

Bachelor of Business Administration (BBA)

Introduction

The Bachelor of Business Administration (BBA) program is designed to equip students with a comprehensive understanding of the key principles and practices in the field of business. Spanning four years and totaling 130 credit hours, the BBA program integrates theoretical knowledge with practical applications, preparing students to navigate the complexities of the modern business environment.

The program is structured to provide a balanced education through general education courses, interdisciplinary studies, and a strong focus on major business disciplines. This includes courses in management, marketing, finance, accounting, human resources, and digital business, among others. Students will also engage in real-world experiences through internships and a capstone project, allowing them to apply their learning in practical settings.

One of the program's key strengths is its alignment with industry requirements and trends. Upon completion of the BBA, graduates will be well-prepared to pursue careers in various industries such as banking, finance, marketing, information technology, and human resources. The program also fosters an entrepreneurial mindset, encouraging graduates to leverage their knowledge and skills to start and manage their own businesses. Through a combination of rigorous coursework, practical experience, and a focus on innovation, the BBA program aims to produce business leaders who are adaptable, strategic, and ready to contribute to the global economy.

Program Objectives

- To provide a strong foundation in business principles and practices.
- To develop critical thinking, problem-solving, and decision-making skills.
- To equip students with the ability to analyze and interpret financial data.
- To foster leadership and teamwork capabilities.
- To prepare students for the dynamic challenges of the business world.
- To encourage entrepreneurial thinking and innovation.

Learning Outcomes

By the end of the BBA program, graduates will be able to:

- Demonstrate a comprehensive understanding of business concepts and practices.
- Apply business knowledge in real-world situations through internships and projects.
- Analyze and solve complex business problems using critical thinking and analytical skills.
- Communicate effectively in a professional business environment.
- Exhibit leadership and teamwork skills in various business contexts.
- Develop and implement business strategies in a competitive environment.
- Pursue careers in industries such as banking, finance, marketing, IT, and human resources.
- Start and manage their own businesses with an entrepreneurial mindset.

Total Credit Hours and Non- Credit Hours Distribution

In accordance with the Credit Hours Scheme of National Business Education Accreditation Council and Higher Education Commission, The Bachelor of Business Administration or BBA (Hons) is of 130 credit hours. The distribution of Credit and Non credit hours is as follows

I.	Total General Education	= 34
II.	Total Interdisciplinary	=12
III.	Toral Major Courses	= 78
IV.	Internship	= 03
V.	Capstone Project	= 03
	Total Credit Hours	= 130

Note: The first two year shall be considered Associate degree offered at affiliated colleges or a student of BBA will use it as exit for Associate Degree.

General Education (Gen-Ed) Requirements

The provision of general education courses ensures that every student is acquainted with the broad variety of fields of inquiry and approaches to knowledge and skills. It offers students an intellectual foundation for their academic, professional, and personal attributes while focusing on critical thinking and writing, speaking or quantitative skills. The general education component is 30 credits hours including Associate Degrees.

Detail of the general education requirements (i.e., courses) as per HEC requirements is given in the Table 1 below:

Table 1: HEC Provided Criteria and Guidelines (Source: HEC)

Course	General Education Cluster	Courses	Credit Hours
Gen-Ed-1	Arts and Humanities *	1	02
Gen-Ed-2	Natural Sciences *	1	3 (2+1)
Gen-Ed-3	Social Sciences *	1	02
Gen-Ed-4&5	Functional English ** Expository Writing **	1	03+3
Gen-Ed-6	Quantitative Reasoning ** Denoted by Quantitative Reasoning -1 and -2)	2	3+3
Gen-Ed-7	Islamic Studies ** (OR) Religious Education/Ethics in lieu of Islamic Studies only for non-Muslim students	1	02
Gen-Ed-08	Ideology and Constitution of Pakistan **	1	02
Gen-Ed-09	Information and Communication Technologies (ICT) **	1	3 (2+1)
Gen-Ed-10	Entrepreneurship **	1	02
Gen-Ed-11	Civics and Community Engagement **	1	02
	Total	12	30
	* University may offer any course within the specific broader subject domain/cluster to meet the given credits. ** HEC designed model courses may be used by the university.		
Field work	Three credit hours (3 CH fixed) and shall be offered in 5th semester onwards		
Project/Thesis	Three credit hours (3 CH fixed) and shall be offered in last semester		

In light of the above table the department can opt any subject from the cluster of the Following General Education Subjects shown in Table 2:

Table 2: Cluster of General Education Courses as per HEC/ University Requirements

Course	Subjects General Education Cluster	Courses	Credit Hours
Gen-Ed-1	<u>Arts and Humanities *</u> • Introduction to Philosophy • Islamic History • Seerat Un Nabi	1	02

Gen-Ed-2	<u>Natural Sciences *</u> • General Science • Biology • Environmental Science	1	3
Gen-Ed-3	Social Sciences * • Sociology • Law • Introduction to Economics	1	02
Gen-Ed-4&5	<u>Gen-Ed-4: Functional English **</u> Course: Functional English <u>Gen-Ed-5: Expository Writing **</u> Course: Expository Writing.	2	06 (3+3)
Gen-Ed-6	<u>Quantitative Reasoning **</u> Course: Basic Mathematics Course: Basic Statistics	2	06 (3+3)
Gen-Ed-7	<u>Islamic Studies **</u> Course: Islamic Studies / Ethics for Non- Muslims	1	02
Gen-Ed-8	<u>Ideology and Constitution of Pakistan **</u> Course : Ideology and Constitution of Pakistan	1	02
Gen-Ed-09	<u>Applications of Information and Communication**</u> Course: Information and Communication Technologies (ICT)	1	3 (2+1)
Gen-Ed-10	<u>Entrepreneurship **</u> Course: Entrepreneurship	1	02
Gen-Ed-11	<u>Civics and Community Engagement **</u> Course: Civics and Community Engagement	1	02
	Total	12	30
Field work	Three credit hours (3 CH) and shall be offered in 5th semester onwards	6- 8 Weeks Relevant Field Work	03
Project/Thesis	Three credit hours (3 CH) and shall be offered in last semester		03
* The Department can choose any course from the provided list of courses. ** The Department must select the specific subject listed.			

Major (Disciplinary) Requirements:

A major is the academic discipline or a specialized area of study in which the degree is offered. The minimum requirement to complete a single major is 72 credit hours, while in BBA it is 84 credit hours keeping in line the degree with NBEAC requirements. This is valid for all undergraduate/equivalent degree programs except for Associate Degrees (where 36 CH minimum).

Interdisciplinary/Allied Courses: All the undergraduate/equivalent degree programs shall be comprised of a mandatory set of minimum 12 credit hours for interdisciplinary/allied courses. This is valid for all undergraduate/equivalent degree programs except for Associate Degrees, where the credit hours of interdisciplinary/allied courses may be less or more than 12 credits.

Minor (Optional):

Minor is an option comprised of secondary concentration of courses, ordinarily in an academic discipline that complements the major. The requirements and prerequisites for a minor shall be determined by the concerned department provided that a minor must not be less than 12 credit hours.

Admission Eligibility Criteria

1. Complete Course of BBA consists of 130 credit hours.
2. Applicants should have minimum 45% in Higher Secondary School Certificate (F.Sc, FA) or equivalent from a recognized Institute/Board.
3. Applicants having “A” levels or other foreign qualifications must provide an equivalence certificate issued by Intermediate Board Committee of Chairmen (IBCC).
4. Any Other criteria being notified University of Swat

Admission Eligibility Criteria Late Entry (4th or 5th Semester) and Early Exit as associate degree in BBA

The University of Swat associate degree Policy and Late Entry Policy shall be strictly considered as and when notified. The basic requirements of the department are as follows:

- i. The applicant should have at least 14 years of education to late enter BBA Degree.
- ii. The applicant has deficient credit hours shall be dealt case to case basis or as per the policy of university of Swat.
- iii. If an applicant has deficient credit hours, and he/she willing to enter BBA degree after completion of his / her 14 years education, shall be admitted either to 4th Semester or 5th Semester. The deficient credit hours shall be determined on case-to-case basis.
- iv. If a student has completed the credit hours required for completion of Associate degree during studying of BBA degree, he / she shall be allowed to opt for associate degree on his/her own request at any stage of the study, as per policy of the university.
- v. The fourth semester of the current scheme of study shall be consider bridging semester for late entry or the deficient courses may be covered as and when offered in different semesters and the credit hours can be reduce or increase on case to case basis.

Name for Lateral Entry Degree Completion (AD+2years)

- i. The degree awarded upon successful completion of two additional years (after Associate Degree) shall be termed as: Bachelor of Business Administration (BBA)

Workshops, Seminars & Exhibition Plan – BBA (Hons)

1. Mandatory Industry Interaction

- Each semester shall include two (02) mandatory workshops/seminars.
- Renowned experts from banking, finance, entrepreneurship, corporate sector, NGOs, public administration, trade, tourism, supply chain, and multinational companies etc. will be invited.
- Participation is compulsory for all students of BBA (Hons).

2. Funding & Financial Support

- Honoraria for guest speakers, refreshments, banners, and souvenirs shall be financed through the Departmental Developmental Fund (DDF).
- All expenditures will follow the University’s financial rules and approval processes.

3. Souvenirs for Guest Speakers

- Each guest speaker will be presented with a souvenir (University shield, branded plaque, or customized gift).
- Souvenirs will carry the University of Swat logo and Centre for Management & Commerce branding.

- This initiative will help build long-term relationships with industry professionals and project a professional image of the University.

4. Learning Outcomes

These workshops/seminars aim to:

- Provide real-world corporate and industry exposure.
- Bridge the gap between academic concepts and business practices.
- Update students on emerging trends in management, commerce, and entrepreneurship.
- Enhance networking opportunities with industry practitioners.

5. Semester-Wise Examples of Workshop Themes

(These are examples; other relevant topics may also be included)

- **Semester 1–2 (Foundation):**
 - “Introduction to the Corporate Sector in Pakistan”
 - “Basics of Entrepreneurship and Startup Mindset”
- **Semester 3–4 (Intermediate):**
 - “Financial Literacy and Investment Awareness”
 - “Business Communication & Professional Etiquette”
- **Semester 5–6 (Advanced Skills):**
 - “Supply Chain & Logistics Practices in Pakistan”
 - “Leadership, Team Building, and Conflict Management”
- **Semester 7–8 (Strategic & Professional):**
 - “Artificial Intelligence, FinTech & Digital Business Models”
 - “Launching Your Own Startup / Business Plan Development”

6. Exhibition

- One BBA (Hons) Business Exhibition shall be organized annually.
- Students will showcase their business plans, financial models, research projects, and entrepreneurial ideas.
- Industry experts, entrepreneurs, and alumni will be invited to evaluate and guide students.
- This will promote creativity, innovation, and strong industry–academia linkages.

7. Faculty Coordinator

- One faculty member will be officially notified as the Workshops, Seminars, and Exhibition Coordinator for all undergraduate and graduate programs.
- The coordinator will oversee planning, execution, reporting, and student participation.
- The coordinator will:
 - Schedule events,
 - Ensure industry relevance,
 - Manage logistics,
 - Maintain event records including photos, video, attendance etc.
 - Ensure full media coverage including press clippings and dissemination on social media.

8. Integration with Curriculum (Without Marks)

- Students must prepare a short reflection note (1–2 pages) after each workshop/seminar and shall submit it to Coordinator for record purpose only.
- Instead of marks, students will be awarded a Certificate of Participation for each workshop/seminar they attend for Rs.100 to cover the certificate cost and expenses.
- The Director, Centre will sign certificates for Management & Commerce, and the Coordinator.
- This will serve as an official recognition of students’ participation and add value to their academic and professional profile.

9. Industry Trips (Annual)

- At least one (01) industry trip per academic year will be organized for BBA (Hons) students.
- Destinations may include:
 - Banks & financial institutions
 - Multinational corporations
 - Trading and export-oriented companies
 - Government and semi-government organizations
 - Hospitality & tourism businesses
 - NGOs and development sector organizations
 - Any other relevant organization(s)
- **Objectives:**
 - Provide students with practical insights into how businesses operate in professional environments.
 - Enhance students' understanding of corporate culture, management practices, and financial systems.
 - Strengthen university–industry linkages for future internships and job opportunities.

Degree Requirements

Area	Cr. Hrs
General Education	32
Major	78
Interdisciplinary/Allied Courses	12
Compulsory	02
Field Experience /Internship	03
Capstone Project	03
Total Credit Hours	130

BBA Scheme of Study

In accordance with the Credit Hours Scheme of National Business Education Accreditation Council and Higher Education Commission, The Bachelor of Business Administration or BBA (Hons) is of 130 credit hours.

**BBA- 4 YEARS PROGRAMM SEMESTER-WISE
BREAK-UP**

Semester -1			
Course Codes	Title	Cred. Hrs.	Area
SEN-102/ ETB-103	Seerat Un Nabi (PBUH)/Ethical Behavior-I (For NonMuslim)	2(2+0)	Gen-Ed-1
ENV-106	Environmental Science	3 (2+1)	Gen-Ed-2
LAW-108	Law	2(2+0)	Gen-Ed-3
ENG-111	Functional English	3 (3+0)	Gen-Ed-4
PSY-110	Introduction to Psychology	3 (3+0)	Inter-Disp-1
BBA-101	Principles of Management	3(3+0)	Major 1
BBA 102	Principles of Marketing	3(3+0)	Major 2
Total Credit Hours		19	

Semester 2			
Code	Title	Cred. Hrs.	
ENG-152	Expository Writing	3(3+0)	Gen-Ed-5
MAT-153	Basic Mathematics	3(3+0)	Gen-Ed-6
STA-154	Basic Statistics	3 (3+0)	Gen-Ed-7
FEQ-155/ETH-108	Fehm-e-Quran-I /Ethics-I for Non-Muslim	1(1+0)	Gen-Ed-8 (3 Contact hrs)
BBA-151	Human Resource Management	3(3+0)	Major 3
BBA-152	Financial Accounting I	3(3+0)	Major 4
Total Credit Hours		16	

Semester 3			
Code	Title	Cred. Hrs.	Area
IST-202/ETB-202	Islamic Studies / Ethical Behavior -II	2(2+0)	Gen Ed-9
ICP-204	Ideology and Constitution of Pakistan	2(2+0)	Gen-Ed-10
ICT-205	Applications of Information and Communication Technologies	3(2+1)	Gen-Ed-11
BBA-201	Marketing Management	3 (3+0)	Major 5
BBA-202	Financial Accounting II	3 (3+0)	Major 6
BBA -203	Business Communication	3 (3+0)	Major 7
Total Credit Hours		16	

Semester 4			
Code	Title	Cred. Hrs.	Area
ENT-252	Entrepreneurship	2 (2+1)	Gen-Ed-12
CCE-253	Civic and Community Engagement	2(2+1)	Gen-Ed-13
FEQ-255	Fehm-e-Quran-II / Ethics –II for Non-Muslim	1(1+0)	Gen-Ed-14
PST-254	Pakistan Studies	2(2+0)	Compulsory
BBA-251	Business Finance	3 (3+0)	Major 8
BBA-252	Organizational Behavior	3 (3+0)	Major 9
BBA-253	E-Commerce and Digital Business	3 (3+0)	Major 10
Total Credit		16	
Hour			

Semester 5			
BBA-301	Strategic Management	3 (3+0)	Major 11
BBA-303	Cost Accounting	3 (3+0)	Major 12
BBA-304	Financial Management	3 (3+0)	Major 13
SOC-101	Sociology	3 (3+0)	Inter-Disp-2
ECO-101	Principles of Micro Economics	3 (3+0)	Inter-Disp-3
BBA-350	Field Experience/Internship*	3 (3+0)	Internship
Total Credit		18	
Hours			

The internship may be offered any time after the completion of the fifth semester and must be completed before the award of the degree. The marks/grades of the internship shall be recorded in the relevant semester as per University policy. The placement of students for internships will be subject to the availability of opportunities and vacancies in the concerned organizations.

Semester 6			
Code	Title	Cred. Hrs.	Area
BBA 351	Business Research Methods	3 (3+0)	Major 14
BBA 352	Project Management	3 (3+0)	Major 15
BBA-353	Digital Marketing Techniques	3 (3+0)	Major 16
ECO-151	Principles of Macro Economics	3 (3+0)	Inter-Disp-4
	Elective I	3 (3+0)	Major 17
	Elective II	3 (3+0)	Major 18
Total Credit Hours		18	

Semester 7			
Code	Title	Cred. Hrs.	Area
BBA-401	Production Operations Management	3 (3+0)	Major 19
BBA-402	Innovative Business Models and Digital Entrepreneurship	3 (3+0)	Major 20
BBA-403	Sustainable Business Practices	3 (3+0)	Major 21
	Elective –II	3 (3+0)	Major 22
	Elective –III	3 (3+0)	Major 23
Total Credit Hours		15	

Semester 8			
Code	Title	Cred. Hrs.	Area
BBA-451	Logistics and Supply Chain Management	3 (3+0)	Major 24
	Elective –V	3 (3+0)	Major 25
	Elective –VI	3 (3+0)	Major 26
BBA-499	Capstone Project/Thesis	3(3+0)	Project
Total Credit Hours		12	

Specialization / Elective Courses

Note: The department reserves the right to add more courses any time to the above table based on market demand. As these are elective courses, if any course is offered in a semester other than the one listed above, its course code may be adjusted and recode accordingly.

ELECTIVE COURSES FOR SPECIALIZATION IN BBA (HONS)		
Course Code	Subjects	Cr. Hrs
ELECTIVE SUBJECTS FOR SPECIALIZATION IN FINANCE		
Elective Subjects for Semester 6		
BBA-361	Accounting & Decision making	3
BBA -362	International Financial Management	3
BBA -363	Auditing and Internal Control Systems	3
BBA -364	Financial Management of Family and Closely Held Firms	3
BBA-365	Functional and Strategic Finance	3
BBA-366	Insurance Management	3
BBA-367	Venture Capital and Private Equity	3
BBA-368	Fintech and Financial Innovation	3
BBA-369	Managerial Accounting	3
BBA-370	Islamic Financial System	3
BBA-411	Accounting for Managers	3
BBA-412	Banking Law and Practice	3
BBA-413	Investment and Portfolio Management	3
BBA-414	International Banking	3
BBA-415	Corporate Finance	3
BBA-416	Economic Analysis and Policies	3
BBA -417	Intermediate Accounting	3
BBA-418	Advanced Accounting	3

BBA-419	Islamic Banking and Finance	3
Elective Courses for Semester 8		
BBA-461	Mergers and Acquisition	3
BBA-462	Risk Management	3
BBA-463	Taxation Management	3
BBA-463	Treasury and Fund Management	3
BBA-464	Fixed Income Securities	3
BBA-465	Financial Institutions	3
BBA-466	Banking Law and Practice	3

ELECTIVE SUBJECT OF MARKETING FOR BBA		
ELECTIVE SUBJECTS FOR SPECIALIZATION IN MARKETING		
CODE	SUBJECT	Cr. hrs
Elective Subjects for Semester 6		
BBA-376	Consumer Marketing	3
BBA-377	Industrial Marketing	3
BBA-378	Integrated Marketing Communication	3
BBA-379	Internet Marketing / Cyber Marketing	3
BBA-380	Personal Selling	3
BBA-381	Services Marketing	3
Elective Subjects for Semester 7		
BBA-426	Retail Marketing	3
BBA-427	Marketing of Financial Services	3
BBA-428	Direct Marketing	3
BBA-429	Advertising and Public Relations	3
BBA-430	Brand Management	3
BBA-432	Marketing Research	3
BBA-435	Advanced Digital Marketing	
Elective Subjects for Semester 8		
BBA-476	Export Management and Marketing	3
BBA-477	Current Issues in Marketing	3
BBA-478	Distribution Management	3
BBA-479	Creativity In IMC Program	3
BBA-480	Sales Management	3
BBA-481	Marketing Intelligence Systems	3
BBA-482	Global Marketing	3
BBA-483	Advanced Digital Marketing	

ELECTIVE SUBJECTS FOR SPECIALIZATION IN MANAGEMENT AND HUMAN RESOURCE MANAGEMENT		
Code	Subject	Cr.Hrs
Elective Courses for Semester 6		
BBA-386	Business Marketing and Sales	3
BBA-387	Compensation Management	3
BBA-388	Creating Value through Corporate Restructuring	3
BBA-389	International Management	3
BBA-390	Job Analysis & Design	3
BBA-391	Leadership & Team Management	3
BBA-392	Leading Innovative Ventures	3
BBA-393	Legal Aspects of Management	3
BBA-394	Management Control Systems	3
BBA-395	Industrial Personnel & Labour Management	3
BBA-396	Labour Laws in Pakistan	3

BBA-397	Workforce Planning & Design	3
Elective Courses for Semester 7		
BBA-441	Micro Organizational Dynamics	3
BBA-442	Change Management	3
BBA-443	Performance Management and Organizational Control	3
BBA-444	Personal Management/Management Skills	3
BBA-445	Crises Management	3
BBA-446	Comparative Management	3
BBA-447	Knowledge Management	3
Elective Courses for Semester 8		
BBA-486	Training Intervention in Job Skills	3
BBA-487	Total Quality Management	3
BBA-488	Crisis Management	3
BBA-489	Problem Solving Techniques	3
BBA-790	Leadership & Team Management	3
BBA-491	Managing People	3
BBA-492	Change Management	3
BBA-493	Managerial Research	3
BBA-494	Organizational Theory & Design	3
BBA-495	Performance Management	3
BBA-496	Training and Development	3
BBA-497	Compensation Management	3

In addition to the above the following are also the recommended specialization courses of 03 credit hours each list provided by HEC and adopted as it is.

1.1.1 Specialization Clusters (18 Credit Hours/06 Electives)

- The specialization clusters are added to provide students with focused knowledge and skills in specific business domains, while complementing the breadth of their core business education. They also offer flexibility to incorporate emerging disciplines and courses into business education, allowing students to choose a cluster aligned with their aptitude and interests.
- Students may opt for any specialization cluster by selecting six courses (18 credit hours) from within that cluster.
- Students shall be given the choice to select elective courses either within a single specialization cluster or across multiple clusters. If all electives are taken from the same cluster, the specialization may be noted on the academic transcript. If electives are chosen from different clusters, no specialization shall be mentioned.
- Specializations shall not be mentioned on the degree certificate.
- The listed specialization clusters and courses are not exhaustive. HEIs may offer additional specializations and/or courses, subject to approval by the relevant statutory bodies and the availability of necessary resources.

Business Analytics

- a. Applications of Artificial Intelligence in Business Administration
- b. Business Analytics and Decision Science
- c. Big Data Analytics
- d. Data Governance and Ethics
- e. Data Analysis and Visualization
- f. Database Management Systems
- g. Data Mining for Business Intelligence
- h. Financial Analytic
- i. Machine Learning for Business Decision Making
- j. Marketing Analytics
- k. Predictive Analytics and Forecasting
- l. Statistical Methods for Business

Digital Business and E-Commerce

- a. Artificial Intelligence in Digital Marketing
- b. Blockchain for E-Commerce
- c. Business Model Innovation in the Digital Age
- d. Customer Relationship Management (CRM) Systems
- e. Cybersecurity and Legal Issues in E-Business
- f. Data-Driven Decision Making for E-Business
- g. Digital Branding and Online Reputation Management
- h. Digital Business Models
- i. Digital Marketing and Performance Analytics
- j. E-Commerce Strategies and Technologies
- k. Ethics, Sustainability, and Digital Business
- l. Innovation and Entrepreneurship in Digital Markets
- m. Online Consumer Behavior and Engagement
- n. Payment Systems and Fintech in E-Commerce
- o. Search Engine Marketing (SEM) and Optimization (SEO)
- p. Social Media Marketing and Content Strategy
- q. Supply Chain and Fulfillment in Digital Commerce
- r. Web and Mobile App Development for Business

Entrepreneurship and Innovation

- a. Business Model Innovation
- b. Design Thinking and Prototyping
- c. Digital Entrepreneurship
- d. Entrepreneurial Thinking and Mindset
- e. Family Business Management
- f. Innovation and Change Management
- g. Legal and Regulatory Aspects of Startups
- h. New Venture Creation

- i. SMEs Management
- j. Social Entrepreneurship
- k. Startup Financing and Venture Capital
- l. Technopreneurship

Finance

- a. Algorithmic and Quantitative Trading
- b. Analysis of Financial Statements
- c. Blockchain for Finance
- d. Corporate Finance
- e. Financial Derivatives
- f. Financial Institutions Management
- g. Financial Markets and Institutions
- h. Financial Modeling for Decision Making
- i. Financial Risk Management
- j. Financial Statement Analysis
- k. FinTech
- l. International Financial Management
- m. Investment Analysis and Portfolio Management
- n. Project Appraisal
- o. Risk Management and Insurance
- p. Sustainable Finance
- q. Technofinance
- r. Treasury & Fund Management

Human Resource Management

- a. AI in HRM
- b. Compensation and Benefits Management
- c. Cross-Cultural and International HRM
- a. Data-driven Decision-making in HR
- b. Digital HR Transformation
- d. Employee Engagement
- e. Employee Relations and Labor Law
- f. HR Analytics and Metrics
- g. HR Metrics, Dashboards, and Decision Support
- h. Human Resource Information Systems (HRIS)
- i. Industrial Relations & Labor Laws
- j. Leadership and Team Dynamics
- k. Negotiation and Conflict Management
- l. Organizational Development and Change Management
- m. People Analytics and Workforce Intelligence
- n. Performance Management Systems
- o. Strategic Human Resource Management

- p. Talent Management and Recruitment Strategies
- q. Training and Development
- r. Virtual Collaboration and Digital Team Management
- s. Workforce Planning and HR Forecasting

Islamic Banking and Finance

- a. Islamic Banking Deposit Products & Treasury Op.
- b. Islamic Business Ethics
- c. Islamic Banking Financing Products
- d. Islamic Financial Institutions & Markets
- e. Islamic Law of Sales & Contract
- f. Islamic Wealth Planning & Management
- g. Pool Management in Islamic Banking
- h. Shariah Foundations of Business and Finance
- i. Shariah Standards
- j. Takaful Practices in Islamic Finance

Marketing

- a. Advertising and promotional strategies
- b. Brand Management
- c. Consumer Behavior
- d. Customer Relationship Management
- e. Digital Marketing
- f. Digital and Social Media Marketing
- g. Integrated Marketing Communications
- h. International Marketing
- i. Marketing 4.0
- j. Marketing Analytics
- k. Marketing for Nonprofit Organizations
- l. Marketing Research
- m. Pricing Strategies
- n. Retail Management
- o. Sales Management
- p. Services Marketing
- q. Social Marketing
- r. Strategic Marketing
- s. Tourism Marketing

Operations and Supply Chain Management

- a. Blockchain
- b. Contemporary Issues in Supply Chain Management
- c. Customer Relationship Management
- d. Demand Planning and Forecasting
- e. Humanitarian Logistics

- f. Inventory Management
- g. Maritime Logistics
- h. Procurement
- i. Routing & Fleet Management
- j. Supplier Relationship Management
- k. Supply Chain Analytics
- l. Shipping, Freight, and Port Management
- m. Supply Chain Finance
- n. Supply Chain Risk Management
- o. Sustainable Supply Chain Management
- p. Transportation Management

Project Management

- a. Business Ethics and Governance
- b. Circular Economy and Business Models
- c. Climate Change and Business Strategy
- d. Corporate Social Responsibility
- e. Environmental Economics
- f. Green Marketing and Branding
- g. Social Impact Assessment
- h. Sustainability Reporting and ESG Metrics

