

MBA Course Outlines

FIRST YEAR – Core Curriculum

5011-Financial Reporting and Analysis

This course introduces the concepts and issues of financial accounting with an emphasis on the interpretation of financial statements. The course emphasizes analysis of cases and actual financial reports and concerns the applications of the basic concepts and methods of financial accounting to issues such as long-term assets, inventory, sales, receivables, debt securities, corporate ownership, international operations, and analysis of financial statements. The course provides an overview of the use of financial accounting information for evaluating past performance and predicting future performance of a company.

5012-Manual Accounting and Control Systems

This course introduces the basic concepts, standards, and practices of financial reporting. It is oriented towards the user of these reports, and establishes the understanding needed to assimilate, analyse, and present relevant financial data.

5022-Financial Management

This course covers issues related to the financial structure of firms and decisions to acquire assets as well as their financing. Topics covered include capital budgeting, capital structure policy, dividend policy, and financing options.

5031-Operations Management

This course deals with physical systems for the production of goods and services. Emphasis is placed on managerial decisions concerning the design and operations of such systems. Topics include process analysis, planning and control, quality, capacity planning, and designing and improving production operations.

5041-Marketing Management

This course aims at developing a solid understanding of the basic terminology, concepts, tools, and frameworks in marketing. A broad range of marketing issues in a variety of consumer, industrial, and service environments is covered. Topics include consumer buying behaviour, market segmentation, product positioning, marketing mix, sales force management, and marketing research techniques.

5051-Organisational Behaviour

This course applies knowledge of human behaviour and organisational designs to enhance managerial effectiveness. It focuses on individual behaviour, managing interpersonal relationships, and group dynamics. It stresses development of knowledge, skills and aptitude in management of organisational behaviour to enhance organisational effectiveness

5062 Decision Analysis

The focus of this course is on the application of statistics in business situations. It introduces the fundamental concepts and techniques of probability, sampling and statistical inference, and their applications to business situations. Regression and time series analysis are studied in detail and their applications are highlighted. Computer based statistical packages are used extensively.

5091-Manual Communication

This course aims to develop effective managerial communication skills. Students develop the ability to comprehend through reading, listening, and observing; and to express through writing and speaking. A key aspect of the course is learning different

elements of business communication.

6241-Islamic Ethics

This course introduces students to the Islamic perspective on how the ethical issues confronting the contemporary business world are to be handled. An analytical approach is adopted in deciding about ethical issues from an Islamic perspective. Topics include interest-free financial system, insurance, unethical marketing practices, the role of media, value systems of employees and employers, gender issues, social harmony etc.

5111 Managerial Economics

This course includes topics such as consumer behaviour; theory of costs and production; theories of market equilibrium under perfect competition, monopoly and oligopoly; welfare implications of different markets and of government policy tools; and, causes of market failure including externalities and information problems.

Macroeconomics will cover determinants of national income and the principles of national income accounting; theories of employment and inflation; theories of trade and balance of payments; causes and consequences of business cycles; the role of monetary and fiscal policies in the creation of employment, inflation and growth.

6141-Business Development and Strategy

This provides a historical perspective of business and economic development in the international as well as South Asian context. The course surveys the rise of business and the industrial economy in the West and in East Asia, and it also deals with the emergence of socialistic economies as a developmental alternative. It explores the basis of competitive advantage of firms and nations, as well as the factors that contributed to the expansion of business structures into corporate entities. The course then examines the external evolution of business and economy in South Asia. It is designed to provide students with an understanding of the background of contemporary Pakistani businesses, the changing role of business leaders and various interest groups, and the role of government and labour in the political economy of Pakistan, as well as other related issues

SECOND YEAR – Elective Curriculum

5042-Marketing Strategy

This course develops understanding of key strategic marketing issues, including market opportunity analysis, product, communication, distribution, pricing, and emarketing. Together with cases and readings, a business simulation exercise provides students a unique opportunity to enhance their skills in developing and implementing effective marketing strategies.

6022-Corporate Finance

This course builds on the first year Financial Reporting and Analysis course and focuses on the strategic aspects of corporate finance. It blends the theoretical and practical aspects of investment and financing decisions of firms. Topics include Capital Asset Pricing Model, cost of capital, capital structure, debt and equity finance, lease finance, dividend policies, capital budgeting, and mergers and acquisitions. Approximately half of the course will address corporate finance issues in the international context.

6023-Commercial Banking

This course introduces students to the theory and practice of financial management of

commercial. Topics covered include bank performance analysis, asset-liability management, credit analysis, structuring and pricing, bank capital management, and short-run reserve management. It also examines the practice and operations of banking in Pakistan, include foreign exchange management, as well as asset restructuring and bank valuation.

6025-Investments

This course focuses on investment analysis and management of fixed income securities as well as stock portfolios. It combines theoretical and practical aspects of investment. Topics include technical and fundamental analysis of stocks, portfolio theory, stochastic dominance, portfolio performance evaluation, options, futures, and bond portfolio management. A further important area of finance where options are fundamentally changing the accepted methodology is that of capital budgeting.

6027-Management of Financial Institutions

The objective of this course is to familiarise students with the financial sector of Pakistan. The course covers issues related to the management of financial institutions in a changing market environment. Various financial institutions are covered including investment banks, development finance institutions, brokerage houses, insurance companies, and leasing and Modaraba companies. The course also deals with institutional asset management, particularly portfolio management, and interest rate analysis including the term structure of interest rates.

6033-Customer Focused Supply Chain Management

Designing and Improving Operations provides students with the tools, conceptual frameworks, and technological understanding necessary to manage and improve operations in today's increasingly challenging and complex business environment. It brings together important new concepts in operations management and information technology, showing students how to build operations that will be a lasting source of competitive advantage.

6037-Project Management and New Product Development

This course will introduce students to the intricacies of project management, and impart to them an appreciation of the complexities involved in managing them within the constraints of time, cost and performance. Some of the modules within this course are project planning, organizing projects, monitoring and control, and product development.

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6044-Advertising and Promotion Management

This course facilitates development of skills in conceptualising, developing, and implementing advertising programmes consistent with a formulated marketing strategy. The 6M framework of advertising is used to expose students to various concepts, tools, and techniques utilized in making better advertising decisions. Key concepts include the FCB framework, media planning models, the task method of budgeting, and the DAR technique. Students also learn about the art and science of developing advertisements and advertising campaigns by competing in a comprehensive project.

6048-Sales Force Management

This course aims at developing skills in each of the four aspects of sales force management: strategic, operational, human, and ethical. Key topics include sales management marketing strategy linkage, selling process and strategies, sales force organisation, leadership, morale and motivation, recruitment, training compensation, sales forecasting, deployment, cost and profitability analysis, sales force quantification, and performance evaluation.

6049-Industrial Marketing

This course builds a conceptual base for understanding the context of industrial marketing, its system and environment. This includes developing an understanding of industrial customers, their comparison with consumer goods customers, industrial buyer behavior, buyer-seller relationships, the interaction between product policy and market selection, and distribution and selling systems. Skills for formulating marketing strategies for industrial products and industrial marketing problem solving and decision-making are also developed; as are skills for implementing and evaluating industrial marketing strategy.

6052-Human Resource Management

This course introduces the strategic and operational aspects of human resource management. Topics include managing human resource flows, career management, job designs, performance appraisal, and reward systems, training and development and labour-management relations. The role of senior managers in integrating the human resource management functions with the overall strategy of the firm is also emphasized.

6053-Change Management

In the present era of intense competition, businesses are undergoing changes all the time. Managers are not only expected to attend to what is happening now in their companies, but they are also required to reflect on what is yet to come. Only through an understanding of where the company is at present and where to position it in future can management plan and execute the needed changes. This course aims at providing skills to students to manage change initiatives effectively. Topics include defining the need and goals for organisational change, developing a change plan suited to an organisation, and designing a process for managing implementation of change.

6131-Agribusiness and Strategic Management

Agribusiness managers face frequent changes in international economic conditions, government policies, supply and demand relationships and production, processing and marketing techniques. These changes demand a thorough understanding of linkages and uncertainties in the commodity systems in both the international and domestic sectors. This course is designed to prepare students for coping with issues related to agribusiness, which is the dominant sector of Pakistan's economy. The course adopts an integrative, strategic management approach to the study of agribusiness, and includes cases from both Pakistan and other emerging markets.

6181-Management Information Systems

This course focuses on managerial aspects of information systems with special reference to the Pakistani environment. Topics include: the impact of the information systems on business, planning and organising the information processing functions, evaluating and selecting systems, and implementing new information systems.

6211-Business Law

The objective of the course is to familiarise students with legal concepts, which they would encounter as business managers and to introduce them to the legal environment in Pakistan. Knowledge of business law such as law of contract, banking, company improves the quality of decision-making and provides a window to the legal necessities and complications of the business world. The course also touches upon environmental law, public interest litigation and laws of non-governmental organisations to inculcate an effective participatory approach to development.

6231-Entrepreneurship

This course focuses on the concepts, skills, know-how, attitudes, and alternatives that are relevant for start-up entrepreneurs. It emphasizes the critical role of opportunity creation and recognition, and the entrepreneurial psyche in new venture formations. The latter part of the course deals with “professionalising” the growing business concern by introducing appropriate systems. Issues in family firms are dealt with in a special section of the course.

6306-Alternative Management

In this course we look at present day experiments in motion in various parts of the world where alternatives are being articulated to the current hegemonic corporate model. These experiments range from trying to play within the rules of the game (e.g., corporate social responsibility) to challenging the game itself (e.g., providing different templates for organizing activities such as workers cooperatives). They also vary in terms of levels at which they are being crafted from individual company-level initiatives (e.g., Semco) to country-wide actions (e.g., Chavez’s Venezuela).

6302-MBA Project

During the second year of the MBA Programme, students work on business projects in groups. The aim of these projects is to have the students identify, solve, and present a substantive report on problems actually faced by the business community. While the emphasis is on consultancy type projects related to current or emerging managerial problems in the client companies, conceptual or theoretical issues may also be explored.

The University reserves the right to change its programmes and policies at any time, without prior notice.

Course Outlines
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