market Supply, Firm Vs Industry, Determinants of Market Supply. The Supply Curve, Shifts in market Supply.
- **Market Equilibrium:** Kinds of Market, Conditions for Stability of Market Equilibrium, Impact of Shift in Demand and Supply on Market Equilibrium, behavior of Competitive Firm, Efficiency and Equity of Market, Decision in Competitive Market, Rationing by Prices, **Price Ceilings and Price Floors Programmes.**
- **Elasticity of Demand and Supply:** Own Price, Income and **Cross Elasticity**, Price Elasticity of Demand and Price Elasticity of Supply, Short Run Vs Long Run Elasticity, Application of **Elasticity to major Economic Issues.**
- **Consumer behaviour and Utility Maximization:** Approaches to consumer behavior and Cardinal and Ordinal Approach. Law of Diminishing Marginal Utility. Law of Equi-Marginal Utility, Substitution and Income Effect, Consumer Choice and Budget Constraint.
- **Production and Business Organization:** The Law of Diminishing Returns, Total Average and Marginal Product, Returns to Scale, Productivity and aggregate Production Function, Nature of the firm.
- **Costs of Production:** Relevant Cost, Opportunity Cost, Explicit Vs Implicit Cost **Incremental Vs Sunk Costs**, Short – Run Costs, Average and Marginal Cost Economics of **Scale Vs Economics of Scope**. Link between Production and Costs.
- **Market Structure:** Monopoly, Oligopoly, Monopolistic Competition, Equilibrium of **Perfectly Competitive Firm** in the Short and Long Run, Equilibrium of a Monopoly **Firm in the Short** and Long Run. Costs and Benefits of Monopoly.

- **Factor Market:** Marginal Productivity Theory of Resource Demand, Determinants of resource Demand Elasticity of Resource demand and Optimal Combination of Resources.
- **Macro Economics:** Introduction to Macro Economic, issues, Objective and Instruments of macro economics.
- National Income, Concepts Measurement Circulation flow of National Income, Nominal and Real GDP Economic Growth, Businesses Cycle.
- Unemployment and its Types, Okuns Law.
- Inflation, Measuring Types and Effects. Measures to Control Inflation, Monetary Policy fiscal Policy.
- Income Inequality and Poverty.
- Balance of Trade and Balance of Payment

### **Books Recommended**

- 1- Brue, McConnel, **Economics** (International Edition).
- 2- Samuelson Nordhaus, **Economics** (Latest Edition)
- 3- Campbell R. McConnel And Stanley L. Bruce Economic (**Principles, Problems and Policies**)

### **Reference Material**

- Quarterly Review Reports by the Board of Directors of State Bank of Pakistan
- Annual Report of the State Bank of Pakistan
- Pakistan Economic Survey
- World Development Report of the World Bank

**University of the Punjab, Lahore**  
**SUGGESTED SCHEME OF STUDIES FOR**  
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**COURSE OUTLINE**

<b>Year</b>	<b>I</b>
<b>Name of Course:</b>	<b>Principles of Banking</b>
<b>Course No:</b>	<b>B. Admin 505</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

- Origin and Evolution of Banking Types of Banks and Banking System.
- Concept and functions of Commercial Bank, Role of Commercial Banks in Economic Develop Organizational Structure of Commercial Bank. Bank Failure and cash reserve.
- Banker and Customer Relationship, nature, types, Rights, Duties and Liabilities, Termination of Contractual Relationship.
- Bank Deposits, Types, Account Opening Procedure, KYC due diligence.
- Negotiable Instruments, Kinds and legal conditions. Kinds of Endorsement, features of Bank Draft.
- Credit creation by Commercial Banks.
- Types and Features of Bank Advances, Principles of Lending, Securitization of Loans and Advances, Mortgage, Pledge, Hypothecation.
- E Banking.
- Letters of Credit, Different Types and Kinds of L/C. Procedure of establishment and negotiation. Advantages. Problems faced by Pakistani exporters.
- SBP, Evolution importance of SBP an Economy. Functions of SBP. Role of SBP in Economic Development
- Islamic Banking Vs Conventional Banking Growth of Islamic Banking Different modes of financing of Islamic Bank.

**Book Recommended**

- 1- Banking & Finance (for Post Graduate Students) by Prof. Riaz Ahmed Mian (Latest Edition)  
 Lahore: Azeem Academy

## **Reference Material**

1. Muhammad Ayub (2002) Islamic Banking and Finance: Theory and Practice: State Banking of Pakistan
2. Abdul Wadood Khan (1999) Method for Starting Interest-Free Banking 25/1 Street No. 15, Cavalry Ground, Lahore.
3. Small and Medium Enterprise Development Authority, SMEDA (2002) How to Approach Banks: A Guide for Pakistani Entrepreneurs International Trade Centre.
4. Kapoor, G.P. (2004) Commercial Banking A.P.II. Publishing Corporation New Delhi.
5. Melvin, Michael (2002) International Money and Finance 6<sup>th</sup> Edition Addison Wesley Educational publishers India.
6. Shekhar, K.C (1974) Banking Theory and Practice 5<sup>th</sup> Edition Vakas Publishing House Ltd. New Delhi.



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**COURSE OUTLINE**

<b>Year</b>	<b>I</b>
<b>Name of Course:</b>	<b>Principles of Marketing</b>
<b>Course No:</b>	<b>B. Admin 506 (75+25)</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

**A: Concepts (75 Marks)**

- - Definition of Marketing. Marketing Process. Its scope and understanding.
- - Consumer needs and customer satisfaction and other basic concepts in understanding Marketing.
- - Development of Marketing Strategy and Marketing Plan.
- - Marketing Environment
- - Managing Marketing Information.
- - Consumer Markets and Consumer Behavior. Model of Consumer behavior, Characteristics affecting consumer behavior, Buying Decisions behavior and process, Business Markets and Buyer Behavior.
- - Segmentation, Targeting and Positioning. Product, Services and Branding Strategies. New Product Development and Product Life Cycle Pricing of Product: Considerations and Approaches. Pricing Strategies.
- - Marketing Channels and Supply Chain Management. Integrated Marketing
- - Marketing Ethics and Social Responsibility.
- - Personal Selling and its process.

**B: Cases (25 Marks)**

Case studies, preferably from Pakistan covering aspects of Marketing.

**Books Recommended**

- 1- Philip Kotler / Kevin Keller: **Marketing Management Latest Edition**
- 2- Marketing: Cases by Prof. Dr. Khawaja Amjad Saeed, Lahore: Khawaja Publications, Latest Edition.(1<sup>st</sup> edition)

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**COURSE OUTLINE**

<b>Year</b>	<b>I</b>
<b>Name of Course:</b>	<b>Business Mathematics &amp; Statistics</b>
<b>Course No:</b>	<b>B. Admin 507</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

- **Business Mathematics:**  
Introduction to Arithmetic and Algebra. Algebraic expressions and equations. Linear and quadratic equations and their solutions.
- Linear equations in two variables their graphic characteristics. Slope-intercept form of two-variable linear equations. Methods of constructing such equations and finding solutions.
- Inequalities and their graphs. Linear Programming problems and Graphic solution for maximization and minimization
- Series or progression. Descriptions of Arithmetic & geometric progression & their applications
- Mathematics of Finance: simple interest and compound interest methods of single payment calculations. Effective rate of interest. Annuities: their future values and present values. Sinking fund for repayment of loans. Cost - benefit analysis.
- Derivatives and their use in Business and Economic. Matrix and their application in Business and Research.
- Meaning, Importance, Population & Sample, Descriptive & Inferential Statistics, Source of collecting statistical data Collection of Statistical Data, Rounding Off numbers
- Presentation of Data:  
Classification, Tabulation, Frequency, distribution & graphic presentation – charts & diagrams et. Histogram, Polygon, Frequency curve & Ogive. Sector Diagrams
- Measures of Central Tendency:  
Types of Averages Arithmetic mean weighted arithmetic mean, Geometric Mean, Harmonic Mean; Median & Mode (For Grouped & Ungrouped, discrete and continuous data), properties of arithmetic mean, Empirical relation between mean, median, mode selection of appropriable measure of central tendency.

- Measures of Dispersion:  
Absolute & Relative measure of dispersion – Range, Inter-quartile range, Mean deviation, Variance & Standard Deviation, Co-efficient of variation, Properties of variance
- Simple Linear Regression & Correlation:  
Regression, Scatter Diagram, Simple linear regression model, Estimation & equation of regression line, Least square regression line, Standard error of estimate.  
Linear Correlation Model, Nature & Coefficient of correlation, Coefficient of determination, Properties of correlation coefficient
- **Statistical Inference:**  
Sampling, Types of population, Sampling methods for probability and non-probability sampling. Sampling distribution of sample mean, difference of sample mean, proportion and differences of proportion and their comparison with population measures. Sampling and non sampling error, standard error.  
  
Tests of hypotheses of normal and t-distribution about mean.  
Probability:  
Introduction, Functional Principal of counting, Permutation & Combination, Set theory & set operations, venn diagram.  
Concept of probability, Random experiment, sample space, events, definition of probability  
Laws of probability

### **Books Recommended**

- 1- Edward T. Dowling, Mathematics for Economist Schuam's outline series  
McGraw Hill, Latest Edition.
- 2- Frank S. Budnick, Applied Mathematics for Business, Economics and the  
Social Sciences, McGraw Hill, Inc., Latest Edition.
- 3- Dr. M. Afzal Beg Miraj Din Mirza & Prof. Sher Muhammad Chaudhry.:  
Statistics Theory and Methods.

### **Reference Material**

- 1- Richard I. Levin, David S. Rubin, Joel P. Stinson, Everette S. Gardner,  
Jr. Quantitative Approaches to Management Latest Edition McGraw Hill.

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**COURSE OUTLINE**

<b>Year</b>	<b>I</b>
<b>Name of Course:</b>	<b>Information Technology for Business Executives</b>
<b>Course No:</b>	<b>B. Admin 508</b>
<b>Maximum Marks:</b>	<b>100 (60+40)</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

**A: Concepts (60 Marks)**

- Basic Concepts and Definitions about Information Technology, Computer, Hardware, Parts of Computers, Kinds of Computers, Software, Types of Software, OS, Translators etc.
- Input Devices, Output Devices, Storage Devices, Processors and other Devices related to Computer.
- Computer Languages, Compilers, Interpreters, Assemblers etc.
- Database Management System Concept, Components of Database System, Database architecture, DBMS Languages, Benefits of Database Approach using DBMS, Limitation of Databases, relational Database Management System (RDBMS), Benefits of RDBMS.
- Introduction of Microsoft Word Main Screen, Movement in a Document, Text Selection, The Tab Stops, Text Movement and Copying, Saving, Opening a document, Font, Spelling and Grammar, Tables, Print Preview, Printing a Document.
- Information System and its Impact in Contemporary Organizations Automation Benefits, Process Improvements, Capability Building, Future Direction, Managerial Functions, Management Information system, Developing MIS, Types of Information Systems: TPS, MRS, DSS, EIS, Expert Systems etc.
- Data Communication, Internet, Intranet and Extranet Technologies
- Electronic Commerce: Perception and Reality, E-Commerce E-Business Process Model, E-Commerce Tracks, E-Commerce Applications, Components of E-Commerce, Potential Benefits of E-Commerce, E-



Commerce Security, Digital Divide, Critical Success Factor.

- Information Systems Security and Control.
- Software Development Life Cycle: Feasibility Study, Requirements Determination, System Designing, System Development Methodologies, Software Quality Assurance, Implementation, Post Implementation Review, System Maintenance.
- System Development Techniques, Prototyping, Spiral, Component based Development, Incremental Development, etc.

### **B: Application to Business Executives (40 Marks)**

History of IT, Global perspectives and IT, Managerial Functions and IT, Computer Networking, E-Phenomenon, E-Commerce, Business Process out sourcing, knowledge Management, Enterprise Resource Planning, Database Management System, Microsoft World, Microsoft Excel.

### **Books Recommended**

- 1- **Managing Information Technology in the Business Enterprise** James A.O.Brien Latest Edition, McGraw Hill.
- 2- **Management Information Systems**, Kenneth C. Laudon, Jane P.Laudon Latest Edition. Prentice Hall.
- 3- Prof. Dr. Khawaja Anjad Saeed, **Information Technology for Business Executives**, Lahore. Khawaja Publications, Latest Edition.

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**COURSE OUTLINE**

<b>Year</b>	<b>II</b>
<b>Name of Course:</b>	<b>Mercantile Laws</b>
<b>Course No:</b>	<b>B. Admin 601</b>
<b>Maximum Marks:</b>	<b>100 (50+50)</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

**A: Commercial Laws (50 Marks)**

- - Contract: Essentials of a valid contract, Different Classifications of Contract, valid void, voidables and unenforceable contracts. Essentials of valid contract, proposal offer Types of proposal, essentials of valid proposal acceptance and its validity. Communication of proposal and acceptance and their revocation.
- - Consideration essentials of valid consideration exceptions to consideration unlawful consideration and objects.
- - Contractual Capacity, Eligibility criteria to enter into contract free consent, coercion, Undue influence, fraud Misrepresentation.
- - Performance of Contract.
- - Contingent and Quasi Contract.
- - Discharge and Breach of Contract. Remedies to Brach of Contract.
- - Indemnity and Guarantee, Rights Duties and Liabilities of the parties.
- - Contract of Bailment. Its essentials and Kinds. Rights, Duties and Liabilities of the Parties.
- - The Contract of Agency, essentials of creating and termination of contract. Rights Duties and Liabilities.
- - The Sale of Goods Act. Contract of Sale, its essentials conditions and warranties.
- - Doctrine of Caveat Empties, Clarification of Goods and their effect on contract, Transfer of Property, performance of Contract, Rights and Duties of Parties.
- - Law governing partnerships.

- - Negotiable Instruments Act
- - Law governing Carriage of Goods.

### **B: Company Law (50 Marks)**

- 1- Introduction
- 2- Promotion and Incorporation of a Company
- 3- Preparation of Prospectus
- 4- Allotment of Shares
- 5- Shareholders of a Company
- 6- Management of Companies
- 7- Meetings and Resolutions
- 8- Preparation of Annual Accounts
- 9- Exercise of Borrowing Power
- 10- Foreign Companies
- 11- Winding Up
- 12- Investigation
- 13- Arbitration, Arrangement and Reconstruction

### **Books Recommended**

- 1) Khawaja Amjad Saeed, **Mercantile and Industrial Laws of Pakistan** Lahore: Karachi: Oxford University Press, Latest Edition.
- 2) Khawaja Amjad Saeed, **Company Law in Pakistan**: Khawaja Publications, Latest Edition

### **Reference Material**

1. Bare Acts of above Laws.
1. Business Law by Khalid Mahmood Cheema, Latest Edition.

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**COURSE OUTLINE**

<b>Year</b>	<b>II</b>
<b>Name of Course:</b>	<b>Financial Management</b>
<b>Course No:</b>	<b>B. Admin 602</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

- Meaning, Nature and Scope of Finance functions.  
Functions of Financial Management, Goals of financial Management, Viz. Profit Maximization and wealth Maximization Importance and Responsibilities and Financial Management
- Accounting and Finance a comparison, Review of Financial Statements, Income Statements and Balance Sheet, published reports of quoted companies.
- Cash flow statement Objectives and Analysis Preparation of Cash flow as per International Accounting Standard: Operating activities Investment Activities and Financing Activities.
- Time value of Money, Calculation of Present Value, Future value, Simple and Compound Interest, Discount Factor.
- Concept of Leverage, Operating Leverage Financial Leverage
- Leasing / Lease Financing, Concept of Leasing Types of Leasing, Lease versus Loan.
- Mergers and Acquisitions
- Interest Rates and Bond Valuation
- Dividend Policy
- Overview of Analysis of Financial Statements

**Books Recommended**

- 1- Principles of Financial Management by Lawrence J. Gitman (Latest Edition)
- 2- Financial Management by T.J. Gahagber & J.D. Andrew (Latest Edition)

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**COURSE OUTLINE**

<b>Year:</b>	<b>II</b>
<b>Name of Course:</b>	<b>Human Resource Management</b>
<b>Course No:</b>	<b>B. Admin 603</b>
<b>Maximum Marks:</b>	<b>100 (60+40)</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

**A: Concepts (60 Marks)**

- **Introduction to Human Resource Management**
  - The Management Process
  - Human Resource Management at Work
  - Personnel Aspects of a Manager's Job, Personnel Mistakes
  - Basic HR Concepts
  - Line and Staff Aspects of HRM
  - Line Managers' HRM Responsibilities
  - Human Resource Managers' Duties
  - Human Resource Specialties
  - The Changing Environment of HR Management
  - High-Performance Work System Practices
  - The Human Resource Manager's Proficiencies
- **Strategic role Human Resource Management and the HR Scorecard**
  - The Strategic Management Process
  - Business Vision and Mission
  - Types of Strategies
  - Strategic Human Resource Challenges
  - Human Resource Management's Strategic Role
  - Creating the Strategic Human Resource Management System



**Job Analysis**

- ❑ Types of Information Collected
- ❑ Use of Job Analysis Information
- ❑ Steps in Job Analysis
- ❑ Methods of Collecting Job Analysis Information

**Job Analysis**

- ❑ Writing job description
- ❑ Writing Job Specification
- ❑ Job Analysis in a "Jobless" World
- ❑ Competency Based Job Analysis

**Personnel Planning and Recruiting**

- ❑ The Recruitment and Selection Process
- ❑ Planning & Forecasting
- ❑ Effective Recruiting
- ❑ Internal Sources of Candidates
- ❑ Outside Sources of Candidates
- ❑ Recruiting a More Diverse Workforce
- ❑ Development and Using Application Forms

**Employee Testing and Selection**

- ❑ Why Careful Selection is important
- ❑ Basic Testing Concepts
- ❑ Test Takers' Individual Rights and Test Security
- ❑ Legal Privacy Issues
- ❑ Types of Tests
- ❑ Work Samples and Simulations
- ❑ Background Investigations and Other Selection Methods
- ❑ The Polygraph and Honesty Testing
- ❑ Honesty Testing Programs

**Interviewing Candidates**

- ❑ Basic Features of Interviews
- ❑ Designing and Conducting An Effective Interview
- ❑ How to Conduct a More Effective Interview
- ❑ What can Undermine an Interview's Usefulness
- ❑ Designing and conducting an Effective Interview
- ❑ Interview Questions to Ask

**Training and Developing Employee / Presentations**

- ❑ Orienting Employees
- ❑ The Training Process
- ❑ Training Methods
- ❑ Management Development
- ❑ Management Organizational Change and Development
- ❑ Evaluating the Training Effort

**Performance Management and Appraisal / Presentations**

- ❑ Basic Concepts in Performance Appraisal and Performance Management
- ❑ An Introduction to Appraising Performance
- ❑ The New Workplace: Performance Appraisals and Joint Venture Collaboration
- ❑ Appraising Performance: Problems and Solutions
- ❑ The Appraisal Interview
- ❑ Creating the Total Performance Management Process

- **Managing Careers**

- The Basics of Careers Management
- Role in Career Planning and Development
- Managing Promotions and Transfers
- Enhancing Diversity through career Management
- Career Management and Employee Commitment
- Retirement

**B: Application to Pakistan (40 Marks)**

Labour Policies in Pakistan, Current Industrial Relations Law, Industrial Relations in Islamic framework, Selected Cases.

**Books Recommended**

- 1- Human Resource Management by Gary Dessler, Latest Edition.
- 2- Personnel Management (HRM / HRD) Latest Edition  
by Prof. Dr. Khawaja Amjad Saeed, Lahore: Khawaja Publications, Latest Edition.

**Reference Material**

- 1- The English Newspapers (especially The Dawn), The Economics, The Time
- 2- Internet - The relevant Institutional Web Pages

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**COURSE OUTLINE**

<b>Year:</b>	<b>II</b>
<b>Name of Course:</b>	<b>Production &amp; Operation Management</b>
<b>Course No:</b>	<b>B. Admin 604</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

- The field of operation management; historical development of operations management
- Operation Strategy and Competitiveness
- Product and Service Design
- Facilities Location
- Capacity Planning
- Processes and Layout
- Quality Management
- Work Systems
- Aggregate Planning
- Scheduling
- Material Requirement Planning
- Just-in Time Production System
- Supply Chain Management
- Inventory Management
- Waiting Line Management

### **Books Recommended**

**25**

- 1- Operations Management, (Process and value Chain), Lee Krajewski, Larry Ritzman, Manoj Mathotre (Latest Edition).
- 2- Operations Management for Competitive Advantage, Chase, R.B., N.T. Aquilano and F.R. Jacobs (Latest Edition).

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**COURSE OUTLINE**

<b>Year</b>	<b>II</b>
<b>Name of Course:</b>	<b>Business Research Methods</b>
<b>Course No:</b>	<b>B. Admin 605</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

- **Business, Definition, Characteristics, Types, Factors Promoting Business**  
 Research, definition, Characteristics, Types, the **Need for Research**
- **Business Research, Definition, Characteristics, Types and Importance**  
 The Need of Research in Business **Research in Business Research** in Functional Areas of Business
- **The Manager and Business Research why should the Manager know Research and what Research should the Manager should Understand**  
 The Manager Researcher relationship. The Manager and the Researcher. The Manager and the Internal Researchers.
- **Need of Research in Business, who does the Research?**  
 Where and why study Research?  
 Need for Better Business Research and Its Criteria Hall Marks of Scientific Research
- **Problem, research problem, definition, causes, types, formulation, importance.**
- **The Research Process, the Theoretical Framework, its Components.**  
 The Variables, Definition and Types
- **Hypothesis, Definition, Features Types and Needs.**  
 The Development of Hypothesis. The Stages in its Development  
 Hypothesis Testing with Quantities and Qualitative Data.
- **The Research Process. The Research Design, Definition, Features, Functions and Components**  
 Difference B/W Research Design, Proposal & Plan. The Experimental, Design.

- Sampling and Sample Definition, Features Types and Needs Population, Universe, element and Sample  
Types of Sample/Sampling the Probability and Non Probability Sampling.
- The Research Process: Research Instruments. Research Survey sample census Surveys and Pilot Surveys.  
Data Definition, Nature and Types Primary and Secondary
- The Research Process Data Collection Sources, Methods and Settings  
Interview Definition, Nature Features Types, Importance.
- Data Collection Methods Types of Interview and their Respective Units and Demerits  
Questionnaire, Definition, Nature and Importance. Types of Question and Their Respective Merits and Demerits.
- Data Collection Methods Observation, Definition, Features Types and Importance  
Different Types of Observation and their Respective Merits and Demerits.
- Statistical Terms and Test Used in Business Research Description Statistics.  
Measures of Central Tendency and Dispersion Frequencies
- Data Analysis and Interpretation  
Data Completion, Processing Edition, Coding, Representation  
Data Analysis, Programming Validity and Reliability  
Data Interpretation
- Research Report Definition Components, Types  
Research Report Format Title, Table of Contents, Introduction, Executive Summary, Main Body, Summary and Conclusions, Plan of Action.

### **Books Recommended**

- 1- **Research Mythology for Business**, --- Umma Sekaran (Latest Edition).
- 2- **Business Research** --- William Emmoy 1980 Edition Richard D. Irvin Inc. Illinois USA.
- 3- **Introduction to Business Research** --- Prof. Fazli Wahid  
Additions, Research and Development Center, Peshawar.

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**COURSE OUTLINE**

<b>Year:</b>	<b>II</b>
<b>Name of Course:</b>	<b>Cost &amp; Management Accounting</b>
<b>Course No:</b>	<b>B. Admin 606</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

- **Introduction**
  - Introduction to Cost and Management Accounting
  - Management Accounting Vs Financial Accounting
  - Cost Management System
- □ Basic Cost Term Concept
- □ Cost of Goods Sold Statement
- Income Statement
- □ Product Costing and Service Costing
- Flow of cost in manufacturing firms
- Types of product costing system
- Concept of overhead application
- Under/Over applied overheads
- Overhead application rate
- □ Accumulation of Cost in job order cost system
- JOB order cost sheet
- Preparing bids prices
- Practice questions

- Activity analysis, Cost behavior and cost estimation
- Cost behavior patterns
- Using cost behavior pattern to predict costs
- Cost estimation
  
- Cost Volume Profit Analysis
- Break even Point
- Break even Chart
- Margin of Safety
- Why Important
  
- Budgetary Control System, Govt. Budgets Vs Corporate Budgets
- Operational Budgets
- Cash Budgets
- Master Budgets
- Zero Based Budgeting
- Standard Costing and Performance Measurement
- Setting standards for Materials, Cost, Labor cost, FOH Variance Calculation Analysis
- Preparing and Evaluating Performance Reports
  
- Using Accounting Information Managerial Decisions like: Make Vs Buy Decision
- Accepting or rejecting a special order Dropping or Adding a Product
- Comprehensive problem discussion and revision
- Comprehensive practice and testing before final term exams
- **Cash Receivable and Inventing Management, Optional Cash Policy, Credit Policy.** Economic Order Quantity, Optimal Capital Structure.

### **Books Recommended**

- 1- Managerial Accounting by Ronald W. Hilton (Latest Edition)
- 2- Managerial Accounting by Matz & Usry (Latest Edition)
- 3- Cost Accounting by Dr. Zahid Mahmood, Muhammad Arshad Awan Sultan Mahmood.



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**COURSE OUTLINE**

<b>Year</b>	<b>II</b>
<b>Name of Course:</b>	<b>Auditing</b>
<b>Course No:</b>	<b>B. Admin 607</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Elective (Finance Specialization)</b>

**Contents**

- Auditing – Introduction, Definition
- Nature and Scope, Glossary
- Objects of an Audit
- Difference between Accounting and Auditing
- Advantages of Auditing
- Qualities and Qualifications of an Auditor
- Continuous Audit – features, advantages and disadvantages
- Final Audit – features, advantages and disadvantages
- Interim Audit – features, advantages and disadvantages
- Definitions, objectives and principles of systems of Internal Control Systems, Internal Check and control
- Difference between Internal Audit and External Audit. Considering the work of
- Audit Documentation , Engagement letter.
- Materiality & Audit Assurance, Management Presentation
- Over view of Audit Techniques, Audit Planning
- Audit evidence
- Liabilities of Auditor
- Different Types of Audit report
- Events subsequent to Audit Report
- International Auditing Practice Statement – Audit of Financial Statement of Banks/Insurance Companies and other entities.

**Book Recommended**

- 1- Principles of Auditing by Prof. Dr. Khawaja Amjad Saeed (Latest Edition), Lahore: Khawaja Publications.

**Reference Material**

- 1- Companies Ordinance 1984.
- 2- International Auditing Standards

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**COURSE OUTLINE**

<b>Year</b>	<b>II</b>
<b>Name of Course:</b>	<b>Business Taxation</b>
<b>Course No:</b>	<b>B. Admin 608</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Elective (Finance Specialization)</b>

**Contents**

- Introduction to Income Tax Law
- Key Definitions
- Taxation of Salary Income
- Taxation of Company Income. Advance Tax Computations
- Taxation of Individuals, AOP and Retailers
- Treatment of Losses
- Exemptions & Tax Concessions
- Review and Revision
- Taxation of Special Industries including Banking Companies
- Taxation of Residents & Non-Residents, Avoidance of Double Taxation Treaty
- Filing of Returns, Assessments
- Revision, Amended Assessment & Appeals

**Book Recommended**

I- **Income Tax Law in Pakistan** by Prof. Dr. Khawaja Amjad Saeed, Karachi:  
 Oxford University Press.

**Reference Material**

- 1- Income Tax Ordinance, 2001
- 2- Tax Laws of Pakistan by Dr. Ikram Ul Haq & Huzaima Bukhari

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**COURSE OUTLINE**

<b>Year</b>	<b>II</b>
<b>Name of Course:</b>	<b>Consumer Behavior</b>
<b>Course No:</b>	<b>B. Admin 609</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Elective (Marketing Specialization)</b>

**Contents**

- Introduction
  - Defining Consumer Behavior
  - Customer and Consumers
  - The Ultimate Consumer
  - The Individual Buyer
  - A Subset of Human Behavior
  - Significance in Daily Lives
  - Application to Decision Making
  - Consumer Behavior and Marketing Management
- Understanding Consumers & Market Segment
  - Views of the Market and Alternative Marketing Strategies
  - Market Aggregation & Segmentation
  - Limitation of Demographics in Predicting Consumer Behavior
  - Lifestyle and Psychographic Segmentation
  - The Technique of Lifestyle Segmentation
  - Application of Lifestyle Segmentation
  - Benefit Segmentation
  - Product Positioning
- Environment Influences on Consumer Behavior
  - Culture Defined
  - Culture Relevance to Marketing Decisions
  - The Characteristics of Culture
  - Implications of Culture Change for the Marketer
  - Tracking Culture Change
  - Cross Culture Understanding of Consumer Behavior

## Subcultures

The Nature of Subcultures

The Black Subculture

The Asian Subculture

The Hispanic Subculture

The Youth Subcultures

The Older Subcultures

## Social Class

The Process of Social Stratification

The Nature of Social Class

Social Class Measurement and Categorization

Social Class Lifestyles

Social Class and Consumer Behavior

## Social Groups

Group Defined

Groups Properties

Reference Groups

The Nature of Reference Group Influence

The Variability of Reference Group Influence

Case Study

## Significance of the Family in Consumer Behavior

Families and Households

Family Life Cycle

Family Purchasing Decisions

## Personal Influence & Diffusion of Innovations

The Nature and Signification of Personal Influence

Communication and Influence Flow

Opinion Leadership in Marketing

Adoption and Diffusion of Innovations

Marketing Implications of Personal Influence

## Personality and Self Concept

Personality Theories and Applications

Measuring Personality

Some Major Personality Theories

A Critical Review

Psychographics

Self Concept

## Motivation and involvement

The Nature and Role of Motives

Classifying Motives

Motive Arousal

Motive Structuring

Motive Research

## Information Processing

Information Acquisition

Perceptual Encoding  
Marketing Implications

Learning and Memory  
Characterizing Learning  
Memory

- Attitudes
  - Definition of Attitude
  - Characteristics of Attitude
  - Functions of Attitudes
  - Attitude Theories and Models
  - The Peripheral Route to Developing Attitudes
- Changing Attitudes
  - Strategies for Changing Attitudes and Intentions
  - The Communication Process
  - Source Factors
  - Message Factors
- Problems Recognition
  - Types of Consumer Decision
  - Problems Recognition
  - Marketing Implications of Problem Recognition
- Search and Evaluation
  - The Information Search Process
  - Studying the Information Search Process
  - Measuring Evaluation Criteria
  - Influencing Consumers Evaluation

### **Books Recommended**

- 1- **Consumer Behavior**  
David and Albert. M.G. Hill. (Latest Edition)
- 2- **Consumer Behavior**  
Harw Kins Etal Irwin. (Latest Edition)

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**COURSE OUTLINE**

<b>Year</b>	<b>II</b>
<b>Name of Course:</b>	<b>Advertising and Promotional Strategies</b>
<b>Course No:</b>	<b>B. Admin 610</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Elective (Marketing Specialization)</b>

**Contents**

- Advertising, Advertising Vs Publicity  
Importance & Reasons of Advertising  
Special Objectives of Advertising
- Forms of Advertising  
The Advertising Department  
Role of Advertising Manager  
The Advertising Agency
- Advertising and the Marketing Mix  
Developing Growth Strategies and Advertising  
Target Market Strategies and Advertising
- The Relationship of Advertising Manager & Advertising Agency  
Organizational Structure & Kinds of Advertising Agencies
- Revenue of Advertising Agencies Hiring and Firing Agency  
Case Study
- Media  
Strength and Weakness of Different Media  
Developing Media Objectives & Strategy
- Brand Development Index  
Category Development Index  
Techniques of Advertising Budgeting



- Advertising Campaign  
Steps in Developing an Advertising Campaign
- Calculating the Cost for News Papers Magazine & T.V Ads. Current Charges of leading Newspapers, Magazines & T.V. Channels in Pakistan.
- Sales Promotion  
Sales Promotion Activities Designed Towar Middlemen  
Sales Promotion Activities Designed Toward Final Consumers
- Advertising Research & Steps in Conducting Advertising Research
- Copy Writing and Creative Strategy  
Copy Writing with the Aid of FCB Matrix
- Elements of Copy Writing & Message strategy  
Steps in advertising Layout
- Purpose of Visuals, Common Subjects of Visuals  
Writing Copy for Radio
- Checklist for Effective Copy, Creative Art Direction  
The Story Board, The T.V. Commercials
- T.V. Commercials that Sell  
Below & Above Average T.V. Commercials in Brand Switching  
Case Study

### **Books Recommended**

- 1- Advertising Excellence L.Boree Jhon V. Thrill George P.Dovel Marian Burk Wood, McGraw (Latest Edition).
- 2- Advertising Wright, McGraw Hill Publishers (Latest Edition).
- 3- Advertising Excellence L. BoeeWilliam, F.ArensX Irwin (Latest Edition).
- 4- Advertising Frank Jefkins Rupa & Co. Publishers Calcutta (Latest Edition).

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**COURSE OUTLINE**

<b>Year</b>	<b>III</b>
<b>Name of Course:</b>	<b>Entrepreneurship</b>
<b>Course No:</b>	<b>B. Admin 701</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

- Historical Background of Entrepreneurship
- Definitions, Theories of Entrepreneurship
- Traits of Successful Entrepreneurship
- Types of Entrepreneurship
- Specific Entrepreneurship Areas
  - Business Development
  - Products & Services
  - Enterprises
  - Marketing
  - Operations
  - Management
  - Financial Management
- Characteristics of Entrepreneurship
  - Entrepreneurship VS Management
  - Marketing Example
  - What can we do
  - Why not Managers
- The Business Planning
  - Questions to Answer
  - The People
  - The Opportunity
- The Context
  - Regulatory Management
  - Interest Rates
  - Demographic Trends
  - Inflation

- Market Development
  - What is Marketing
  - Marketing on Shoe String
  - Merchandising display & Store Front
- Business Plan Development
  - Organization Plan
  - Management Plan
  - Marketing Plan
  - Operation & Production Plan
  - Financial Plan
  - Overall Growth
- do-
- Labour
  - Skill Requirement
  - Compensation Plan
  - Performance Compensation Plan
- Operations & Production Management
  - What will be and how will be produced
  - Quality Control Standards
  - Transportation, Packaging & Shipping
- Risk & Reward
  - Entrepreneurship gives the risk to other and capture the reward
- Addressing & Context
  - What will Management do if the context grows unfavorable
- What is SMEDA. Its role and function

### **Books Recommended**

1. Entrepreneurship by Robert D. Hisrich, Michald P. Peters, Dean A. Shepherd
2. Essentials of Entrepreneurship & Small Business Management by T.W. Zimmerer & N.W. Scarborough
3. Fundamentals of Entrepreneurship by S.K. Mohanty.
4. Entrepreneurship by Dr. S.M. Naqi

### **Reference Material**

Will be provided.

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**COURSE OUTLINE**

<b>Year</b>	<b>III</b>
<b>Name of Course:</b>	<b>Strategic Management</b>
<b>Course No:</b>	<b>B. Admin 702</b>
<b>Maximum Marks:</b>	<b>100 (75+25)</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

**A: Concepts (75 Marks)**

- Towards Knowledge Based Economy, Understanding Strategy Scanning Environment,
- Developing Functional Strategies: Personnel, Marketing, Financial, Production / Operation, Procurement.
- Implementing Strategies: Change Management, Leadership, Organizational Restructuring, Strategic Controls, Project Focus, Sickness (Diagnostic Models), Tools for Strategic Management, Management Appraisal and Functional Strategies.

**B: Case Studies (25 Marks)**

**Book Recommended**

- 1- **Strategic Management: Concepts and Cases** by Prof. Dr. Khawaja Anjad Saeed (Latest Edition). Lahore: Khawaja Publications.

**Reference Material**

- 1- **Strategic Management and Business Policy**: Thomas L. Wheelen (Latest Edition)
- 2- **Strategic Management: Concepts and Cases** by Peter Wright, Mark Kroll, John Parnell

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**COURSE OUTLINE**

<b>Year</b>	<b>III</b>
<b>Name of Course:</b>	<b>Management Information Systems</b>
<b>Course No:</b>	<b>B. Admin 703</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

- Introduction
  - Management Information System and Its Subsystems
  - Information Resource Management
  - Goals of Information System
  - Key ISSUES and Challenges in MIS
- Systems & Models
  - System
  - Components of system
  - Environment, Open Vs Specific Models, Levels of Models
- Models of Organizational System
  - General Model of Organization
  - Strategic Planning Model
- Management & Decision Making I
  - Management
  - Contingency Approach
  - Roles of Manager, Planning and Control
  - Management Styles
- Management & Decision Making II
  - Managerial Decision Making
  - Characteristic of Effective Information
  - Types of Decision, Decision Making Process
  - Evaluating Decision Making Process
- Database Management
  - Over View of Database Management System
  - Concept of File
  - Limitations of File
  - Database Models

- Database Administrator
- SQL, Concurrent Access
- Security, Data Dictionaries
- Networking II
- Networking Topologies
- Networking Media
- Networking Protocols
- Transaction Processing
- Transaction Processing System
- Transaction Processing Cycle
- Transaction Processing Subsystems
- Management Reporting System
- Types of reports, Structuring Reports
- Role of MRS
- Decision Support System (DSS) II
- Group Decision Support System (GDSS)
- Components, Configuration, Classification and Goals
- Executive Information System (EIS)
- Executive, Executives' Role in Decision Making
- Executive Decision Making Environment
- Knowledge Based Systems
- Artificial Intelligence (AI), AI Applications
- Need for Expert Systems (ES)
- Components of ES, Developing ES
- ES Vs. Conventional Applications
- Used and Limitations of ES
- Office Information Systems (OIS)
- Office and Office Systems
- Types of Office Automation Systems
- Revision and Viva Voce

### **Books Recommended**

- 1- **Management Information System Strategy and Action**  
Thomas Case and Charles Parker. Latest Edition
- 2- **Management Information System**  
James A.O' Brien Latest Edition
- 3- **Management Information Systems** - T. Lucey, Latest Edition

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**COURSE OUTLINE**

<b>Year</b>	<b>III</b>
<b>Name of Course:</b>	<b>Organizational Behavior</b>
<b>Course No:</b>	<b>B. Admin 704</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

- Introduction to Organization Behavior
  - The Challenges to the Modern Management
  - Undergoing an paradigm Shift
  - The new Perspective of Management
  - The Hawthorne Studies
- Theoretical Framework of OB
  - Organizational Behavior Model
- The Perception Process
  - The Nature and Impact of Perception
  - Sensation Versus Perception
  - Sub Processes of Perception
  - Perceptual Selectivity
  - External Attention Factors
  - Internal set Factors
- Perceptual Organization
  - Impression Management
  - The Process of Impression Management
  - Employment Impression Management Strategies
- Personality and Attitudes
  - The Meaning of Perception
  - The Development of Personality and Socialization
  - The Nature and dimensions of Attitudes
  - Components of Attitudes
  - Antecedents of Work-Related Attitudes
  - Functions of Attitudes
  - Changing Attitudes

- Job Satisfaction
- Organizational Commitment
- Meaning and the Outcomes of Organizational Commitment
- Motivation needs, Processes and Contents
- The Meaning of Motivation
- Primary Motives
- Secondary Motives
- General Motives
- Content Theories of Motivation
- Maslow's Need Hierarchy Theory
- Herzberg's Two Factors Theory
- Adlerfet's ERG Theory
- Learning Process
- The Theoretical Processes of Learning
- Behaviorist Theories
- Social Learning Theories
- Principles of Learning, Punishment and Reinforcement
- Organizational Reward System
- Money as Rewards
- New Pay Techniques
- Analysis of Monetary Reward System
- Non-Financial Rewards
- Behavioral Management
- Interactive Conflicts and Negotiation Skills
- Individual Conflicts
- Interpersonal Conflicts
- Inter Group Behavior and conflicts
- Organizational Conflicts
- Negotiation Skills
- Traditional Negotiation Skills
- Newly Emerging Skills
- Stress: Causes Effects and Coping Strategies
- The Meaning of Stress
- Causes of Stress
- Extra Organizational Stressors
- Organizational Stressors
- Group Stressors
- Individual Stressors
- Effects of Stress
- Physical Effects
- Psychological Effects
- Behavioral Effects
- Coping Strategies for Stress
- Individual Coping Strategies
- Organizational Coping Strategies
- Review
- Presentations
- Viva Voce



**Books Recommended**

- 1- **Organizational Behavior**  
Fred Luthans, Latest Edition Irwin Mc Graw Hill Publishers.
- 2- **Organizational Behavior**  
Robert Kriethner and Annigelo Kinick, Latest Edition, Irwin McGraw Hill Publisher,  
(1996)

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**COURSE OUTLINE**

<b>Year</b>	<b>III</b>
<b>Name of Course:</b>	<b>Logic and Critical Thinking</b>
<b>Course No:</b>	<b>B. Admin 705</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

- Definition of Logic  
 Logic as Study of Thought  
 Logic in terms of Art and Sciences
- Premises and Conclusions  
 Basic Terms  
 The order of Premises and Conclusion  
 Conclusion Indicators and Premises Indicators  
 Argument in Context
- Diagram for single Arguments  
 Agreements and Disagreements of Attitude
- The Language  
 Three Basic Functions of Language  
 Discourse Serving Multiple Functions  
 The Forms of Discourse
- Emotive words and the Logic of Emotions  
 Emotively Neutral Language
- Truth and Validity    Test Construction (Standardization and Generalization)  
 Problem Solving  
 Creativity Thinking and Invention
- Fallacies  
 Fallacy of Relevance

## Fallacy of Ambiguity

- Definition
  - Purpose of Definition
  - Types of Definition
- Proposition
  - Kinds of Proposition
  - Categorical Proposition
  - Quality, Quantity and Distribution
- The Traditional Square of Opposition
  - Contradictories
  - Contraries
  - Sub Contraries
  - Sub alternation
  - The Sequence of Opposition
  - Existential Import
- Categorical Syllogisms
  - Standard form Categorical Syllogisms
  - Major, Minor and Middle Terms
  - Mood
  - Figure
  - Venn diagram
- Symbolic Logic
  - The value of Special Symbols
  - The Symbols for Conjunction, negation and Disjunction
- Analogy
  - Arguments by Analogy
  - Appraising Analogical Arguments
- Science and Hypothesis
  - The Value of Sciences
  - Problem and its solution (Deduction)
- The Method of Deduction
  - The Formal Proof of Validity
  - The Rule of Replacement
  - Proof of invalidity
  - Reliability and Reliability

**Book Recommended**

- 1- **Introduction to Logic**  
Irvin Copi, Latest Edition

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**COURSE OUTLINE**

<b>Year</b>	<b>III</b>
<b>Name of Course:</b>	<b>Economy of Pakistan</b>
<b>Course No:</b>	<b>706</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Compulsory</b>

**Contents**

- Pakistan in the World Economy.
- Macro Economic Framework and Performance.
- Agriculture Sector.
- Manufacturing Sector.
- Balance of Payment.
- Financial Sector.
- Resource Mobilization.
- Infrastructure Services.
- Macro Economic Framework and Performance of Pakistan & Experience.
- Pakistan Agriculture Policies, Industrial, Infrastructural Sector Policies, Commercial Policies, Monetary Policies, Fiscal Policies, Manpower Policies, Labour Policies.
- Islamic Financial System.
- Suggested Economic Strategy for Pakistan in the Third Millennium.

**Book Recommended**

- 1- **The Economy of Pakistan** by Prof. Dr. Khawaja Amjad Saeed, Karachi: Oxford, University Press, Latest Edition.

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**COURSE OUTLINE**

<b>Year</b>	<b>III</b>
<b>Name of Course:</b>	<b>Corporate Finance</b>
<b>Course No:</b>	<b>B. Admin 707</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Elective (Finance Specialization)</b>

**Contents**

- Introduction and Evolution of Corporate Finance, Firm and Finance Manager, Financial Environment, the Role of Finance Manager, Organizing a Business
- The Time Value of Money, Simple interest, Compound Interest, Compound Factor, Discount Factor, Present and Future Valuation, Annuities, Real and Nominal Interest
- Net Present Value and Other Present Value and Other Investment Criteria, Project Analysis, Types of Projects, Parametric and Non-Parametric techniques for Project Evaluation, (Pay Back Period Method, IRR, NPV, PI, CBA, etc)
- Introduction to Risk, Return and Opportunity Cost of Capital, Measuring and Calculation of Portfolio Risk, How Individual Securities affect portfolio Risk, Diversification and CAMP
- Measuring Betas
- Practical Problems in Capital Budgeting, Sensitivity Analysis
- Financing Decisions and Market Efficiency, Corporate Finance and Lessons of Market Efficiency
- Corporation Financing, Pattern of Corporate Financing, Common Stock, Preferred, Debt and Convertibles
- How Corporation issue Securities, Venture Capital, The Initial Public Offering, General Cash Offers by Public Companies, The Role of Underwriters.

- Financial Planning, Financial Ratios, Application of Financial Analysis, Three Requirements for Effective Planning, Financial Planning Models, External Financing and Growth
- Short-Term Financial Planning, Components of Working Capital, Tracing Changes in Cash and Working Capital, Cash budgeting, Cash Management, Credit Management, Terms of sale and Commercial Credit Instruments, Credit Analysis and Collection Policy.
- Long term and Medium Term Lending and Borrowing, Capital Market VS Money Market, Money Market Investments, Term Loans, Capital Market Investments
- Merger and acquisitions, Estimating Economic Gains and Cost from Mergers, Motives for Mergers, Estimating Costs of Mergers, The Mechanics of a Merger, Merger Tactics
- Leveraged Buyouts, Proxy Contest, turnaround, Merger and the Economy, Practical Problems
- Corporate Liabilities and the Valuation of Options, Call Option, Put Option, Shares, Holding Calls and puts, What determines Option Values Application of Option Pricing Theory
- Hedging and Financial Risk, Insurance, Hedging with Futures, Forward Contracts, SWAPS, Leasing, Dividend Policy and Capital Structure

### **Books Recommended**

- 1- Principles of Corporate Financing By Richard A. Brearly, Stewart C. Mayers & Alan J. Marcus, Latest Edition, Publisher McGraw Hill
- 2- Fundamentals of Corporate Finance By Ross, Stephen A. Westerfield, Randolph W. and Jordan, Bradford D.

### **Reference Material**

- 1- Corporate Financial Management By A Besant C Raj, Latest Edition, Tata McGraw Hill Company Limited, New Delhi, India.
- 2- Corporate Financial Reporting (Theory and Practice) By Jawaharial. Latest Edition, Taxmann Allied Services (Pvt) Ltd.

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**COURSE OUTLINE**

<b>Year</b>	<b>III</b>
<b>Name of Course:</b>	<b>Investment and Portfolio Management</b>
<b>Course No:</b>	<b>B. Admin 708</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Elective (Financial Specialization)</b>

**Contents**

- Introduction
  - The Nature and Meaning of Investments
  - Financial in Economic Concept of Investment
  - Characteristics of Investment
- Objectives of Investment
  - Investment Vs Speculation
  - Investment Vs Gambling
- Types of Investors
  - Individual and Institutional Investors
  - Investment Avenues
- Introduction to Portfolio Management
  - Phases of Portfolio Management
  - Security Analysis
  - Portfolio Analysis
  - Portfolio Selection
- Portfolio Revision
  - Portfolio Evaluation
  - Evolution of Portfolio Management
  - Historical Facts
- Phases of Evolution
  - Speculative Phase
  - Phase of Professionalism

## Scientific Phase Role of Portfolio Management

- Investment and Risk
  - Meaning of Risk
  - Elements of Risk
  - Systematic Risk
  - Interest Rate Risk
  - Market Risk
  - Purchasing Power Risk
- Unsystematic Risk
  - Business Risk
  - Financial Risk
- Fundamental Analysis
  - The Concept of Fundamental Analysis
  - Economy – Industry – Company Analysis Frame Work
- Economy Analysis
  - Growth Rates of National Income
  - Interest Rates
  - Government Revenue, Expenditure and Deficit
  - Exchange Rates
  - Infrastructure
  - Economic and Political Stability
  - Economic Forecasting
- Industry and Company Analysis
  - Industry Analysis
  - Industry Life Cycle
  - Stages of Industry Analysis
- Industry Characteristics
  - Demand Supply Gap
  - Competitive Conditions in the Industry
  - Performance Labour Condition
  - Attitude of Government
  - Supply of Raw Materials
  - Cost Structure
- Company Analysis
  - The Concept of Company Analysis
  - Financial Statement
  - Analysis and Interpretation of Financial Statements
- Stock Exchange
  - Definition
  - Functions
  - Advantages and Disadvantages



- Procedure of dealing on Stock Exchange
  - Broker
  - Order
  - Contract
  - Communication
  - Settlement
- Buyer and Sellers of Securities
  - Types of Speculators
  - Causes of Fluctuation in Security Prices
  - Types of Orders
  - Pakistan's Stock Market

### **Books Recommended**

- 1- **Investment: Analysis and Management** by Charles P. Jones, Latest Edition, published by John Wiley and Sons 1998.
- 2- **Success in Investment** by R.G Winfield and S.J Curry, Published by John Murry Publishers Ltd.
- 3- **Investors Guide, Published by SECP**
- 4- **Portfolio Management, S. Kevin, Latest Edition, Prentice Hall of India (Pvt) New Delhi.**

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**COURSE OUTLINE**

<b>Year</b>	<b>III</b>
<b>Name of Course:</b>	<b>Global / International Business</b>
<b>Course No:</b>	<b>B. Admin 709</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Elective (Management Specialization)</b>

**Contents**

- Challenges of International Business  
 The Role of Small Business  
 World Business Review  
 Export and Import, Foreign Direct Investment  
 The Study of International Market and Businesses
- Multinational Enterprise  
 Nature and Characteristics of MNE  
 Why firms become MNE  
 Strategic Management on MNE
- Triad and International Business  
 Role of Triad  
 Triads dominate the concept of F.D.I  
 Relationship of various Triad Members  
 Dominance of Japan with in Triads
- International Politics and Economics Integration  
 Political Ideologies and Economics  
 Political and Economic System  
 Govt. Control of Assets
- Privatization in Action  
 Government Business Cooperation  
 Economic Integration  
 Trade Creation, Trade Diversion  
 Level of Economic Integration

- International Culture, Trade and Finance
  - Element of Culture
  - Phenomenon Governing Cultural Latitude
  - Strategic Management of Cross Cultural Training
  - Trade theory and Trade Barriers
  - International Monetary System
  - Pre-Requisites in determining the monetary Funds
  - Management of Foreign Exchange Market
- Global Strategic Planning
  - Overview of Strategic Orientations
  - Strategy Formulation
  - Internal and External Environmental Assessment
- Organizing, Production, Marketing Strategy
  - Global Organizational Structure
  - Strategic Management & Organizing Strategy
  - Generation of Goods and Services
  - International Markets Assessment
- Human Resource Management
  - Selection and Repatriation
  - Training and Developing
  - Types of Training
- Political Risk & International Financial Management
  - Nature and Managing Political Risk
  - Polycentric, Ethnocentric & Geocentric Solution
  - Determining Parent-Subsidiary Relationship
- Managing Global Cash Flow
  - International Fund Flow
  - Funds Positioning Techniques
- Corporate Strategy Competitiveness
  - Portent Diamond
  - Determinants External Visually
  - Factor conditions, Demand Condition
- Related and Supporting Industries, Firm Strategy
  - Role of change Government
  - Critique and Evaluation
- Doing Business with E.C. Japan
  - E.C Environment
  - Emergence of a single European Market
  - Profile of Japan
- Doing Business in North America and Non Triad Nation
  - Canadian Economy & Business Environment
  - Market Access to the Triad
  - Latin America, Chile, Brazil

**Books Recommended**

- 1- **International Business, Alan M. Rugman, Richard M. Hodgetts, International Edition, McGraw Hill**
- 2- **International Business Text and Cases, Jill Preston, Pitman Publishing**

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**COURSE OUTLINE**

<b>Year</b>	<b>III</b>
<b>Name of Course:</b>	<b>Marketing Research</b>
<b>Course No:</b>	<b>B. Admin 710</b>
<b>Maximum Marks:</b>	<b>100</b>
<b>Nature:</b>	<b>Elective (Marketing Specialization)</b>

**Contents**

- Business Research Introduction - Course introduction, course outline, methodology, decision making process, research industry, make or buy decisions, types of research designs, purposes and usages of field studies, surveys, field experiments and lab experiments, levels of understanding required by the researchers for various design.
- Problem Definition
  - Understanding of the complete research process, the management problem, defining research problem and developing research statement Ingredients and benefits of research proposal and cost benefit analysis of research.
- Primary Data Collection Types of active primary data collection methods, personal interviews mail interviews, telephonic interview and computer aided interviews. Factors effecting the selection of interview techniques.
- Second data Collection and Source in Pakistan
  - Purpose and usage of secondary data collection. Different internal and external sources of secondary data collection.
- Theoretical Framework & Hypothesis Development
  - Exercises in Research Proposals -- International Market research and Ethical issues.
- Presentations on Research Proposals -- Presentations of Project titles and a gener description of the focus of study.
- The Research process
- Experimental Design
- Measurement of Variables Concepts of measurement, Measurement development process and levels of measurement.
- Attitude Scales of Measurement Comparative and non-comparative rating scales and attitude scales.

### Data Collection Methods

- Questionnaire Designing - Techniques of Designing questionnaire, identifying the information required, preparing a profile of the target respondents, preparing the list of questions, phrasing and wording of questions, planning a layout and sequencing, protesting.
- Questionnaire Designing. Techniques of designing questionnaire, identifying the information required, preparing a profile of the target respondents, preparing the list of questions, phrasing and wording of questions, planning a layout and sequencing, protesting.
- Questionnaire Designing. Techniques of designing questionnaire, identifying the information required, preparing a profile of the target respondents, preparing the list of questions, phrasing and wording of questions, planning a layout and sequencing, protesting.
- Sampling Process - Sampling process and the concepts of elements, population, sampling frame and probability and non-probability sampling designs. The methods, data reduction, coding, field controls and statistical estimates.
- Experimental Design - Nature of experimentation, different errors effecting experimentation.
- Data Analysis & Interpretation
- Research Report Writing - Purpose, usage and format of a research report Analysis, Finding, Conclusions and Recommendations

### Books Recommended

- 1- Marketing Research by Alvin C. Burns & Ronald F. Bush
- 2- Business Research By Donald R. Cooper and Pamela S. Schindler.
- 3- Marketing Research by Naresh K. Malhotra 3<sup>rd</sup> Edition.