

HITEC UNIVERSITY TAXILA



SELF ASSESSMENT REPORT

The Department of Management Sciences

The Faculty of Basic Sciences

Bachelor of Business Administration

Heavy Industries Taxila Education City (HITEC) University

Spring 2023

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Executive Summary

This self-assessment report has been prepared for the undergraduate degree program of Bachelor of Business Administration (BBA) offered in the Faculty of Basic Sciences as prescribed by the Higher Education Commission. Program Team and Assessment Team of Bachelor of Business Administration were formulated by HITEC University to collaborate with QEC to complete this report in line with HEC guidelines and with the support of Vice Chancellor and Department Heads.

This self-assessment report provides an analysis and evaluation of the academic standards followed and implemented by Bachelor of Business Administration. HEC prescribed Self-Assessment Manual is used as a reference and the program is being evaluated based on 8 criteria and 31 standards of quality improvement. Initially, Program Team (PT) of Department of Management Sciences prepared the report and later the same was further assessed by the Assessment Team (AT). The report finds the prospects of maintaining and continually enhancing academic standards and learning for students in view of the latest technology and trends.

This report also investigates the strong and weak areas and other improvements needed by the Department. A feedback is then provided in the form of corrective actions and implementation plan for quality assurance and improvement of academic programs in the future.

Objectives

- To document the entire program into one report for the purpose of accountability, quality enhancement and accreditation.
- To make aware all the stake-holders about their rights and duties as per the Self-Assessment Manual.
- To be eligible for HEC funding proportionate to our ranking.
- To be eligible for evaluation by external evaluators.

Execution

The hierarchy of the execution tree was fundamental to the efficient working of all the stake-holders. Formulation of PT and AT was the very first step towards the goal.

Self-Assessment Manual was distributed to all the faculty members for awareness and especially to the Program and Assessment Teams for SAR to prepare one for the Management Sciences Department. Lectures and workshops were arranged for senior faculty members along with the Registrar, Treasurer, Controller of Examination, Deans and Vice-Chancellor where qualified professionals of their fields highlighted the role of Quality and Accountability in education; especially in Higher Education.

The senior faculty members then became mentors for their juniors and hence the knowledge of the subject was spread to each and every faculty member along with supporting individuals/groups, until all were on the same page.

Once the criteria were ready, the task holder sent the soft copy for review and proof reading to the chair of the Program Team. The chair reviewed and proof read in company with the Quality Representative of the respective Department. Once all the corrections and revisions were done in line with the Self-Assessment Manual, the task holders sent a signed hard copy and a soft copy to the chair of the Program Team who then incorporated the finished criteria into a single report and the report was given a draft shape.

This draft was then sent as a soft and hard copy to the Quality Enhancement Cell, Chairman Department of Management Sciences, Dean and Vice-Chancellor who gave their valuable inputs.

Once the draft was finalized, QEC arranged for the Self-Assessment Report of the Bachelor of Business Administration to be assessed by the Assessment Team in middle of May 2023.

The findings of the Assessment Team (AT) are given in the Annexure-D. It outlines the improvements required in the infrastructure, syllabi and training of the faculty and support staff. The implementation plan (Annexure-E) was prepared after discussion with all the stake-holders and it indicates the resources required to improve the Quality. Responsible bodies, timelines and goals were set for the execution of the implementation plan.

Self-Assessment Report

Introduction

Heavy Industries Taxila Education City (HITEC) University is a private sector university. It was established in 2007 and was awarded in 2009 by the Government of Punjab. The University is sponsored by Heavy Industries Taxila Education Welfare Trust (HITEWT). The university was established with a vision to produce skilled professionals having moral, ethical and patriotic values who can serve the society and who will be guardians of national, social and religious values.

University Mission Statement

HITEC University will be a center of excellence in teaching, learning and research. We shall instill and inspire intellectual curiosity, lifelong quest of knowledge and a keen urge for social and moral responsibility. The University will establish strong linkages with industry ensuring innovative research leading to economic prosperity of Pakistan.

The Department of Management Sciences

Department of Management Sciences is currently running the following undergraduate programs:

- a. Bachelor of Business Administration – Launched in Fall 2020
- b. Bachelors of Sciences in Accounting & Finance – Launched in Fall 2021

Furthermore, The Department is running the following intakes (Batches) of Bachelor of Business Administration program:

- a. Bachelor of Business Administration – Batch Fall 2020
- b. Bachelor of Business Administration – Batch Fall 2021
- c. Bachelor of Business Administration – Batch Spring 2022
- d. Bachelor of Business Administration – Batch Fall 2022
- e. Bachelor of Business Administration – Batch Spring 2023

Program Selected

HITEC University has selected the Bachelor of Business Administration for Self-Assessment Report (SAR) under the directives of Higher Education Commission (HEC). It is under the umbrella of Faculty of Basic Sciences.

Program Evaluation

The program is being evaluated based on 8 criterion and 31 standards as given in the Self-Assessment Manual provided by the Higher Education Commission (HEC).

Criterion 1: Program Mission, Objectives and Outcomes

Standard 1-1: The program must have documented measurable objectives that support institution mission statements.

Program Mission Statement

The BBA program's educational goal is to provide students with the knowledge and skills they need to contribute appropriately and professionally as business professionals, as well as to demonstrate cross-discipline understanding of core business functions and to exhibit readiness to work in a diverse work setting, respecting various cultural values, and performing ethically.

Program Objectives

The program is designed to achieve the following objectives:

1. To prepare students such that they can pursue higher degrees (both taught and research based) in reputable universities.
2. To prepare students to pursue professional jobs in public and private sector organizations, multinational companies, manufacturing or service industries, consultancy and government sectors.
3. To impart students with sufficient knowledge of human resources, finance and marketing necessary for well-rounded managers and entrepreneurs.
4. To impart students with the sufficient knowledge of the fundamental Management Sciences principles and traditional practices.
5. To impart students with the sufficient modern day contemporary knowledge of business administration and support tools so that the students are job-ready when they graduate.
6. To develop effective leadership and decision making qualities for a busy cut-throat technological environment.
7. To inculcate high moral values and good professional ethics.

Alignment of Program Objectives with Mission Statements

Program objectives are not mere play of words; rather they guide and mold the curriculum to impart the right knowledge to students so that the objectives are met.

Main Elements of Strategic Plan

Curriculum Design

Curriculum of Bachelor of Business Administration is carefully designed for a four year (eight semesters) degree program, fully adhering to the Higher Education Commission's guidelines and requirements. It is a broad-based scheme and the curriculum, which culminates with a final year capstone project, gives students a driving force that is essential for career in management sciences and can be expanded further by more advanced education. The students learn about the following subjects:

1	Principles of Marketing
2	Principles of Management
3	Financial Accounting
4	Business Statistics
5	Human Resource Management
6	Communication Skills
7	Organizational Behavior
8	Statistical Inference
9	Business Ethics
10	Business Law
11	Business Research Methods
12	Operations Management
13	International Business Management
14	Micro Economics

Practical Work

Students will be involved in Practical training, internships, and practical learning labs involving case study, presentations, inviting guest speakers, seminars, conferences, start-up events, and competitions. The wholesome practical work compliments the taught courses in their breadths and depths.

Projects

During the course of program, every student is required and encouraged to take up semester projects to “learn by doing”. The program culminates with a final year capstone project and internship. This opportunity enables and prepare students to not only think creatively and constructively to benefit their society after their degree is completed but also provides them with the opportunity to work in collaboration and as a team to achieve desired goals and objectives. This also helps in preparing students to present their ideas which have been materialized from a simple thought to a practical existence.

Internships/Industrial Tours/Visual Demonstrations

HITEC University is blessed to be surrounded by nation's finest industries. Directorate of Student Affairs and senior faculty is responsible to arrange the internships for students at marked stages during the execution of program. HITEC University takes pride in some of the best internship opportunities for students of Bachelor of Business Administration.

Program Objectives Assessment

Since, the first batch of Bachelor of Business Administration is yet to graduate, therefore no one have been assessed till now.

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

Program Outcomes

1. Students shall possess required pre-requisites for admission to higher degrees in reputable universities.
2. Students shall require applied and practical knowledge and skills to pursue professional jobs in public and private sector organizations, multinational companies, manufacturing or service industries, consultancy and government sectors.
3. Students shall be well-rounded not only in the discipline of Management Sciences but also in related inter-disciplinary fields of human resources, marketing, and finance.
4. Students shall possess sufficient knowledge to pursue an academia job.
5. Students shall be well-versed in modern day technologies in the field of Bachelor of Business Administration and in related disciplines. They shall be able to apply marketing, human resources, marketing, research, IT skills, communication, computing knowledge, IT skills, and probabilistic/statistical tools to not only solve management related problems but also instill many skills in the students. These learning are then implemented thoughtfully and constructively in their Final Year Projects and internships that is the embodiment of the knowledge they have gained throughout their program.
6. Students shall be able to become entrepreneurs in their fields of interest. They shall possess leadership, critical thinking skills, decision making and risk-taking qualities necessary to compete, lead and succeed in a hugely competitive market. They shall possess problem solving skills and innovative ideas to be unique.
7. Students shall treat fairly all persons regardless of race, religion, gender, disability, age or regional origin. Students shall avoid conflicts at work places.

Since, the first batch of Bachelor of Business Administration is yet to graduate; therefore, none have been assessed till now. The sketch provided here is going to be used as a road map to achieve the outcomes of the given

program objectives. This will act as a yardstick to gauge/ measure the potentiality of the students and, thus, give them the right direction towards their achievement. In a nutshell, the outcomes of

the degree program can be listed in Table 4.1 and the relationship with the expected outcomes can be seen from Table 4.2.

Program Objectives and Outcomes

Objectives	Outcomes
To develop an understanding of the current technological trends.	The students develop an understanding of the technology and its practical usage in different fields.
To help students understand the global spread of technology and its application in different fields.	The students become aware of the rapid expansion in technology usage in the management field. They understand the perpetual progress in the field of technology; hence, they learn the need and its application at different junctures.
To be able to develop a conceptual framework for professional practice.	The final year projects help students in delving into their field of interest and further expatiates their knowledge through practical tasks/projects. Their understanding is further strengthened through progressive insights and constructive projects.
To develop skills of technical communication.	The students will be able to present their specialized information in an accessible way to a variety of different audiences. Professional communication skills are instilled in students.
To develop practical knowledge and skills for teaching of upcoming technological trends.	The students learn theory as well as practical application to cope with the prompt technological evolution across the globe. This exposure enables them to adapt, design and introduce their own innovations in their respective field of interest.
To develop knowledge and skill of research in the areas of expanding technology.	The students are able to complete original research and write their project reports based on these research studies.

Program Objectives	Program Outcomes						
	1	2	3	4	5	6	7
1	x	X					
2	x	X	x		x		
3			x				x
4				X			
5	x	X		X	x		
6	x	X				x	
7							x

Table 4.2: Program Outcomes versus Objectives

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

Course and Teacher Evaluation

See Annexure C (Course Evaluation Survey) for course evaluation Performa and the standards against which the students have evaluated the courses. The total graded marks are 5.

S. No.	Subject	Evaluation
1	Principles of Marketing	4.82
2	Principles of Management	4.79
3	Business Ethics	4.64
4	Micro Economics	4.61
5	Marketing Management	4.60
6	Intro. to Psychology	4.60
7	Business Statistics	4.57
8	Intro. to Sociology	4.56
9	Financial Management	4.50
10	Financial Accounting-I	4.49
11	Business Finance	4.48
12	Business Communication	4.38
13	Business Communication	4.38
14	Cost Accounting	4.26

Table 1: Courses & Evaluation

S. No.	Name	Subject	Evaluation
1	Meher Bano	Principles of Marketing	4.82
2	Zartashia Hameed	Principles of Management	4.79
3	Shaherbano Ijaz	Business Ethics	4.64
4	Saima Wazir	Micro Economics	4.61
5	Meher Bano	Marketing Management	4.60
6	Meher Bano	Intro. to Psychology	4.60
7	Dr. Waseem Khan	Business Statistics	4.57
8	Shaherbano Ijaz	Intro. to Sociology	4.56
9	Zartashia Hameed	Financial Management	4.50
10	Zartashia Hameed	Financial Accounting-I	4.49
11	Dr. Shakeel Ahmed	Business Finance	4.48
12	Saima Wazir	Business Communication	4.38
13	Shaherbano Ijaz	Business Communication	4.38
14	Saima Wazir	Cost Accounting	4.26

Table 2: Teacher's Evaluation Table

See Annexure D (Teachers Evaluation Survey) for teacher's evaluation Performa and the standards against which the students have evaluated them. The total graded marks are 5.

HITEC University and especially the Management Sciences department have a strong tradition of quality enhancement through students' feedback. The teachers' and courses' evaluation is given the due respect, analysis and direction. Teachers with strong feedback are appreciated and teachers with poor feedback are counseled, heard and encouraged. The course feedback is a major source of inspiration for curriculum and syllabi revision.

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

Graduates/Undergraduates enrolled in last three years:

Current enrollment status is as follows:

S.#	Session	Total Number of Intake	Currently Enrolled Spring 2023
1	Spring 2023	19	19
2	Fall 2022	47	40
3	Spring 2022	24	19
4	Fall 2021	71	52
5	Fall 2020	60	53

Student Faculty Ratio:

The student faculty ratio of BBA program is 20:1.

Average GPA per semester:

Average GPA per semester for the batch enrolled in year 2020 is as under:

Semester 1	2.41
Semester 2	2.37
Semester 3	2.41
Semester 4	2.43
Semester 6	Ongoing semester

Average Completion time

No batch graduated yet.

Students Course Evaluation Rate

Average student evaluation for all courses is 3.75 which is good by any measure.

Students Faculty Evaluation

Students Evaluated faculty. The feedback was taken by QAC staff in the absence of faculty members. 100% teachers are above average grades which mean none of the teacher is below average. All the teachers are above grades 3.60.

Research

The program faculty published research papers in different journals. List attached in Annexure B.

Community Service

HITEC university's students and faculty actively partakes in social welfare and community services. Be it floods or earthquakes or be it blood donation, HITEC University is always at the fore-front of giving back to the community.

Criterion 2: Curriculum Design and Organization

Title of Degree Program

Bachelor of Business Administration (BBA)

Definition of credit hour

One credit hour represents one contact hour a week in class or of laboratory work per semester. An academic semester represents 16 weeks of classes exclusive of exams.

Degree plan

Following is the list of courses taught in the selected program. Section 4.5 shows the details about these course including pre-requisites.

Sr. #	Course Name	Code	Credit Hours
1	IT in Business	IT-101	2 + 1
2	English	HS-101	3 + 0
3	Business Mathematics	MT-108	3 + 0
4	Islamic Studies	IS-211	2 + 0
5	Principles of Marketing	MKT-101	3 + 0
6	Principles of Management	MGT-101	3 + 0
7	Micro Economics	ECO-101	3 + 0
8	Communication Skills	HS-103	3 + 0
9	Financial Accounting – 1	ACC-101	3 + 0
10	Pakistan Studies	HS-102	2 + 0
11	Business Statistics	MT-109	3 + 0
12	Introduction to Sociology	HS -106	3 + 0
13	Financial Accounting-II	ACC-102	3 + 0
14	Human Resource Management	MGT-204	3 + 0
15	Macro Economics	ECO-201	3 + 0
16	Oral Communication	HS-202	3 + 0
17	Organizational Behavior	MGT-201	3 + 0
18	Statistical Inference	MT-205	3 + 0
19	Community Service	HS-203	0 + 1 (NC)
20	Business Ethics	MGT-205	3 + 0
21	Introduction to Psychology	HS-107	3 + 0
22	Business Finance	FIN – 301	3 + 0
23	Business Communication	HS-204	3 + 0
24	Marketing Management	MKT-201	3 + 0
25	Cost Accounting	FIN-201	3 + 0
26	Financial Management	FIN-202	3 + 0
27	Business Law	MGT-301	3 + 0
28	Management Information System	MIS-201	3 + 0

29	Personal Management and Grooming	HS-303	3 + 0
30	Business Research Methods	MGT-302	3 + 0
31	Consumer Behavior	MKT-301	3 + 0
32	Entrepreneurship & Innovation	HS-405	3 + 0
33	Operations Management	MGT-304	3 + 0
34	Money and Banking	FIN-302	3 + 0
35	Pakistan Economy	HS-304	3 + 0
36	Strategic Management	MGT-305	3 + 0
37	International Relations	HS-302	3 + 0
38	International Business Management	MGT-401	3 + 0
39	Foreign Language	HS-404	1+1
40	Logic & Critical Thinking	HS-405	3 + 0
41	Specialization – I	XXX	3 + 0
42	Specialization - II	XXX	3 + 0
43	Cross Cultural Management	MGT-211	3 + 0
44	Specialization – III	XXX	3 + 0
45	Specialization – IV	XXX	3 + 0
46	Research Project / Final Year Project	MGT-499	6 + 0

Table 1a: Courses their Respective Course Codes and credit hours

Sr. #	Course Nomenclature	Code	Cr. Hrs.
MARKETING			
1	Brand Management	MKT-401	3+0
2	Service Marketing	MKT-402	3+0
3	International Marketing	MKT-403	3+0
4	Retail Marketing	MKT-404	3+0
5	Customer Relationship Management	MKT-405	3+0
6	Advertising	MKT-406	3+0
FINANCE			
7	Corporate Finance	FIN-401	3+0
8	Commercial and Investment Banking	FIN-402	3+0
9	Security and Portfolio Analysis	FIN-403	3+0
10	Financial Markets and Institutions	FIN-404	3+0
11	International Finance	FIN-405	3+0
12	Analysis of Financial Statements	FIN-406	3+0
HUMAN RESOURCE MANAGEMENT			
13	Recruitment & Selection	HRM-401	3+0
14	Training & Development	HRM-402	3+0
15	Performance Management	HRM-403	3+0
16	Negotiations and Conflict Management	HRM-404	3+0
17	Change Management	HRM-405	3+0

Table 2b: Elective Courses their Respective Course Codes and credit hour

Curriculum Breakdown

Semester-1

S. NO	Course Code	Subject	Credit Hours
1	IT-101	IT in Business	2 + 1
2	HS-101	English	3 + 0
3	MT-108	Business Mathematics	3 + 0
4	IS-211	Islamic Studies	2 + 0
5	MKT-101	Principles of Marketing	3 + 0
6	MGT-101	Principles of Management	3 + 0
7	QT-101	Translation of Quran – Beliefs	*1 + 0
Total Credit Hours			17

Semester-2

S. NO	Course Code	Subject	Credit Hours
1	ECO-101	Micro Economics	3 + 0
2	HS-103	Communication Skills	3 + 0
3	ACC-101	Financial Accounting – 1	3 + 0
4	HS-102	Pakistan Studies	2 + 0
5	MT-109	Business Statistics	3 + 0
6	HS -106	Introduction to Sociology	3 + 0
Total Credit Hours			17

Semester-3

S. NO	Course Code	Subject	Credit Hours
1	ACC-102	Financial Accounting-II	3 + 0
2	MGT-204	Human Resource Management	3 + 0
3	ECO-201	Macro Economics	3 + 0
4	HS-202	Oral Communication	3 + 0
5	MGT-201	Organizational Behavior	3 + 0
6	MT-205	Statistical Inference	3 + 0
7	HS-203	Community Service	0 + 1 (NC)
8	QT-201	Translation of the Quran : Worships	*1 + 0
Total Credit Hours			18

Semester-4

S. NO	Course Code	Subject	Credit Hours
1	MGT-205	Business Ethics	3 + 0
2	HS-107	Introduction to Psychology	3 + 0
3	FIN – 301	Business Finance	3 + 0
4	HS-204	Business Communication	3 + 0
5	MKT-201	Marketing Management	3 + 0
6	FIN-201	Cost Accounting	3 + 0
Total Credit Hours			18

Semester-5

S. NO	Course Code	Subject	Credit Hours
1	FIN-202	Financial Management	3 + 0
2	MGT-301	Business Law	3 + 0
3	MIS-201	Management Information System	3 + 0
4	HS-303	Personal Management and Grooming	3 + 0
5	MGT-302	Business Research Methods	3 + 0
6	MKT-301	Consumer Behavior	3 + 0
7	QT-301	Translation of the Quran : Moral Values	*1 + 0
Total Credit Hours			18

Semester-6

S. NO	Course Code	Subject	Credit Hours
1	HS-405	Entrepreneurship & Innovation	3 + 0
2	MGT-304	Operations Management	3 + 0
3	FIN-302	Money and Banking	3 + 0
4	HS-304	Pakistan Economy	3 + 0
5	MGT-305	Strategic Management	3 + 0
6	HS-302	International Relations	3 + 0
Total Credit Hours			18

Semester-7

S. NO	Course Code	Subject	Credit Hours
1	MGT-401	International Business Management	3 + 0
2	HS-404	Foreign Language	1+1
3	HS-405	Logic & Critical Thinking	3 + 0
4	XXX	Specialization – I	3 + 0
5	XXX	Specialization – II	3 + 0
6	MGT-499	Final Year Project	3 + 0
7	QT-301	Translation of the Quran : Dealings & Commandments	*1 + 0
Total Credit Hours			17

Semester-8

S. NO	Course Code	Subject	Credit Hours
1	MGT-211	Cross Cultural Management	3 + 0
2	XXX	Specialization – III	3 + 0
3	XXX	Specialization – IV	3 + 0
4	MGT-499	Final Year Project	3 + 0
Total Credit Hours			12
Total Credit Hours			135

*Non-Credited Course (NC)

Elective courses

Sr. #	Course Name	Course Code	Credit Hours
1	Brand Management	MKT-401	3 + 0
2	Service Marketing	MKT-402	3 + 0
3	International Marketing	MKT-403	3 + 0
4	Retail Marketing	MKT-404	3 + 0
5	Customer Relationship Management	MKT-405	3 + 0
6	Advertising	MKT-406	3 + 0
7	Corporate Finance	FIN-401	3 + 0
8	Commercial and Investment Banking	FIN-402	3 + 0
9	Security and Portfolio Analysis	FIN-403	3 + 0
10	Financial Markets and Institutions	FIN-404	3 + 0
11	International Finance	FIN-405	3 + 0
12	Analysis of Financial Statements	FIN-406	3 + 0
13	Recruitment & Selection	HRM-401	3 + 0
14	Training & Development	HRM-402	3 + 0
15	Performance Management	HRM-403	3 + 0
16	Negotiations and Conflict Management	HRM-404	3 + 0
17	Change Management	HRM-405	3 + 0
18	Human Resource Development	HRM-406	3 + 0

Table 3: Elective Courses and their respective Credit Hours

Courses Information:

IT-101 IT in Business

Contents

Introduction to IT in business, e-business models and competitive advantage, software, hardware, telecommunications and database usage within businesses, internet technologies, including cloud computing, social media, intranets, extranets and e-commerce, security, privacy and ethical issues; how business information systems are utilized in organizations, including transaction processing systems, enterprise resource planning systems, management information systems and decision support systems, specialized business computing systems, including artificial intelligence, expert systems and virtual reality; and information systems project management.

Recommended Books:

- Fundamentals of IT, Thompson by Ralph Stiar and George Reynolds.
- Introduction to IT, Pearson.

MKT-101 Principles of Marketing

Contents

Introduction to marketing, marketing and the society, marketing environments, marketing strategy, marketing decisions, consumer behavior, consumer decision process, Influence of social and psychological factors, market segmentation and targeting, products and services, product development and life cycle, setting the price and relating the strategies, pricing techniques, distribution strategy, promotion, advertising and publicity, introduction to e-business.

Recommended Books:

- Principles of Marketing – 14th Prentice Hall Inc. Edition by Philip Kotler and Gary Armstrong.
- Marketing, 14th edition (looseleaf), Kerin and Hartley, McGraw-Hill Irwin, 2019.

MGT-101 Principles of Management

Contents

Introduction to Management, Organization, The History and evaluation of Management, Organizational theories and different approaches to management, The organizational Culture and the Manager, The external environment and the internal environment and the manager, Foundations and basic elements of Planning, MBO, Effective strategic planning, Decision Making, The manager's role as decision maker, Basics of Strategic Management, and its process, Human Resource Management, HRM processes, Motivation and its theories, Current issues in

Motivation, Team work and Group Behavior, Leadership and its characteristics, Leadership styles and behaviors, The process of Control, The Control Standards, Staffing.

Recommended Books:

- Management 11th Edition - Prentice Hall Inc. by Robbins, Stephen and Coulter, Mary.
- Management 8th Edition by Wricky W. Griffin.

ECO-101 Micro Economics

Contents

Economics and its Basic Themes and Nature, Micro versus Macro Economics, Economic problem of resource allocation, Economics relevance to business organizations, Demand and Supply Analysis, Elasticity of demand/supply and its measurement, Cardinal approach and consumer equilibrium, Ordinal approach and consumer equilibrium, Price, Income and Substitution effects on consumer equilibrium, Production Analysis, Short-run and long-run production, Cost and Revenue Analysis, The cost of production: Short-run cost, long-run cost, Least-cost factor combination, Revenue and revenue curves: Total, average and marginal revenues, Market structures and Pricing, Price and out-put under perfect competition, monopoly, duopoly, oligopoly and monopolistic competition, The theory of Marginal Productivity, Market demand for resources.

Recommended Books:

- Microeconomics 9th Edition - Prentice Hall by Robert S. Pindyck and Daniel L. Rubinfeld.
- Principles of Microeconomic 11th Edition by Karl Case and Ray Fair.

ACC-101 Financial Accounting-I

Contents

Accounting and its role, Development of accounting, Financial statements introduction and preparation, Major fields of Accounting, Basic Accounting principles, The Reliability (or Objectivity) principle, The cost Principle, The Going-Concern Assumptions, The Stable Currency Assumptions, Qualitative characteristics of Financial statements, The adjusting and closing entries, Accounting for trading organization, The Purchase Function, Developing Accounting Systems, Cash and temporary investment, Cash Management and Control, Accounting for debtors and stock, Stock and its measurement, Accounting for property, plant and equipment, Intangible Assets and Amortization.

Recommended Books:

- Accounting: The Basis for Business Decisions, McGraw Hill, Inc. by Robert F. Meigs and Walter B. Meigs.
- Business Accounting 14th Edition by Alan Sangster.
- Principle of Accounting, Macmillan Publishing Co. New York by Eric G. Flamholtz, Diana TroikFlamholtz, Michael A. Diamond.

MT-107 Business Statistics-1

Contents

Perform arithmetic operations. Simple and compound interest. Perform basic calculations of the percentages, averages, commission, brokerage and discount. Solve linear equations in one variable, Matrices, Mathematics of Merchandising, Break-even Analysis, Measures of central tendency. Measures of dispersion and skewness, Line fitting. Time series and Exponential smoothing. Permutations and Combinations. Elementary Probability, Chi-Square, Binomial Distribution, Normal Distributions, Estimating from Samples, Hypothesis testing: Chi-Square Distribution.

Recommended Books:

- Business Mathematics & Statistics by Prof. Miraj Din Mirza.
- Elements of Statistics & Probability by Shahid Jamal.

HS-106 Introduction to Sociology

Contents

What is sociology and its importance, the foundation of sociology, the spirit of Capitalism, Overview of Theoretical Perspectives (positivism, structural functionalism, symbolic interaction, consensus/conflict, structure/action, and the postmodern turn), Sociological Research Methods and Approaches to Knowledge, Social Stratification, Forms of social stratification exist in Pakistan, Race, Ethnicity and Migration, Does racism exist in Pakistan? What forms does discrimination take in Pakistan?, The Body, Health, Illness and Disability, Social Institutions, Education, Work, Family Values, Popular Culture and the Media, Social Processes and Social Change, Globalization, Global Inequality, Social Movements and Social Change.

Recommended Books:

- Sociology 10th Edition by Jhon. J. Macionis.
- Sociology 5th Edition by Anthony Giddens.

ACC-102 Financial Accounting-II

Contents

Accounting for companies, Market Value of Shares, Share Capital and Share Premium, Ordinary Shares, Preference Shares, Issuance of Shares, Accounting for Issuance of shares, Company final Accounts, Profit & Loss Account, Appropriation Account, Balance Sheet, Accounting for Dividends, Accounting for Bonds and Debentures, Preparation and Interpretation of Cash Flow, Inventories and Revenue recognition, Analysis of Financial Statements, Trend Analysis, Accounting for consolidated statements, Accounting for Partnerships.

Recommended Books:

- International Financial Reporting Standards (IFRS) by Javed H. Zubari.
- Study Text Financial Accounting by Ashfaq Ahmed (PAC).

MGT-204 Human Resource Management**Contents**

Introduction to human resource requirements, what is HRM, Why HRM is important, Emerging Human resource management challenges, Trends in HRM, Global vs. local HRM practices, HRM from Islamic and indigenous perspective, Basic Islamic philosophy of managing human resource, Conducting Job analysis, HR Planning, Job Description and Job Specification, Recruiting and selecting employees, Recruitment techniques and sources, Selection tests and Interviewing techniques, Performance appraisals and management, Training and development, Developing careers, Career growth, Managing and Types of compensation, Rewarding performance, Pay for Performance, Designing and administering benefits, Employee relations and benefits.

Recommended Books:

- Human Resource Management 9th Edition by David A. Decenzo and Stephen P. Robbins.
- Human Resource Management 11th Edition by Gary Dessler.

ECO-201 Macro Economics**Contents**

Key concepts of Macroeconomics, Contents and instruments of macroeconomics, Measuring Economic Activity, Measurement of National Income. GDP, NDP, GNP & NNP, Personal Income & Disposable Personal Income, GDP Deflator and a real GDP, National Income as a measure of economic welfare, Consumption and Investment, Consumption, Income and saving, Consumption Function, The Marginal Propensity to Consume and Average Propensity to consume, Classical and Modern approach, Tax multiplier, foreign trade multiplier and super multiplier, Fiscal and Monetary Policy, Investment Multiplier, Tax multiplier, foreign trade multiplier and super multiplier, Inflation and unemployment, The concept of Business Cycle, Classical theory of International trade (CIT), Modern theory of International trade (H-O-Theorem), Economic Integration and Regional Cooperation, Balance of Payments Accounts, Concept of Disequilibrium.

Recommended Books:

- Macroeconomics 10th Edition by N. Gregory Mankiw.
- Economics 17th Edition - McGraw Hill by Samuelson Nordhaus.

HS-202 Oral Communication

Contents

Introduction to oral communication, Forms and Importance of oral communication, Analyze your organization and Environment, Oral and written communication : a comparison, Barriers in oral communication, Oral communication in business and in practice, Persuasive Speaking, Usage of Line graphs-Bar graphs, Pie charts etc, Usage of over-head Projectors and VCR etc., Planning and Conducting an Interview, Importance and procedure of note – making, Meetings, symposia/workshops, Oral communication in e-mail and on internet, Group discussion /panel discussion /role of moderator, Communication in personal selling, Report writing and presentation, How to make presentation/ control of stage fright, general guidance and allocation of topics to students, Knowing and analyzing audience, Motivating your audience, Planning your Speech, Body Posture, Body Language, Proximity to audience, Panel discussion and Role Play, Debate/Presentation.

Recommended Books:

- Macroeconomics 10th Edition by N. Gregory Mankiw.
- Skills for success- listening & speaking by New York: Oxford University Press.
- Communication in a changing world - McGraw-Hill Companies, Inc. by Dobkin, B. and Pace, R

MGT-201 Organizational Behavior

Contents

What is and Importance of organizational behavior, Foundations of Individual Behavior, Organizational behavior from Islamic and indigenous perspective, Understanding human psychology through the lenses of Quran and Sunnah, Attitudes and Job Satisfaction, Perception and Individual Decision Making, Motivation concept, Motivation: from concept to application, Foundations of Group Behavior, Basic Approaches to Leadership, Contemporary Issues in Leadership, Power and politics, Conflict and negotiation, Functions and Types of organization structure, Organizational structure and its impact on individuals and groups, Organizational culture and individual behavior.

Recommended Books:

- Organizational Behavior 13th Edition - Prentice-Hall by Stephen P. Robbins.
- Organizational Behavior 11th Edition - McGraw-Hill by Fred Luthans.

MT-205 Statistical Inference

Contents

Sampling distribution of mean with and without replacement, Point and Interval estimation, Hypothesis testing of mean, proportion, variance, Regression and Correlation Analysis, Linear and Multiple Regression, Hypothesis

testing of OLS Estimates, Calculation of Standard error, Chi square test, Test of Independence, Chi Square Test, ANOVA: One and Two Way Classification, Time Series Analysis, Moving Average and Seasonality, Measure of trend and seasonal variations, Time series analysis in forecasting.

Recommended Books:

- Introduction to Mathematical Statistics - Pearson Education, Inc by Book_Hogg_Craig.
- Statistical Inference by Casella Berger.

MGT-205 Business Ethics

Contents

Why Study Business Ethics?, The Nature of Business Ethics, Moral Behavior and its impediments, Foundations of Ethics I: Utilitarianism, Rights and Duties, Justice and Fairness, Ethics of Care, Virtue Ethics, Unconscious Moral Decisions, Prospect Theory, Psychoanalysis, Islamic Ethics, Business & Government: Market vs. Marxism, Competition & Ethics: Monopoly, oligopoly, perfect competition, Business & Environment I: Concerns & Remedies, Corporate Social Responsibility, Ethics of consumer production and Marketing, Ethics and the Employee, Ethics of Job Discrimination.

Recommended Books:

- Business Ethics 5th Edition - Prentice-Hall, Inc. by Velasquez, M. G.
- Business Ethics 6th Edition - Thomson Wadsworth by William H. Shaw.

HS-107 Introduction to Psychology

Contents

Perspectives in Psychology, Developmental Psychology-I (Conception to Adolescence), Developmental Psychology-II (Adulthood-Old Age), Social Psychology, Personality Theories, Emotions: Theories & Research, Biological Basis of Behavior, Positive Psychology, Inferential Statistics & SPSS, Psychological Testing, Cognitive Psychology, Mental Health & Psychopathology, Qualitative Research, Research Methods in Psychology, Clinical Psychology, Health Psychology, Organizational Behavior, Cross Cultural Psychology, Educational Psychology.

Recommended Books:

- Understanding Psychology 7th Edition by Feldman, R. S.
- Psychology: an introduction 5th Edition by Gerow, J.R.

FIN-301 Business Finance

Contents

An Overview of Business Finance, Business finance and financial manager, Forms of business organization, Understanding financial statements and cash flows, The balance sheet, The income statement, Analyzing the financial statements, Using financial statement information, The role and perspectives of the Time Value of Money concept, Impact of higher compounding frequency, Bond and Their Valuation, Stocks and Their Valuation, Price of shares based on earnings, Expected rate of return, Preferred shares and their characteristics, Net present value and other investment Criteria, Introduction to Islamic Finance, Risk and Return, The Cost of Capital, Taxation and capital structure decision, Debt equity ratio, cost of capital and the value of the firm (The MM Propositions), The static trade-off theory, The pecking order theory.

Recommended Books:

- Fundamentals of Financial Management 10th Edition by Van Horne and John M.Wachowicz, Jr.
- Financial management: Theory and practice 12th Edition by Brigham, E. F., & Ehrhardt, M. C

HS-204 Business Communication

Contents

Communication in Organizations, The basic communication process, Nonverbal communication, Listening, Role of culture and diversity on communication in the workplace, Qualities of communication within business organizations, Benefits of effective communication in your career, Challenge of communication in the global market, Background to intercultural communication, Background to intercultural communication, Business communication and the technology, Managing information within organizations, History of technological developments, Challenges to the organization made by new technologies, Managing information outside organizations, Strategies for improving oral presentations, an effective nonverbal delivery, reducing stage fright, Interviewing, The process of preparing effective business messages, Self-Disclosure and Trust, Persuasive Communication, Conflict Resolution and Negotiation, Working in Teams for Success Group Presentations; working in teams, Confidence Building, how to be impressive Personality.

Recommended Books:

- Effective Business Communication 7th Edition by Murphy, Herta A., Hildebrandt, Herbert W., Thomas, Jane P.
- Business Communication Today by Bovee, Courtland L./Thill, John V.

MKT-201 Marketing Management

Contents

Overview of Marketing Concepts, The evolution of marketing management, The marketing concept and social responsibility, The importance and scope of marketing, Marketing Information Systems, Demographic dimensions of consumer market, Behavioral dimensions of consumer market, The consumer's and buyer's decision process, An overview of marketing opportunities and target markets, Market segmentation concept patterns & procedure, Market targeting and product positioning, Basic concepts of product planning, The product life cycle: Stages and marketing strategies, New product planning and development, Pricing strategies and policies, Marketing channel decisions, Promotional Strategies, Effective advertising programs, Sales promotion and public relations programs, The strategic personal selling process, Strategic sales-force management.

Recommended Books:

- Marketing Management 13th Edition by Philip Kotler.
- Principles of Marketing 13th Edition by Philip Kotler.

FIN-201 Cost Accounting

Contents

Cost Accounting Concepts and Contents, The importance of Cost Accounting, Cost Accounting and explain its purpose within an organization, Accumulation of Total Cost in different departments, Financial accounting and Cost Accounting, Financial Statements The bases for planning and control, Costs: Concepts, Uses and Classification, Costs: Concepts, Uses and Classification, Cost data analysis for the decision making, Product costing preparation, Process costing analysis, process costing analysis, Planning and Control of Factory Overhead, Joint and byproduct casting, Planning and Control of Materials, Planning and Control of Labor, Value Cost and Profit Analysis, Differential Cost Analysis.

Recommended Books:

- Cost Accounting. A managerial emphasis. 12th Edition. Prentice-Hall by Horgen, Ch. T; Datar, S.M.& Foster, G.
- Management and cost accounting by Colin Drury.
- Managerial accounting by Shim and Sigel.

FIN-202 Financial Management

Contents

Meaning and Scope of Financial Management, Scope of Financial management, The Finance manager and the financial environment, Time Value of Money, Bond and Their Valuation, Share and Their Valuation, Legal Rights and Privileges of Common Stockholders, Types of Ordinary Stock, Risk and Return, The Trade Off

between Risk and Return, The Relationship between Risk and Rates of Return, Investment Appraisals, Analysis of Cash Flows, The elements of operating cash flows, payback period, discounted payback period, net present value (NPV), and internal rate of return (IRR), explain the NPV profile, Cash Flow Estimation and Other Topics in Capital Budgeting, Risk Analysis and the Optimal Capital Budget, Capital Structure, Financial leverage, degree of financial leverage, and degree of total leverage, Financial forecasting, Keeping Track of forecasts, Sales Forecast, Financial Statement Forecasting: Constant Ratio Method, Managing Current net Assets, Alternative Current Asset Investment Policies, Cash Management, Marketable Securities, Financing current Assets, Sound Working Capital Requires Appropriate Financing, Advantages and Disadvantages of Short- Term Financing, Use in short-Term Financing.

Recommended Books:

- Financial Management – Theory and Practice 11th Edition by Eugene F. Brigham and Louis C. Gapenski.
- Fundamentals of Financial Management 13th Edition by James C. Van Horne and John M. Wachowicz .JR

MGT-301 Business Law

Contents

Individual and Joint liabilities of the partners for the firm debts, principles governing ownership of the firm's asset and distribution of profits, implied and specific authority of the partners, principle of holding out, Dissolution of the partnership, Definition of a contract, Essential elements of a valid contract, Legal provision governing offers, Rights and Duties of parties, specific performance of the contract, Discharge of the contract, Breach of the contract and remedies, illegal, voidable and void contracts, partnership deeds, rights and duties of partners, partnership distinguished from sole proprietorship and the companies, Individual and Joint liabilities of the partners for the firm debts, Concept of limited liability, Rights of the shareholders, Listed vs. non listed companies, advantages and disadvantages of listing, Nature of the contract of sale, Laws relating to indemnity, guarantees, Evolution and types of Banks, Bill of Exchange and promissory Notes.

Recommended Books:

- Business Law by Khalid Mahmood Cheema.
- Business Laws 4th Edition by Luqman Baig.

MIS-201 Management Information Systems

Contents

Introduction to Information Systems in Business, Why business need information technology, Fundamentals of Information System, Solving Business Problems with Information Systems, General Systems Model of the Firm, Computer Software, Hardware (Overview from Managerial Perspective), DBMS, MS Access, IS for Business Operations, Accounting Information System, Decision Support System, Marketing Information System, Transaction Processing System, IS for Strategic Advantage, Fundamentals of strategic advantage, Strategic

applications and issues in IT, IS & Artificial Intelligence, Enterprise & Global Management, Managing IT (Planning & Implementing Change).

Recommended Books:

- Management Information Systems by Laudon&Laudon.
- Management Information Systems by James O'Brien.
- Strategic Management of Information Systems by Keri E. Pearlson, Carol S. Saunders

HS-303 Personal Management and Grooming

Contents

Overview of the Concept of Personal & Professional Grooming, Personality Development & Mindful Personality & Reflexive Personality & Appearance, Personal Compatibility & Communication, Posture & Gesture & Voice & Emotional Intelligence, Culture Intelligence & Social Intelligence, Spatial Intelligence & Kinesthetic Intelligence, Professional Grooming & Aligning Person with Profession, Professional Grooming & Aligning Person with Profession, Organizational Levels of personal and professional grooming, Corporate Outlook of personal and professional grooming, Corporate & Professional Worlds: Differences & Impact on Grooming Needs.

Recommended Books:

- Personality Development: Enhancing and grooming one's outer and inner self by [Krishna Kumar Singh](#).

MGT-302 Business Research Methods

Contents:

The Role of Business Research, The relevance of Western theories and research for local managers, Why context is important in social sciences, The research process: An overview and key steps, Problem Definition and the Research Proposal, Exploratory Research and Qualitative analysis, Qualitative research and theory building, Survey method and business research, Survey Research: Basic Method of Communication with respondents, Measurement and Scaling Concepts, Questionnaire Design, Sample Designs and Sampling Procedures, Determination of Sample Size, Univariate Analysis, Using SPSS for univariate analysis, Bivariate Analysis: Tests of Differences, ANOVA, Data analysis and interpretation, Regression analysis using SPSS, CFAs and Path analysis using Amos, The Research Report, Managerial decision making and Research, Policy implications for managers.

Recommended Books:

- Business Research Methods. Mason, Ohio: South Western 3rd Edition by Zikmund, W. G.
- Research Methods for Business. New York: John Wiley & Sons, Inc.4th Edition by Sekaran, U.

MKT-301 Consumer Behavior

Contents

Concept of consumer behavior, its definition, its practical evolution and the consumer decision making process, Determinants of market segments and their characteristics, Consumer research and decision process, Influences on consumer behavior, Cultural influence on CB, Social class influence on CB, Family life cycle and their influence on CB, Demographics and their influence on CB, Personal Influence on buying behavior, Consumer innovation and adaptation process, Characteristics of B2B Buying Behavior, Organizational Buying Behavior - Consumer Markets. Perception and marketing strategy ; Perceived quality and the SERVQUAL model; Consumer learning processes and the theoretical frame work for consumer learning and Involvement; Strategic Application of the learning theories in marketing strategies ; Cognitive Learning Theory and measures of consumer learning ; Consumer attitudes and attitude research. Structural models of Attitudes ; Emphasis on attitude formation attitude change and related strategic marketing issues; Communications as a tool for persuasion and its impact on consumer perceptions and behavior _The components of communications; Designing Persuasive communication; Message strategies and appeals; Social and cultural Dimensions of consumer behavior_ an introduction.

Recommended Books:

- Consumer Behavior 9th Edition by Leon G. Schiffman and Laslie Lazar kanuk.
- Consumer Behavior: Building Marketing Strategy 9th Edition by Hawkins, D.I., Best, R.J. and Coney, K.A.

MGT-304 Operations Management

Contents

Introduction to Operations Management, Competitiveness, Strategy, and Productivity, Operations management models, Forecasting Techniques, Product and Service Design: Reliability, Strategic Capacity Planning for Products and Services: Decision Theory, Management of Quality, Quality Control: Acceptance Sampling, JIT and Lean Operations: Maintenance, Supply Chain Strategies, Vendor selection, Internet purchasing, Supplier quality and reliability, Types of Facilities and location analysis techniques, Transportation and distribution system, Project Management, Layout strategy, Designing process and product layouts, Warehousing and storage layouts, Assembly line balancing. Quality Control & Quality Assurance, Acceptance Sampling, Aggregate Planning, Inventory Management, MRP / ERP, Just In Time Production Systems, Supply Chain Management, Scheduling, Sequencing, Project Management, Waiting Lines.

Recommended Books:

- Operation Management 10th Edition by Krajewski, Ritzman and Malhotra.
- Production Operations Management 7th Edition by William J. Stevenson

FIN-302 Money and Banking

Contents

Nature and definition of money, Types and Evolution of Money, Demand and Supply of Money, Monetary Theories, Inventory Theoretic Approach, Central Banking, Modern banking and creation of money, Control of Credit & money by the Central Bank and the instruments used for it, Commercial Banking and its functions and payment system, Commercial banks and money stock, The organizations and structure of banks, Lending to business firms, Policies and procedures, Foreign exchange determination, Theory of international trade, Import/export and letters of credit, Trade financing, Islamic Perspective of money and banking. Banking, Balance sheet of Commercial bank and other financial institutes, Different Bank risk, Interest risk, Trading risk, Credit Risk, Future of Banks, Non-depository institutes, Government Safety Net, Non Depository institutions, Financial intermediaries, Role of financial intermediaries, Financial instruments , Bond pricing & risk, Source of risk, Different Bond risks, Measuring risk, Evaluating risk, Yield to maturity, Equilibrium in Bond market, Tax effect and Term structure of interest rate, Liquidity Premium Theory, valuing Stocks, Risk and price determination of Stocks, Central bank, Creating a Successful Central Bank, Balance sheet of Central bank, Monetary Base, Deposit Creation Process, Money Multiplier, Target Fund rate and Open Market Operation.

Recommended Books:

- The Economics of Money, Banking and Financial Markets 7th Edition by Fredric S. Mishkin.
- Principles of Money, Banking and Financial Markets 11th Edition by Lawrence S. Ritter, Willaim L. Silber and Gregory F. Udell

HS-304 Pakistan Economy

Contents

An overview of the economic history, Current emerging issues of Pakistan's economy, Economic problems and challenges faced by Pakistan, Development Planning, unemployment, poverty, income distribution, economic growth, inflation, trade and deficits, public debt and sectorial imbalances, Small, Medium and Large Scale Industries, Population Trend, Birth Rate, Fertility Rate and Infant Mortality Rate, Education, Health, Agriculture Sector, Major Services Hotels and Motels, Tourism and Transportation, Foreign Trade, Monetary Policy, Fiscal Policy, Investment Policy, Inflation, Labor Force, GDP, Capital Markets, Infrastructural Services, Energy Resources.

Recommended Books:

- Issues in Pakistan Economy by Zaidi, S. Akbar.
- Economy of Pakistan by Saeed, K. Amjad

MGT-305 Strategic Management

Contents

Introduction to ,Strategic Management, Environmental Analysis, Strategy Formulation, Strategic Options and Choice, Strategic Implementation, Evaluation and Control, Application of Strategic Management Process, Strategic Leadership: Creating a Learning Organization, Two Case Studies. Introduction to ,Strategic Management, Environmental Analysis, Strategy Formulation, Strategic Options and Choice, Strategic Implementation, Evaluation and Control, Application of Strategic Management Process, Strategic Leadership: Creating a Learning Organization, Two Case Studies.

Recommended Books:

- Strategic Management Concepts and Cases Latest Edition by Fred R, T David, Prentice Hall.
- Management Policy and Strategy Latest Edition by George A. Steinar & John B, Miner, McMillan Pub. Co. N.Y.

HS-405 Entrepreneurship & Innovation

Contents

Introduction to Entrepreneurship, The Entrepreneurial Process, Creativity and Innovation, Marketing Concepts, The Marketing Plan, Pricing Strategies, Social Entrepreneurship, Types of innovation, Technological change, Theories of innovation, Sources of innovation, The process of innovation, Innovation strategy, Funding innovation, Managing innovation, Business Idea generation

Recommended Books:

- Entrepreneurship Latest Edition by Hisrich and Peters, McGraw-Hill.
- Entrepreneurship: Successfully Launching New Ventures by Bruce R. Barringer, Duane Ireland, Latest Edition

HS-302 International Relations

Contents

What is international relations?, Theories of international relations, Brief history of modern international relations, National perspectives of different nations, Power, Balance of power, International security, Principal causes of war, International political economy, International trade & monetary system, International law, International organization, International integration and transnational participation, Future world order, Approaches to IR, Nation- State System, National Interest, Balance of Power (BOP), Diplomacy, Colonialism, Neo-colonialism, Imperialism, New International Economic World Order, Non-Alignment Movement, Cold War and its Impacts, Disarmament and Arms Control, International Law, International Organizations, Role of Decision Making in IR, System Approach to IR, Liberalism and Social Democracy, Integration in IR, Globalization and its

Implication, The Global divide, Focus on Foreign Investments, Conflict & Conflict Resolution, Global Environment, How IR differ from domestic politics, Change and IR

Recommended Books:

- A Study of International Relations by Dr. Sultan Khan.
- Introduction to International Relations: Power and Justice by Columbus, Theodore.

MGT-401 International Business Management

Contents

The nature of International Business, Why study global business, The process and theories of internationalization, Cultural Influences on International Business, The International Economic Environment, Theories of international trade and international investment, The International Political and Legal Environment, The Multinational Company, Direct Foreign Investment, International Technology Transfer, International Logistics and Distribution, International Financial Management, International Business Exporting, Joint Ventures, International marketing research and market segmentation, The Political Economy of International Trade, GATT And WTO, Foreign Direct Investment, The Political Economy of Foreign Direct Investment, Regional Economic Integration, Foreign Exchange Market, International Marketing, International Marketing Export & Import, Export, Import, FDI, International Business & Pakistan.

Recommended Books:

- International Business 7th Edition by Charles W.L. Hill.
- International Business: a managerial perspective 6th Edition by Ricky W. Griffin, Michael W. Pustay.

HS-405 Logic and Critical Thinking

Contents

Why study logic and critical thinking?, What is critical thinking?, Benefits of critical thinking, Barriers to critical thinking, Characteristics of critical thinkers, What is truth and what it means to know?, Alternative truths and ways of knowing; Distinguish between fact and value; Understand the Knowledge/power nexus of truth, Recognizing Arguments and basic logic concepts, Patterns of Inductive and deductive reasoning, Logical Fallacies: Fallacies of Relevance, Analyzing and evaluating Arguments, When is an argument a good one?, How good is the evidence?, When to refute or accept a premise?, Inductive Reasoning, Finding, Evaluating and Using Resources: Content, Author, Audience, Thinking Critically about the Media.

Recommended Books:

- Introduction to Logic and Critical Thinking by Matthew Van Cleave.
- [Thinking From A To Z \(Paperback\)](#) by [Nigel Warburton](#).
- Introducing Logic and Critical Thinking by T. Ryan Byerly.

MGT-211 Cross Cultural Management

Contents

The significance of culture for international management and decision making, Comparing cross-cultural and international management, Implications for international management practice, Identifying and responding to differences in culture, Comparing national cultures: The Hofstede's model, strengths and weaknesses of Hofstede's model, Comparing researcher and practitioner views regarding culture, Culture as a factor in people's response to change, How economic factors influence movement in national cultures, Organizational Culture, Culture and Management Communication, The cross-cultural significance of non-verbal communication, Cross-cultural management communications: responding to demographic change, Dispute Resolution and Negotiation, Global Staffing - Cross-cultural Dimensions, Managing for control, global staffing choices – expatriates or local managers?, Staffing international joint ventures – balancing trust and control.

Recommended Books:

- Culture matters : how values shape human progress by Lawrence E. Harrison.
- Cross-Cultural Management: Essential Concepts 4th Edition by [Dr. David C. Thomas](#) and [Mark F. Peterson](#).

Specialization – Elective Courses

MARKETING

MKT-401 Brand Management

Contents

Understand what is a Brand , why do they matter and what are their current challenges & opportunities, Understand what is the CBBE Model, Identifying and establishing Brand Positioning, Application of the concept 'Brand Elements', Impact of Marketing Programs on building BE, – Building a Brand Equity Measurement & Management System, Designing & Implementing Branding Strategies, Introducing & Naming New Products & Brand Extensions, Developing the model of brand extension, Brand portfolio, Brand architecture, Channels of distribution, Creating value, Co-branding, Customer response hierarchy, Advertising, Sales promotions, Other communication tools, Pricing, Return on brand investment – ROBI, Brand dynamics, Brand – based organization, Service brands, Brand planning, Brand planning process and Brand plan.

Recommended Books:

- The New Strategic Brand Management 4th Edition by J N Kapferer.
- Strategic Brand Management 3rd Edition by Kavin Lane Keller.

MKT-402 Services Marketing

Contents

Introduction to Services Marketing – Trends & Opportunities, Consumer Behavior Related to Services – Understanding the Service Experience, Pricing of Services & Yield Management, Distribution of Services, Communications for Services, Marketing Mix IV: Designing Service Environments, Designing Customer Service Processes, Managing Service Personnel, Marketing Implementation I: Understanding Service Quality, Managing Service Quality, Designing & Implementing Effective Customer Feedback Systems, Managing Customer Loyalty, CRM Strategies, Marketing Research, Relationship Marketing, Segmentation, Recovery, Guarantees, Service Design, Blue Printing, Operational Position, Job Design Process, Values and Standards, Physical evidence, People & conflicts, Strategies for Closing, Distribution Management, Demand Management, Managing Promises and Expectations, Customer Education & IMC, Pricing & Performance Measurements.

Recommended Books:

- Services Marketing: Integrating Customer Focus Across the Firm 5th Edition by Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler
- Services Marketing- People, Technology, Strategy 6th Edition by Lovelock. Christopher, Wirtz. Jochen, Chatterjee Jayanta

MKT-403 International Marketing

Contents

The Scope and Challenge of International Marketing, The Dynamic Environment of International Trade, The Dynamic Environment of International Trade & Cultural Dynamics in Assessing Global Market, Cultural Dynamics in Assessing Global Market, Culture, Management Style, and Business Systems, The Political Environment: Critical Concern & The International Legal Environment: Playing by the Rules, The International Legal Environment, Developing Global Vision through Marketing Research, Economic Development and Pakistan, The Asia Pacific Region, Global Marketing Management: Planning and Organization, Product and Services for Consumers & Business, International Marketing Channels, Integrated Marketing Communications and International Advertising, Personal Selling and Sales Management, Pricing for International Markets.

Recommended Books:

- International Marketing 12th Edition by Philip R. Cateora.
- Global Marketing Management 4th Edition by Warren Keegan.

MKT-404 Retail Marketing

Contents

Introduction to Retail Marketing, Strategic Planning in Retailing, Retail Store Types by Ownership, Retail Store Types by Strategy, Non-Store/Non-Traditional Retailing, Targeting Customers, Information Gathering and Processing in Retailing, Trading-Area Analysis, Choosing a Store Location, Merchandise Management and Pricing, Establishing a Retail Image, Promotional Strategy, Managing a Retail Business, Setting-up a Retail business.

Recommended Books:

- Retail Management: A Strategic Approach 12th Edition by Berman, Barry and Joel R. Evans.
- Retail Marketing Strategy: Delivering Shopper Delight 1st Edition by Constant Berkhout.

MKT-405 Customer Relationship Management

Contents

What is Customer Relationship Management?, Impact of IT and Globalization on CRM, Evolution of CRM and Classifications, The Value Pyramid, Customer Interaction Cycle, Customer Profiling and Total Customer Experience, Managing Processes in CRM, Workflow Management, Sales Force Automation (SFA), Opportunity Management, Analytics in CRM, CRM Tools, Implementing CRM in an Enterprise, Factors Affecting CRM Implementation, Phases of CRM Implementation, Strategic Management in CRM, Implementation of Strategic Management, Why Strategic Management Plans Fail?, Specific Skills for CRM, Customer Retention, Customer Loyalty, Types of Customer Loyalty, Applying Customer Relationship Management, CRM Functions • CRM-Based Marketing and Sales, Understanding What Do Customer Want and the Appeal That We Can Make?, How a customer decides or accepts?, How to handle A Difficult Customer?, CRM and Communication, Achieving Effective CRM.

Recommended Books:

- Customer Relationship Management Concepts and Technologies 4th Edition by Francis Buttle& Stan Maklan.
- Customer Relationship Management, Concept, Strategy, and Tools 3rd Edition by V. Kumar & Werner Reinartz

MKT-406 Advertising

Contents

Advertising, Definition, functions and classifications, The evolution of modern advertising, Advertising and the social, ethical and legal issues, The Marketing Mix and Advertising, The Advertising Research Stages, Advertising strategy determination, Testing and evaluation of advertising, Copywriting and Advertising Strategy,

Designing the Advertising, Media Planning and Selection, Advertising Media and its Usage, Advertising Planning, Positioning, Advertising Message, Advertising Budget, Advertising Reach, Pre – Placement Evaluation, Working of Advertising, Advertising Response Hierarchy Models, Problem Solving Strategies, Consumer Behavior, Creativity in Advertising, Copy Writer, Methods to Appreciate a Problem, Important Tools of Advertising, Online Advertising, Sales Promotion, Publicity, Marketing Environment, Marketing Plan, How to be a Good Client, Client – Agency Relationship, Advertising without an Agency, Newspaper Advertising, Other Advertising Media, Utility of Various Media, Continuous Tracking, Seasonal Advertising, Components of Advertising, Criticism on Advertising, Effect of Advertising, Creating Effective Design, Worksheets, Concept of an advertisement.

Recommended Books:

- Advertising and Promotion 6th Edition by George E. Belch & Michael A. Belch.
- Advertising and promotion: An integrated marketing communications perspective 9th Edition by Belch, G. E., & Belch, M. A.

FINANCE

FIN-401 Corporate Finance

Contents

Long-term Financial Planning and Growth, Financial planning models, External financing and growth, Project Cash Flow for investment decisions, External financing and growth, Estimating NPV Estimates, Project analysis and evaluation, Raising capital, Early stage financing & venture capital, Underwriters, Securitization, Financial leverage and capital structure policy, Capital structure & Cost of Capital, Dividends and its policy, Cash dividend and dividend payment, Establishing a dividend policy, Short-term finance and planning, Establishing a dividend policy, Hybrid financing leasing, Financial & Operating Lease, Valuing Financial Lease, Leasing Versus Purchasing Decision, Portfolio & Diversification, Securities Market Line & Capital Asset Pricing Model (CAPM), Cost of Capital & Capital Structure, Cost of Debt & Weighted Average Cost of Capital (WACC), Capital Structure and Financial Leverage, Capital Structure & Cost of Equity, Modigliani and Miller Model, Problems Associated With High Gearing & Dividend Policies, Dividend Policy & Financial Planning Process and Control, Budgeting Process Cash Flow Statement, Working Capital Management, Cash Management & Inventory Management & Credit Policy, Mergers & Acquisitions, Share Valuations & Corporate Restructuring, Financial Distress and Foreign Exchange Market, Currency Risks.

Recommended Books:

- Corporate Finance: A Focused Approach 3rd Edition by Micheal C. Ehrhardt and Eugene Brigham.
- Fundamental of Corporate Finance 7th Edition by Richard A. Brealey, Stewart C. Myers.

FIN-402 Commercial and Investment Banking

Contents

Introduction of Banks and the Financial Services, What is commercial and investment banking?, The IB Business of Equities, Debt/Fixed Income, The IB Business of Trading/Derivatives, The Business of Mergers and Acquisitions, The Financial System and Competing Financial Service Institutions, Organization and Structure of Banking and the financial Service Industry, Establishing New Banks, The Financial Statements of Banks and Their Principal Competitors, Performance Indicators among Banking's Key Competitors, The IB Customer and Investment Banking, The role of venture capital and private equity firms—their evolution, structure, participants and investment Contents, Equity underwriting, The evolution of trading, The structure of the business—brokers, traders and the sales (advisory) desks, Types of trading—customer and proprietary trading, The role of hedge funds—trading styles, Liquidity and the secondary markets, How traders make money—spreads, positions, speculation, arbitrage and market manipulation, Risk-monitoring and control—the Whale of London, insider-information, “unauthorized trades” and those “rogue traders”.

Recommended Books:

- Investment Banking by Giuliano Iannotta
- The Business of Investment Banking: A Comprehensive Overview 3rd Edition by K. Thomas Liaw.
- Financial Institutions Management: a Risk Management Approach 9th Edition by Anthony Saunders and Marcia Millon Cornett.

FIN-403 Security and Portfolio Analysis

Contents

Investment Settings, Organization And Functioning Of Securities Market, Security market indicator series, Introduction to efficient market hypothesis, An introduction to portfolio management, An introduction to asset pricing models, Analysis of financial statements, Security valuations, Stock market analysis, Industry analysis, Company analysis and stock valuation, Introduction to financial derivatives, Forwards, Futures, Options & Swaps, Portfolio Concepts and Expected Return, The Significance of Correlation and Covariance, The Markowitz Model of Portfolio Selection, Implications of Portfolio Selection, Capital Market Theory I: The Capital Asset Pricing Model, The Concept of Capital Market Line and the Concept of Security Market Line, Discounted Cash Flow Techniques, Dividend Discounted Models.

Recommended Books:

- Investments: Analysis and Management 11th Edition by Charles P. Jones.
- Investment Analysis and Portfolio Management 9th Edition by Frank K. Keilly and Keith C. Brown.

FIN-404 Financial Markets and Institutions

Contents

An Overview of Financial System, An Overview of Islamic Financial System, Environments and Regulatory Framework, Globalization of Financial Institutions and markets, Recent developments in the world financial markets, An overview of Financial Institutions in Pakistan, Determination of Interest Rates, Money Markets & Capital Markets, Bond Markets, Mortgage Markets, Capital Markets (Stock Markets), .Other Financial Markets: FOREX Market, Derivative Securities Markets, Commercial Banks and Financial Statement Analysis, Regulation of Commercial Banks, Regulation of Non-Bank Financial Institutions, Insurance Companies, Security Firms and Investments Banks, Mutual Funds and Hedge Funds, Pension Funds, Types of Risks Incurred by Financial Institutions, Managing Credit Risk and Liquidity Risk, Managing Interest Rate Risk and Insolvency Risk on the Balance Sheet, Managing Risk Off the Balance Sheet with Loan Sales and Securitization.

Recommended Books:

- Financial Institutions, Instruments and Markets 8th Edition by Christopher Viney and Peter Phillips.
- Foundations of Financial Markets and Institutions 4th Edition by Frank J. Fabozzi, Franco P. Modigliani, and Frank J. Jones.

FIN-405 International Finance

Contents

Understand unique dimensions of international finance, foreign bank note market, spot foreign exchange market, organization of the interbank spot market, Direct versus indirect exchange and cross exchange rates, understand foreign exchange markets in Pakistan, forward foreign exchange, currency futures and options, influences on currency supply and demand, Understand the factors affecting exchange rates, the absolute (or static) form vs. relative (or dynamic) form vs. efficient markets (or speculative) form of PPP, currency investment and borrowing criteria, stock versus flow approaches to exchange rates determination, importance of currency risk, the effects of exchange rates on exporters and importers, evaluate whether to hedge, diversification benefits of international portfolio investment, A survey of different theories of Foreign Direct Investment, Understand the factors responsible for the growth of MNCs, international equity, dimensions of international trade, financial globalization.

Recommended Books:

- International Finance 7th Edition by CheolEun, Bruce Resnick.
- Multinational financial management 10th Edition by Wiley, Hoboken, NJ.

FIN-496 Analysis of Financial Statements

Contents

Introduction to AFS and business strategy analysis, Accounting Analysis, Understanding how Different Accounting Rules affects ratios, Financial Analysis, Ratio Analysis, Forecasting Application, Valuation and its models, Predicting Returns at Earnings Announcements, Determinants of Valuation Ratios, Valuation Applications: Merger and Initial Public Offerings, Introduction To Accounting & Accounting Principles, Generally Accepted Accounting Principles (GAAP), Accounting Cycle/Process, Rules Of Debit And Credit, Steps In Accounting Cycle, Limitations Of Trial Balance, Preparing Financial Statements, Balance Sheet, Income Statement, Expenditures v/s Expenses, Adjusting Entries And Their Types, Statement Of Owner's Equity, Closing Entries, Statement Of Cash Flows, Parts Of Cash Flow Statement, Notes To Financial Statements, Accounting Policies, Inventory Accounting Policies, Depreciation Accounting Policies, Methods Of Computing Depreciation, Annual Report Generated By Business, Audit's Report, Types Of Business, Using Financial Statements Information, Financial Statement Analysis, Ratio Analysis, Vertical & Horizontal Analysis, Different Types Of Ratios, Liquidity, Leverage, Coverage, Activity, And Profitability Ratios.

Recommended Books:

- Understanding Financial Statements 7th Edition by Lyn M. Frazer and Aileen Ormiston.
- Financial Reporting analysis 10th Edition by Charles H. Gibson.

HRM-401 Recruitment and Selection

Contents

Introduction to Recruitment and Selection, Measurement, Reliability and Validity, Legal Issues, Job Analysis and Competency Models, Recruitment & Selection and Job Performance, Recruitment, Applicant Screening, Ability Tests and Personality Assessment, Performance Tests, Assessment Centers, Integrity Testing, Psychometric Testing, Graphology, The Selection Interview, Strategies for Selection Decision Making, Recruitment Methods, Traditional Recruitment Sources, Innovative Recruitment sources Key Recruitment Methods – advertisement, Key Recruitment Methods – Employment agencies, referrals, university recruiting, Electronic Recruitment, Equal Employment Opportunities (EEO) and Recruitment Process, Introduction of Selection, Selection procedures, Competency-based Application Forms, Pre-employment testing, categorization of pre-employment tests, Employment Interviews, Interview preparation, Interviewing approaches and Competency-based Interviewing, psychometrics testing and other Interviewing techniques, Interviewing techniques and competency-based questions in interviewing, Practice of competency-based interviewing, Interviewing techniques and A real case scenario of selection, Interviewing people with disability and other interview components, Interviewing components.

Recommended Books:

- Recruiting, Interviewing, Selecting and Orienting New Employees 4th Edition by Diane Arthur.
- Competency Based Recruitment and Selection – A Practical Guide by Robert Wood and Tim Payne.

HRM-402 Training and Development

Contents

Introduction & Organization, The Training & Development Process, Organizational Learning, Learning & Motivation, Principles of adult learning including theories of motivation, The Needs Analysis Process, Training Design, Training Implementation and Delivery, Transfer of Training, Training Methods, Various approaches to training, Variety of training and development methods, Training Evaluation, Issues in training evaluation, Costs and Benefits, Training Programs, Training Trends & Best Practices, Cost/benefits (utility) of training programs, Relative cost-effectiveness of various training programs, Learning Theory, Training setting, Training Contents and evaluation, Training and social responsibility, Strategic training, Learning of transfer of training, Program Design Exercises- Continuation, Group Discussion, Employee Development & Career Management PMP Development Planning Systems Approaches to Employee Development, Future of T&D, Changing times & new challenges.

Strategic Training, Evolution of Training, Strategic importance of T&D and the process, Business Strategy Formulation

Recommended Books:

- Employee Training and Development 5th Edition by Raymond A. Noe.
- The Learning & Development Book by Mary Stewart & Tricia Emerson.

HRM-403 Performance Management

Contents

What is performance management?, The principles of effective performance management, Overview of the best practice performance management process, Planning Performance, Setting key performance Contents for individuals and teams, Cascading the business plan down through the organization, Understanding the competencies associated with effective job performance, How to set training and development goals, Managing Performance, Monitoring and tracking performance, Coaching and leveraging performance, Diagnosis on management style preferences and exercise on situational management, Appraising Performance, Key issues for effective appraisal, Linking pay with performance, PM process; Performance Review, Renewal and Re-contract, Performance Standards, Performance and its determinants, Performance dimensions and measurement, Diagnosing the causes of poor performance, Measuring performance against standards, Measuring behaviors; rating scales, Appraisal forms, Evaluation of Appraisal Forms, Performance Information Sources, Communication Plan for PMS, 360 Degree Feedback System, Evaluating Team Performance, Rewarding Team Performance.

Recommended Books:

- Performance Management 2nd Edition by Herman Aguinis.
- Armstrong's Handbook of Performance Management-An Evidence-Based Guide to Performance Leadership by [Michael Armstrong](#).

HRM-404 Negotiations and Conflict Management

Contents

What Is Negotiation?, Negotiation Strategies and Biases, Processes and Phases of Negotiation, Managing Different Types of Business Negotiations, Conflict Resolution, International and Cross Cultural Negotiation, Theory, processes, and practices of negotiation, conflict resolution, and relationship management, Principles, strategies, and tactics of effective negotiation and professional relationship management, Negotiation theories, Effective negotiation strategies, Effective communication, problem-solving, and influence techniques, How culture impacts negotiations, Introduction to conflict, describing the conflict and preconceptions about conflict, Conflict diagnosis and dispute resolution, Recurrent themes in conflict diagnosis, Sources and causes of conflict, Interest analysis, Assessing the character of the conflict, Trust and its significance, Assessing impediments to resolve the conflict, Assessing the negotiating style Assessing power among disputants, Power, conflict and BATNA, Stereotypes, diversity and conflict, Mediation, advantages and disadvantages of mediation, process of mediation, law and ethics of mediation, Arbitration, Non-binding evaluation, Mixed and multi modal dispute resolution, Power tools and magic keys.Strategic Training Evolution of Training, Strategic importance of T&D and the process.

Recommended Books:

- Alternative Dispute Resolution: A Conflict Diagnosis Approach 1st Edition by Laurie S. Coltri.
- Conflict Management 1st Edition by Barbara A. Budjac Corvette.

HRM-405 Change Management

Contents

Benefits And Significance Of Change Management, Kurt Lewin Model Assumptions And Implications, Some Basic Concepts And Definitions, Images of managing change, Why organizations change, What changes in organizations?, Diagnosing change, Theories Of Change In Organizations (Introduction), Resistance to change, Implementing change, Strategies and skills for communicating change, Understand why change is both a creative and a rational process, Importance of organizational images and mental models, Managing change outcomes, Environmental pressures propelling organizations towards change, Understand and identify reasons for resistance to change, Understand the organization development (OD) and change management approach to change, Understand how successful communication processes will vary depending on the stage and type of organizational change, Strategic Change, Determinants Of A Successful Change Management, Why Implementing Strategic Change Is So Difficult?, Change Implementation.

Recommended Books:

- Change Management: A Guide to Effective Implementation 4th Edition by Robert Paton & James McCalman.
- The Theory and Practice of Change Management 2nd Edition by John Hayes

HRM-406 Human Resource Development

Contents

Introduction to Human Resource Development, The strategic role of human resource development (HRD), The Learning Organization: traditional forms of HRD, current models and predictions for the future, HRD and employee orientation, Theory and Philosophy in Human Resource Development, Perspectives of HRD, Training Programs: the design, delivery, methods and media, assessment and evaluation of training programs. Adult learning styles and theories and integration with training programs, Organizational development concepts and interventions, Management of talented employees; the need for management development; strategies and trends, Open and distance learning, Developing and Understanding Expertise through Training and Development, Transfer of Learning, Future Issues and Human Resource Development, Team dynamics, Global diversity, HRD history & background, Human resources & economic development, Sectors of society, Education as target of HRD, Environment, HDI and gender sensitivity, Entrepreneurship, Public private partnership, Good Governance, Using non-governmental organizations, Decentralization and enhancement of participation, Mobilizing resources, Enhancing coordination, Professionalizing government, and Government priorities and policies.

Recommended Books:

- Human Relations in Organizations: Applications and Skills Building 5th Edition by Robert N. Lussier.
- Human Resources Development: Experiences, Interventions, Strategies 4th Edition by T V Rao.
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Standard 2-1The curriculum must be consistent and supports the program's documented Contents.

Sr. No.	Course Name	Code
1	IT in Business	IT-101
2	English	HS-101
3	Business Mathematics	MT-108
4	Islamic Studies	IS-211
5	Principles of Marketing	MKT-101
6	Principles of Management	MGT-101
7	Micro Economics	ECO-101
8	Communication Skills	HS-103
9	Financial Accounting – 1	ACC-101
10	Pakistan Studies	HS-102
11	Business Statistics – 1	MT-107
12	Introduction to Sociology	HS -106
13	Financial Accounting-II	ACC-102
14	Human Resource Management	MGT-204
15	Macro Economics	ECO-201
16	Oral Communication	HS-202
17	Organizational Behavior	MGT-201
18	Statistical Inference	MT-205
19	Community Service	HS-203

20	Business Ethics	MGT-205
21	Introduction to Psychology	HS-107
22	Business Finance	FIN – 301
23	Business Communication	HS-204
24	Marketing Management	MKT-201
25	Cost Accounting	FIN-201
26	Financial Management	FIN-202
27	Business Law	MGT-301
28	Management Information System	MIS-201
29	Personal Management and Grooming	HS-303
30	Business Research Methods	MGT-302
31	Consumer Behavior	MKT-301
32	Entrepreneurship& Innovation	HS-405
33	Operations Management	MGT-304
34	Money and Banking	FIN-302
35	Pakistan Economy	HS-304
36	Strategic Management	MGT-305
37	International Relations	HS-302
38	International Business Management	MGT-401
39	Foreign Language	HS-404
40	Logic & Critical Thinking	HS-405
41	Cross Cultural Management	MGT-211
42	Research Project / Final Year Project	MGT-499
43	Brand Management	MKT-401
44	Service Marketing	MKT-402
45	International Marketing	MKT-403
46	Retail Marketing	MKT-404
47	Customer Relationship Management	MKT-405
48	Advertising	MKT-406
49	Corporate Finance	FIN-401
50	Commercial and Investment Banking	FIN-402
51	Security and Portfolio Analysis	FIN-403
52	Financial Markets and Institutions	FIN-404
53	International Finance	FIN-405
54	Analysis of Financial Statements	FIN-406
55	Recruitment & Selection	HRM-401
56	Training & Development	HRM-402
57	Performance Management	HRM-403
58	Negotiations and Conflict Management	HRM-404
59	Change Management	HRM-405
60	Human Resource Development	HRM-406

Group 1: Compulsory Courses

English	HS-101
Communication Skills	HS-103
Technical Report Writing	HS-201
Pakistan Studies	HS-102
Islamic Studies	IS-211
IT in Business	IT-101
Business Mathematics	MT-108
Business Statistics	MT-109
Business Communication	HS-204

Group 2: Foundation Courses

Principles of Marketing	MKT-101
Principles of Management	MGT-101
Financial Accounting - 1	ACC-101
Human Resource Management	MGT-204
Business Finance	FIN-301
Business Law	MGT-301
Micro Economics	ECO-101
Money and Banking	FIN-302
Cost Accounting	FIN-201
Macro Economics	ECO-201

Group 3: General Requirement Courses

Business Ethics	MGT-205
Introduction to Psychology	HS-107
Personal Management and Grooming	HS-303
Pakistan Economy	HS-304
International Relations	HS-302
Foreign Language	HS-404
Logic & Critical Thinking	HS-405
Cross Cultural Management	MGT-211
Introduction to Sociology	HS -106
International Business Management	MGT-401
Organizational Behaviour	MGT-201
Oral Communication	HS-202

Group 4: Major Courses

Business Research Methods	MGT-302
Statistical Inference	MT-205
Entrepreneurship & Innovation	HS-405
Financial Accounting-II	ACC-102
Marketing Management	MKT-201
Financial Management	FIN-202
Strategic Management	MGT-305
Consumer Behavior	MKT-301
Management Information System	MIS-201
Operations Management	MGT-304
Final Year Project	MGT-499

Group 5: Elective Courses

Brand Management	MKT-401
Service Marketing	MKT-402
International Marketing	MKT-403
Retail Marketing	MKT-404
Customer Relationship Management	MKT-405
Advertising	MKT-406
Corporate Finance	FIN-401
Commercial and Investment Banking	FIN-402
Security and Portfolio Analysis	FIN-403
Financial Markets and Institutions	FIN-404
International Finance	FIN-405
Analysis of Financial Statements	FIN-406
Recruitment & Selection	HRM-401
Training & Development	HRM-402
Performance Management	HRM-403
Negotiations and Conflict Management	HRM-404
Change Management	HRM-405
Human Resource Development	HRM-406

Category (Credit Hours)						
Semester	CR	GR	Foundation	Major	Elective	FYP
1	4	0	2	0	0	0
2	3	1	2	0	0	0
3	0	2	2	2	0	0
4	1	2	2	1	0	0
5	0	1	1	4	0	0

6	0	2	1	3	0	0
7	0	3	0	0	2	3
8	0	1	0	0	2	3
Total	22	36	30	30	12	6

Table 4.3: Curriculum Course Requirements

Courses/ Group Courses	Program Outcomes						
	1.	2.	3.	4.	5.	6.	7.
1	x			x			x
2	x	x		x	x		
3	x	x			x	x	x
4		x	x				x

Table 4.4: Group of courses versus Program Outcomes

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

Elements	Courses
Theoretical Background	IT-101 IT in Business HS-101 English IS-211 Islamic Studies MKT-101 Principles of Marketing MGT-101 Principles of Management HS-103 Communication Skills HS-102 Pakistan Studies HS -106 Introduction to Sociology HS-202 Oral Communication MGT-204 Human Resource Management MGT-205 Business Ethics HS-204 Business Communication
Problem Analysis	ACC-101 Financial Accounting – 1 ACC-102 Financial Accounting-II ECO-101 Micro Economics ECO-201 Macro Economics HS-405 Entrepreneurship& Innovation MGT-201 Organizational Behavior HS-107 Introduction to Psychology FIN-301 Business Finance MKT-201 Marketing Management FIN-201 Cost Accounting FIN-202 Financial Management

MGT-301	Business Law
MIS-201	Management Information System
HS-303	Personal Management and Grooming
MGT-302	Business Research Methods
MKT-301	Consumer Behavior
HS-304	Pakistan Economy

Standard 2-3: The Curriculum must satisfy the core requirements for the program as specified by the respective accreditation body.

Same as Standard 2-1

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

Same as Standard 2-3.

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

Same as standard 2-3 and Standard 2-1 as defined above.

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

Since, the Department of Management Sciences is wholly and purely information technology oriented, the goal is to provide students with in-depth knowledge and problem solving skills through which they can excel in the industry and academia.

Semester 1 contains the 2+1 credit hours of theoretical background, problem analysis, and solution design. This course educates the students with the basics of the management sciences and its application in the field of business administration.

Semester 7 and 8 comprises of the Final Year Project (FYP) which is the litmus paper through which a student can be evaluated for its designing and implementation skills. And hence, all major courses and technologies learnt till then come into play during FYP.

The knowledge provided during these courses is applicable throughout the program whenever students do practical work in laboratory for any course and that requires the knowledge of Information technology concepts to execute their work. These courses also help them during the final project which always requires the designing of their projects using relevant software applications.

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

Students go through the compulsory course of 3 credit hours titled Communication Skills (course number HS 101), 3 credit hours Communication Skills (course number HS 103) which develops the oral and written

communication skills of the students, and also 3 credit hours Oral Communication (course number HS 202). These courses are given due weightage and correspondingly evaluated during their Final Year Project.

Criterion 3: Laboratories and Computing Facilities

Department of computer sciences has well established and structured lab for computing facilities. Therefore, the program will have utilized the computer lab facilities for providing practical set of knowledge on some statistical software (SPSS, Stata, E-views) to students, which can improve their skill sets of knowledge.

Criterion 4: Student Support and Advising

Since the launch of HITEC University in year 2007, all its programs have started and finished on schedule. The beauty of the HITEC culture is that teachers and students have facility of frequent interaction, even after classes, for any professional and academic advice. This aspect is even highlighted and indicated by the students in the feedback on HEC Performa number 10, taken by the Quality Enhancement Cell (QEC) in the University.

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

The core and elective courses are offered in a logical sequence that grooms the students to obtain the program's defined objectives and outcomes. The courses offered outside the Department are of Faculty of Basic Sciences i.e., Mathematics and Islamic Studies. The Management Sciences department's coordinator coordinates with the coordinator of the faculty and accommodates the desired courses in program's time table. This is done well in advance prior to the commencement of classes to avoid any clashes in the schedule.

Standard 4-2: Courses in the major area of study must be structured to ensure effective interaction between students, faculty and teaching assistants.

All courses in the program are taught by the faculty member(s) as per HEC approved contents. Courses are approved by the statutory bodies. Faculty members interact frequently among themselves and with the students. Students are encouraged to participate in providing feedback and their views about course contents during and after the classes.

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

Students are informed about the program requirements at the start of the session during orientation week by in-charge program and QEC staff. Assigned faculty members act as advisor to guide students to choose appropriate courses and also provide guidance on different issues. He/She also maintains a list of guidance points provided to students during the semester and program, which is being evaluated at the end of the program to take necessary improvement.

Class advisors provide professional counseling to students when needed. Students can get in touch directly with them for any advice.

Industrial tours for students are arranged to improve their subject vision and technical know-how. Professionals from different industries are invited to conduct interactive sessions with students for advice on professional matters/future career planning.

Academic coordinator maintains a list of professional societies and technical bodies, that is provided to students on demand and students can get membership of such organizations on individual basis.

Criterion 5: Process Control

Standard 5-1: The process by which students are admitted to the program must be based on quantitative and qualitative criteria and clearly documented. This process must be periodically evaluated to ensure that it is meeting its objectives.

Our university follow well-evaluated admission process, which involves university admission test and calculation of student's grades in their prior levels i.e. College, and A level certification (subject to equivalent recognized by HEC and board). The admission is offered twice a year, during fall and spring semester. Further, the prospective candidate should have:

- Minimum or above 50% marks in SSC and HSSC examination (pre-engineering, pre-medical, commerce group) or A-levels certification.
- Admissions are approved strictly on the basis of academic record and admission test.

Students from accredited universities are allowed to shift their credit hours to HITEC University. For this purpose, students have to provide university complete course curriculum and internal calculation certificate of each subject from his/her previous institute which are processed by The Registrar Office in coordination with the concerned department.

Board of faculties and academic council evaluate the admission criteria after every 2 years following the instructions provided by NBEAC and HEC. If any Minor or internal adjustments related to result of admission test weight-ages or contents are made particularly.

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

After clearing admission test procedure, the student's name is forwarded by the Registrar office for registration in the specific program and the registration number is assigned/allotted to each student admitted in particular semester.

At the end of each semester, students' marks evaluation is done through assignments, quizzes, sessional/Mid and Final term examinations. The computer lab work is done on regular basis (subject to content of curriculum) as scheduled, and its weight age is involved in marks evaluation of relevant course for each student significantly. Students who have promoted in each semester are allowed to be admitted in the next semester.

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

Vacant and newly created positions are advertised on the university website and also in the national newspaper, applications are received by the Registrar office, and further it is scrutinized by the chairpersons, and call letters are issued to the short-listed candidates on the basis of experience, relevant qualification, research publications (national and international) and other qualities/activities as described by the University, accordance with HEC guidelines.

The candidates are interviewed by the university selection board are recommended thereby. Induction of new candidates depends upon the number of approved vacancies.

Further, University facilitate the faculty members by providing them better remuneration, favorable teaching environment, research facilities and management support from concern university administration.

faculty performance is evaluated on semester basis on HEC Performa number 10 (see Annexure) by the students, and HOD recommendations, with the counter approval of Dean and Vice Chancellor. The additional annual increment is based on the recommendations of the HOD, Dean and the Vice Chancellor.

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

Students are the recipient of the delivery of course materials. Teachers provide relevant course material to students. The program is strongly evaluated by HOD. The result of the taught course is best way to measure that the course learning outcomes are met. The students give feedback on Performa number 1 (see Annexure) regarding course contents and how it was delivered. Through Performa number 10 (see Annexure), students evaluate and comment on teacher's efforts, put in to deliver the course contents, how he conducts in the class generally, the environment, he/she, maintains and extra efforts, he/she tries to satisfy students, thirst for knowledge.

Faculty comments are also taken on HEC Performa number 2 (Faculty Course Review Report – Annexure L) and Performa number 5 (Faculty Survey – Annexure - G) which is a significant activity to evaluate the course contents, learning and teaching environments and overall teachers satisfaction level. Teachers is evaluating their assigned courses also indicates how much result-oriented the course contents are and what needs to be improved or changed.

This process is implemented twice a year (after the completion of Fall and Spring semester). The result of feedback is discussed with HOD, Dean and In-charge program, who target on making improvements in the weak areas, specified by the students. Teacher's evaluation Performa's are saved to the computer and bar charts are made. Each teacher is evaluated out of 5 marks. The comparative bar charts display level of performance of teachers, as indicated by the students. QEC formally submits these bar charts to HOD, Dean and Vice Chancellor for their information and to take necessary actions for improvement.

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

The procedure runs on semester basis and exams are taken at the mid and end of each semester to determine students' progress in respective semester. Students clearing the exams of previous semester are eligible to be promoted in the next semester and this procedure continues till 8th semester. At the end of 8th semester all students are required to submit their respective projects. Student's final results are declared on the basis of projects results and examination results.

Requirements of this standard are met through by 3 Performa's issued by HEC. The feedback is documented and its evaluation indicates degree of satisfaction of the graduates. Though, three forms (Performa 3, Survey of Graduating Students (Annexure-F), Performs 7, Alumni Survey (Annexure-A) and Performa 8, Employer Survey (Annexure-B) are extremely good instruments to measure the program outcomes, but this mechanism are yet to be applied after the first batch will graduate.

The feedback is supposedly taken on yearly basis. The suggestions given by the graduating students and graduates working in the industry need to be given due valuable importance. Such suggestions and proposals need initially to be considered by Board of Faculty of the Management Sciences program and later recommendations will be made to Academic Council to grant approval for change in syllabi.

The feedback of employers has been achieved. Generally, they are satisfied; however, they have proposed that graduates must be given more practice in technical report writing, presentation skills and ability to design system components according to market need. However, subjective proposal is under consideration to make changes in syllabi.

Criterion 6: Faculty

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

There are 8 full time faculty members and 01 visiting faculty member, specialist in the fields of marketing, human resource management, financial, general management, international business etc. Following ranks are available in the Department of Management Sciences department:-

- Assistant Professor – 1 (Head of Department)
- Assistant Professor – 2
- Lecturer – 6

Sr.	Course Name	Course Code	Faculty number in each area	PhD faculty
1	Brand Management	MKT-401	*	-
2	Service Marketing	MKT-402	1	*
3	International Marketing	MKT-403	1	*
4	Retail Marketing	MKT-404	1	-
5	Customer Relationship Management	MKT-405	-	1
6	Advertising	MKT-406	*	-
7	Corporate Finance	FIN-401	1	*
8	Commercial and Investment Banking	FIN-402	2	1
9	Security and Portfolio Analysis	FIN-403	2	1
10	Financial Markets and Institutions	FIN-404	2	1
11	International Finance	FIN-405	2	*
12	Analysis of Financial Statements	FIN-406	3	1
13	Recruitment & Selection	HRM-401	1	-
14	Training & Development	HRM-402	1	-
15	Performance Management	HRM-403	1	-
16	Negotiations & Conflict Management	HRM-404	*	-
17	Change Management	HRM-405	-	*
18	Human Resource Development	HRM-406	1	*

Table 4: Elective Courses vs. Availability of Faculty

The ratio of faculty vis-à-vis courses being taught is satisfactory. The present faculty is well in position to take up all courses of under graduate as well as post graduate students. Each faculty member is assigned subjects along with approved syllabus at the beginning of the semester. The faculty member prepares lecture plans and delivers to his / her students. Strictly adhering to the approved syllabus, the faculty member can update the already taught subject material according to the current developments in the field. Thus students are kept updated to the latest developments. Each faculty member is assigned access to the internet. Time table is scheduled in such a way so as to provide enough time to each teacher for research work. The courses being taught and commitment of the faculty is shown in the Table 16 for prescribed regular 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. Effective Programs for Faculty Development

The department encourages its highly specialized and committed faculty. Each faculty member is assigned to teach subjects according to the syllabus prescribed in the light of HEC and NBEAC directives and are given freedom to adopt their teaching approaches. Every faculty member is provided an opportunity at the end of semester through faculty satisfaction report to evaluate his/her performance and comment on the suitability of the contents of curriculum being taught by him according to the latest trends / developments. If deemed necessary, suitable changes to the curricula are made by the statutory bodies in the light of the suggestions of the concerned faculty member.

The university highly encourages its faculty members to excel in their respective areas of research. They are encouraged to form teams/groups which is mostly led by the most senior faculty members. The university also provides financial incentives to the faculty members for publications and participating in national and international conferences. The university also offers flexible office hours, up to date infrastructure e.g., internet, software, lab and library facility to the faculty members to pursue their research interests.

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

Towards the end of each semester, teachers' evaluation is carried out by QAC through students. This evaluation provides the student a medium to express their feedbacks about the assigned faculty members. A higher grading of any faculty member is met with great appreciation and the university also issues them a letter of appreciation while a lower grade may be resulting from dissatisfaction of the students with the faculty members may lead the issuance of a letter of caution to the concerned faculty member.

The faculty survey as per Performa prescribed by HEC is evaluated and based on the inputs of the Performa; the system is further improved to provide beneficial teaching / learning environment. Faculty Surveys results are attached as per Annexure G.

Criterion 7: Institutional Facilities

Standard 7-1: The institution must have the infrastructure to support new trends in learning such as e-learning.

The university has provided e learning facility to all faculty members and students. There are a number of computer systems available for student to access learning material. Every student has been provided user id to access e learning resources available in university library. The support staff to look after the e-learning resources is sufficient in number, trained and responsive. The university has provided enough funding to support the e-learning.

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

The university library has enough course and reference books available in hard form to support the learning of the program. The library has 6 professional staff member to help the faculty members and students. Library books statistics related to management sciences are given below.

Management Sciences (Present Copies)	2509
Management Sciences (Single Author)	1300

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

Enough class rooms are available to run the program as per desired schedule. Four new classrooms will be added in the next semester to meet future requirements of the program and it will help to meet the requirements of new programs.

Criterion 8: Institutional Support

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

University allocates enough financial resources each year to hire competent faculty as required. As already listed in standard 5-3, Faculty members are retained by giving them favorable teaching environment and management support.

As listed in standard 6-2, Faculty members are provided with adequate resources for research and academic activities to maintain their competence. Faculty members have access to the internet and library materials for academic and research activities. Professional training is also provided to faculty if required to enhance their capabilities.

Standard 8-2: There must be an adequate number of high quality graduate students.

The university follows the guidelines of NBEAC for admission in this program. As the program was launched in fall 2020, the first batch will graduate in spring 2024.

Standard 8-3: Financial resources must be provided to acquire and maintain Library holdings, laboratories and computing facilities.

Library at HITEC holds **33472** books for all programs in which total numbers of books for management sciences are **2509** and single author books are **1300**. Sufficient numbers of computers are available to be used by the students. Library is organized to accommodate **50** students at a time.

Laboratories at HITEC holds adequate equipment to be used by the students to carry out desired experiments and laboratory work. Each year a significant amount is allocated for laboratories to maintain and upgrade the equipment and other facilities.

Computing facilities at HITEC provide excellent platform to students to enhance their learning capabilities.

Annexure A - Faculty Research Publications

Faculty of Management Sciences Research Publications					
Dr. Shakeel Ahmed (Assistant Professor)					
S. No	Name of Author(s)	Title of Research Paper	HEC Recognized 'X' & 'Y' Category Journals	Name of Journal Indexed by ISI	Impact Factor
1	Shakeel Ahmed, Zulfiqar Ali Shah, Arshad Ali Bhatti.	Roles of Corporate Governance and Ownership Structure in Dividend Smoothing Behavior of Asian Firms.	Y	International Transaction Journal of Engineering, Management, & Applied Sciences & Technologies	---
2	Shakeel Ahmed, M. EjazMajeed, Thalassinos, E. Thalassinos, Y.	The Impact of Bank Specific and Macro-Economic Factors on Non-Performing Loans in the Banking Sector: Evidence from an Emerging Economy.	Y	Journal of Risk and Financial Management	---
3	MahwishAnjam, Hashim Khan, Shakeel Ahmed Thalassinos, E.	The Antecedents of Consumer Eco-Friendly Vehicles Purchase Behavior in United Arab Emirates: The Roles of Perception, Personality Innovativeness and Sustainability.	Y	International Journal of Economics & Management	---
4	EleftheriosThalassinos, Naveed Khan, Shakeel Ahmed, Hassan Zada, AnjumIhsan	A Comparison of Competing Asset Pricing Models: Empirical Evidence from Pakistan	X	Risks (Scopus, ESCI, ABDC-B)	2.2

5	Naveed Khan Hassan Zada, Shakeel Ahmed , Fayaz Ali Shah, Shahid Jan	Human capital-based four-factor asset pricing model: An empirical study from Pakistan	W	Heliyon	3.776
6	Hassan Zada, Huma Maqsood, Shakeel Ahmed , Muhammad Zeb Khan	Information shocks, market returns and volatility: a comparative analysis of developed equity markets in Asia	Y	SN Business & Economics	---
Mr. Naveed Khan (Lecturer)					
1	Naveed Khan , Dr. Fayaz Ali Shah	The impact of earnings management on dividend policy empirical analysis of KSE-100 index firms. *Journal of Business and Tourism,	Y	Journal of Business and Tourism	---
2	Naveed Khan , Dr. Hamid Ullah, Dr. Shahid Jan.	The impact of Working capital management on firm profitability: empirical evidence from manufacturing sector of Pakistan (comparative analysis)	Y	Journal of Business Strategies	---
3	Naveed Khan , Dr. Hamid Ullah, Yasmin Kausar	Determinants of corporate cash Holding: evidence from non-financial firms listed on Pakistan stock exchange	Y	Journal of Business Strategies	---
4	Naveed Khan , Dr. Hamid Ullah, Dr. Mustafa Afeef	The effect of leverage and debt maturity on corporate financial performance: evidence from non-financial firms listed on Pakistan Stock exchange.	Y	Sustainable Business Society and Emerging Economies	---
5	Naveed Khan , Hassan Zada, Imran Yousaf	Does premium exists in stock market for labor income growth rate: A Six- Factor Asset Pricing Model: Evidence from Pakistan.	Y	Annals of Financial Economics (Scopus, ESCI)	1.12

6	EleftheriosThalassinos, Naveed Khan , Shakeel Ahmed, Hassan Zada, AnjumIhsan	A Comparison of Competing Asset Pricing Models: Empirical Evidence from Pakistan	X	Risks (Scopus, ESCI, ABDC-B)	2.2
7	Naveed Khan Hassan Zada, Shakeel Ahmed, Fayaz Ali Shah, Shahid Jan	Human capital-based four-factor asset pricing model: An empirical study from Pakistan	W	Heliyon	3.776
8	Adamu Jabir Hassan Zada, Abdu Musa Naveed Khan	Financial Development and Economic Growth: Evidence from Sub- Saharan Africa	Y	Economic Annals (Scopus, ESCI)	
Ms. Zartashia Hameed (Lecturer)					
1	Zartashia Hameed (PI) KhuramShafi, Anum Nadeem,	Volatility spillover effect between oil prices and foreign exchange markets	‘W’	Energy Strategy Reviews	6.425
2	Zartashia Hameed (PI) Dr. KhurramShafi Dr. Samina Nawab	Long term memory effect in selected cryptocurrencies	‘Y’	Research Journal of social sciences and economics review	-----
3	Zartashia Hameed (PI) Dr. KhurramShafi	Measuring Performance through Enterprise Resource Planning System Implementation.	‘W’	<i>IEEE Access</i> , 7, 6691-6702	3.56
4	Zartashia Hameed (PI) Dr. KhurramShafi	Exploration of Global Brand Value Announcements and Market Reaction.	---	<i>Administrative Sciences</i> , 8 (3), 49. (ISI Index)	-----
5	Zartashia Hameed (PI) Dr. KhurramShafi OwaisQarni	Study of Size and Value Premium in South Asian Countries.	---	<i>WALIA Journal</i> , 34 (1), 38-42. (ISI Index)	-----
6	MahwashGhafoor, Zartashia Hameed , Fawad Ahmed	Title Effect of Abusive Supervision on Organizational Cynicism (Cognitive, affective, behavioral) mediating effect of playing dumb	‘W’	PLOS One	3.752

Annexure – B: Faculty Resume

S. No.	Name	Designation	Qualification	Institution	Specialization	Experience (yrs.) Teaching	Utilization Dedicated / Shared
1	Dr. Shakeel Ahmed	Asst. Prof.	PhD	IIUI	Finance	20	D
2	Ms. Zartashia Hameed	Lecturer	PhD	COMSATS WAH	Finance	12	D
3	Mr. Naveed Khan	Lecturer	MS, PhD in progress	Islamia College University Peshawar	Finance	1.5	D
4	Mr. Muhammad Usman	Lecturer	MS, PhD in progress	COMSATS Wah	General Management	1	D
5	Ms. Kinza Tanveer	Lecturer	MS	Riphah International University	Statistics	1	D
6	Ms. Asma Khattak	Lecturer	MS	COMSATS Islamabad	English Literature	1.7	D
7	Ms. Uzaima Qarni	Lecturer	MS	PIDE Islamabad	Economics & Finance	3.5	D

Annexure – C Course Evaluation

S. No.	Name	Subject	Program	Class	Study in Next Semester	Evaluation
1	Meher Bano	Principles of Marketing	MSD	BBA & BSAF 1st	4.76	4.82
2	Zartashia Hameed	Principles of Management	MSD	BBA & BSAF 1st	4.48	4.79
3	Shaherbano Ijaz	Business Ethics	MSD	4th (a,b)	4.50	4.64
4	Saima Wazir	Micro Economics	MSD	2nd (a,b)	4.61	4.61
5	Meher Bano	Marketing Management	MSD	4th (a,b)	4.63	4.60
6	Meher Bano	Intro. to Psychology	MSD	4th (a,b)	4.62	4.60
7	Dr. Waseem Khan	Business Statistics	MSD	2nd (a,b)	4.68	4.57
8	Shaherbano Ijaz	Intro. to Sociology	MSD	2nd (a,b)	4.59	4.56
9	Zartashia Hameed	Financial Management	CS (MSD)	6th (a,b)	4.51	4.50
10	Zartashia Hameed	Financial Accounting-I	MSD	2nd (a,b)	4.49	4.49
11	Dr. Shakeel Ahmed	Business Finance	MSD	4th (a,b)	4.40	4.48
12	Saima Wazir	Business Communication	MSD	4th (b)	3.96	4.38
13	Shaherbano Ijaz	Business Communication	MSD	4th (a)	3.96	4.38
14	Saima Wazir	Cost Accounting	MSD	4th (a,b)	3.77	4.26

Annexure - D Teacher Evaluation

Variables	Evaluation
Satisfied with Online Teaching by the Teacher	4.97
The teachers use of technology is adequate	4.93
The teacher uploaded online lectures and relevant material (audio, video, PPT/PDF) on weekly basis.	4.86
The teacher was available for online consultation during the week at specific timings	4.93
The teacher takes online assignments and quizzes regularly	4.90
The teacher returned all marked quizzes, assignments, and sessional exam on time.	4.97
The teacher provide timely and constructive feedback on your performance regularly	4.41
The teacher maintained liaison/link with you to address your queries related to the teaching material	4.41
How much you properly understand the lectures given/taught by the teacher online	4.97
How much are you satisfied with the quality of online lectures and course/lab materials shared/taught by the teacher/lab engineer?	4.48
How much are you satisfied with the grading and evaluation system followed by the teacher?	4.90
You want to be taught by this teacher in the next semester	4.48
Evaluation	4.79

Shaherbano Ijaz / Business Communication

Variables	Evaluation
Satisfied with Online Teaching by the Teacher	4.71
The teachers use of technology is adequate	4.71
The teacher uploaded online lectures and relevant material (audio, video, PPT/PDF) on weekly basis.	4.67
The teacher was available for online consultation during the week at specific timings	4.63
The teacher takes online assignments and quizzes regularly	4.88
The teacher returned all marked quizzes, assignments, and sessional exam on time.	4.67
The teacher provide timely and constructive feedback on your performance regularly	4.83
The teacher maintained liaison/link with you to address your queries related to the teaching material	4.75
How much you properly understand the lectures given/taught by the teacher online	4.75
How much are you satisfied with the quality of online lectures and course/lab materials shared/taught by the teacher/lab engineer?	4.75
How much are you satisfied with the grading and evaluation system followed by the teacher?	4.63
You want to be taught by this teacher in the next semester	4.75
Evaluation	4.72

MANAGEMENT SCIENCE DEPARTMENT

Shaherbano Ijaz / Business Ethics

Variables	Evaluation
Satisfied with Online Teaching by the Teacher	4.62
The teachers use of technology is adequate	4.54
The teacher uploaded online lectures and relevant material (audio, video, PPT/PDF) on weekly basis.	4.75
The teacher was available for online consultation during the week at specific timings	4.65
The teacher takes online assignments and quizzes regularly	4.67
The teacher returned all marked quizzes, assignments, and sessional exam on time.	4.65
The teacher provide timely and constructive feedback on your performance regularly	4.67
The teacher maintained liaison/link with you to address your queries related to the teaching material	4.60
How much you properly understand the lectures given/taught by the teacher online	4.62
How much are you satisfied with the quality of online lectures and course/lab materials shared/taught by the teacher/lab engineer?	4.67
How much are you satisfied with the grading and evaluation system followed by the teacher?	4.62
You want to be taught by this teacher in the next semester	4.50
Evaluation	4.64

MANAGEMENT SCIENCE DEPARTMENT

Saima Wazir / Micro Economics

Variables	Evaluation
Satisfied with Online Teaching by the Teacher	4.68
The teachers use of technology is adequate	4.58
The teacher uploaded online lectures and relevant material (audio, video, PPT/PDF) on weekly basis.	4.64
The teacher was available for online consultation during the week at specific timings	4.57
The teacher takes online assignments and quizzes regularly	4.74
The teacher returned all marked quizzes, assignments, and sessional exam on time.	4.61
The teacher provide timely and constructive feedback on your performance regularly	4.52
The teacher maintained liaison/link with you to address your queries related to the teaching material	4.57
How much you properly understand the lectures given/taught by the teacher online	4.51
How much are you satisfied with the quality of online lectures and course/lab materials shared/taught by the teacher/lab engineer?	4.64
How much are you satisfied with the grading and evaluation system followed by the teacher?	4.62
You want to be taught by this teacher in the next semester	4.61
Evaluation	4.61

MANAGEMENT SCIENCE DEPARTMENT

Meher Bano / Marketing Management

Variables	Evaluation
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Satisfied with Online Teaching by the Teacher	4.60
The teachers use of technology is adequate	4.56
The teacher uploaded online lectures and relevant material (audio, video, PPT/PDF) on weekly basis.	4.67
The teacher was available for online consultation during the week at specific timings	4.50
The teacher takes online assignments and quizzes regularly	4.67
The teacher returned all marked quizzes, assignments, and sessional exam on time.	4.63
The teacher provide timely and constructive feedback on your performance regularly	4.58
The teacher maintained liaison/link with you to address your queries related to the teaching material	4.62
How much you properly understand the lectures given/taught by the teacher online	4.63
How much are you satisfied with the quality of online lectures and course/lab materials shared/taught by the teacher/lab engineer?	4.60
How much are you satisfied with the grading and evaluation system followed by the teacher?	4.62
You want to be taught by this teacher in the next semester	4.63
Evaluation	4.61

MANAGEMENT SCIENCE DEPARTMENT

Meher Bano / Intro. to Psychology

Variables	Evaluation
Satisfied with Online Teaching by the Teacher	4.62

The teachers use of technology is adequate	4.54
The teacher uploaded online lectures and relevant material (audio, video, PPT/PDF) on weekly basis.	4.63
The teacher was available for online consultation during the week at specific timings	4.60
The teacher takes online assignments and quizzes regularly	4.69
The teacher returned all marked quizzes, assignments, and sessional exam on time.	4.56
The teacher provide timely and constructive feedback on your performance regularly	4.58
The teacher maintained liaison/link with you to address your queries related to the teaching material	4.62
How much you properly understand the lectures given/taught by the teacher online	4.60
How much are you satisfied with the quality of online lectures and course/lab materials shared/taught by the teacher/lab engineer?	4.56
How much are you satisfied with the grading and evaluation system followed by the teacher?	4.58
You want to be taught by this teacher in the next semester	4.62
Evaluation	4.60

MANAGEMENT SCIENCE DEPARTMENT

Dr. Waseem Khan / Business Statistics

Variables	Evaluation
Satisfied with Online Teaching by the Teacher	4.58
The teachers use of technology is adequate	4.49

The teacher uploaded online lectures and relevant material (audio, video, PPT/PDF) on weekly basis.	4.55
The teacher was available for online consultation during the week at specific timings	4.51
The teacher takes online assignments and quizzes regularly	4.75
The teacher returned all marked quizzes, assignments, and sessional exam on time.	4.57
The teacher provide timely and constructive feedback on your performance regularly	4.51
The teacher maintained liaison/link with you to address your queries related to the teaching material	4.55
How much you properly understand the lectures given/taught by the teacher online	4.49
How much are you satisfied with the quality of online lectures and course/lab materials shared/taught by the teacher/lab engineer?	4.61
How much are you satisfied with the grading and evaluation system followed by the teacher?	4.65
You want to be taught by this teacher in the next semester	4.68
Evaluation	4.57

MANAGEMENT SCIENCE DEPARTMENT

Shaherbano Ijaz / Intro. to Sociology

Variables	Evaluation
Satisfied with Online Teaching by the Teacher	4.62
The teachers use of technology is adequate	4.49
The teacher uploaded online lectures and relevant material (audio, video,	4.55

PPT/PDF) on weekly basis.	
The teacher was available for online consultation during the week at specific timings	4.51
The teacher takes online assignments and quizzes regularly	4.68
The teacher returned all marked quizzes, assignments, and sessional exam on time.	4.57
The teacher provide timely and constructive feedback on your performance regularly	4.54
The teacher maintained liaison/link with you to address your queries related to the teaching material	4.51
How much you properly understand the lectures given/taught by the teacher online	4.49
How much are you satisfied with the quality of online lectures and course/lab materials shared/taught by the teacher/lab engineer?	4.58
How much are you satisfied with the grading and evaluation system followed by the teacher?	4.59
You want to be taught by this teacher in the next semester	4.59
Evaluation	4.56

MANAGEMENT SCIENCE DEPARTMENT (CS)

Zartashia Hameed / Financial Management

Variables	Evaluation
Satisfied with Online Teaching by the Teacher	4.46
The teachers use of technology is adequate	4.44
The teacher uploaded online lectures and relevant material (audio, video, PPT/PDF) on weekly basis.	4.56

The teacher was available for online consultation during the week at specific timings	4.54
The teacher takes online assignments and quizzes regularly	4.55
The teacher returned all marked quizzes, assignments, and sessional exam on time.	4.56
The teacher provide timely and constructive feedback on your performance regularly	4.46
The teacher maintained liaison/link with you to address your queries related to the teaching material	4.46
How much you properly understand the lectures given/taught by the teacher online	4.52
How much are you satisfied with the quality of online lectures and course/lab materials shared/taught by the teacher/lab engineer?	4.51
How much are you satisfied with the grading and evaluation system followed by the teacher?	4.44
You want to be taught by this teacher in the next semester	4.51
Evaluation	4.50

MANAGEMENT SCIENCE DEPARTMENT

Zartashia Hameed / Financial Accounting-I

Variables	Evaluation
Satisfied with Online Teaching by the Teacher	4.55
The teachers use of technology is adequate	4.38
The teacher uploaded online lectures and relevant material (audio, video, PPT/PDF) on weekly basis.	4.52
The teacher was available for online consultation during the week at specific	4.43

timings	
The teacher takes online assignments and quizzes regularly	4.59
The teacher returned all marked quizzes, assignments, and sessional exam on time.	4.58
The teacher provide timely and constructive feedback on your performance regularly	4.43
The teacher maintained liaison/link with you to address your queries related to the teaching material	4.45
How much you properly understand the lectures given/taught by the teacher online	4.35
How much are you satisfied with the quality of online lectures and course/lab materials shared/taught by the teacher/lab engineer?	4.48
How much are you satisfied with the grading and evaluation system followed by the teacher?	4.58
You want to be taught by this teacher in the next semester	4.49
Evaluation	4.49

MANAGEMENT SCIENCE DEPARTMENT

Dr. Shakeel Ahmed / Business Finance

Variables	Evaluation
Satisfied with Online Teaching by the Teacher	4.00
The teachers use of technology is adequate	4.27
The teacher uploaded online lectures and relevant material (audio, video, PPT/PDF) on weekly basis.	4.48
The teacher was available for online consultation during the week at specific timings	4.58

The teacher takes online assignments and quizzes regularly	4.58
The teacher returned all marked quizzes, assignments, and sessional exam on time.	4.54
The teacher provide timely and constructive feedback on your performance regularly	4.42
The teacher maintained liaison/link with you to address your queries related to the teaching material	4.38
How much you properly understand the lectures given/taught by the teacher online	4.52
How much are you satisfied with the quality of online lectures and course/lab materials shared/taught by the teacher/lab engineer?	4.54
How much are you satisfied with the grading and evaluation system followed by the teacher?	4.56
You want to be taught by this teacher in the next semester	4.40
Evaluation	4.48

MANAGEMENT SCIENCE DEPARTMENT

Saima Wazir / Business Communication

Variables	Evaluation
Satisfied with Online Teaching by the Teacher	4.25
The teachers use of technology is adequate	4.29
The teacher uploaded online lectures and relevant material (audio, video, PPT/PDF) on weekly basis.	4.46
The teacher was available for online consultation during the week at specific timings	4.39
The teacher takes online assignments and quizzes regularly	4.57

The teacher returned all marked quizzes, assignments, and sessional exam on time.	4.64
The teacher provide timely and constructive feedback on your performance regularly	4.39
The teacher maintained liaison/link with you to address your queries related to the teaching material	4.32
How much you properly understand the lectures given/taught by the teacher online	4.21
How much are you satisfied with the quality of online lectures and course/lab materials shared/taught by the teacher/lab engineer?	4.29
How much are you satisfied with the grading and evaluation system followed by the teacher?	4.36
You want to be taught by this teacher in the next semester	3.96
Evaluation	4.38

MANAGEMENT SCIENCE DEPARTMENT

Saima Wazir / Cost Accounting

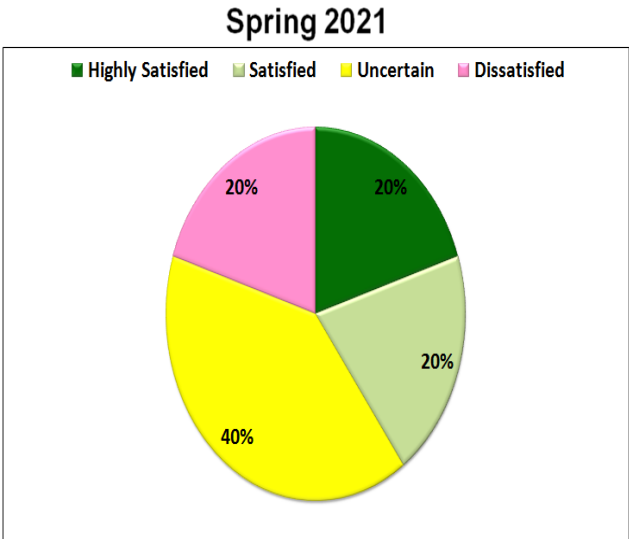
Variables	Evaluation
Satisfied with Online Teaching by the Teacher	3.88
The teachers use of technology is adequate	4.13
The teacher uploaded online lectures and relevant material (audio, video, PPT/PDF) on weekly basis.	4.37
The teacher was available for online consultation during the week at specific timings	4.27
The teacher takes online assignments and quizzes regularly	4.54
The teacher returned all marked quizzes, assignments, and sessional exam on	4.56

time.	
The teacher provide timely and constructive feedback on your performance regularly	4.38
The teacher maintained liaison/link with you to address your queries related to the teaching material	4.37
How much you properly understand the lectures given/taught by the teacher online	4.04
How much are you satisfied with the quality of online lectures and course/lab materials shared/taught by the teacher/lab engineer?	4.13
How much are you satisfied with the grading and evaluation system followed by the teacher?	4.19
You want to be taught by this teacher in the next semester	3.77
Evaluation	4.26

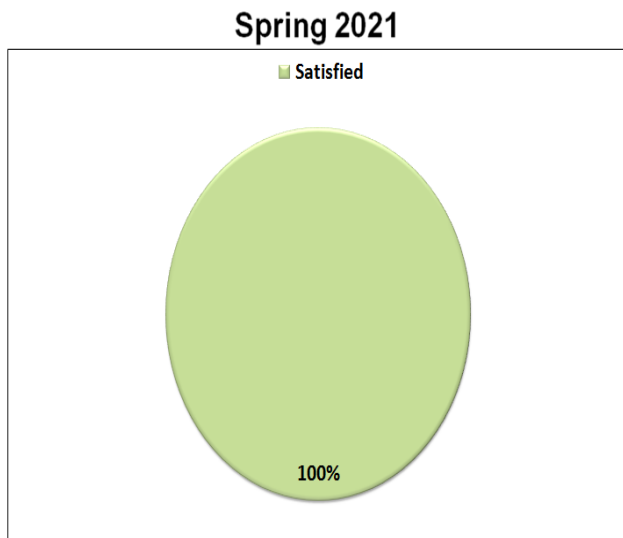
Annexure E- Faculty Feedback Survey Results – Spring 2021

Q1. You are satisfied with your pursuits like teaching, research and the secondary duties.

Q2. The overall workload is reasonable.



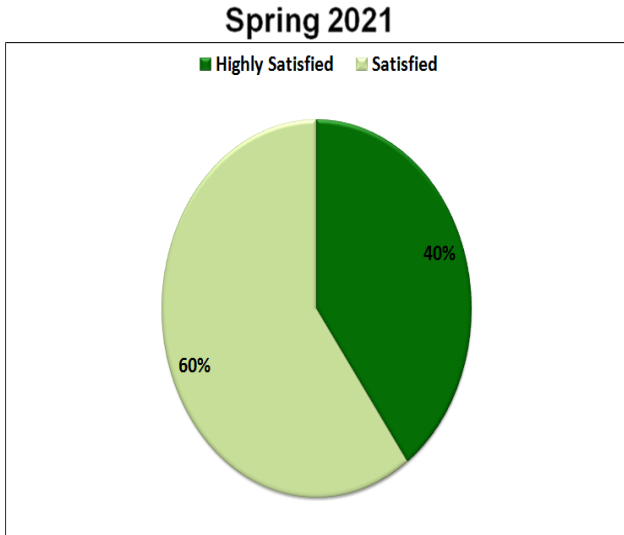
Q3. The overall environment in the department provide intellectual stimulation for improvement.



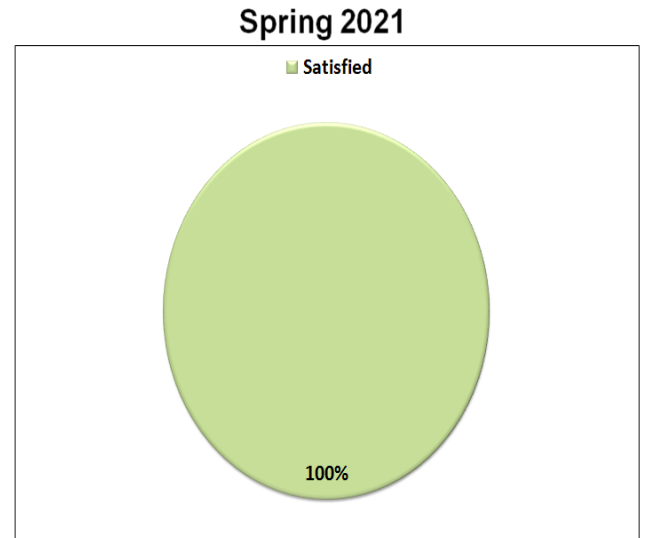
Q4. The overall workload is reasonable.

COMMENTS
Faculty with research potential can be given less teaching load so they can focus on research
Due to too many sections and students, it was difficult to carry out research activities.

Q5. The cooperation you receive from your department / colleagues.



Q6. Whenever needed, mentoring is available to you.

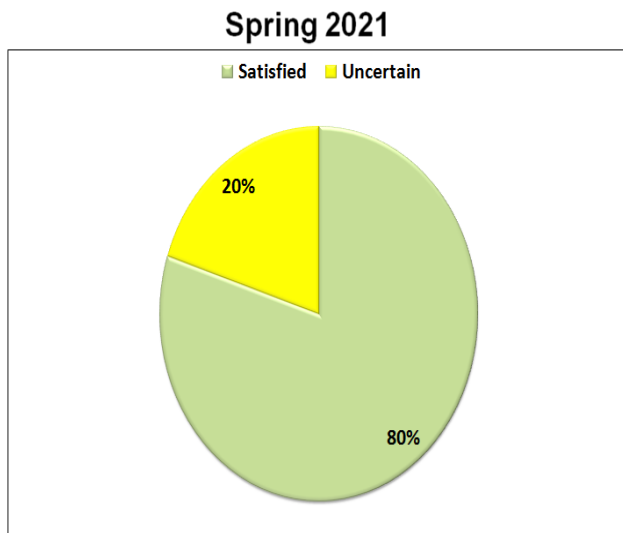


Q7. You are satisfied with the encouragement given for inter-disciplinary initiatives.

given for inter-disciplinary initiatives.

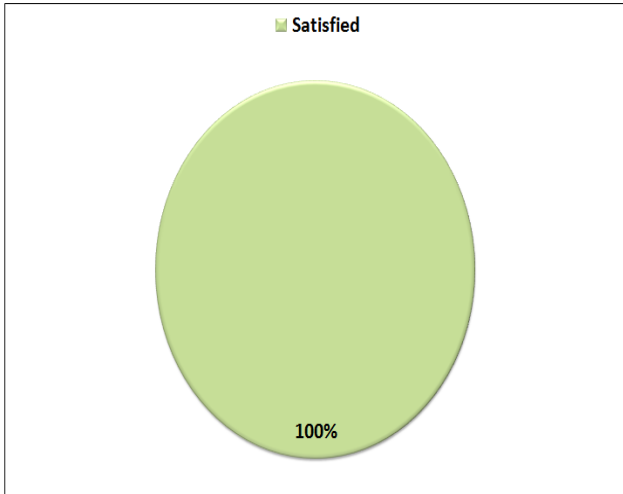
Q8.

Comments
1. Research oriented activities needs to be encouraged



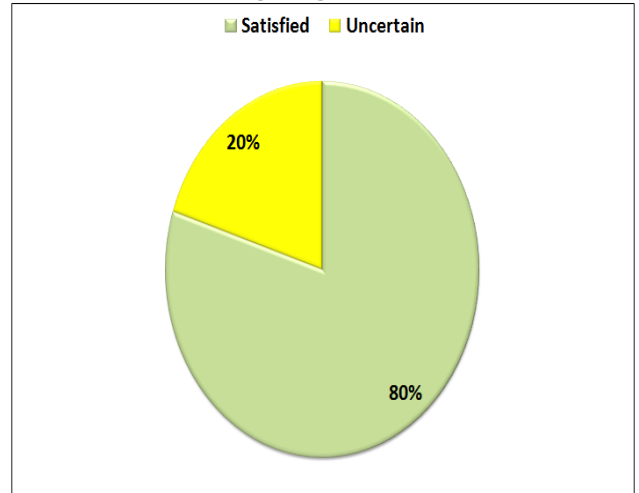
Q9. You are satisfied with the opportunities given to voice concerns/provide feedback.

Spring 2021



Q10. You are satisfied with receiving recognition for individual accomplishments

Spring 2021



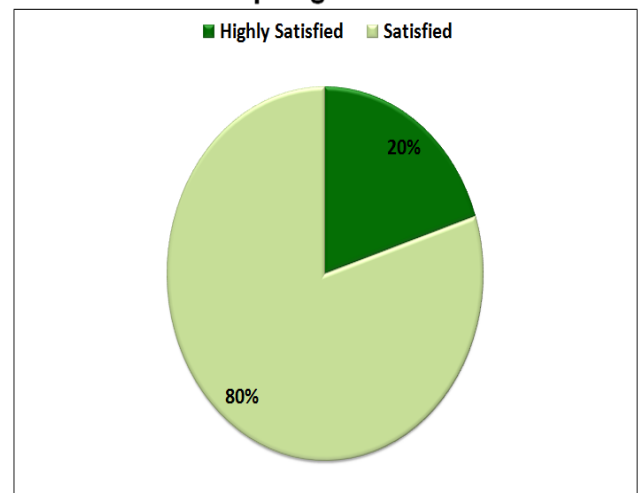
Q11. You are satisfied with receiving recognition

Q12. You are satisfied with the administrative support from the university.

COMMENTS
1. Performance based scholarships for extraordinary students.

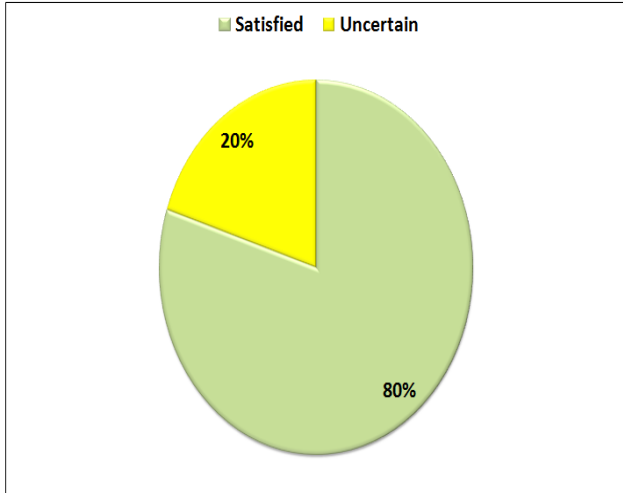
for individual accomplishments.

Spring 2021



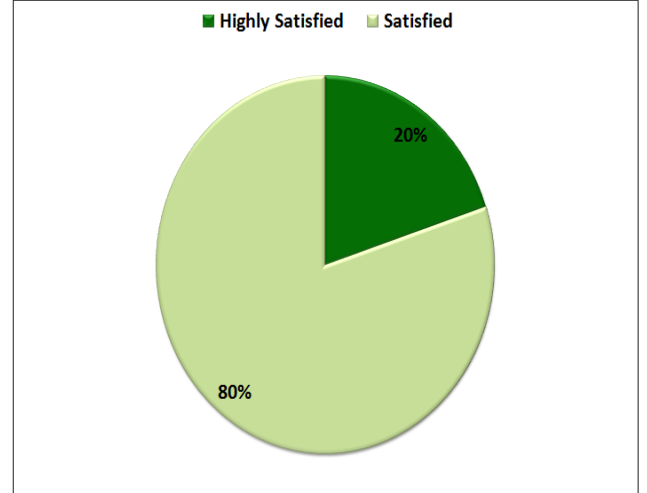
Q13. You are quite clear about the faculty promotion policies and processes.

Spring 2021



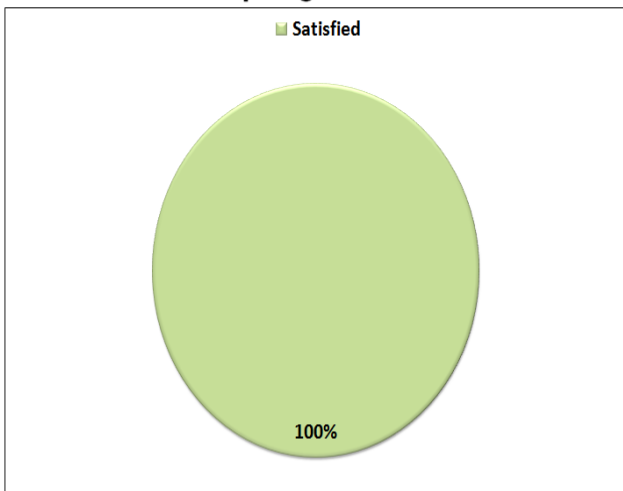
Q14. You are satisfied with the opportunities available for professional growth in teaching and research

Spring 2021



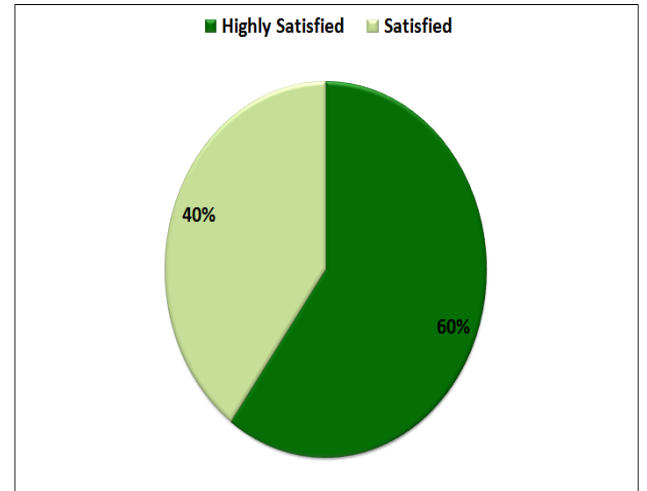
Q15. You are satisfied with the speed of redressal of complaints in the University.

Spring 2021



16. Your salary package is commensurate with your qualification and experience.

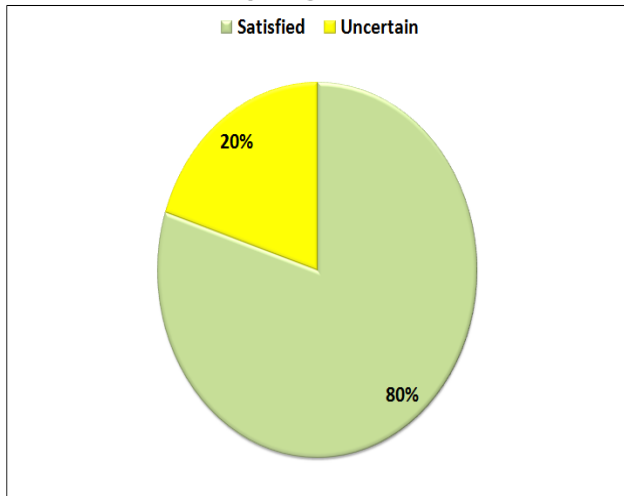
Spring 2021



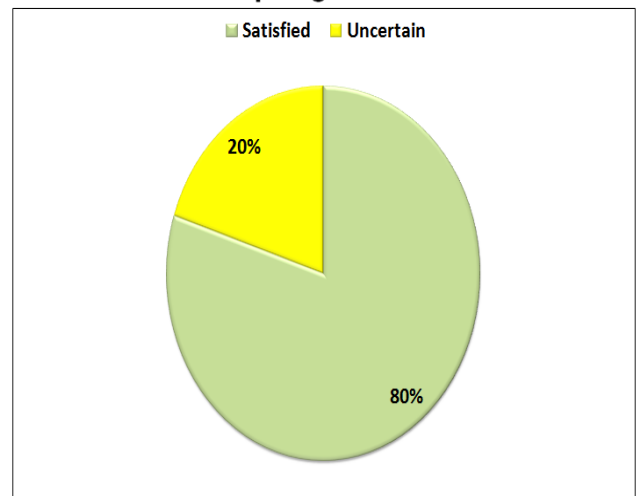
Q17. Your perception about job-security in the present position.

8. Your primary and secondary duties permit you to have sufficient quality-time for yourself and your family

Spring 2021



Spring 2021



Q19. Your primary and secondary duties permit you to have

sufficient quality-time for yourself and your family.

COMMENTS
1. Due to Covid and online teaching personal/family life was definitely affected.

Q20. Please suggest three factors which could improve your motivation as a faculty member.

		Spring 2021
Available Aspects		
1.	Workload may kindly be adjusted in such a way that it does not affect our research activities and the research students we are working with.	1
1.	Continuously arranging seminars or conferences could improve motivation of faculty.	1
1.	Acknowledge employee' achievement	1
2.	Positive communication.	
3.	Welcome all ideas.	
1.	Research in Highly impact Journals.	1

Sr. No.	Instructor	Subject	Study in Next Semester	Evaluation
01	Samar Masood	Micro Economics	4.31	4.21
02	Ifrah Jamil	Communication Skills	3.65	3.77
03	Zartashia Hameed	Financial Accounting-I	3.44	3.64
04	Dr. Waseem Khan	Introduction to Sociology	3.27	3.54
05	Dr. Waseem Khan	Business Statistics-I	3.17	3.50