



UNIVERSITY OF SARGODHA
OFFICE OF THE REGISTRAR
(ACAD BRANCH)

NOTIFICATION

On the recommendations of Academic Council made in its 22nd (3/2024) meeting held on 30.09.2024, the Vice Chancellor is pleased to approve the following as per NBEAC requirements provisionally, subject to approval by the Syndicate.

- i. Five Year Strategic Plan (2024-2028) for MFK Noon Business School (Annex-'A')
- ii. Revised Curricula of BBA (4-Years) for implementation w.e.f. Spring 2025 (Annex-'B')
- iii. Revised Curricula of MBA (2-Years) for implementation w.e.f. Spring 2025 (Annex-'C')
- iv. Revised Curricula of EMBA for implementation w.e.f. Spring 2025 (Annex-'D')


(WAQAR AHMAD)
Additional Registrar (General)

No. SU/Acad/24/937

Dated: 10.12.2024

- Director, MFK Noon Business School
- Director Academics
- Controller of Examinations

C.C:

- Dean, Faculty of Social Sciences
- Director, QEC
- Director ORIC
- Controller of Examinations
- Additional Registrar (Affiliation & Registration)
- Deputy Registrar HR
- Secretary to the Vice-Chancellor
- PA to Registrar
- Notification File

Ahmed Saqib

Executive Master of Business Administration – (EMBA) Weekend Program

2 Years Weekend Program under Semester System with
Summer after 16 years of Education
w.e.f. Spring 2025



MFK Noon Business School
University of Sargodha

Assistant Professor
Malik Firoz Khan
Malik Firoz Khan Business School
University of Sargodha

Executive Master of Business Administration – (EMBA) Weekend Program

2 Years Weekend Program under Semester System with
Summer after 16 years of Education

Designed in the light of

Vision Statement

To become the prominent business school of the region.

Mission Statement

We are nurturing business professionals, intellectuals, and entrepreneurs to support sustainable business environment.

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Executive Master of Business Administration – (EMBA) Weekend Program

1. Program Learning Objectives

1.1 EMBA Program Objectives (POs):

This EMBA program is in accordance with HEC course description for Business studies. The program is designed for students who have minimum 3 year's professional experience and 16 year's education as per university policy. The EMBA program is designed for professionals.

The aim of this program is

EMBA Program		
PO1:	Academic Excellence and Professional Development:	Foster academic rigor while developing ethical leaders with strong communication and critical thinking skills.
PO2:	Global Business Insight and Technological Exposure:	Develop expertise of global business insight and technologies to understand dynamic business and economic environment.
PO3:	Data Driven Business Decision Making:	Enhance MBA students to identify, analyze and solve business problems using quantitative methods, statistical analysis and information technology
PO4:	Experiential Learning and Real-World Application:	Promote lifelong learning through projects and real-world experiences.
PO5:	Knowledge of Functional Areas of Business:	Equip students with specialized skills in HR, marketing, finance, operations, and strategy.

Program Learning Outcomes (EMBA)

1.2.1 Program Learning Outcomes: PLO 1: Knowledge and Understanding, PLO 2: Practical Skills PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial Skills, PLO 10: Ethics & Professional Skills

EMBA Program			
PLO	Code	Skill	Description
PLO1	KU	Knowledge and Understanding	Comprehensive grasp of fundamental concepts, theories, and principles in the relevant field.
PLO2	PS	Practical Skills	Ability to apply theoretical knowledge to real-world situations through hands-on experience.
PLO3	IS	Interpersonal Skills	Proficiency in interacting effectively with others, fostering teamwork and collaboration.
PLO4	CS	Communication Skills	Capability to convey ideas clearly and effectively in both written and verbal forms.
PLO5	DS	Digital Skills	Competence in using digital tools and technologies relevant to the field of study or profession.
PLO6	NS	Numeric Skills	Ability to understand, interpret, and work with numerical data accurately and effectively.

PLO7	LS	Leadership Skills	Capacity to lead, motivate, and manage teams, demonstrating decision-making and problem-solving abilities.
PLO8	PK	Personal Skills	Development of self-awareness, time management, and adaptability for personal growth and effectiveness.
PLO9	ES	Entrepreneurial Skills	Innovation and creativity in identifying opportunities and transforming ideas into viable ventures.
PLO10	EP	Ethics & Professional Skills	Commitment to ethical behavior and professional standards in all aspects of work and decision-making.

1.2.2 Below is the alignment and mapping of POs and PLOs for the EMBA program based on the provided information.

	PLO1 (KU)	PLO2 (PS)	PLO3 (IS)	PLO4 (CK)	PLO5 (DS)	PLO6 (NS)	PLO7 (LS)	PLO8 (PK)	PLO9 (ES)	PLO10 (EP)
PO1	✓	✓			✓	✓				
PO2			✓	✓						✓
PO3	✓									
PO4		✓						✓	✓	
PO5		✓	✓				✓	✓		✓

Explanation:

- **PO1: Comprehensive Business Knowledge and Skills**
 - PLO1 (KU): Provides understanding of business principles.
 - PLO2 (PS): Equips students for decision-making.
 - PLO5 (DS): Includes digital skills.
 - PLO6 (NS): Covers numeric skills.
- **PO2: Critical Thinking, Communication, and Ethics**
 - PLO3 (IS): Fosters critical thinking.
 - PLO4 (CS): Enhances communication skills.
 - PLO10 (EP): Encourages ethical behavior.
- **PO3: Global Perspective and Compatibility**
 - PLO1 (KU): Understanding global business practices.
- **PO4: Experiential Learning and Real-World Application**
 - PLO2 (PS): Promotes practical skills through projects.
 - PLO4 (CK): Enhances communication skills in real-world applications.
 - PLO8 (PK): Develops personal skills through real-world experiences.
 - PLO9 (ES): Encourages entrepreneurial skills.
- **PO5: Career Readiness and Professional Development**
 - PLO2 (PS): Equips for entry-level and advanced positions.
 - PLO7 (LS): Develops leadership skills.
 - PLO8 (PK): Prepares for professional development.
 - PLO10 (EP): Prepares students for professional ethical standards.

1.2.3 Alignment of POs and PLOs with Vision & Mission of MFK NBS for EMBA Program

Learnings & Skills Based on Vision and Mission of The School	POs EMBA	PLOs EMBA
Critical Thinking: Analyze and synthesize data to solve problems and make informed decisions.	PO3	PLO1
Management Skills: Develop practical skills for effective management and presentation.	PO3; PO4	PLO3
Leadership Skills: Demonstrate and evaluate leadership traits in various business contexts.	PO2	PLO3; PLO4
Problem-Solving: Apply analytical methods to address business challenges and assess the impact of decisions.	PO1; PO2	PLO1; PLO3
Agility and Adaptability: Learn from experience to adapt and perform successfully in new situations.	PO4; PO5	PLO1; PLO4
Initiative and Entrepreneurialism: Transform ideas into action with creativity, innovation, and project management skills.	PO1; PO2	PLO2; PLO4
Indigenous Industry Knowledge: Understand and engage with local business practices and industry leaders.	PO5	PLO2; PLO3; PLO5
Community Business Needs and Social Services: Serve society by providing quality products and services aligned with the school's mission	PO5	PLO2; PLO3; PLO5

2. Eligibility Criteria:

For admission in Executive MBA (EMBA) program:

- i. Candidates having minimum 2nd division in annual system or CGPA 2.0/4.0 in Masters/BS (4-Years) degree with (16 years of education) in semester system in business administration, commerce, entrepreneurship & SME, banking and finance, public administration, e-commerce, business analytics, business taxation, supply chain, project management and accounting and finance subjects or equivalent as per university policy from HEC recognized institutions.
- ii. Department will conduct test (Passing % is 50%) of weightage 30% while remaining 70% would be taken from CGPA of terminal degree to constitute merit. (Subject to revision as per university admission regulations)
- iii. The candidate must have 3 years of professional experience.

3. Degree Awarding Requirements:

Course work should be complete. Minimum pass percentage for each course shall be 50% along with other degree completion requirements.

Note: Students can opt research thesis of 6 credit hours in the replacement of two general subjects offered in last semester. However, such option must be finalized by the student at the beginning of 3rd Semester by submitting an application for allocation of supervisor. School shall decide the acceptance/rejection of request based on availability of supervisors and tentatively allocate a supervisor, if available. During 3rd semester the student opting thesis will have to prepare and submit his/her research proposal, qualify defense and submit synopsis for approval from ASRB. Otherwise, student has to study alternate courses.



MFK Noon Business School University of Sargodha



Description of the Executive Master of Business Administration Program
After 16 Years of Education
60 Credit Hours

4. Course Description of Program

4.1 Implementation of Revised Business Education Roadmap

The program is framed according to HEC revised business education roadmap, circulated vide letter No 9-48(Business)/Acad(Curri)/HEC/2018/2634 dated March 28, 2019 (Annexure-A)

I. THE EXECUTIVE MBA (EMBA) PROGRAM

- a. The eligibility criteria for Executive MBA (EMBA) shall be 16 years of education (instead of 14 years) with 3 years of professional experience. The program shall comprise a minimum of 60-66 credit hours. The program shall be equivalent to 18 years education. However, students who have already completed or have enrolled in the EMBA program with the eligibility criteria of 14 years education will be considered equivalent to 16 years of education - a Level-6 qualification as per National Qualifications Framework of Pakistan.
- b. The EMBA degree program of IBA Karachi comprising a minimum of 60-66 credit hours, with the eligibility criteria of 16-year education will be treated equivalent to 18 years education (i.e. Level - 7 qualification as per National Qualifications Framework NQF). Further, IBA Karachi is required to add 3 years experience in eligibility criteria in their EMBA program henceforth.

4.2 STRUCTURE OF EMBA PROGRAM

a. The Executive MBA program shall comprise of 60 credit hours (2year duration) with the following component:

1. Core Courses (36 credit hours):

- | | |
|----------------------------|----------------|
| a. Accounting | 6 credit hours |
| b. Finance | 6 credit hours |
| c. Marketing | 6 credit hours |
| d. Economics | 6 credit hours |
| e. Quantitative Techniques | 6 credit hours |
| f. Management | 6 credit hours |

2. Elective / General Courses: 24 credit hours

- 2.1 EMBA program duration will be 2 years divided in 4 regular and 2 summer semesters.
- 2.2 The student can opt research thesis (optional) of 6 credit hours instead of two elective courses from his /her last semester.

b) Core Courses

Sr. No.	Area	Subject Title
1	Accounting	Accounting for Decision Making
		Cost and Management Accounting
2	Finance	Financial Management
		Investment and Portfolio Management
3	Marketing	Marketing Management
		E-Commerce and Digital Marketing
4	Economics	Business Economics
		Managerial Economics
5	Quantitative Techniques	Quantitative Techniques in Business
		Research Methodology and Data Analysis
6	Management	Business Organization Management
		Human Resource Management

B) Elective / General Courses

Sr. No.	Area	Subject Title
1	Other	Business Communication and Report Writing
		Operations and Supply Chain Management
		Entrepreneurship and SME Management
		International Business
		Strategic Management
		Corporate Governance
		Leadership and Change Management
		Brand Management

c) i. Semester Teaching Scheme for Students Admitted in Fall

EMBA Semester	Semester to be Taught in
1 st Semester	Fall Semester
2 nd Semester	Spring Semester
Summer Semester I	Summer Vacations
3 rd Semester	Fall Semester
4 th Semester	Spring Semester
Summer Semester II	Summer Vacations

ii. Semester Teaching Scheme for Students Admitted in Spring

EMBA Semester	Semester to be Taught In
1 st Semester	Spring Semester
Summer Semester I	Summer Vacations
2 nd Semester	Fall Semester
3 rd Semester	Spring Semester
Summer Semester II	Summer Vacations
4 th Semester	Fall Semester

d) Semester Wise Courses Breakup (with 2 Summer Semester) EMBA Weekend Program

Semester I

Course code	Course Title	Cr Hr
BUSM 7328	Business Organization Management	3(3+0)
BUSM 7381	Business Communication and Report Writing	3(3+0)
BUSM 7331	Business Economics	3(3+0)
BUSM 7333	Accounting for Decision Making	3(3+0)
	Total	12

Semester II

Course code	Course Title	Cr Hr
BUSM 7334	Human Resource Management	3(3+0)
BUSM 7336	Marketing Management	3(3+0)
BUSM 7332	Quantitative Techniques in Business	3(3+0)
BUSM 7339	Cost and Management Accounting	3(3+0)
	Total	12

Summer Semester I

Course code	Course Title	Cr Hr
BUSM 7335	Financial Management	3(3+0)
BUSM 7338	Research Methodology and Data Analysis	3(3+0)
	Total	06

Semester III

Course code	Course Title	Cr Hr
BUSM 7378	E-Commerce and Digital Marketing	3(3+0)
BUSM 7344	Supply Chain and Logistic Management	3(3+0)
BUSM 7382	Entrepreneurship and SME Management	3(3+0)
BUSM 7337	Managerial Economics	3(3+0)
	Total	12

Semester IV

Course code	Course Title	Cr Hr
BUSM 7359	Investment and Portfolio Management	3(3+0)
BUSM 7383	International Business	3(3+0)
BUSM 7341	Strategic Management	3(3+0)
BUSM 7384	Corporate Governance	3(3+0)
	Total	12

Summer Semester II

Course code	Course Title	Cr Hr
BUSM 7385	Leadership and Change Management	3(3+0)
BUSM 7372	Brand Management	3(3+0)
	Total	06

***Dissertation Policy:** Students willing to opt thesis or courses must inform in writing to department before the start of their 3rd Semester.

Dissertation Code BUSM 7340 **Credit Hours** 6

Note: Program duration will be 2 years divided into 4 regular semesters and 2 summer semesters. Courses of Summer semester will be offered as and when summer semester is offered.

5. Syllabus with detailed course outlines



UNIVERSITY OF SARGODHA
Malik Firoz Khan Noon Business School

No.	Information on Course																																																						
1.	Course Name: Business Organization Management																																																						
2.	Course Code: BUSM 7328																																																						
3.	Name(s) of Academic Staff: Nimra Zia																																																						
4.	This is an essential and significant course for MBA students.																																																						
5.	Semester Offered: 1 st Semester.																																																						
6.	Credit Value: 3																																																						
7.	Pre-requisite (if any): NONE																																																						
8.	<p>Course Learning Outcomes (CLO):</p> <p>Upon completion of the course, students are able to</p> <ol style="list-style-type: none"> 1. understand and explain the basic principles, functions, universality of management and organizational culture. 2. examine internal and external organizational environments to define the core competency and competitive advantage of business/firms. 3. provide an extensive overview on the art of planning, organizing, leading and control. 																																																						
9.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> • Knowledge & Understanding • Interpersonal Skill • Ethics and Professional Skill <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO 1</th> <th>PLO 2</th> <th>PLO 3</th> <th>PLO 4</th> <th>PLO 5</th> <th>PLO 6</th> <th>PLO 7</th> <th>PLO 8</th> <th>PLO 9</th> <th>PLO 10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>PLO 1: Knowledge and Understanding, PLO 2: Practical Skills PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial, PLO 10: Ethics & Professional Skills</p>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	CLO1	✓										CLO2			✓								CLO3							✓			
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CLO2			✓																																																				
CLO3							✓																																																
10.	Teaching-learning																																																						

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 Sargodha, Pakistan

	Teaching Method – Traditional Lecture PowerPoint, Student-oriented Learning, Case Studies local and International Level, and Online Learning related to Management.						
11.	<p>Synopsis: This is an essential course in MBA program. The course begins by introducing students to fundamental concepts of management process and issues in managing the business organization. During the classes, students will learn the different theories of management to understand their practical contribution in the discipline of management as well as issues relating to decision making process. The course also enables the students to develop critical thinking and decision-making abilities, especially understanding the use of various decision making styles and strategies in different situations, their execution, and evaluation. Finally, this course will enable students to acknowledge the organization's managerial and social responsibilities and integrate them with business strategic goals, ensuring long-term sustainability.</p>						
12.	<p>Assessment Methods and Types: Coursework</p> <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 						
13.	Content outline of the course/module and the SLT per topic.						
Topic			Learning Outcomes				
Weeks/Course Content Outline and Subtopics		CL O*	Learning and Teaching Activities** Total Time				
			Face-to-Face (F2F) Physical Online/Technology-Mediated (Synchronous)				
			L	T	P	O	Total
1	<p>1. Course Introduction and Overview</p> <p>1.1. Managers at the workplace and defining the crucial roles of Manager in organization?</p> <p>1.2. Explain the management history module</p> <p>1.3. Importance of decision making and implementation.</p> <p>1.4. Approaches for improving decision making.</p>	1	6			6	
2	<p>2. Influence of external environment, Internal environment and organizational culture.</p> <p>2.1. Weak and strong culture</p> <p>2.2. Identifying the capabilities and competences of the organization</p> <p>2.3. Environmental uncertainty and tracing opportunities and threats from the external environment.</p>	1	6			6	

	2.4. How employees learn culture and how it affects managers.						
3	3. Managing Diversity and Ethics 3.1. The changing workplace and types of diversity 3.2. Challenges in managing diversity and workplace diversity initiatives. 3.3. Encouraging ethical behavior and factors that determine ethical and unethical behavior.	1	6				6
4	4. Managing Change and disruptive innovation 4.1. External and internal forces for change 4.2. The change process the calm water and white water rapids for metaphor. 4.3. Areas for change (Strategy, structure, technology and people) 4.4. Stimulating innovation and disruptive innovation	2	6				6
5	5. Business Planning 5.1. Relationship between planning and performance 5.2. Discuss types of plans 5.3. Contingency factors in planning 5.4. Objectives (stated versus real)	3	6				6
6	6. Managing Strategy and organizational structure 6.1. Defining strategy, strategic management and its importance 6.2. Discuss all types of Strategies and BCG matrix 6.3. Porters five forces model and competitive strategy. 6.4. Elements of organizational design 6.5. Strategy and structure, size and structure.	2	6				6
7	7. Managing groups and teams, being an effective leader and monitoring 7.1. Group and team development, work team	2	6				6

	performance and types of work teams. 7.2. Managing power, developing trust. 7.3. Measuring actual performance against standard. Case Presentation in Class						
8	8. Controlling 8.1 What is Controlling and Why Important 8.2 The Control Process 8.3 Controlling Organization Performance 8.4 Tools for Measuring Organizational Performance 8.5 Contemporary Issues in Control Case Presentation in Class	3	6				6
Sub Total			48				48
Final Assessment		Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)					
1	Sessional Marks: Individual Class Presentations / Projects /Assignment/Case study	20					
2	Mid Exam	30					
3	Final Exam	50					
Total		100					
Credit Hours		3					
References							
Core Texts:							
1. Coulter. M & Robbins. (2018), Management International Edition (14 th ed.)							
Case Studies:							
1. Amazon.com (2019).....Harvard							
2. Netflix international expansion.....Harvard							
3. Memon, U., Lanjo, A.A., Shaikh, J., Khan, M. and Ali, M. (2024), "Pizza Town Sukkur: sustaining in the current competitive environment", , Vol. 14 No. 4. https://doi.org/10.1108/EEMCS-12-2023-0469							
4. Yusuf, I. (2023), "Model the complexities in inventories: the case of Tradeasia", Vol. 13 No. 4. https://doi.org/10.1108/EEMCS-11-2022-0435							
5. Mukhtiar, S.M.A., Bhayo, M.U.R. and Shah, S.A. (2024), "Unifoam – embracing discomfort", Vol. 14 No. 3. https://doi.org/10.1108/EEMCS-06-2023-0216							
6. Memon, U., Aziz, Q., Arain, N., Zahra, M. and Ali, M. (2024), "The Indus Bakers: recipe for resilience", Vol. 14 No. 2. https://doi.org/10.1108/EEMCS-12-2023-0471 .							



UNIVERSITY OF SARGODHA
Malik Firoz Khan Noon Business School

No.	Information on Course																																																						
1.	Course Name: Business Communication and Report Writing																																																						
2.	Course Code: BUSM 7381																																																						
3.	Name(s) of Academic Staff: Nimra Zia																																																						
4.	This is a basic course for the MBA students.																																																						
5.	Semester Offered: 1 st Semester.																																																						
6.	Credit Value: 3																																																						
7.	Pre-requisite (if any): NONE																																																						
8.	<p>Course Learning Outcomes (CLO):</p> <p>Upon completion of the course, students are able to:</p> <ol style="list-style-type: none"> 1. understand modes of expression, in written, visual, and oral communication. 2. enhance communication skill in writing and speaking processes through invention, organization, drafting, revision, editing, and presentation. 3. apply communication concepts and processes for effective communication. 																																																						
9.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> • Knowledge & Understanding • Communication Skills • Personal Skills <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO1</th> <th>PLO2</th> <th>PLO3</th> <th>PLO4</th> <th>PLO5</th> <th>PLO6</th> <th>PLO7</th> <th>PLO8</th> <th>PLO9</th> <th>PLO10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> </tr> </tbody> </table> <p>PLO 1: Knowledge and Understanding, PLO 2: Practical Skills PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial Skills, PLO 10: Ethics & Professional Skills</p>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	CLO1	✓										CLO2				✓							CLO3								✓		
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CLO1	✓																																																						
CLO2				✓																																																			
CLO3								✓																																															
10.	Teaching-learning																																																						

	Teaching Method – Traditional Lecture PowerPoint, Student-oriented Learning, Case Studies local and International Level, and Online Learning related to Management.						
11.	<p>Synopsis: The course aims to teach students the concepts and application of business communication principles through creation of effective business documents and oral presentations. It includes study and application of team communication, and use of technology to facilitate the communication process. Program learning outcomes define the knowledge, skills, and abilities are expected to demonstrate upon completion of an academic program. These learning outcomes are regularly assessed to determine learning and to evaluate overall program effectiveness.</p>						
12.	<p>Assessment Methods and Types: Coursework</p> <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 						
13.	Content outline of the course/module and the SLT per topic						
Topic			Learning Outcomes				
Weeks/Course Content Outline and Subtopics		C L O*	Learning and Teaching Activities**				
			Total Time				
			Face-to-Face (F2F) Physical Online/Technology-Mediated (Synchronous)				
			L	T	P	O	Total
1	Flow of communication, Barriers to effective communication	1	3				3
2	How to make communication effective	1	3				3
3	Letter-Memorandum-Circular	2	3				3
4	Agenda and Minutes of Meeting	2	3				3
5	7Cs of Communication: Conciseness-Correctness-Completeness; Clarity-Courtesy-Concreteness	3	6				6
6	Communication theories. Interaction-information - Completeness	3	6				6
7	Written communication, Business research report	2	3				3
8	Types, Format, Language & Style	2	6				6
9	Market report; Types- Format, Thesis and assignment writing	2	3				3
10	Presentation or speech; Types- Planning-Delivering the presentation or speech	2	6				6
11	Workshop and seminar: Planning-Conduct	2	3				3

12	Meeting and interview types and conduct	2	3				3
Sub Total			48				48
Final Assessment		Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)					
1	Sessional Marks: Individual Class Presentations / Projects /Assignment/Case study	20					
2	Mid Exam	30					
3	Final Exam	50					
Total		100					
Credit Hours		3					
References							
Core Texts:							
1. Murphy and Hildebrandt. (2014). Effective Business Communication. (7th ed.) Hoboken: Wiley Publisher							
2. Wexler, S. and Shaffer, J. (2016). The Big Book of Dashboards: Visualizing Your Data Using Real-World Business Scenarios, Wiley.							
3. Courtland L. Bovee, Jhon V. Thill. (2016). Business Communication Today. (14th ed). Hoboken: Wiley Publisher							
Case Studies:							
1. Khan, W. M. (2017). BELAL AHMED: COMMUNICATING WITH AMMAR MANAGEMENT. https://crc.lums.edu.pk/crcsearch/09-053-98-1/details .							
2. Relevant local, national and international case studies.							
Research Articles:							
1. Relevant Research articles.							



UNIVERSITY OF SARGODHA
Malik Firoz Khan Noon Business School

No.	Information on Course																																																						
1.	Course Name: Business Economics																																																						
2.	Course Code: BUSM 7331																																																						
3.	Name(s) of Academic Staff: Dr. Ahmad Saeed																																																						
4.	This is a basic course for the MBA students.																																																						
5.	Semester Offered: 1 st Semester.																																																						
6.	Credit Value: 3																																																						
7.	Pre-requisite (if any): NONE																																																						
8.	<p>Course Learning Outcomes (CLO):</p> <p>Upon completion of the course, students are able to</p> <ol style="list-style-type: none"> To understand the concepts, principles, theories, laws of economics. To analyze the economic behavior of household, firms, markets and economy. To apply the economic theories in making economic decision making. 																																																						
9.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> Knowledge & Understanding Numeric Skill Entrepreneurial Skill <table border="1"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO1</th> <th>PLO2</th> <th>PLO3</th> <th>PLO4</th> <th>PLO5</th> <th>PLO6</th> <th>PLO7</th> <th>PLO8</th> <th>PLO9</th> <th>PLO10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> </tr> </tbody> </table> <p>PLO 1: Knowledge and Understanding, PLO 2: Practical Skills PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial Skills, PLO 10: Ethics & Professional Skills</p>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	CLO1	✓										CLO2						✓					CLO3									✓	
Course Learning Outcomes	Program Learning Outcomes (PLO)																																																						
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CLO1	✓																																																						
CLO2						✓																																																	
CLO3									✓																																														
10.	Teaching-learning																																																						

	Teaching Method – Traditional Lecture Power point, Student-oriented Learning, Case Studies local and International Level, and Online Learning related to Management.						
11.	Synopsis: The study of economics in a business context helps understand the world in which we live. There are many questions about businesses and the economy that might spark our curiosity. The insights developed in this course will give a new perspective on how best to make decisions and make us a more acute participant in the economy and in business. It teaches the efficient resource utilization of available economic resources.						
12.	Assessment Methods and Types: Coursework <ul style="list-style-type: none"> • Class room Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 						
13.	Content outline of the course/module and the SLT per topic						
Topic			Learning Outcomes				
Weeks/Course Content Outline and Subtopics		CL O*	Learning and Teaching Activities** Total Time				
			Face-to-Face (F2F) Physical Online/Technology-Mediated (Synchronous)				
			L	T	P	O	Total
1	Introduction: What is Business; what is Economics; What is business economics; Nature and Scope of Economics: Definitions and importance of Economics; Micro and Macro Economics: Definition and importance; Ten Principles of Business Economics;	1	6				6
2	How markets work: Market forces of Supply and Demand; Definition of demand and Supply; Law of Demand: Definition, Assumptions, and Limitations/Exceptions, Law of Supply: Definition and Assumptions; Shifting of Demand and Supply curves; Market Equilibrium; Limitations of the Market System/Market imperfections.	1	6				6
3	Elasticity and Its Application: Concept, Measurement, Degrees and Types of Elasticity of Demand and Supply	2	3				3
4	Basic Sketch / Framework of Economy: Major Players of economy and their ultimate objective; Consumer Behavior: Cardinal Approach: Various aspects of	2	3				3

	Utility, Law of Diminishing Marginal Utility; Law of Equi-Marginal Utility; Ordinal Approach: Marginal Rate of Substitution; Indifference Curve and its properties; Budget line; Consumer Equilibrium under ordinal approach;						
5	Production: Definition, Production function, Factors of Production (Land, Labour, Capital and Organization/ Entrepreneurship); Law of Variable Proportions; Marginal rate of technical substitution; ISO Quants and its properties, ISO Cost Line; Determination of Firm Equilibrium under ISO Quants Curve Approach / Optimum combination of inputs, Law of Return to Scale: Increasing, Constant, Decreasing; Economies of Scale and Diseconomies of Scale.	2	6				6
6	Theory of cost: Cost Concepts, Short run and long run cost curves behavior.	2	3				3
7	Market Structures: Concept and types of Markets Structures, Revenue Curves under different Market Structures; Firm's equilibrium under Perfect Competition, Monopoly and Imperfect Competition in short run and long run.	2	6				6
8	National Income: Concepts and Measurement, Circular Flow of National Income; Aggregate Demand and its determinants; Aggregate Supply and its determinants; Equilibrium Level of National Income; Inflationary and deflationary gaps;	2	6				6
9	Unemployment: Definition, types, causes, and remedial measures; Inflation: definition, types, causes, and remedial measures; Inflation and Unemployment Relationship (Philips curve)	2	3				3

10	Public Finance and Role of Government: Concepts of Taxes, Cannons of Taxation, Kind of Taxes; Fiscal Policy: Definition, Objectives and Instruments	2	3				3
11	Concept of Money, Demand for money and Supply of Money, Monetary Policy: Definition, Objectives; Instruments;	3	3				3
Sub Total			48				48
Final Assessment		Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)					
1	Sessional Marks: Individual Class Presentations / Projects / Assignment / Case study	20					
2	Mid Exam	30					
3	Final Exam	50					
Total		100					
Credit Hours		3					
References							
Core Texts:							
1. Mankiw, N. G., Taylor, M. P. and Ashwin, A. (2019). <i>Business Economics</i> , (latest Edition). London: Cengage Learning EMEA.							
2. Mankiw, N. G. (2021). <i>Principles of Economics</i> , (latest Edition). Boston: Cengage Learning.							
3. Samuelson, P., & Nordhaus, W. (2009). <i>EBOOK: Economics</i> . McGraw Hill.							
4. Gondal, S. A, (2024), <i>Towards Understanding Economics</i> , Imtiaz Book Depot, Lhr.							
Case Studies:							
1. Azmat, S. (2013). <i>The Economic Foundations of New Public Management Paradigm</i> . https://crc.lums.edu.pk/crcsearch/11-124-2013-2/details .							
2. Shabir, M., Amin, K., Muhammad, A., & Ahmad, J. (2020). <i>Impact of Agricultural Credit on Cereal Productivity: Case Study of District Sargodha, Punjab Pakistan</i> . <i>Theoretical Economics Letters</i> , 10(03), 481.							
3. Relevant local, national and international case studies.							
Research Articles:							
1. Relevant Research Articles.							



UNIVERSITY OF SARGODHA

Malik Firoz Khan Noon Business School

No.	Information on Course																																																						
1.	Course Name: Accounting for Decision Making																																																						
2.	Course Code: BUSM 7333																																																						
3.	Name(s) of Academic Staff: Shahid Mahmood																																																						
4.	The rationale for the inclusion of the course in the program: The Financial Accounting for Decision Making course is indispensable in an MBA program, providing essential skills for interpreting financial data, making informed strategic decisions, and effectively communicating financial insights in the business context.																																																						
5.	Semester Offered: 1 st Semester																																																						
6.	Credit Value: 3																																																						
7.	Pre-requisite (if any): NONE																																																						
8.	Course Learning Outcomes: Upon completion of the course, students are able to: <ol style="list-style-type: none"> 1. Demonstrate an understanding of fundamental accounting principles and concepts. 2. Apply accounting processes and procedures to prepare financial statements and reports. 3. Analyze and interpret financial information to make informed business decisions. 																																																						
9.	Transferable Skills: <ul style="list-style-type: none"> • Knowledge & Understanding • Practical Skills • Numerical Skills <table border="1" data-bbox="343 1429 1332 1697"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO 1</th> <th>PLO 2</th> <th>PLO 3</th> <th>PLO 4</th> <th>PLO 5</th> <th>PLO 6</th> <th>PLO 7</th> <th>PLO 8</th> <th>PLO 9</th> <th>PLO 10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>√</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td>√</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO3</td> <td></td> <td></td> <td></td> <td></td> <td>√</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>PLO 1: Knowledge and Understanding, PLO 2: Practical Skills PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial Skills, PLO 10: Ethics & Professional Skills</p>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	CLO1	√										CLO2		√									CLO3					√					
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10.	<p>Teaching-learning and assessment strategy:</p> <p>Teaching-Learning Strategy: Interactive lectures and problem solving practical sessions</p> <p>Technology Integration: Online resources and Accounting Software</p> <p>Guest Speakers and Industry Exposure</p> <p>Assessment Strategy: Continuous Assessment via quizzes, short assignments, and class participation, case studies, project work, midterm and final term examinations.</p>							
11.	<p>Synopsis:</p> <p>This course ensures that students not only grasp the theoretical foundations of accounting but also acquire practical skills in applying these principles to real-world decision-making scenarios. By the end of the course, students will be equipped with the essential knowledge and competencies to interpret financial data and make sound decisions, making them valuable contributors to the business decision-making process.</p>							
12.	<p>Assessment Methods and Types: Coursework</p> <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 							
13.	Content outline of the course/module and the SLT per topic							
		Learning Outcomes						
Topic		Weeks/Course Content Outline and Subtopics	CL O*	Learning and Teaching Activities**				
				Total Time				
				Face-to-Face (F2F)				
				Physical Online/Technology-Mediated (Synchronous)				
				L	T	P	O	Total
1	<p>1. Conceptual Framework of Accounting:</p> <p>1.1. Purpose and Nature of Accounting</p> <p>1.2. Various Areas of Accounting, GAAPs & IFRS</p> <p>1.3. Forms of Business Enterprises</p> <p>1.4. Business Transactions and Accounting Equation</p>		1	6				6

2	<p>2. Accounting Mechanism - I</p> <p>2.1. Recording Changes in Financial Position</p> <p>2.2. Double Entry Accounting System</p> <p>2.3. Journal, Ledger, and Trial Balance</p>	2	9				9
3	<p>3. Accounting Mechanism - II</p> <p>3.1. The Accounting Cycle</p> <p>3.2. Measuring Business Income</p> <p>3.3. Adjusting Process</p> <p>3.4. Financial Statement</p> <p>3.5. Completion of Accounting Cycle</p>	2	9				9
4	<p>4. Internal Control over Financial Assets</p> <p>4.1. Special Journal for Cash Transactions</p> <p>4.2. Bank Reconciliation</p> <p>4.3. Marketable Securities</p> <p>4.4. Accounts & Notes Receivables</p>	2	6				6
5	<p>5. Business Assets & Liabilities Management</p> <p>5.1. Inventories Accounting Methods</p> <p>5.2. Plant Assets and Depreciation Methods</p> <p>5.3. Intangible Assets and Amortization/Depletion Methods</p> <p>5.4. Liabilities, Types & Classifications</p>	3	6				6
6	<p>6. Basics of Partnership and Company Accounts</p> <p>6.1. Partnership Formation, Division of Income, Liquidation Process</p> <p>6.2. Corporation Organization</p> <p>6.3. Classes of Stock</p> <p>6.4. Stockholder's Equity Statement</p>	3	6				6

7	7. Corporate Accounting and Financial Analysis 7.1. Stock Value, Issuance, Dividend 7.2. Treasury Stock, Stock Split, Earnings per Share 7.3. Classified Statements, Corporate & Comprehensive Income 7.4. Statement of Cash Flows, Classification, Methods	3	6				6
Sub Total			48				48
Final Assessment		Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)					
1	Sessional Marks: Individual Class Presentations / Projects /Assignment/Case study						20
2	Mid Term Examination						30
3	Final Term Examination						50
Total							100
Credit Hours							3
References							
Core Texts:							
1. Williams, J. R., Haka, S. F., Bettner, M. S., & Carcello, J. V. (2018). <i>Financial & managerial accounting: The basis for business decisions</i> . McGraw-Hill.							
2. Kieso, D. E., Weygandt, J. J., & Warfield, T. D. (2016). <i>Intermediate accounting</i> . John Wiley & Sons.							
Case Studies:							
1. Financial Comparison of Glenwood Heating, Inc. and Eads Heaters, Inc. from an investment perspective. Culbertson, K. (2017). <i>Analysis of Financial Accounting Methodologies and Applications</i> .							
2. Financial Analysis of Balance Sheet Accounts for Rocky Mountain Chocolate Factory. Watts, J. (2020). <i>Case Analyses in Financial Accounting</i> .							
3. Financial Risk Assessment Regarding Internal Controls. Owen, E. F. (2018). <i>A Compilation of Accounting Case Studies</i> .							
4. A Financial Analysis of Merck, & Co., Inc. for Shareholder's Equity. Owen, E. F. (2018). <i>A Compilation of Accounting Case Studies</i> .							
5. Tauseef, S. (2021). At-Tahur's IPO: Creating Pakistan's First Public Company in Pasteurized Dairy Segment. <i>Asian Journal of Management Cases</i> , 19(2), 164-175.							
6. Bashir, M., & Mirza, K. (2022). Karachi Stock Exchange: Board Chairman Versus the Board of Directors. <i>Asian Journal of Management Cases</i> , 19(1), 39-44.							
7. Any other relevant local, national or international case study.							

Case Studies: (Topic wise suggested)

1. Accounting Cycle Using EDP tools
2. Using the Financial Statements
3. Assets (Financial, Stock and Plant) Valuation Principles
4. Corporate Stock-holder's equity
5. Cash Flow preparation and interpretation under IFRS



UNIVERSITY OF SARGODHA
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No.	Information on Course																																																						
1.	Course Name: Human Resource Management																																																						
2.	Course Code: BUSM 7334																																																						
3.	Name(s) of Academic Staff: Nimra Zia																																																						
4.	This is a crucial course for MBA students.																																																						
5.	Semester Offered: 2 nd Semester.																																																						
6.	Credit Value: 3																																																						
7.	Pre-requisite (if any): NONE																																																						
8.	<p>Course Learning Outcomes (CLO):</p> <p>Upon completion of the course, students will be able to</p> <ol style="list-style-type: none"> 1. understand and explain the HRM functions, ethical and legal context of HRM and employee rights. 2. examine the skills required to perform day to day tasks in organizational setup, connecting the organizational strategy to HR Planning functions. 3. provide an extensive overview on the art of training, development, career planning and growth, performance management and employee benefits. 																																																						
4.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> • Knowledge & Understanding • Interpersonal Skill • Leadership Skill <table border="1"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO 1</th> <th>PLO 2</th> <th>PLO 3</th> <th>PLO 4</th> <th>PLO 5</th> <th>PLO 6</th> <th>PLO 7</th> <th>PLO 8</th> <th>PLO 9</th> <th>PLO 10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>PLO 1: Knowledge and Understanding, PLO 2: Practical Skills PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial Skills, PLO 10: Ethics & Professional Skills</p>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	CLO1	✓										CLO2			✓								CLO3							✓			
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CLO1	✓																																																						
CLO2			✓																																																				
CLO3							✓																																																



5.	Teaching-learning Teaching Method – Traditional Lecture PowerPoint, Student-oriented Learning, Case Studies local and International Level, and Online Learning related to Management.						
6.	Synopsis: This is an essential course in MBA program. The course begins by introducing students to fundamental concepts of HR functions and what to expect from HR manager in business organizations. During the classes, students will learn the different areas of HR management to understand the importance and role of workforce in organizational settings as well as concepts relating to employee hiring, selection, training and their involvement in career building decisions. The course also enables the students to build critical thinking and decision-making abilities, especially understanding how employee performance contribute towards organizational performance. Finally, this course will assist students to get knowledge on Employer employee workplace relation and its impact on employee wellbeing.						
7.	Assessment Methods and Types: Coursework <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 						
8.	Content outline of the course/module and the SLT per topic						
Topic		Learning Outcomes					
Weeks/Course Content Outline and Subtopics		Learning and Teaching Activities** Total Time					
		Face-to-Face (F2F) Physical Online/Technology-Mediated (Synchronous)					
		L	T	P	O	Total	
1	1. Course Introduction and Overview 1.1 Human Resource Functions and challenges for today's HR managers. 1.2 Communicating HR programs 1.3 The legal and ethical context of HRM 1.4 Employee Rights	1	6				6
2	2. Staffing the organization HR planning and job analysis 2.1 Linking organizational strategy to HR planning 2.2 Determining the skills and expertise required 2.3 Recruiting and hiring employees	1	9				9

	2.4 Job advertisement and Equal Employment Opportunity- EEO						
3	3. The selection process 3.1 Pre-employment testing and validation of selection procedures 3.2 Reliability and Guidelines on employee selection procedures.	2	6				6
4	4. Orientation, training and development 4.1 Departmental and job orientation 4.2 Methods of training and evaluation 4.3 Organizational development link with areas for change (Strategy, structure, technology and people) 4.4 The learning organization	2	6				6
5	5. Managing careers 5.1 Why career development is necessary and role of organization in career development 5.2 Implementation of career development by individual and organizational assessment 5.3 Traditional career stages 5.4 Building your own career	3	6				6
6	6. Performance management system 6.1 Understanding performance and performance appraisal system 6.2 Performance appraisal methods 6.3 Facts on performance evaluation 6.4 Potential errors in performance appraisals 6.5 Overcoming errors in the performance appraisal system	3	9				9
7	7. Compensating human resources and employee benefits 7.1 Understanding the organizational reward	3	6				6

	system and relating reward to performance						
7.2	Job evaluation and ranking methods						
7.3	Discuss the types of compensation						
7.4	Explain the categories of employee benefits including legal, social, retirement and insurance						
Case Presentation in Class							
Sub Total			48				48
Final Assessment			Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)				
1	Sessional Marks: Individual Class Presentations / Projects /Assignment/Case study					20	
2	Mid Exam					30	
3	Final Exam					50	
Total						100	
Credit Hours						3	
References							
Core Texts:							
1. DeCenzo & Robbins. (2019), Fundamentals Human Resource Management International Edition (lattelst edt.)							
2. Byars & Rue. (2016), Human Resource Management							
Case Studies:							
1. Rob Parson at Morgan Stanley (A)..... Harvard Case							
2. Tom Tierney at Bain & Co.....Harvard Case							
3. Naqvi, B., Rizvi, S. K. A., & Shahzad, A. (2023). Selection of Retirement Saving Plan for a Private-sector Employee in Pakistan. <i>Asian Journal of Management Cases</i> , 20(1), 23-34.							
4. Naeem, R., & Ahmad, G. (2023). Redesigning the Performance Appraisal System at Mobilink (A&B). <i>Asian Journal of Management Cases</i> , 20(2), 112-127.							
5. From Assessment to Action: A Case Study on Training Needs and Effective Design							
6. Improving Retention and Reducing Absenteeism: A Case of Electronic Products Company in Sargodha							
7. Saqafat's Metamorphosis: Thriving Against the Odds of COVID"							
8. The Salary Gap Dilemma: A Case Study on Lower Staff Compensation at Suzuki Falcon Motors, Sargodha							
9. Any other relevant local, national or international Case Study.							



UNIVERSITY OF SARGODHA
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No.	Information on Course																																																						
1.	Course Name: Marketing Management																																																						
2.	Course Code: BUSM 7336																																																						
3.	Name(s) of Academic Staff: Dr. Muhammad Saqib Nawaz / Faheem Ather Haqqi																																																						
4.	This is an important course for MBA students.																																																						
5.	Semester Offered: 2 nd Semester.																																																						
6.	Credit Value: 3																																																						
7.	Pre-requisite (if any): NONE																																																						
8.	<p>Course Learning Outcomes (CLO):</p> <p>Upon completion of the course, students are able to</p> <ol style="list-style-type: none"> 1. develop a comprehensive understanding of core marketing concepts and their application in the 21st-century marketplace. 2. acquire practical skills in developing and implementing strategic marketing plans to meet organizational objectives. 3. demonstrate proficiency in utilizing marketing metrics, ethical considerations, and digital technologies for effective marketing decision-making. 																																																						
9.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> • Knowledge & Understanding • Practical Skills • Digital Skills <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO 1</th> <th>PLO 2</th> <th>PLO 3</th> <th>PLO 4</th> <th>PLO 5</th> <th>PLO 6</th> <th>PLO 7</th> <th>PLO 8</th> <th>PLO 9</th> <th>PLO 10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO3</td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>PLO 1: Knowledge and Understanding, PLO 2: Practical Skills PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial Skills, PLO 10: Ethics & Professional Skills</p>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	CLO1	✓										CLO2		✓									CLO3					✓					
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CLO2		✓																																																					
CLO3					✓																																																		

10.	Teaching-learning Teaching Method – Traditional Lecture PowerPoint, Student-Centered Learning, Case Studies local and International Level, and Online Learning related to Strategic Management.						
11.	Synopsis: This is an important course in the MBA program. This course provides a comprehensive exploration of modern marketing principles and practices for the 21st century. Students delve into core concepts such as relationship marketing, brand equity, and integrated marketing strategies. They learn to develop strategic marketing plans, conduct market research, and analyze consumer behavior. Emphasis is placed on building long-term customer relationships, managing brand equity, and leveraging digital technologies for effective marketing initiatives. Throughout the course, ethical considerations and societal responsibilities in marketing are emphasized, ensuring students develop a holistic understanding of marketing in today's digital age.						
12.	Assessment Methods and Types: Coursework <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 						
13.	Content outline of the course/module and the SLT per topic						
Topic			Learning Outcomes				
Weeks/Course Content Outline and Subtopics		CL O*	Learning and Teaching Activities** Total Time				
			Face-to-Face (F2F) Physical Online/Technology-Mediated (Synchronous)				
			L	T	P	O	Total
1	<ul style="list-style-type: none"> • Defining Marketing for the 21st Century <ul style="list-style-type: none"> ○ The Scope of Marketing ○ Core Marketing Concepts ○ The New Marketing Realities ○ Company Orientation toward the Marketplace ○ Relationship Marketing ○ Integrated Marketing ○ Internal Marketing ○ Performance Marketing • The New Four Ps 	1	6				6
2	<ul style="list-style-type: none"> • Developing Marketing Strategies and Plans <ul style="list-style-type: none"> ○ Marketing and Customer Value ○ Corporate and Division Strategic Planning 	2	3				3

	<ul style="list-style-type: none"> ○ Business Unit Strategic Planning Product Planning						
3	<ul style="list-style-type: none"> ● Gathering Information and Scanning the Environment <ul style="list-style-type: none"> ○ Components of a Modern Marketing Information System ○ Internal Records ○ Marketing Intelligence Analyzing the Macro-environment	3	3				3
4	<ul style="list-style-type: none"> ● Conducting Marketing Research and Forecasting Demand <ul style="list-style-type: none"> ○ The Marketing Research System ○ The Marketing Research Process ○ Marketing Intelligence ○ Analyzing the Macro-environment ○ Forecasting and Demand Measurement Measuring Marketing Productivity	3	3				3
5	<ul style="list-style-type: none"> ● Creating Long-term Loyalty Relationships <ul style="list-style-type: none"> ○ Building Customer Value, Satisfaction, and Loyalty ○ Maximizing Customer Lifetime Value Customer Databases and Database Marketing	2	3				3
6	<ul style="list-style-type: none"> ● Analyzing Consumer Markets <ul style="list-style-type: none"> ○ What Influences Consumer Behavior? ○ The Buying Decision Process Behavioral Decision Theory and Behavioral Economics	3	3				3
7	<ul style="list-style-type: none"> ● Identifying Market Segments and Targets <ul style="list-style-type: none"> ○ Bases for Segmenting Consumer Markets ○ Bases for Segmenting Business Markets Market Targeting	2	3				3

8	<ul style="list-style-type: none"> • Creating Brand Equity <ul style="list-style-type: none"> ○ What Is Brand Equity? ○ Building Brand Equity ○ Measuring Brand Equity ○ Managing Brand Equity Devising a Branding Strategy	3	3				3
9	<ul style="list-style-type: none"> • Crafting the Brand Positioning <ul style="list-style-type: none"> ○ Developing and Establishing a Brand Positioning ○ Differentiation Strategies ○ Alternative Approaches to Positioning Positioning and Branding a Small Business	2	3				3
10	<ul style="list-style-type: none"> • Setting Product Strategy <ul style="list-style-type: none"> ○ Product Characteristics and Classifications ○ Product and Services Differentiation ○ Product and Brand Relationships Packaging, Labeling, Warranties, and Guarantees	2	3				3
11	<ul style="list-style-type: none"> • Designing and Managing Services <ul style="list-style-type: none"> ○ The Nature of Services ○ The New Services Realities ○ Achieving Excellence in Services Marketing ○ Managing Service Quality Managing Product-Support Services	2	3				3
12	<ul style="list-style-type: none"> • Developing Pricing Strategies and Programs <ul style="list-style-type: none"> ○ Understanding Pricing ○ Setting the Price ○ Adapting the Price Initiating and Responding to Price Changes	3	3				3



13	<ul style="list-style-type: none"> • Designing and Managing Integrated Marketing Channels <ul style="list-style-type: none"> ○ Marketing Channels and Value Networks ○ The Role of Marketing Channels ○ Channel-Design Decisions ○ Channel-Management Decisions ○ Channel Integration and Systems <p>Conflict, Cooperation, and Competition</p>	2	3				3
14	<ul style="list-style-type: none"> • Managing Mass Communications <ul style="list-style-type: none"> ○ Advertising, Sales Promotions, Events and Experiences, and Public Relations 	2	3				3
15	<ul style="list-style-type: none"> • Marketing Metrics and Ethical Considerations <ul style="list-style-type: none"> ○ Marketing Metrics: ROI, Customer Lifetime Value, Customer Acquisition Cost ○ Marketing Ethics and Social Responsibility ○ Marketing in a Digital Age: E-commerce and Social Media ○ Review and Application of Marketing Concepts 	3	3				3
Sub Total			48				48
Final Assessment		Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)					
1	Sessional Marks: Individual Class Presentations / Projects /Assignment/Case study	20					
2	Mid Exam	30					
3	Final Exam	50					
Total		100					

Credit Hours	3
<p>References</p> <p>Core Texts:</p> <ol style="list-style-type: none"> 1. Kotler, P., & Keller, K. L. (2023). Marketing Management (16th ed.). Pearson. 2. Marketing Management: A Strategic Decision-Making Approach, 4/e (McGraw-Hill, 2008). 3. Kotler, P., & Keller, K. L. (2024). Principles of Marketing. <p>Case Studies:</p> <ol style="list-style-type: none"> 1. Khan, M., Pathan, N.N., Arain, N. and Aziz, Q. (2024), "Diwan & Co.: navigating through the evolving battery industry of Pakistan", , Vol. 14 No. 1. https://doi.org/10.1108/EEMCS-10-2023-0382 2. Impact of Imtiaz Mega Mall Entry on Punjab Mega Mall's Sales Decline 3. Khan, T.I., Raza, S.A. and Devji, M. (2021), "Reckitt Benckiser's CSR program – capitalizing the rural market", Vol. 11 No. 1. https://doi.org/10.1108/EEMCS-03-2020-0077 4. Zain-ul-Abdin, K. (2018). DYOT: Do Your Own Thing – Risks of Engineering Virality. HBS No. LCA030-PDF-ENG. Boston, MA: Harvard Business Publishing. 5. Any other relevant local, national and international case study. <p>Semester - Long Marketing project</p> <p>Semester-Long Marketing Plan Project An effective way to help students learn about marketing management is the actual creation of a marketing plan for a product or service. This project is designed to accomplish such a task. The marketing plan will contain following contents;</p> <ol style="list-style-type: none"> 1. Page # 1: Executive Summary 2. Pages # 2-4: Situation Assessment and Analysis (Size up) 3. Pages # 3-6: Market Summary (External and Internal Analysis) 4. Pages # 7-9: Marketing Strategy 5. Pages # 10-13: Financials 6. Page # 14: Controls 	



UNIVERSITY OF SARGODHA
Malik Firoz Khan Noon Business School

No.	Information on Course																																																						
1.	Course Name: Quantitative Techniques in Business																																																						
2,	Course Code: BUSM 7332																																																						
2.	Name(s) of Academic Staff: Dr. Ahmad Saeed																																																						
3.	This is an important course for MBA students.																																																						
4.	Semester Offered: 2 nd Semester.																																																						
5.	Credit Value: 3																																																						
6.	Pre-requisite (if any): NONE																																																						
7.	<p>Course Learning Outcomes (CLO):</p> <p>Upon completion of the course, students are able to</p> <ol style="list-style-type: none"> 1. explain the basic knowledge related to various statistical and mathematical tool useful for managers in the context of organizations. 2. learn how to analyze and get inference from the data using statistical and mathematical concepts. 3. apply data analysis in decision making. 																																																						
4.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> • Knowledge & Understanding • Practical Skills • Numeric Skills <table border="1" data-bbox="411 1400 1401 1662"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO1</th> <th>PLO2</th> <th>PLO3</th> <th>PLO4</th> <th>PLO5</th> <th>PLO6</th> <th>PLO7</th> <th>PLO8</th> <th>PLO9</th> <th>PLO10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>PLO 1: Knowledge and Understanding, PLO 2: Practical Skills PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial Skills, PLO 10: Ethics & Professional Skills</p>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	CLO1	✓										CLO2		✓									CLO3						✓				
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CLO2		✓																																																					
CLO3						✓																																																	

5.	Teaching-learning Teaching Method – Traditional Lecture PowerPoint, Student-Centered Learning, Case Studies local and International Level, and Online Learning related to Strategic Management.						
6.	Synopsis: This is an important course in the MBA program. The course educates the students to about various statistical and mathematical techniques application in organizations. It includes data and data processing skill useful for generating information for managers decision making. It explains the nature of type of organizational data variables. The course also enables the students to develop data based thinking and data based decision-making abilities, especially concerning understanding the use of various strategies in different situations, their execution, and evaluation.						
7.	Assessment Methods and Types: Coursework <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 						
8.	Content outline of the course/module and the SLT per topic						
Topic			Learning Outcomes				
Weeks/Course Content Outline and Subtopics		CL O*	Learning and Teaching Activities** Total Time				
			Face-to-Face (F2F) Physical Online/Technology-Mediated (Synchronous)				
			L	T	P	O	Total
1.	1. Course Introduction and Overview 1.1 Statistics and its application in Business and Management 1.2 Data, Data types, Measurement Scales, 1.3 Collection and presentation of data	1	3				3
2.	2. Descriptive Analysis of variables 2.1 Measures of Central Tendency 2.2 Measures of Dispersion. 2.3 Skewness and Kurtosis 2.4 Movements 2.5 Distribution of Variables	1	12				12

3.	3. Probability Distribution 3.1 Discrete Distributions 3.1.1 Binomial Distribution 3.2 Continuous Probability Distributions 3.2.1 Normal Distribution 3.2.2 Uniform Distribution	2	3				3
4.	4. Index Number 4.1 Concept and Steps for the construction of index 4.2 Application of Index Numbers: Consumer price Index, Stock Market prices Index etc.	2	3				3
5.	5. Covariance and Correlation Analysis 5.1 Co Variance and Correlation 5.2 Correlation and Causation 5.3 Simple and Multiple regression	3	9				9
6.	6. Hypothesis Testing 6.1 Null and Alternative Hypothesis 6.2 Application of t-test, Z test to significance of mean or means. 6.3 Chi square test 6.4 Analysis of Variance 6.5 Testing of OLS Regression estimates 6.6 Testing the Goodness of Fit of the Model	2	9				9
7.	7. Basic Mathematics 7.1 Linear, Quadratic and Cubic Equation 7.2 Combinations and Permutations 7.3 Functions 7.4 Rules of Differentiation and Integration 7.5 Matrix Algebra	3	6	0	0		6
8.	8. Financial Mathematics 8.1 Simple and Compound Interest 8.2 Present and Future Value, Annuities and Growth	3	3	0	0		3
Sub Total			48	0	8		48
Final Assessment		Face-to-Face (F2F)					

		NF2F Online (Asynchronous and Independent Learning for Assessment)
1	Sessional Marks: Individual Class Presentations/Projects / Assignment/Case study	20
2	Mid Exam	30
3	Final Exam	50
Total		100
Credit Hours		3
<p>References</p> <p>Core Texts:</p> <ol style="list-style-type: none"> 1. Chaudhry, S. M., (2023). Introduction to Statistical Theory Part I. Ilmi Kitab Khana. 2. Chaudhry, S. M., (2023). Introduction to Statistical Theory Part II. Ilmi Kitab Khana. 3. Levin, R. I., & Rubin, D. S. (2011). <i>Statistics for management</i> (7thed.). New Delhi: Pearson Education. <p>Case Studies:</p> <ol style="list-style-type: none"> 1. Relevant local, national or international case studies. <p>Research Articles:</p> <ol style="list-style-type: none"> 1. Relevant research articles. 		



UNIVERSITY OF SARGODHA
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No.	Information on Course																																																						
1.	Course Name: Cost and Management Accounting																																																						
2.	Course Code: BUSM 7339																																																						
3.	Name(s) of Academic Staff: Dr. Abdul Qayyum / Shahid Mehmood																																																						
4.	This is an important course for MBA students.																																																						
5.	Semester Offered: 2 nd Semester																																																						
6.	Credit Value: 3																																																						
7.	Pre-requisite (if any): NONE																																																						
8.	<p>Course Learning Outcomes (CLO):</p> <p>Upon completion of the course, students are able to</p> <ol style="list-style-type: none"> understand the concepts of cost and management accounting; Cost Accumulation Procedures; Cost and management accounting records and reports used in planning and controlling; analyze the different performance measurement approaches. apply the knowledge of cost and management accounting for decision making with in different organization. 																																																						
4.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> Knowledge and Understanding Practical Skills Numeric Skills <table border="1"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO1</th> <th>PLO2</th> <th>PLO3</th> <th>PLO4</th> <th>PLO5</th> <th>PLO6</th> <th>PLO7</th> <th>PLO8</th> <th>PLO9</th> <th>PLO10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>√</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td>√</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>√</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>PLO 1: Knowledge and Understanding, PLO 2: Practical Skills PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial Skills, PLO 10: Ethics & Professional Skills</p>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	CLO1	√										CLO2		√									CLO3						√				
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CLO1	√																																																						
CLO2		√																																																					
CLO3						√																																																	

5.	Teaching-learning Teaching Method – Traditional Lecture Power point, Student-Centered Learning, Case Studies/research articles local and International Level, and Online Learning related to Stock Markets.						
6.	Synopsis: Management Accounting is an essential tool that enhances a manager's ability to make effective economic decisions. This course will introduce the student to the principles and practice of cost and management accounting. As a discipline, Management Accounting is both a process and a function of supplying managers and employees in an organization with relevant information, both financial and nonfinancial, for making decisions, allocating scarce resources, monitoring, and evaluating performance. Topics include cost concepts, cost classification, cost costing approaches, cost volume-profit relationships, job-order costing, variable costing and segment reporting, activity-based costing, and differential analysis.						
7.	Assessment Methods and Types: Coursework <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 						
8.	Content outline of the course/module and the SLT per topic						
Topic			Learning Outcomes				
Weeks/Course Content Outline and Subtopics		CL O*	Learning and Teaching Activities** Total Time				
			Face-to-Face (F2F) Physical Online/Technology-Mediated (Synchronous)				
			L	T	P	O	Total
1	Course Introduction and Overview What is Managerial Accounting? Why does Managerial Accounting Matter? Concepts and Scope of Cost Accounting, Cost accounting v/s financial accounting, Concept of cost, Cost object, Cost elements, Sources and uses of cost data, Uses of cost data. Cost Classification and Flow.	1	6				6
2	Cost Accounting Cycle: Journal Entries; Cost of Goods Sold Statement; Financial Statements for Manufacturing Concerns; Cost Systems and Cost Accumulation Procedures: Job Order Costing and Job Cost Sheet, Process Costing and Cost of Production Report	1	9				9

3	Material Costing and Control; Labor Costing and Control: Objectives of payroll accounting. Incentive wage plan, Group bonus, Time sheet and job cards, Overtime and idle time; Factory Overhead Costing and Control	1	6				6
4	Costing Approaches: Absorption Costing, Variable/Direct Costing, Activity based Costing; Direct/Variable Costing; Comparison of Variable and Absorption Costing system; The Basics of CVP Analysis, Break-Even and Target Profit Analysis, CVP and Cost Structure, Sales Mix; Decision making and breakeven; Segment Reporting: Segmented Income statement, and the Contribution format income statement, Reconciliation of Variable and Absorption Costing Income Activity Based Costing (ABC): An overview of ABC; Comparison of Traditional and ABC Product Costs; Designing ABC; ABC and External Reporting; Limitations of ABC	2	6				6
5	Profit Planning / Master Budgeting: Why and How Do Organizations Create Budgets? Preparation of Master Budget; Flexible Budgets and Performance Appraisal The Variance analysis cycle	3	6				6
6	Standard Costs and Variances: General Model for Standard Cost Variance Analysis: Material Variance, Direct Labor Variances, Variable Manufacturing Overhead Variances Managerial Implications	3	3				3
7	Strategic Performance Measurement: The Balanced Scorecard: Cost of Quality; Operating Performance Measurement; Corporate Social Responsibility and Performance Measures	2	3				3

8	Differential Analysis: Key Concepts of Decision Making; Identifying relevant costs and Benefits; Total cost and Differential Cost Approaches: Adding or Dropping Product lines and other Segments; Make or Buy Decisions; Special Order Decisions; Volume Trade-off Decisions; Sell or Process Further Decision;	3	3				3
Sub Total			48				48
Final Assessment		Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)					
1	Sessional Marks: Class Presentations/Projects / Assignment/Case study	20					
2	Mid Exam	30					
3	Final Exam	50					
Total		100					
Credit Hours		3					
References							
Core Texts:							
1. Garrison, R. H., Noreen, E. W., & Brewer, P. C. (2021). Managerial accounting (17th Ed.). McGraw-Hill Create.							
2. Matz. U. (2012). Cost Accounting Planning and Control (14th ed.). Cincinnati: South-Western Publishers.							
Case Studies:							
1. Miryala, N., Kiran, A. S., & Jella, S. (2023). Customer's Dilemma: Lease or Buy? Asian Journal of Management Cases, 0(0). https://doi.org/10.1177/09728201231191578							
2. Arif Iqbal Rana, & Jawaid Abdul Ghani. (2004). Dynamics of Outsourcing in Industrial Clusters: a Study of the Gujrat Fan Industry in Pakistan. Asian Journal of Management Cases, 1(1), 7-24.							
3. Ashraf, J., & Rauf, A. (2020). Waseela Foundation: Accounting for Zakat. Asian Journal of Management Cases, 17(1_suppl), S55-S60.							
4. Cases and Reports from Chartered Management Accountant Journal by ICMAP https://www.icmainternational.com/management_accountant.aspx							
5. Bhayo, S.A., Pathan, N.G., Abbas, G., Kumar, N. and Ahmed, N. (2024), "Processing the cost analysis and maximizing efficiency: a case study of Furqani Sugar Mill", Vol. 14 No. 4.							
6. Any other relevant local, national or international case study.							
Research Articles:							
Relevant Research Articles.							



UNIVERSITY OF SARGODHA
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No.	Information on Course																																																						
1.	Course Name: Financial Management																																																						
2.	Course Code: BUSM 7335																																																						
3.	Name(s) of Academic Staff: Shahid Mahmood																																																						
4.	The rationale for the inclusion of the course in the program: The MBA Financial Management course is vital for developing strategic decision-making and market acumen. Covering key concepts like time value of money and capital budgeting, it equips graduates with practical tools for effective financial leadership, enabling success in diverse business environments.																																																						
5.	Semester Offered: Summer Semester I																																																						
6.	Credit Value: 3																																																						
7.	Pre-requisite (if any): NONE																																																						
8.	Course Learning Outcomes: Upon completion of the course, students are able to: <ol style="list-style-type: none"> 1. understand the nature and scope of managerial finance; Time Value of Money; Risk and Return; Valuation of Securities; Cost of Capital; Capital Budgeting and Working Capital Management; 2. work on cash flows of organizations needed to support finance department decisions. 3. application of financial management concepts and theories in the financing and investing decision. 																																																						
4.	Transferable Skills: <ul style="list-style-type: none"> • Knowledge & Understanding • Practical Skills • Numeric Skills <table border="1" data-bbox="359 1608 1348 1859"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO1</th> <th>PLO2</th> <th>PLO3</th> <th>PLO4</th> <th>PLO5</th> <th>PLO6</th> <th>PLO7</th> <th>PLO8</th> <th>PLO9</th> <th>PLO10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO3</td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	CLO1	✓										CLO2						✓					CLO3		✓								
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5.	<p>Teaching-learning and assessment strategy:</p> <p>Teaching-Learning Strategy: Interactive lectures and problem solving practical sessions</p> <p>Technology Integration: Online resources and Financial Ad-On of MS Excel</p> <p>Guest Speakers and Industry Exposure</p> <p>Assessment Strategy: Continuous Assessment via quizzes, short assignments, and class participation, case studies, project work, midterm and final term examinations.</p>						
6.	<p>Synopsis:</p> <p>The course delves into foundational principles, financial tools, and strategic decision making. Students will understand managerial finance roles, analyze financial goals, and master valuation techniques. Emphasizing risk assessment and cost of capital, the curriculum aligns with outcomes in knowledge, practical skills, and strategic financial understanding.</p>						
7.	<p>Assessment Methods and Types: Coursework</p> <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 						
8.	Content outline of the course/module and the SLT per topic						
Topic					Learning Outcomes		
Weeks/Course Content Outline and Subtopics		CL O*	Learning and Teaching Activities** Total Time				
			Face-to-Face (F2F) Physical Online/Technology-Mediated (Synchronous)				
			L	T	P	O	Total
1	<p>1. Financial Management, Institutions and Markets</p> <p>1.1. Role of Managerial Finance</p> <p>1.2. Financial Management Goals and Objectives</p> <p>1.3. Types and Functions of Financial Institutions</p> <p>1.4. Financial Market Types and Dynamics</p>	1	6			6	
2	<p>2. Basic financial Tools</p> <p>2.1. Time value of Money</p>	2	9			9	

	<p>2.2. Present Value Calculations</p> <p>2.3. Future Value Calculations</p> <p>2.4. Growth rate and Frequent Compounding</p>						
3	<p>3. Valuation of Securities</p> <p>3.1. Interest rates & Corporate Bonds</p> <p>3.2. Bond Valuation & YTM</p> <p>3.3. Dividends & Stock Valuation</p> <p>3.4. Dividend Discount Models (DDM), Free Cash Flow and P/E</p>	2	6				6
4	<p>4. Risk, Return, and Required Rate of Return</p> <p>4.1. Fundamentals of Risk and Return</p> <p>4.2. Single Asset & Portfolios</p> <p>4.3. CAPM, SML, and CML</p>	2	6				6
5	<p>5. Cost of Capital</p> <p>5.1. Components: Common Stock, Preferred Stock, Debt</p> <p>5.2. Weighted Average Cost of Capital (WACC)</p>	3	6				6
6	<p>6. Long-term Investment Decision: Capital Budgeting</p> <p>6.1. Capital Budgeting Techniques: ARR, Payback Period, IRR, PI, NPV</p> <p>6.2. Estimating Relevant Cash Flows in Capital Budgeting</p>	3	9				9
7	<p>7. Working Capital Management and Leverage</p> <p>7.1. Cash, Inventory, and Accounts Receivables Management</p> <p>7.2. Operating, Financial, and Total Leverage</p>	3	6				6

	7.3. Factors and Theory of Capital Structure						
Sub Total		48					48
Final Assessment		Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)					
1	Sessional Marks: Individual Class Presentations / Projects /Assignment/Case study	20					
2	Mid Exam	30					
3	Final Exam	50					
Total		100					
Credit Hours		3					

References

Core Texts:

1. L.J. Gitman (2013). Principles of Managerial Finance (14th ed). London: Pearson Education.
2. Van Horne, J. C. (2020). Fundamentals of financial management. London: Pearson.
3. Zutter, C. J., & Smart, S. B. (2019). *Principles of managerial finance*. London: Pearson.

Case Studies:

1. Capital Budgeting at Bharti Airtel (A): Esty, B. C., & Narayanan, V. G. (2008). Capital budgeting at Bharti Airtel (A). Harvard Business School Case 207-114.
2. JetBlue Airways IPO Valuation: Esty, B. C., & Healy, P. M. (2005). JetBlue Airways IPO valuation. Harvard Business School Case 204-028.
3. Warren E. Buffett, 1995 (Abridged): Fruhan, W. E. (1996). Warren E. Buffett, 1995 (Abridged). Harvard Business School Case 297-074.
4. The Investment Detective: Desai, M. A., & Heen, A. (1995). The Investment Detective. Harvard Business School Case 295-100.
5. Khan, A.B. (2003). Financial Management at WWF – Pakistan. <https://crc.lums.edu.pk/crcsearch/02-597-2003-1/details>
6. Naqvi, B. (2015). Understanding the Preconditions of Municipal Bonds and Learning from The Indian Experience. <https://crc.lums.edu.pk/crcsearch/02-608-2015-2/details>.
7. Any other relevant local, national or international case study.

Case Studies (Topic wise suggested)

1. Time Value of Money & Basic tools of valuation.
2. Stock Valuation, IPO & Under Pricing.
3. Capital Budgeting for Project feasibility.
4. Leverage and Capital Structure tune-up .



UNIVERSITY OF SARGODHA
Malik Firoz Khan Noon Business School

No.	Information on Course																																																						
1.	Course Name: Research Methodology and Data Analysis																																																						
2.	Course Code: BUSM 7338																																																						
3.	Name(s) of Academic Staff: Prof. Dr. Arfan Shahzad																																																						
4.	This is an important course for MBA students.																																																						
5.	Semester Offered: Summer Semester I.																																																						
6.	Credit Value: 3																																																						
7.	Pre-requisite (if any): NONE																																																						
8.	<p>Course Learning Outcomes:</p> <p>Upon completion of the course, students are able to</p> <ol style="list-style-type: none"> 1. Explain the basic knowledge related to business research and the fundamentals of scientific inquiry. 2. Evaluate and use appropriate research methodologies to investigate and analyze theoretical and practical business and management issues and write research proposals. 3. Apply qualitative and quantitative research methods to solve business-related problems and to generate knowledge. 																																																						
4.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> • Knowledge & Understanding • Practical Skills • Digital Skills <table border="1"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO1</th> <th>PLO2</th> <th>PLO3</th> <th>PLO4</th> <th>PLO5</th> <th>PLO6</th> <th>PLO7</th> <th>PLO8</th> <th>PLO9</th> <th>PLO10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO3</td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>PLO1 = Knowledge & Understanding, PLO2 = Practical Skills, PLO3= Interpersonal Skills, PLO4 = Communication Skills, PLO5 = Digital Skills, PLO6 = Numeric Skills, PLO7 = Leadership, Autonomy & Responsibility, PLO8 = Personal Skills, PLO9 = Entrepreneurial Skills, PLO10 = Ethics & Professionalism</p>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	CLO1	✓										CLO2		✓									CLO3					✓					
Course Learning Outcomes	Program Learning Outcomes (PLO)																																																						
	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10																																													
CLO1	✓																																																						
CLO2		✓																																																					
CLO3					✓																																																		

5.	Teaching-learning Teaching Method – Traditional Lecture PowerPoint, Student-Centered Learning, research articles Studies local and International.						
6.	Synopsis: The course will provide the students with fundamental knowledge related to business research and scientific research. This course will also discuss the Research philosophy to provide a clear understanding of research. The course will also discuss each scientific research process phase, beginning with a problem statement followed by a literature review, theoretical framework, research design, data analysis, and report writing. Students will be guided in the preparation of high-quality research proposals.						
7.	Assessment Methods and Types: Coursework <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 						
8.	Content outline of the course/module and the SLT per topic						
Topic			Learning Outcomes				
Weeks/Course Content Outline and Subtopics		CL O*	Learning and Teaching Activities** Total Time				
			Face-to-Face (F2F) Physical Online/Technology-Mediated (Synchronous)				
			L	T	P	O	Total
1	1.0 Role of Business Research 1.1 What is the Research Method? 1.2 Informed business decisions and practices 1.3 Problem identification 1.4 Applied and Basic Research 1.5 Qualitative and Quantitative	1	6			6	
2	2.0 Literature Review 2.1 Systemic Literature Review 2.2 Literature selection 2.3 Clarifying a research topic and critically reviewing the literature 2.4 Select the relevant literature for your research project.	1	6			6	
3	3.0 Research Problem & Research Objectives and Significance 3.1 Process of problem definition 3.2 Research Objectives 3.3 Research Scope & Research Significance	2	6			6	

4	4.0 Theory and the Business Research Process 4.1 Concepts and hypotheses 4.2 Types of Business Research and Methods 4.3 Stages of the research process	2	9				9
5	5.0 Research Design 5.1 Qualitative and Quantitative Research Design 5.2 Sampling Technique 5.3 Questionnaires Design 5.4 Data Collection 5.5 Issues in Research Design	2	6				6
6	6.0 Data analysis Quantitative and Qualitative 6.1 Parametric and non-parametric test 6.2 Validity and Reliability 6.3 Selecting appropriate test 6.4 Discussing findings	3	9				9
7	7.0 Reports 7.1 Writing research Proposal 7.2 Formulating research proposal	3	6				6
Sub Total			48				48
Final Assessment		Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)					
1	Sessional Marks: Individual Class Presentations / Projects /Assignment/Case study	20					
2	Mid Exam	30					
3	Final Exam	50					
Total		100					
Credit Hours		3					
References							
Core Texts:							
1. Bryman, A. (2011). <i>Business Research Methods (3rd ed.)</i> . New York: Oxford Publishing.							
2. Cooper, D., & Schindler, P. (2013). <i>Business Research Methods (12th ed)</i> . Florida: McGraw-Hill/Irwin.							
3. Denicolo, P. & Becker, L. (2012). <i>Developing Research Proposal</i> . London: Sage Publications.							
4. Hair, J.F., Jr., Money, A.H., Samouel, P., & Page, M. (2012). <i>Research Methods for Business</i> . Chichester: John Wiley & Sons.							

5. Newman, W. (2013). *Social Research Methods: Quantitative and Qualitative Approaches*. New Jersey: Pearson Publication.

Case Studies:

1. Syed, J., & Mohsin, M. (2019). *Why, how and where of publishing research in high quality journals*.
<https://crc.lums.edu.pk/crcsearch/30-006-2019-2/details>
2. Any other relevant local, national or international case study.

Research Paper:

Relevant research articles.



UNIVERSITY OF SARGODHA
Malik Firoz Khan Noon Business School

No.	Information on Course																																																						
1.	Course Name: Entrepreneurship and SME Management																																																						
2.	Course Code: BUSM 7382																																																						
3.	Name(s) of Academic Staff: Salman Hussain Piracha																																																						
4.	This is an important course for MBA students.																																																						
5.	Semester Offered: 3 rd Semester.																																																						
6.	Credit Value: 3																																																						
7.	Pre-requisite (if any): NONE																																																						
8.	<p>Course Learning Outcomes (CLO):</p> <p>Upon completion of the course, students are able to</p> <ol style="list-style-type: none"> understand key entrepreneurial concepts, theories, and models for effective application in business contexts. develop and present a well-structured business plan demonstrating the ability to identify opportunities, assess risks, and formulate strategic solutions. acquire essential teamwork, leadership, and communication skills through experiential learning, fostering an entrepreneurial mind set for real-world challenges 																																																						
9.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> Knowledge & Understanding Entrepreneurial Skills Leadership Skills <table border="1" data-bbox="391 1388 1372 1646"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO 1</th> <th>PLO 2</th> <th>PLO 3</th> <th>PLO 4</th> <th>PLO 5</th> <th>PLO 6</th> <th>PLO 7</th> <th>PLO 8</th> <th>PLO 9</th> <th>PLO 10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> </tr> <tr> <td>CLO3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>PLO 1: Knowledge and Understanding, PLO 2: Practical Skills PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial Skills, PLO 10: Ethics & Professional Skills</p>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	CLO1	✓										CLO2									✓		CLO3							✓			
Course Learning Outcomes	Program Learning Outcomes (PLO)																																																						
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CLO1	✓																																																						
CLO2									✓																																														
CLO3							✓																																																
10.	Teaching-learning																																																						

	Teaching Method – Traditional Lecture Power point, Student-Centered Learning, Case Studies local and International Level, and Online Learning related to Strategic Management.						
11.	<p>Synopsis: This is an important course in the MBA program. This course equips students with a comprehensive understanding of entrepreneurial principles, strategies, and practical skills essential for navigating the dynamic business landscape. Participants delve into key concepts such as opportunity identification, risk assessment, and strategic planning, honing their ability to formulate and present compelling business plans. Through experiential learning and case studies, students develop crucial teamwork, leadership, and communication skills, fostering an entrepreneurial mindset. The course aims to empower future business leaders to innovate, seize opportunities, and navigate challenges in the competitive world of entrepreneurship.</p>						
12.	<p>Assessment Methods and Types: Coursework</p> <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 						
13.	Content outline of the course/module and the SLT per topic						
Topic			Learning Outcomes				
Weeks/Course Content Outline and Subtopics		CL O*	Learning and Teaching Activities** Total Time				
			Face-to-Face (F2F) Physical Online/Technology-Mediated (Synchronous)				
			L	T	P	O	Total
1	1. Introduction to Entrepreneurship* 1.1 Recognizing Opportunities and Generating Ideas 1.2 The Role of Entrepreneurship 1.3 Identifying Entrepreneurial Opportunities 1.4 Creativity in Entrepreneurship	1	6				6
2	2.1 Feasibility Analysis and Writing a Business Plan 2.1.1 Feasibility Analysis 2.1.2 Components of Feasibility Analysis 2.2.1 Market Feasibility 2.2.2 Financial Feasibility 2.3. Writing a Business Plan 2.3.1 Essential Elements of a Business Plan 2.3.2 Business Model Development	1	9				9
3	3.1 Legal Foundations and Selecting a Form of Ownership 3.1.1 Legal Structures for New Ventures 3.1.2 Legal Considerations for Entrepreneurs 3.1.3 Types of Business Ownership 3.2 Chapter 5: Assessing a New Venture's Financial Strength and Viability	2	6				6

	3.2.1 Financial Statements Analysis 3.2.2 Forecasting Financial Performance						
4	4.1 Assessing Financial Strength and Viability 4.1.1 Assessing a New Venture's Financial Strength and Viability 4.1.2 Financial Metrics and Ratios 4.1.3 Assessing Viability Through Financial Analysis 4.2 Building a Powerful Marketing Plan 4.2.1 Chapter 6: Building a Powerful Marketing Plan 4.2.2 Developing a Marketing Strategy 4.2.3 Conducting Market Research 2.2.4 Target Market Selection	2	6				8
5	5.1 Funding the Venture 5.1.1 Chapter 8: Sources of Capital 5.1.2 Equity Financing 5.1.3 Debt Financing 5.1.4 Crowd funding and Alternative Funding 5.2 Building and Managing the Founding Team 5.2.1 Building a New Venture Team 5.2.2 Team Dynamics and Roles 5.2.3 Leadership in Entrepreneurial Ventures	2	6				6
6	6.1 Managing Operations and Selecting a Location 6.1.1 Selecting a Form of Ownership 6.1.2 Operations Management 6.1.3 Location Strategy 6.2 Building a New Venture's Human Resources and Culture 6.2.1 Chapter 10: Building a New Venture Team 6.2.2 Human Resource Management 6.2.3 Organizational Culture	2	6				6
7	Case Studies & Presentations on Business plan	3	9				9
Sub Total			48				48
Final Assessment		Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)					
1	Sessional Marks: Individual Class Presentations / Projects /Assignment/Case study	20					
2	Mid Exam	30					

3	Final Exam	50
Total		100
	Credit Hours	3

References

Core Texts:
 "Entrepreneurship: Successfully Launching New Ventures" by Bruce R. Barringer and R. Duane Ireland

Case Studies:

- Careem:**
 - Entrepreneurs:** Mudassir Sheikha, Magnus Olsson, and Abdullah Elyas.
 - Overview:** Careem is a ride-hailing service that became particularly popular in the Middle East and South Asia, including Pakistan. The founders identified a need for reliable transportation services in the region and successfully built a platform that addressed that need. In 2019, Uber acquired Careem in one of the largest technology deals in the Middle East.
- PakWheels:**
 - Entrepreneurs:** Muhammad Raza Saeed and Hanif Bhatti.
 - Overview:** PakWheels is an online marketplace for buying and selling new and used cars in Pakistan. The platform provides a comprehensive range of automotive information and services. The founders identified the opportunity to create a centralized platform for car enthusiasts and buyers, leading to the success of PakWheels.
- Rozee.pk:**
 - Entrepreneur:** Monis Rahman.
 - Overview:** Monis Rahman founded Rozee.pk, an online job portal in Pakistan. The platform connects job seekers with employers, providing a valuable service in a country with a significant youth population. Rozee.pk has played a crucial role in the development of the online job market in Pakistan.
- Daraz.pk:**
 - Entrepreneurs:** Muneeb Maayr and Farees Shah.
 - Overview:** Daraz.pk is an e-commerce platform that operates in several South Asian countries, including Pakistan. The founders recognized the potential for online shopping in the region and established Daraz.pk to meet the growing demand for e-commerce services.
- Sufi Comics:**
 - Entrepreneur:** Mohammed Ali Wakil.
 - Overview:** Sufi Comics is an initiative that combines storytelling with Islamic teachings. Mohammed Ali Wakil started Sufi Comics to convey spiritual messages and lessons through visually engaging comic strips. The venture has gained popularity not only in Pakistan but also internationally.
- Bajwa, S. U., Shaikh, A. S., Azeem, M. U., Shahzad, K., & Kitchlew, N. (2022). ICU Pharma Pakistan: Growth Crossroads. *Asian Journal of Management Cases*, 19(2), 141-151.
- Umrani, W. A., Solangi, R., Mirani, M., Ahmed, U., & Abro, M. A. (2024). Sindh Fruit Traders: Expanding Abroad. *Asian Journal of Management Cases*, 21(1), 83-98.
- Yaseen, M., Adnan, M., Luqman, M., Majeed, M. Z., & Mehmood, M. U. (2021). Encouraging

rural youth participation in agriculture: A case study of district Sargodha. *Journal of Innovative Sciences*, 7(2), 244-250.

https://www.researchgate.net/publication/355979285_Encouraging_Rural_Youth_Participation_in_Agriculture_A_Case_Study_of_District_Sargodha

9. Fatima, T., Bilal, A. R., & Imran, M. K. (2019). Dhuan 'n' Dukhaan: a case of successful green venture start-up in Pakistan. *Emerald Emerging Markets Case Studies*, 9(1), 1-31
10. Turning crisis into opportunity: the emergence of cyber risk takaful in the digital world. <https://www.emerald.com/insight/content/doi/10.1108/EEMCS-12-2023-0467/full/html>
11. Any other relevant local, national or international case study.
12. Any other relevant local, national or international case Study.



UNIVERSITY OF SARGODHA
Malik Firoz Khan Noon Business School

No.	Information on Course																																																						
1.	Course Name: Managerial Economics																																																						
2.	Course Code: BUSM 7337																																																						
3.	Name(s) of Academic Staff: Dr. Ahmad Saeed																																																						
4.	This is an important course for MBA students.																																																						
5.	Semester Offered: 3 rd Semester.																																																						
6.	Credit Value: 3																																																						
7.	Pre-requisite (if any): NONE																																																						
8.	<p>Course Learning Outcomes (CLO):</p> <p>Upon completion of the course, students are able to</p> <ol style="list-style-type: none"> 1. Understand how managers, manage organizations in a highly dynamic and competitive economic environment; pursue organizational goals, constrained by limited financial and other resources; 2. implement the economic theory and quantitative techniques useful for economic analysis and optimization. 3. evaluate key relevant economic data of firms and generate information for managerial decision making in order to achieve organizational objectives in the real world. 																																																						
2.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> • Knowledge & Understanding • Practical Skills • Entrepreneurial Skills <table border="1"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO1</th> <th>PLO2</th> <th>PLO3</th> <th>PLO4</th> <th>PLO5</th> <th>PLO6</th> <th>PLO7</th> <th>PLO8</th> <th>PLO9</th> <th>PLO10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO3</td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> </tr> </tbody> </table> <p>PLO 1: Knowledge and Understanding, PLO 2: Practical Skills PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial Skills, PLO 10: Ethics & Professional Skills</p>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	CLO1	✓										CLO2		✓									CLO3			✓						✓	
Course Learning Outcomes	Program Learning Outcomes (PLO)																																																						
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CLO1	✓																																																						
CLO2		✓																																																					
CLO3			✓						✓																																														

Assistant Professor
 Malik Firoz Khan
 Noon Business School
 University of Sargodha



3.	Teaching-learning Teaching Method – Traditional Lecture Power point, Student-Centered Learning, Case Studies local and International Level, and Online Learning related to Strategic Management.						
4.	Synopsis: Organizations operate in a highly dynamic and often very competitive economic environment, within which they must pursue their organizational goals, constrained by limited financial and other resources. A deep and extensive understanding of this environment is essential for effective managerial decision-making. Managerial economics course is concerned with the application of economic theory and tools of decision science with in an organizational context. It includes the economic analysis of firm and its environment using various mathematical and statistical tools. The course mainly deals economic optimization of firms.						
5.	Assessment Methods and Types: Coursework <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 						
6.	Content outline of the course/module and the SLT per topic						
Topic		Learning Outcomes					
Weeks/Course Content Outline and Subtopics		CLO*	Learning and Teaching Activities** Total Time				
			Face-to-Face (F2F) Physical Online/Technology-Mediated (Synchronous)				
			L	T	P	O	Total
1	Nature and Scope of Managerial Economics: Definition and Importance; Theory of Firm; Nature and functions of Profit; Theories of Profit;	1	6			6	
2	Optimization Techniques and Management Tools: Differential Calculus and Optimization Techniques; Economic functions and relations; Optimization analysis: Cost Minimization, Revenue Maximization, Profit Maximization;	1	6			6	
3	Demand Theory: Demand curve (Individual demand curve, market demand curve, Exceptional demand curve, and firm's demand curve. Measurement of price, income, and cross elasticity of demand (theoretical and mathematical analysis), The relationship of price elasticity, Total revenue and marginal revenue, Determinants of elasticity of demand, Policy implications of elasticity in managerial decision making; Theory of Consumer Behavior, Consumer	2	6			6	

	Optimal Consumption, Price Effect, Income Effect, Substitution Effect;						
4	Demand Estimation: Market Research approach (qualitative analysis); Regression analysis; Demand Forecasting: Qualitative Forecasts; Time Series Analysis; Smoothing techniques; Barometric Methods; Econometric Models	3	6				6
5	Production Theory: Production Function; Factors of Production; Production function with one variable input; Production function with two variables inputs; Optimal Combination of Inputs for minimizing costs or maximizing output; Returns to scale; Behavior of cost curves of a firm; Input elasticity of output;	3	6				6
6	Market Structure: Concept, Types, Behavior of Revenue Curves; Firm Equilibrium under Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly and duopoly in Short Run and Long Run; Game Theory and Strategic Behavior of firms;	2	9				9
7	Pricing Practices: Pricing of Products; Price Discrimination, Dumping; Transfer Pricing, Cost Plus Pricing and other pricing practices	3	3				3
8	Risk Analysis and Uncertainty	3	3				3
9	Capital Budgeting Decisions	3	3				3
Sub Total			48				48
Final Assessment		Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)					
1	Sessional Marks: Individual Class Presentations / Projects /Assignment/Case study	20					
2	Mid Exam	30					
3	Final Exam	50					
Total		100					
Credit Hours		3					
References							

Core Texts:

1. Salvatore, D. *Managerial Economics in global Economy*. Oxford University Press.
2. Hirschey, M. (2009). *Managerial Economics, An Integrative Approach*. Canada: Nelson Education Ltd.
3. Webster, T. J. (2003). *Managerial Economics: Theory and Practice*. West Yorkshire: Emerald Publishing
4. Dowling, E. T. (2001). *THEORY AND PROBLEMS OF INTRODUCTION TO MATHEMATICAL ECONOMICS 3rd ed*. MC Graw Hill Education.
5. Gondal, A. Shabbir, *Text book of Economics (7th Edition)*, Imtiaz Book Depot Lhr.

Case Studies:

1. Bari, F. (2001). Football Exports and Quality Externality. <https://erc.lums.edu.pk/crcsearch/11-179-2001-1/details>
2. Any other relevant local, national or international case study.

Research Articles:

3. Related Research articles.



UNIVERSITY OF SARGODHA
Malik Firoz Khan Noon Business School

No.	Information on Course																																																						
1.	Course Name: E-Commerce and Digital Marketing																																																						
2.	Course Code: BUSM 7378																																																						
3.	Name(s) of Academic Staff: Faheem Ather Haqqani																																																						
4.	This is an important course for MBA students.																																																						
5.	Semester Offered: 3 rd Semester.																																																						
6.	Credit Value: 3																																																						
7.	Pre-requisite (if any): NONE																																																						
8.	<p>Course Learning Outcomes (CLO):</p> <p>Upon completion of the course, students are able to</p> <ol style="list-style-type: none"> To understand the concept, tools and models of E-Commerce, E-Business and Digital Marketing. To prepare students for future roles in digital marketing and as such to familiarize students with the key marketing issues in the developing field of electronic marketing studies and practice. To ensure that as marketing managers, students are adept at integrating effective and efficient digital strategies into traditional marketing planning. 																																																						
7.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> Knowledge & Understanding Digital Skills Entrepreneurial Skills <table border="1"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO 1</th> <th>PLO 2</th> <th>PLO 3</th> <th>PLO 4</th> <th>PLO 5</th> <th>PLO 6</th> <th>PLO 7</th> <th>PLO 8</th> <th>PLO 9</th> <th>PLO 10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> </tr> </tbody> </table> <p>PLO 1: Knowledge and Understanding, PLO 2: Practical Skills PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial Skills, PLO 10: Entrepreneurial Skills</p>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	CLO1	✓										CLO2					✓						CLO3									✓	
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CLO1	✓																																																						
CLO2					✓																																																		
CLO3									✓																																														

		10: Ethics & Professional Skills							
8.	Teaching-learning Teaching Method – Traditional Lecture PowerPoint, Student-Centered Learning, Digital Skills by using hands on assignments and Case Studies local and International Level, and Online Learning related to Strategic Management.								
9.	Synopsis: Digital marketing and e-commerce have become indispensable components of modern business strategy, revolutionizing the way companies interact with consumers and sell their products or services online. In the dynamic landscape of digital marketing, businesses leverage various online channels such as social media, search engines, email, and content marketing to reach and engage their target audience. Through targeted advertisements, personalized messaging, and data analytics, digital marketers can optimize campaigns for maximum impact and ROI. Simultaneously, e-commerce platforms have reshaped the retail industry, offering consumers unparalleled convenience and choice. From global marketplaces like Amazon and eBay to niche online stores, e-commerce provides a platform for businesses of all sizes to showcase and sell their products to a global audience. The rise of mobile commerce further accelerates this trend, allowing consumers to shop anytime, anywhere, using their smart phones or tablets. Together, digital marketing and e-commerce form a symbiotic relationship, with each influencing and reinforcing the other. By harnessing the power of digital marketing techniques, businesses can drive traffic to their e-commerce platforms, enhance brand visibility, and ultimately increase sales. Conversely, e-commerce platforms provide digital marketers with valuable data insights, enabling them to refine their strategies and deliver more targeted and personalized marketing campaigns. In this digital age, mastering the intersection of digital marketing and e-commerce is essential for businesses seeking to thrive in the online marketplace.								
10.	Assessment Methods and Types: Coursework <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 								
11.	Content outline of the course/module and the SLT per topic								
		Topic	Learning Outcomes						
		Weeks/Course Content Outline and Subtopics	CL	Learning and Teaching Activities**					
				O*	Total Time				
					Face-to-Face (F2F)				
				Physical Online/Technology-Mediated (Synchronous)					
				L	T	P	O	Total	
1	E-Commerce and E-business, Pure and Partial E-Commerce, Competitor Analysis.	1		6				6	

2	The Fourth Channel, Paradigms in the New Economy, Driving Business Process Re-engineering.	1	3				3
3	Designing, Developing and Deploying the System; Supply Chain Management	2	3				3
4	Deciding on the Enterprise, Middleware, Choosing the Right Enterprise Application	2	3				3
5	Building the E-business applications, Marketing Strategies on the Web.	2	3				3
6	Web Design, Attracting Visitors to your Site, Virtual Societies, Localization	3	3				3
7	Promoting your E-business, Banner and Campaigning, Measurement, Direct Marketing,	3	3				3
8	Search Engine Optimization Technique, Interactive Communication Experiences	1	3				3
9	Introduction to Digital Marketing Changing Landscape The TCEO Model Power of Digital Marketing Digital Audience	1	3				3
10	Digital Marketing Strategy Building Blocks of a Marketing Strategy Understanding Digital Marketing Strategy Crafting a Digital Marketing Strategy	2	3				3
11	Content Writing How to decide what to write? Humor and Emotion? Viral Content Creation; Why Digital Marketing is Ideal for Sustainability? Is digital really greener than paper?	2	3				3
12	Search Engine Optimization (SEO)	2	3				3
13	Social Media Marketing and Channels; Social Media Marketing Strategy; Email Marketing; Mobile Marketing	2	6				6
14	Digital Market Research Importance of Market Research for Digital Landscape	2	3				3

Type of Marketing Research in Digital Platform Using Research Data for Analytics							
Sub Total			48				48
Final Assessment		Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)					
1	Sessional Marks: Individual Class Presentations / Projects / Assignment/Case study	20					
2	Mid Exam	30					
3	Final Exam	50					
Total		100					
Credit Hours		3					
References							
Core Texts:							
1. Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing: strategy, implementation & practice. Pearson uk.							
2. Kenneth C. Laudon & Traver, C. (2015). E- Commerce: Business Technology, Society (15th ed.). UK: Pearson Education.							
3. Greenstein, M. & Vasarhelyi, M. (2016). Electronic Commerce: Security, Risk Management, and Control (5th ed.).UK: Wiley							
Reference Books:							
1. Digital Marketing Book: https://www.pearson.com/uk/educators/higher-education-educators/program/Chaffey-Digital-Marketing-7th-Edition/PGM2199960.html							
Case Studies:							
1. Zain-ul-Abdin, K. (2018). DYOT: Do Your Own Thing – Risks of Engineering Virality. HBS No. LCA030-PDF-ENG. Boston, MA: Harvard Business Publishing.							
2. Samar, H (2023).An analysis of the latest E-Commerce trends. A case study in Pakistan. https://www.linkedin.com/pulse/analysis-latest-e-commerce-trends-case-study-pakistan-hannan-samar .							
3. Any other relevant local, national or international case study.							
Research Articles:							
1. Relevant research articles.							



UNIVERSITY OF SARGODHA
Malik Firoz Khan Noon Business School

No.	Information on Course																																																						
1.	Course Name: Supply Chain and Logistic Management																																																						
2.	Course Code: BUSM 7344																																																						
3.	Name(s) of Academic Staff: Dr. Naveed Mushtaq																																																						
4.	This is an important course for MBA students.																																																						
5.	Semester Offered: 3 rd Semester.																																																						
6.	Credit Value: 3																																																						
7.	Pre-requisite (if any): NONE																																																						
8.	<p>Course Learning Outcomes (CLO):</p> <p>Upon completion of the course, students are able to</p> <ol style="list-style-type: none"> 1. Identify the scope of supply chain management and the major sources of challenges in supply chain management. 2. Evaluate appropriate supply chain strategies with product characteristics and performance measures with customer needs and Propose appropriate operational strategies to improve supply chain performance. 3. Integrate Information Technology and the theory of objective alignment to solve issues in supply chain coordination. 																																																						
4.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> • Knowledge and Understanding and • Ethics and professionalism • Digital Skills <table border="1"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (P.L.O.)</th> </tr> <tr> <th>PLO 1</th> <th>PLO 2</th> <th>PLO 3</th> <th>PLO 4</th> <th>PLO 5</th> <th>PLO 6</th> <th>PLO 7</th> <th>PLO 8</th> <th>PLO 9</th> <th>PLO 10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> </tr> <tr> <td>CLO3</td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>PLO 1: Knowledge and Understanding, PLO 2: Practical Skills, PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial, PLO 10: Ethics & Professional Skills</p>	Course Learning Outcomes	Program Learning Outcomes (P.L.O.)										PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	CLO1	✓										CLO2										✓	CLO3					✓					
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CLO1	✓																																																						
CLO2										✓																																													
CLO3					✓																																																		

5.	<p>Teaching-learning</p> <p>Teaching Method – Traditional Lecture Case Studies local and International Level, and Online Learning related to Strategic Management.</p>
6.	<p>Synopsis:</p> <p>This course covers the global logistics distribution network and application to flow of goods through the supply chain, place where they are consumed. Supply business processes within and across companies into a high-performance business model that drives competitive advantage. forecasting, aggregate planning and coordination which refers to the movement, storage, and flow of goods, services and information inside and outside the organization or worldwide context.</p>
7.	<p>Assessment Methods and Types: Coursework</p> <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50%
8.	Content outline of the course/module and the SLT per topic

Topic		Learning Outcomes					
		Learning and Teaching Activities**					
Weeks/Course Content Outline and Subtopics		CL O*	Total Time				
			Face-to-Face (F2F)		Physical Online/Technology-Mediated (Synchronous)		
			L	T	P	O	Total
1	1. Understanding the supply chain 1.1 What is a supply chain? 1.2 The objective of a supply chain 1.3 The importance of supply chain decisions 1.4 Process views of a supply chain	1	3				3
2	2. Supply chain performance: 2.1 Achieving strategic fit and scope Competitive and supply chain strategies 2.2 Achieving strategic fit Expanding strategic scope 2.3 Challenges to achieving and maintaining	1	3				3

3	<p>3. Supply chain drivers and metrics</p> <p>3.1. Financial measures of performance</p> <p>3.2. Drivers of supply chain performance</p> <p>3.3. Framework for structuring drivers</p> <p>3.4. Facilities</p> <p>3.5. Inventory</p> <p>3.6. Transportation</p> <p>3.7. Information</p> <p>3.8. Sourcing</p>	1	4				4
4	<p>4. Designing distribution networks and applications to online sales</p> <p>The role of distribution in the supply chain</p> <p>4.1. Factors influencing distribution network design</p> <p>4.2. Design options for a distribution network. Online sales and the distribution network</p>	2	4				4
5	<p>5. Business Strategies</p> <p>5.1. Porter's five distinct competitive strategy approach</p> <p>5.2. The identification of merits and demerits of five generic competitive strategies</p> <p>5.3. Discuss all types of Strategies</p> <p>5.4. Strategy Implementation</p>	2	4				4
6	<p>6. Network design in the supply chain</p> <p>6.1. The role of network design in the supply chain</p> <p>6.2. Factors influencing network design decisions</p> <p>6.3. Framework for network design decisions</p> <p>6.4. Models for facility location and capacity allocation</p> <p>6.5. Making network design decisions in practice</p>	3	4				4
7	<p>7. Designing global supply chain networks</p> <p>7.1. The impact of globalization on supply chain networks</p>	3	4				4

	<p>7.2. The offshoring decision: Total cost</p> <p>7.3. Risk management in global supply chains</p> <p>7.4. Discounted cash flows</p> <p>7.5. Evaluating network design decisions using decision trees</p>						
8	<p>8. Demand forecasting in a supply chain</p> <p>8.1. The role of forecasting in a supply chain</p> <p>8.2. Characteristics of forecasts</p> <p>8.3. Components of a forecast and forecasting methods</p> <p>8.4. Basic approach to demand forecasting</p> <p>8.5. Time-series forecasting methods</p>	3	4				4
9	<p>9. Aggregate planning in a supply chain</p> <p>9.1. The role of aggregate planning in a supply chain</p> <p>9.2. The aggregate planning problem</p> <p>9.3. Aggregate planning strategies</p> <p>9.4. The role of IT in aggregate planning</p> <p>9.5. Implementing aggregate planning in practice</p>	2	4				4
10	<p>10. Sales and operations planning: planning supply and demand in a supply chain</p> <p>10.1. Responding to predictable variability in the supply chain</p> <p>10.2. Managing supply</p> <p>10.3. Managing Demand</p> <p>10.4. Sales and operations planning</p> <p>10.5. Implementing sales and operations planning in practice</p>	2	4				4
11	<p>11. Coordination in a supply chain</p> <p>11.1. Lack of supply chain coordination and the bullwhip effect</p>	3	4				4

	11.2. The effect on performance of lack of coordination 11.3. Obstacles to coordination in a supply chain 11.4. Managerial levers to achieve coordination 11.5. Continuous replenishment and vendor-managed inventories 11.6. Collaborative planning, forecasting, and replenishment						
12	12. SUPPLY CHAINS AND LOGISTICS 12.1 Factors Affecting Location Decisions 12.2 Dominant Factors in Manufacturing 12.3 Dominant Factors in Services 12.4 Load-Distance Method 12.5 Distance Measures 12.6 Calculating a Load-Distance Score 12.7 Center of Gravity 12.8 Break-Even Analysis 12.9 Transportation Method 12.10 Dummy Plants or Warehouses 12.11 Geographical Information Systems 12.12 The GIS Method for Locating Multiple Facilities 12.13 Inventory Placement	2	6				6
Sub Total			48				48
Final Assessment		Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)					
1	Sessional Marks: Individual Class Presentations / Projects /Assignment/Case study	20					
2	Mid Exam	30					
3	Final Exam	50					
Total		100					

References**Core Texts:**

1. F. Robert Jacobs and Richard Chase, (2018). Operations and Supply Chain Management, 15th edition, McGraw Hill Education.
2. Sunil Chopra and Peter Meindl, (2016). Supply Chain Management: Strategy, Planning, and Operation, Global Edition, 6th edition, Pearson

Case Studies:

1. The Zara supply chain drives its successful business model SCM Globe.
2. Challenges of Managing and Coordinating a Global Supply Chain. A Case of Fantastic Corporation. SCM Globe.
3. How Should We Diversify Our Supply Chain? Harvard Case Study Center
4. Bhutto, N.A., Shaikh, A.R. and Shaikh, S. (2024), "Mitigating risks and ensuring continuity in essential services – sustainable procurement at Multan University", Vol. 14 No. 4. <https://doi.org/10.1108/EEMCS-09-2023-0348>
5. Kazmi, H., Mehmood, F., Tao, Z., Riaz, Z., & Driesen, J. (2019). Electricity Load-Shedding in Pakistan: Unintended Consequences, Opportunities and Policy Recommendations. *Energy policy*, 128, 411-417. doi:10.1016/j.enpol.2019.01.017
6. Rana, A.I. (2019). ROYAL KULFI: THE NATIONAL ROLLOUT DECISION. <https://crc.lums.edu.pk/crcsearch/03-868-2019-1/details>
7. Any other relevant local, national or international case study.

Research Articles:

Relevant Research papers.



UNIVERSITY OF SARGODHA
 Malik Firoz Khan Noon Business School

No.	Information on Course																																																						
1.	Course Name: Investment and Portfolio Management																																																						
2.	Course Code: BUSM 7359																																																						
3.	Name(s) of Academic Staff:																																																						
4.	This is an important course for MBA students.																																																						
5.	Semester Offered: 4 th Semester.																																																						
6.	Credit Value: 3																																																						
7.	Pre-requisite (if any): NONE																																																						
8.	<p>Course Learning Outcomes (CLO):</p> <p>Upon completion of the course, students are able to:</p> <ol style="list-style-type: none"> understand the concepts, theories and key issues in advance portfolio management. apply the classical and contemporary portfolio management theories of investment in practices. critically evaluate, and carry out analytical and empirical research in the subject area, particularly in capital markets. 																																																						
9.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> Knowledge and Understanding Numeric Skills Entrepreneurial Skills <table border="1"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO 1</th> <th>PLO 2</th> <th>PLO 3</th> <th>PLO 4</th> <th>PLO 5</th> <th>PLO 6</th> <th>PLO 7</th> <th>PLO 8</th> <th>PLO 9</th> <th>PLO 10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> </tr> </tbody> </table> <p>PLO 1: Knowledge and Understanding, PLO 2: Practical Skills, PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial Skills, PLO 10: Ethics & Professional Skills</p>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	CLO1	✓										CLO2											CLO3									✓	
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CLO1	✓																																																						
CLO2																																																							
CLO3									✓																																														

10.	Teaching-learning Teaching Method – Traditional Lecture PowerPoint, Student-Centered Learning, Case Studies local and International Level, and Online Learning related to Strategic Management.						
11.	Synopsis: Investment & portfolio management provides an insight related to the functionality of financial markets. This course will provide an understanding about investment and helps the learners to seek the opportunities in different portfolios specifically in context of the economy of Pakistan. However, it will also help in making wise investment decisions in the changing market environment; recognizing where investment problems arise and knowing how to deal with them.						
	Assessment Methods and Types: Coursework <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 						
12.	Content outline of the course/module and the SLT per topic						
	Topic		Learning Outcomes				
	Weeks/Course Content Outline and Subtopics	CL O*	Learning and Teaching Activities** Total Time				
			Face-to-Face (F2F) Physical Online/Technology-Mediated (Synchronous)				
			L	T	P	O	Total
1	Understanding Investment: Overall perspective	1	3				3
2	Understanding Investment Decision: Investment Alternatives	1	3				3
3	Money Market Securities, Capital Market, Fixed Income, Equity Securities	1	3				3
4	Indirect Investing: What is an Investment Company	2	3				3
5	Major Types, Detail of Indirect Investing, and Investing Internationally?	2	3				3
6	Security Markets and Market Indices. How Securities are Traded: Brokerage	3	3				3
7	The Return and Risk from Investing; Measuring return, Measuring Risk , global perspective	3	3				3
8	Portfolio Theory; Dealing with Uncertainty, Introduction to Modern Portfolio Theory; Analyzing Portfolio Risk, Calculating Portfolio Risk;	3	6				6

	Portfolio Selection and Asset Allocation, Alternative Methods of obtaining Efficient Frontier;						
9	Capital Market Theory and Asset Pricing Model; CAPM, SML, APT etc.	3	6				6
10	Revision of Common Stock Valuation, Common Stock Analysis, and Strategies	3	3				3
11	Market Efficiency: Weak, Semi, strong, and strong.	3	3				3
12	Economy/Market Analysis, Economy and Stock Market Boom, Modeling Market Forecasts	3	3				3
13	Sector/Industry Analysis; Company Analysis; Financial Statement Analysis	3	3				3
14	Technical Analysis	3	6				6
Sub Total			48				48
Final Assessment		Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)					
1	Sessional Marks: Individual Class Presentations / Projects /Assignment/Case study	20					
2	Mid Exam	30					
3	Final Exam	50					
Total		100					
Credit Hours		3					
References							
Core Texts:							
1) Jones, C. P. (2019). Investments: analysis and management (14th ed.). Hoboken: John Wiley & Sons.							
2) Reilly, F. K., & Brown, K. C. Investment Analysis and Portfolio Management (10th ed.). New York: McGraw Hill publishers.							
Case Studies:							
1. Tauseef, S. (2021). At-Tahur's IPO: Creating Pakistan's First Public Company in Pasteurized Dairy Segment. <i>Asian Journal of Management Cases</i> , 19(2), 164-175.							
2. Ghaffar, H. & Azmat, S. (2016). THE WARREN BUFFET WAY https://erc.lums.edu.pk/crcsearch/02-613-2016-2/details							
3. Any other relevant local, national or international case study.							

Research Articles:

1. Relevant Research Papers.



UNIVERSITY OF SARGODHA
Malik Firoz Khan Noon Business School

No.	Information on Course																																
1.	Course Name: International Business																																
2.	Course Code: BUSM 7383																																
3.	Name(s) of Academic Staff: Dr. Naveed Mushtaq																																
4.	This is an important course for MBA students.																																
5.	Semester Offered: 4 th Semester.																																
6.	Credit Value: 3																																
7.	Pre-requisite (if any): NONE																																
8.	<p>Course Learning Outcomes (CLO):</p> <p>Upon completion of the course, students are able to</p> <ol style="list-style-type: none"> 1. understand key International Business concepts, theories and practices and realize the importance of communication in cross-cultural environment. 2. select and use appropriate information and data required for International Business decisions and identifying how different variables affect businesses globally. Promoting entrepreneurial mindset by identifying business opportunities at domestic and international level. 3. Interpret and apply the international business concepts and theories in practice. 																																
4.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> • Knowledge and understanding • Ethics and professionalism • Entrepreneurial <table border="1" data-bbox="406 1512 1412 1825"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO1</th> <th>PLO2</th> <th>PLO3</th> <th>PLO4</th> <th>PLO5</th> <th>PLO6</th> <th>PLO7</th> <th>PLO8</th> <th>PLO9</th> <th>PLO10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	CLO1	✓									
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CLO1	✓																																

	CLO2									
	CLO3									
	PLO 1: Knowledge and Understanding, PLO 2: Practical Skills, PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial Skills, PLO 10: Ethics & Professional Skills									
5.	Teaching-learning Teaching Method – Traditional Lecture PowerPoint, Student-Centered Learning, Case Studies local and International Level.									
6.	Synopsis: This course provides students with an understanding of world trade and the processes that business managers go through to establish or expand operations into international markets. In this course, students explore various levels of business involvement in foreign markets, combining historical, theoretical, and current perspectives on international business and world trade. They learn the terminology of international business and examine the influence of forces such as culture, economics, politics, and geography on business and markets. Students will also learn the functional implications regarding marketing, finance, production, procurement, supply chain, and outsourcing internationally.									
7.	Assessment Methods and Types: Coursework <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 									
8.	Content outline of the course/module and the SLT per topic									
Topic		CL O*	Learning Outcomes					Total		
Weeks/Course Content Outline and Subtopics			Learning and Teaching Activities** Total Time							
			Face-to-Face (F2F)		Physical Online/Technology-Mediated (Synchronous)					
		L	T	P	O					
1	Introduction and Overview Globalization	1	4				3			
2	National Differences in Political, Economic, and Legal Systems	1	4				3			
2	National Differences in Economic Development	3	4				4			
4	Differences in Culture Ethics, Corporate Social Responsibility, and Sustainability	3	4				4			
5	International Trade Theory Government Policy and International Trade	3	4				4			

6	Foreign Direct Investment The Foreign Exchange Market The International Monetary System; The Global Capital Market	2	4				4
7	The Strategy and Organization of International Business Entering Developed and Emerging Markets	2	6				6
8	Exporting, Importing, and Countertrade Global Production and Supply Chain Management	2	4				4
9	Global Marketing and Business Analytics Global Human Resource Management	3	4				4
10	Global Marketing and Business Analytics;	2	6				6
11	Global Human Resource Management	2	4				4
Sub Total			48				48
Final Assessment		Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)					
1	Sessional Marks: Individual Class Presentations / Projects /Assignment/Case study	20					
2	Mid Exam	30					
3	Final Exam	50					
Total		100					
Credit Hours		3					
References							
Core Texts:							
1) Charles Hill (2023). International Business: Competing in the Global Marketplace, 14th Edition. ISBN10: 1260387542 ISBN13: 9781260387544							
Case Studies:							
1. Case Study: Hollywood and Global Culture, International Business 4th Edition by Cavusgil, Knight and Riesenberger, Page Number: 109							
2. Case Study: Government Intervention at Airbus and Boeing, International Business 4th Edition by Cavusgil, Knight and Riesenberger.							
3. Any other relevant local, national or international case study.							



UNIVERSITY OF SARGODHA
 Malik Firoz Khan Noon Business School

No.	Information on Course																																																						
1.	Course Name: Strategic Management																																																						
2.	Course Code: BUSM 7341																																																						
3.	Name(s) of Academic Staff: Prof. Dr. Arfan Shahzad																																																						
4.	This is an important course for MBA students.																																																						
5.	Semester Offered: 4 th Semester.																																																						
6.	Credit Value: 3																																																						
7.	Pre-requisite (if any): NONE																																																						
8.	<p>Course Learning Outcomes (CLO):</p> <p>Upon completion of the course, students are able to</p> <ol style="list-style-type: none"> 1. learn the strategic management concepts, processes, and theories. 2. analyse internal and external business environments to build a strategy that will sustain organization competitiveness and strategic positioning. 3. assess and demonstrate the importance of structure, process and culture to effective strategy execution. 																																																						
9.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> • Knowledge & Understanding • Digital Skills • Numeric Skills <table border="1"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO1</th> <th>PLO2</th> <th>PLO3</th> <th>PLO4</th> <th>PLO5</th> <th>PLO6</th> <th>PLO7</th> <th>PLO8</th> <th>PLO9</th> <th>PLO10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>PLO 1: Knowledge and Understanding, PLO 2: Practical Skills PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial Skills, PLO 10: Ethics & Professional Skills</p>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	CLO1	✓										CLO2					✓						CLO3						✓				
Course Learning Outcomes	Program Learning Outcomes (PLO)																																																						
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CLO1	✓																																																						
CLO2					✓																																																		
CLO3						✓																																																	
10.	Teaching-learning																																																						

Assistant Professor
 Malik Firoz Khan Noon
 Malik Firoz Khan Noon Business School
 University of Sargodha

	Teaching Method – Traditional Lecture Power point, Student-Centered Learning, Case Studies local and International Level, and Online Learning related to Strategic Management.							
11.	<p>Synopsis: This is an important course in the MBA program. The course begins by introducing students to basic elements of the strategic management process and issues with the business organization. During the classes, students will learn the different types of strategic analysis to understand the issues relating to implementing a selected strategy. The course also enables the students to develop strategic thinking and decision-making abilities, especially concerning understanding the use of various strategies in different situations, their execution, and evaluation. Finally, this course makes students appreciate the organization's social responsibilities and integrate them with business strategies, ensuring long-term sustainability.</p>							
12.	<p>Assessment Methods and Types: Coursework</p> <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 							
13.	Content outline of the course/module and the SLT per topic							
		Topic		Learning Outcomes				
		Weeks/Course Content Outline and Subtopics		Learning and Teaching Activities**				
				CL O*				
				Face-to-Face (F2F) Physical Online/Technology-Mediated (Synchronous)				
				L	T	P	O	Total
1	<p>1. Course introduction and Overview</p> <p>1.1 What is strategy and why is it important for Companies?</p> <p>1.2 Identifying a company's vision and mission.</p> <p>1.3 The relationship between a company's strategy and its business model.</p> <p>1.4 Strategic Vision and Mission</p>		1	6				6
2	<p>2. Evaluating Company's External Environment</p> <p>2.1 Porter's five forces analysis of the industry</p> <p>2.2 The components of a company's macro environment.</p> <p>2.3 Identifying opportunities and threats from the external environment.</p> <p>2.4 Develop external analysis to EFAS</p>		1	6				6

3	<p>3. Evaluating Company's Internal Environment</p> <p>3.1 Understanding of resource based view of the organization.</p> <p>3.2 Identifying the capabilities and competences of the organization.</p> <p>3.3 The company's resource strengths and weaknesses through value chain analysis.</p> <p>3.4 Summarizing all analyses related to internal strengths and weaknesses into IFAS</p>	2	6				6
4	<p>4. Formulating Strategy</p> <p>4.1 Corporate Strategy and Business Strategy</p> <p>4.2 Using EFAS and IFAS For Developing a Company's Strategic Plan</p> <p>4.3 Develop Analyses Like BCG Analysis, SWOT Matrix, and Internal-External Matrix For Developing Product And Strategy Portfolio</p>	2	9				
5	<p>5. Business Strategies</p> <p>5.1 Porter's five distinct competitive strategy approach</p> <p>5.2 The identification of merits and demerits of five generic competitive strategies</p> <p>5.3 Discuss all types of Strategies</p> <p>5.4 Strategy Implementation</p>	2	6				6
6	<p>6. Effective Execution of Strategy</p> <p>6.1 The Critical Eight Components for</p> <p>6.2 The Effective Strategy Execution</p> <p>6.3 Identification of Critical Components Like Strategic Leadership and Corporate Culture</p>	3	6				6
7	<p>7. 7 Advance Topics in Strategic Management</p> <p>7.1 Aligning strategy with quality improvement activities like TQM, Six Sigma</p> <p>7.2 Evaluation of strategy and Balanced Score Card.</p> <p>7.3 Ethical conduct and corporate governance</p> <p>Case Presentation in Class</p>	3	9				9
Sub Total			48				48
Final Assessment		Face-to-Face (F2F)					

		NF2F Online (Asynchronous and Independent Learning for Assessment)
1	Sessional Marks: Individual Class Presentations / Projects /Assignment/Case study	20
2	Mid Exam	30
3	Final Exam	50
Total		100
Credit Hours		3
References		
Core Texts:		
<ol style="list-style-type: none"> Hitt, M.A., Ireland, R.D., & Hoskisson, R.E. (2017). Strategic Management: Competitiveness & Globalization: Concepts and Cases: Cengage Learning. F. R. David and F. r. David, Strategic management: concepts and cases- a competitive advantage approach, 16th ed. Florence, South Carolina, Pearson, 2017. 		
Case Studies:		
<ol style="list-style-type: none"> NON-FAMILY AND SERVICE SALES CORPORATION, LUMS CASE STUDY CENTER NIRALA SWEETS: THE KARACHI PROJECT DEBRIEF, LUMS CASE STUDY CENTER ZENXIN ORGANIC: FROM BRICK AND MORTAR TO DIGITAL RETAIL, HARVARD CASE STUDY CENTER. DOGFIGHT OVER EUROPE: RYANAIR (A), HARVARD CASE STUDY CENTER Memon, U., Lanjo, A.A., Shaikh, J., Khan, M. and Ali, M. (2024), "Pizza Town Sukkur: sustaining in the current competitive environment", , Vol. 14 No. 4. https://doi.org/10.1108/EEMCS-12-2023-0469 Mukhtiar, S.M.A., Bhayo, M.U.R. and Shah, S.A. (2024), "Unifoam – embracing discomfort", Vol. 14 No. 3. https://doi.org/10.1108/EEMCS-06-2023-0216 Fatima, T., Bilal, A. R., & Imran, M. K. (2019). Dhuan 'n'Dukhaan: a case of successful green venture start-up in Pakistan. Emerald Emerging Markets Case Studies, 9(1), 1-31. Any other relevant local, national or international case study. 		
Research Articles:		
Relevant Research papers.		



UNIVERSITY OF SARGODHA
 Malik Firoz Khan Noon Business School

No.	Information on Course																																	
1.	Course Name: Corporate Governance																																	
2.	Course Code: BUSM 7384																																	
3.	Name(s) of Academic Staff: Prof. Dr. Haroon Hussain																																	
4.	This is an important course for MBA students.																																	
5.	Semester Offered: 4 th Semester.																																	
6.	Credit Value: 3																																	
7.	Pre-requisite (if any): NONE																																	
8.	<p>Course Learning Outcomes (CLO):</p> <p>Upon completion of the course, students are able to</p> <ol style="list-style-type: none"> 1. understand both internal and external governance mechanisms, diverse theories of corporate governance and learning historical developments in the field. This includes an in-depth understanding of the evolution and current trends in corporate governance practices 2. analyze key elements in corporate governance, encompassing board structure, composition, independence, and the crucial role of auditors. Additionally, explore the concept of socially responsible auditing as a component of ethical oversight within organizations. 3. assess the impacts of corporate events such as takeovers, mergers, and acquisitions on governance structures. Assess the ethical dimensions associated with these strategic actions, including the examination of issues like insider trading and conflicts of interest. Ultimately, students will develop a nuanced understanding of the ethical challenges posed by these events within the corporate governance landscape. 																																	
4.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> • Knowledge & Understanding • Leadership Skills • Ethics & Professional Skills <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th></th> <th>PLO 1</th> <th>PLO 2</th> <th>PLO 3</th> <th>PLO 4</th> <th>PLO 5</th> <th>PLO 6</th> <th>PLO 7</th> <th>PLO 8</th> <th>PLO 9</th> <th>PLO 10</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Course Learning Outcomes	Program Learning Outcomes (PLO)											PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10											
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		CLO2																
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5.	Teaching-learning Teaching Method – Traditional Lecture Power point, Student-Centered Learning, Case Studies local and International Level, and Online Learning related to Strategic Management																	
6.	Synopsis: This course clearly discusses the two main aspects of internal and external forms of governance. You will learn the relationships between managers, employees, and the owners of a firm as well as the system of laws, regulations, and market forces that ensure a fair and transparent organization. You will also learn about watchdog organizations which are usually driven by non-profit groups or government agencies whose purpose is to alert the public about the misdeeds of organizations. This course will teach the fundamental theories and practice of corporate governance. This course covers the history of the corporation, boards of directors, the division of profit sharing and various forms of employee ownership and equity ownership among insiders, regulation, shareholder activism, the impact of takeovers and mergers and acquisitions on governance, ethical issues such as conflicts of interest and insider trading, international corporate governance, and policy developments likely to impact the corporation.																	
7.	Assessment Methods and Types: Coursework <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% (Final Examination) 																	
8.	Content outline of the course/module and the SLT per topic																	
Topic		Learning Outcomes																
Weeks/Course Content Outline and Subtopics		CL O*	Learning and Teaching Activities** Total Time															
			Face-to-Face (F2F) Physical Online/Technology-Mediated (Synchronous)															
			L	T	P	O	Total											
1	1. Introduction 1.1 The corporate governance problem 1.2 Theoretical aspects of corporate governance 1.3 Developments of corporate governance codes	1	9															9

2	2 Owners and Stakeholders 2.1 Shareholders and stakeholders 2.2 Family owned firms 2.3 Role of institutional investors in corporate governance	1	9				9
3	3 Directors and board structures 3.1 Directors and board structures 3.2 Board Independence, size and composition 3.3 Gender and corporate governance	2	6				6
4	4 Director Performance 4.1 Board Meetings 4.2 Board Committees 4.3 Board Compensation	3	6				6
5	5 Socially Responsible Investment 5.1 Corporate social responsibility 5.2 Environment and corporate governance 5.3 Role Duties and Responsibilities of Auditors	2	6				6
6	6 Corporate governance, dividends and corporate control market 6.1 Corporate Governance and dividend issues 6.2 Takeovers, antitakeover defensive strategies, role of governance in merger acquisition events	3	6				6
7	7 International corporate governance 7.1 Corporate governance practices around the world 7.2 legal 7.3 Ethical conduct and corporate governance Case Presentation in Class	3	6				6
Sub Total			48				48
Final Assessment		Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)					
1	Sessional Marks: Individual Class Presentations / Projects /Assignment/Case study	20					
2	Mid Exam	30					
3	Final Exam	50					
Total		100					

Credit Hours	3
<p>References</p> <p><u>Core Texts:</u></p> <ol style="list-style-type: none"> 1. Mallin, C. (2013). Corporate Governance (4th ed). Oxford: Oxford University Press. Suggested Readings 2. Kaen, F. (2003). A blueprint for Corporate Governance: Strategy, accountability, and the preservation of shareholder value. Amacom. 3. Fernando, A. C. (2011). Corporate Governance: Principles, Policies and Practices, 2/E. Pearson Education India 4. Cadbury, A. (2002). Corporate Governance and Chairmanship (1st ed). Oxford: Oxford University Press <p><u>Case Studies:</u></p> <ol style="list-style-type: none"> 1. Strong stock holders and corporate governance structures that improve minority shareholders' protection: the case of Telecom Italia (International Corporate Governance A Case Study Approach). 2. The rise and fall of China's corporate dragon: Kelon and its old and new owners (International Corporate Governance A Case Study Approach). 3. Will the Japanese corporate governance system survive? (International Corporate Governance A Case Study Approach). 4. The structure and governance of Eskom – a case study (International Corporate Governance A Case Study Approach). 5. Will the Japanese corporate governance system survive? Challenges of Toyota and Sony (International Corporate Governance A Case Study Approach) 6. Ahmad, S., Khan, A. S., & Zahid, M. (2020). The impact of corporate governance on earnings management: the case of Pakistan textile industry. <i>Journal of Business & Tourism</i>, 6(1), 71-87. 7. Any other relevant local, national or international case study. <p><u>Research Articles:</u></p> <p>Relevant Research Articles.</p>	



UNIVERSITY OF SARGODHA

Malik Firoz Khan Noon Business School

No.	Information on Course																																																						
1.	Course Name: Leadership and Change Management																																																						
2.	Course Code: BUSM 7385																																																						
3.	Name(s) of Academic Staff: Kashif Ammar																																																						
4.	This is an important course for MBA students.																																																						
5.	Semester Offered: Summer Semester II.																																																						
6.	Credit Value: 3																																																						
7.	Pre-requisite (if any): NONE																																																						
8.	<p>Course Learning Outcomes (CLO):</p> <p>Upon completion of the course, students are able to</p> <ol style="list-style-type: none"> 1. understand the theories and concepts of leadership and their application in organizations. 2. apply leadership in the context of general organizational management. 3. critically assess and evaluate the impact of leadership on the performance of organizations. 																																																						
4.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> • Knowledge & Understanding • Leadership Skill • Entrepreneurial Skills <table border="1"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO1</th> <th>PLO2</th> <th>PLO3</th> <th>PLO4</th> <th>PLO5</th> <th>PLO6</th> <th>PLO7</th> <th>PLO8</th> <th>PLO9</th> <th>PLO10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> </tr> </tbody> </table> <p>PLO 1: Knowledge and Understanding, PLO 2: Practical Skills PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial Skills, PLO 10: Ethics & Professional Skills</p>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	CLO1	✓										CLO2							✓				CLO3									✓	
Course Learning Outcomes	Program Learning Outcomes (PLO)																																																						
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CLO1	✓																																																						
CLO2							✓																																																
CLO3									✓																																														
5.	Teaching-learning:																																																						

	Lecture for disseminating key concepts Discussion on practical issues Assignments and Presentations/Projects Online Learning related to Leadership Theories						
6.	Synopsis: The course aim is to provide the students with a rigorous framework of knowledge and practical applications concerning leadership. This course describes methods of leadership styles. Understand and be able to effectively use leadership theories counseling individual and organizational development. Conduct self-evaluation of personal leader actions while in position of authority and leadership. It aims to help them become effective leaders, managing others fairly and effectively and increasing levels of engagement, commitment, motivation and performance.						
7.	Assessment Methods and Types: Coursework <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 						
8.	Content outline of the course/module and the SLT per topic						
Topic			Learning Outcomes				
Weeks/Course Content Outline and Subtopics		CL O*	Learning and Teaching Activities** Total Time				
			Face-to-Face (F2F) Physical Online/Technology-Mediated (Synchronous)				
			L	T	P	O	Total
1	The nature and importance of leadership 1.1 Leadership Portfolio 1.2 Leadership History	1	6				6
2	Traits motives and characteristics of leaders 2.1 Behavior and attitude of a trustworthy leader 2.2 Task related personality traits 2.3 A strong work ethics	2	9				9
3	Charismatic and transformational leadership 3.3 Relationship between leader and group members 3.4 Communication style of charismatic leadership 3.5 Techniques for developing charisma	3	6				6
4	Leadership behavior attitude and style 4.1 Task related attitude and behavior 4.2 Relationship oriented attitude and behavior 4.3 Entrepreneurial Leaders	2	6				6

5	Contingency and Situational Leadership 5.1 Fiedler theory of Efficiency 5.2 The Path goal theory of leadership 5.3 The normative decisional model	2	6				6
6	Power, Politics and leadership 6.1 Power derived from capitalizing on opportunity 6.2 Power stemming from being close to power 6.3 Factor contribute to organizational politics	3	6				6
7	Influence tactics of Leaders 7.1 Essentially dishonest and unethical tactics 7.2 Identifying influence tactics 7.3 Applying influence tactics	3	9				9
Sub Total			48				48
Final Assessment		Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)					
1	Sessional Marks: Individual Class Presentations/ Projects /Assignment/Case study	20					
2	Mid Exam	30					
3	Final Exam	50					
Total		100					
Credit Hours		3					
References							
Core Texts:							
1. Leadership By: Andrew.J Durbin							
2. Leadership By: Philip Sadler							
Case Studies:							
1. Jawad, S. (2018). THE IMPORTANCE OF MISSION, VISION, AND VALUES IN ACADEMIC LEADERSHIP. https://crc.lums.edu.pk/crcsearch/30-005-2018-2/details .							
2. Khurshid, A., Khan, A. K., Polani, F. Z., & Haider, S. H. (2012). Institutional change through transformation leadership at Management & Professional Development Department (MPDD) (Case No. 05-749-2012-1). Lahore University of Management Sciences (LUMS) Case Research Center.							
Articles for Discussion							
1. What makes a leader by Danial Goleman							
2. What Leaders really do by Peter f Drucker							
3. The work of Leadership by Warren G Bennis and Robert j. Thomas							
4. Discovering your authentic leadership By Deborch Ancona and Peter M. Senge.							

Assistant Professor
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University of North Carolina
Chapel Hill, NC 27515
Tel: 919/919-2400
Fax: 919/919-2400
E-mail: [illegible]



UNIVERSITY OF SARGODHA
 Malik Firoz Khan Noon Business School

No.	Information on Course																																																						
1.	Course Name: Brand Management																																																						
2.	Course Code: BUSM 7372																																																						
3.	Name(s) of Academic Staff: Faheem Ather Haqqani																																																						
4.	This course is related to the marketing specialization.																																																						
5.	Semester Offered: Summer Semester II																																																						
6.	Credit Value: 3																																																						
7.	Pre-requisite (if any): NONE																																																						
8.	<p>Course Learning Outcomes (CLO):</p> <p>Upon completion of the course, students are able to</p> <ol style="list-style-type: none"> 1. have applied understanding of brand management fundamentals and communication strategy that encompasses various aspects of brand management. 2. real-world understanding of drivers that contribute to the success of a brand. 3. evaluate the effectiveness of marketing campaigns used to develop and manage brand. 																																																						
4.	<p>Transferable Skills:</p> <ul style="list-style-type: none"> • Knowledge and Understanding • Practical Skills • Ethics & Professional Skills <table border="1"> <thead> <tr> <th rowspan="2">Course Learning Outcomes</th> <th colspan="10">Program Learning Outcomes (PLO)</th> </tr> <tr> <th>PLO 1</th> <th>PLO 2</th> <th>PLO 3</th> <th>PLO 4</th> <th>PLO 5</th> <th>PLO 6</th> <th>PLO 7</th> <th>PLO 8</th> <th>PLO 9</th> <th>PLO 10</th> </tr> </thead> <tbody> <tr> <td>CLO1</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO2</td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>CLO3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> </tr> </tbody> </table> <p>PLO 1: Knowledge and Understanding, PLO 2: Practical Skills PLO 3: Interpersonal Skills, PLO 4: Communication Skills, PLO 5: Digital Skills, PLO 6: Numeric Skills, PLO 7: Leadership Skill, PLO 8: Personal Skills, PLO 9: Entrepreneurial Skills, PLO 10: Ethics & Professional Skills</p>	Course Learning Outcomes	Program Learning Outcomes (PLO)										PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO 10	CLO1	✓										CLO2		✓									CLO3										✓
Course Learning Outcomes	Program Learning Outcomes (PLO)																																																						
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CLO1	✓																																																						
CLO2		✓																																																					
CLO3										✓																																													

5.	Teaching-learning Teaching Method – Traditional Lecture Power point, Student-Centered Learning, Case Studies local and International Level, and Online Learning related to Retail Marketing.						
6.	Synopsis: The Brand Management course equips students with essential skills to strategically build, position, and sustain brands. Covering key principles of branding, the curriculum focuses on brand identity, communication strategies, and consumer engagement. Students learn to analyze market trends, create compelling brand narratives, and manage brand portfolios effectively. The course integrates practical case studies and industry insights, fostering a comprehensive understanding of brand equity, reputation management, and the impact of digital platforms. Emphasizing real-world applications, this course empowers students to navigate the dynamic landscape of brand management, ensuring they emerge with a strategic and practical approach to building and enhancing brand value.						
7.	Assessment Methods and Types: Coursework <ul style="list-style-type: none"> • Classroom Assessment – 20% • Mid Term Examination – 30 % • Final Term Examination – 50% 						
8.	Content outline of the course/module and the SLT per topic						
Topic			Learning Outcomes				
Weeks/Course Content Outline and Subtopics		CL O*	Learning and Teaching Activities** Total Time				
			Face-to-Face (F2F) Physical Online/Technology-Mediated (Synchronous)				
			L	T	P	O	Total
1	1. Introduction to Brand Management 1.1 Definition of Brand 1.2 Fundamentals 1.3 Brand Equity (What are the drivers, how to control it)	1	9				9
2	2. Identify & Establish Brand Positioning and Values 2.1 Mental Maps 2.2 Competitive frame of reference 2.3 Point of parity and point of difference. 2.4 Core brand values	2	9				9

3	3. Planning & Implementation of Brand Marketing Program 3.1 Mixing and Matching brand elements 3.2 Integrating brand marketing activities 3.3 IMC to build brand equity 3.4 Leveraging Secondary association to build brand equity	2	12				12
4	4. Measure & Interpret Brand Performance 4.1 Brand Audit 4.2 Brand Tracking	3	9				8
5	5. Grow & Sustain Brand Equity 5.1 Brand Product Matrix 5.2 Brand Portfolios and hierarchies 5.3 Brand Expansion strategies 5.4 Brand reinforcement and revitalization	3	9				8
Sub Total			48				48
Final Assessment		Face-to-Face (F2F) NF2F Online (Asynchronous and Independent Learning for Assessment)					
1	Sessional Marks: Individual Class Presentations / Projects / Assignment/Case study					20	
2	Mid Term Examination					30	
3	Final Term Examination					50	
Total						100	
Credit Hours						3	
References							
Core Texts:							
1. Strategic Brand Management, 3rd Edition By Kevin Lane Keller							
2. Building Strong Brands, David A. Aaker							
3. Managing Brand Equity, David A. Aaker							
Case Studies:							
1. Saqafat's Metamorphosis: Thriving Against the Odds of COVID							
2. Rizvi, S., & Zahid, A. (2015). <i>A note on sociocultural branding</i> (Case No. 04-2358-2015-2). Lahore University of Management Sciences (LUMS) Case Research Center.							
3. Any other relevant local, national or international case study.							
Research Papers:							
Relevant research articles.							