



پوهنتون كاردان  
KARDAN UNIVERSITY

# Course Catalogue

For Master's in Business  
Administration



## Contents

|  |           |
|--|-----------|
| <b>Program Introduction .....</b>                    | <b>3</b>  |
| <b>Course Curriculum .....</b>                       | <b>4</b>  |
| <b>Detailed Course Descriptions .....</b>            | <b>7</b>  |
| <b>Core Courses .....</b>                            | <b>7</b>  |
| <b>MBA Specialization Courses - Finance .....</b>    | <b>14</b> |
| <b>MBA Specialization Courses - Management .....</b> | <b>17</b> |



## Program Introduction

MBA is about mastering the art of business and becoming an educationist guru of business in the industry. Studying MBA will engender in you the capacity of doing business in the arena of goods and services locally or internationally. Become a professional business person and business runner learning business strategies and techniques to maximize incoming profit, welcome risk and taking initiative.

The MBA program is divided into two key streams, equally contributing to the development of highly skilled managers and specialists.

### **MBA for Business Graduates**

The MBA for Business Graduates stream provides advanced management education in an environment that encourages students to strengthen their leadership skills, broaden their intellectual disciplines and become successful entrepreneurs. All courses combine theory and practice. Teaching methods emphasize group work, seminars, industry expert sessions, simulations, and self-directed work.

### **MBA for Non-Business Graduates**

The MBA for Non-Business Graduates is designed for individuals who have not completed prior education in a business related field. Students will be required to cover business foundational courses during their first year. During the second year, students will learn about advanced topics in business, management, economics and related fundamentals.



## Course Curriculum

| <b>Core Courses (For Business graduates)</b> |                                      |                      |                |
|--|--------------------------------------|----------------------|----------------|
| <b>No.</b>                                   | <b>Course Name</b>                   | <b>Pre-requisite</b> | <b>Credits</b> |
| 1  | Strategic Marketing                  |                      | 3              |
| 2  | Managerial Accounting                |                      | 3              |
| 3  | Human Behavior in Social Environment |                      | 3              |
| 4  | Executive Business Communications    |                      | 3              |
| 5  | Advanced Management and Leadership   |                      | 3              |
| 6  | Advanced Entrepreneurship            |                      | 3              |
| 7  | Managerial Economics                 |                      | 3              |
| 8  | Advanced Research Design             |                      | 3              |
| <b>Total Courses</b>                         |                                      |                      | <b>8</b>       |
| <b>Total Credits</b>                         |                                      |                      | <b>24</b>      |

| <b>Core Courses (For Non-Business graduates)</b> |                                   |                      |                |
|--|-----------------------------------|----------------------|----------------|
| <b>No.</b>                                       | <b>Course Name</b>                | <b>Pre-requisite</b> | <b>Credits</b> |
| 1  | Economic Theory & Practice        |                      | 3              |
| 2  | Essentials of Marketing           |                      | 3              |
| 3  | Financial Accounting              |                      | 3              |
| 4  | Managing Organizations            |                      | 3              |
| 5  | Advanced Professional Development |                      | 3              |
| 6  | Financial Management              |                      | 3              |
| 7  | Quantitative Analysis             |                      | 3              |
| 8  | People & Organization             |                      | 3              |
| 9  | Advanced management & leadership  |                      | 3              |
| 10   | Strategic Marketing               |                      | 3              |
| 11   | Managerial Economics              |                      | 3              |
| 12   | Advanced Entrepreneurship         |                      | 3              |
| 13   | Managerial Accounting             |                      | 3              |
| 14   | Advanced Research Design          |                      | 3              |
| <b>Total Courses</b>                             |                                   |                      | <b>14</b>      |
| <b>Total Credits</b>                             |                                   |                      | <b>42</b>      |



| <b>Specialization Courses</b> |                                     |                      |                |
|-------------------------------|-------------------------------------|----------------------|----------------|
| <b>No.</b>                    | <b>Course Name</b>                  | <b>Pre-requisite</b> | <b>Credits</b> |
| Finance (Choose 4 Courses)    |                                     |                      | 12             |
| 1                             | Investment Portfolio Management     |                      | 3              |
| 2                             | Financial Statement Analysis        |                      | 3              |
| 3                             | Funds Management                    |                      | 3              |
| 4                             | Risk Management and Insurance       |                      | 3              |
| 5                             | Commercial and Development Banking  |                      | 3              |
| 6                             | International Financial Management  |                      | 3              |
| 7                             | Taxation Management                 |                      | 3              |
| 8                             | Financial Reporting                 |                      | 3              |
| 9                             | International Trade and Finance     |                      | 3              |
| 10                            | Financial Markets                   |                      | 3              |
| 11                            | Islamic Banking                     |                      | 3              |
| Management (Choose 4 Courses) |                                     |                      | 12             |
| 1                             | Problem Solving and Decision Making |                      | 3              |
| 2                             | Strategic Management                |                      | 3              |
| 3                             | Conflict and Negotiation Management |                      | 3              |
| 4                             | Project Management                  |                      | 3              |
| 5                             | Organization Theory and Design      |                      | 3              |
| 6                             | Change Management                   |                      | 3              |
| 7                             | Employee Engagement                 |                      | 3              |
| 8                             | Supply Chain Management             |                      | 3              |
| 9                             | Operation Management                |                      | 3              |
| <b>Total Courses</b>          |                                     |                      | <b>4</b>       |
| <b>Total Credits</b>          |                                     |                      | <b>12</b>      |



| <b>Dissertation</b>  |                       |                      |                |
|----------------------|-----------------------|----------------------|----------------|
| <b>No.</b>           | <b>Course Name</b>    | <b>Pre-requisite</b> | <b>Credits</b> |
| 1                    | Graduate Dissertation |                      | 6              |
| <b>Total Courses</b> |                       |                      | <b>1</b>       |
| <b>Total Credits</b> |                       |                      | <b>6</b>       |

| <b>Summary</b> |                 |                |                   |
|----------------|-----------------|----------------|-------------------|
| <b>No.</b>     | <b>Category</b> | <b>Credits</b> | <b>Percentage</b> |
| 1              | Core            | 24             | 57%               |
| 2              | Specialization  | 12             | 29%               |
| 3              | Dissertation    | 6              | 14%               |
| <b>Total</b>   |                 | <b>42</b>      | <b>100%</b>       |

| <b>Graduation Requirements</b> |                          |                 |
|--------------------------------|--------------------------|-----------------|
| <b>No.</b>                     | <b>Category</b>          | <b>Criteria</b> |
| 1                              | Credit Requirement       | 42 Credits      |
| 2                              | Dissertation and Defense | Pass            |
| 3                              | English Competency Test  | Pass            |
| 4                              | Professional Seminars    | 6 Hours         |



## Detailed Course Descriptions

### Core Courses

| Strategic Marketing  |  |
|----------------------|--|
| <b>Course Code</b>   | MBA-530  |
| <b>Credits</b>       | 3  |
| <b>Pre-requisite</b> | None   |
| <b>Description</b>   | <p>This work will not only be of assistance to students of marketing but also practicing managers. Subjects covered include:</p> <ul style="list-style-type: none"><li>• Marketing strategy</li><li>• Analyzing the business environment</li><li>• The customer in the market place</li><li>• Targeting and positioning</li><li>• Marketing mix strategy</li></ul> <p>Using case studies, case histories and thought-provoking questions, Strategic Marketing is a valuable resource for all those involved in this important area. The aim of this course is to enable students to develop a sound in different perspective of market. In today's competitive scenario organization needs to examine the nature of competitive marketing strategy and points to the need to adopt new marketing practices in order to meet the demands of business opportunities in the twenty-first century.</p> |

| Managerial Accounting |  |
|-----------------------|--|
| <b>Course Code</b>    | MBA-520  |
| <b>Credits</b>        | 3  |
| <b>Pre-requisite</b>  | None   |
| <b>Description</b>    | <p>The purpose of this course is to introduce you to the concepts and procedures of managerial accounting from the perspective of the user. It is assumed that you are studying for, or are in, a management position as opposed to a purely accounting position. Therefore the emphasis will be on how to use information more than how to create it. You will likely find that we cover material that you have been exposed to in other courses in the program, such as economics, financial accounting, finance, and organizational behavior.</p> |



### Human Behavior in Social Environment

**Course Code** MBA-560

**Credits** 3

**Pre-requisite** None

**Description**

This course is designed to help you chart a knowledgeable course through the complexity of human experience. We will explore a select set of theories that help us understand how individuals and communities develop and interact. We will focus on the key theories that help us understand the dimensions and expression of human behavior in the social environment. This discussion is followed by an examination of how dimensions of culture and cultural contexts can shape individual values, beliefs worldviews and identities and therefore play a role in the helping process. We will also explore areas of universality and difference in the context of gender, race, ethnicity, sexual orientation, spiritual beliefs, and socioeconomic class, as well as the realities and influence of multiple forms of oppression. The goal of the course is to enable students to develop a culturally competent framework for analyzing human behavior in order to create empathic, empowering relationships with individuals, families, groups, organizations, and communities.

### Executive Business Communications

**Course Code** MBA-550

**Credits** 3

**Pre-requisite** None

**Description**

The EBC course will help students develop a truly engaging and responsive communication style, leading to positive results. It will help acquire skills to distinguish from peers, provide a solid foundation for every modern management skill, including the ability to lead, motivate, organize, control and manage conflict, business writing and powerful presentation skills, and interpersonal communication. The program is tailored to meet the requirements of today's fast-paced workplace and emerge with new insight and practical techniques that will improve overall effectiveness.



### Advanced Management & Leadership

**Course Code** MBA-520

**Credits** 3

**Pre-requisite** None

**Description**

This course is offered during the first semester of the Kardan MBA program and instruction methods include lectures, self-assessment exercises, case studies and assignments. These activities are meant to introduce students to a wide variety of topics, help them hone in on their own strengths and weaknesses, and provide them with a foundation from which they can further their management skills through effective leading practices into their second year.

This course is designed to provide a structured format for the development of a dynamic personal leadership development plan. Using readings, lectures, and experiential activities, the course will offer theoretical foundations, practical application and an opportunity for self-assessment that will permit students to continue the development of their leadership and management talent.

### Advanced Entrepreneurship

**Course Code** MBA-540

**Credits** 3

**Pre-requisite** None

**Description**

This course prepares participants for a future career as entrepreneurs, either as founders of new businesses or within already established companies. It is designed to give participants practical insights into those business aspects that are particularly important during a firm's early development phases, and to make them more effective in managing and growing the start-up firm. It also provides the cornerstones for successfully launching and implementing entrepreneurial projects within already established organizations.



## Managerial Economics

**Course Code** MBA-510

**Credits** 3

**Pre-requisite** None

**Description**

The main objective of this course is very much on the application of economics to firm management and application of economic analysis to business decision-making & organization: basic economic tools, business objectives, demand analysis; pricing policies & competitive strategies, game theory, cost & production analysis, market structure, decision-making under uncertainty, capital budgeting & investment analysis.

## Advanced Research Design

**Course Code** MBA-555

**Credits** 3

**Pre-requisite** None

**Description**

This course provides the insight into the challenges faced by managers in research for business decision making. It aims to integrate academic research with industry research while focusing on basic and applied research for decision making process in organizations. The program will provide the knowledge and skills a manager needs to solve information gathering and research related problems in the organization.

## Economics Theory and Practice

**Course Code** MBA-514

**Credits** 3

**Pre-requisite** None

**Description**

The first half of the course will focus on basic economic concepts. We will study the history of economics, principles of economics, law of supply and demand, and cost and revenue analysis. We will also focus on branches of economics and on the concept of equilibrium.

In the second half of the course we will study economic theories. We will study basic theoretical concepts of production theory, market structure, and the concepts of inflation and employment. We will also focus on macro analysis of economy, mainly the GDP, GNI, and Income.



A final observation: Although the course is divided in two parts, Economic Concepts and Economic Theories, in the real world there is no such simple division line between the two. Most economic concepts involve economic theories, and many economic theories have deal with economic concepts. However, the distinction between the two areas turns out to be a useful way to think about all these issues.

## Essentials of Marketing

**Course Code** MBA-513

**Credits** 3

**Pre-requisite** None

**Description**

Essentials of Marketing provide an overview of the techniques, supporting theories and tactical decision-making processes involved in marketing. As well as traditional marketing techniques, up-to-date topics such as Corporate Social Responsibility, Relationship Marketing, Competitive Pricing strategies, and Corporate Branding etc. are also covered in detail.

## Financial Accounting

**Course Code** MBA-512

**Credits** 3

**Pre-requisite** None

**Description**

Accounting plays a vital role as an information system for monitoring, problem solving and decision-making. However, the first step is to generate and present information in a manner that is useful for both internal and external users. In recognition of this, the principles of financial accounting focuses on the record-keeping, financial statement preparation process and analysis of financial statements.

## Managing Organizations

**Course Code** MBA-511

**Credits** 3

**Pre-requisite** None

**Description**

This course is designed to be an overview of the major functions of management. Emphasis is on planning, organizing, controlling, directing, and communicating. Main objective of this course is to clear the basic concepts and theories of management to the students of MBA (non-Business) 1st semester through real life situations and practical activities.



## Advanced Professional Development

**Course Code**

**Credits** 3

**Pre-requisite** None

**Description**

Communication is the quintessential competency that empowers professionals to function effectually. Personal and corporate success in work/ business relies on effective communication.

The APD course will help students develop a truly engaging and responsive communication style, leading to positive results. It will help acquire skills to distinguish from peers, provide a solid foundation for every modern management skill, including the ability to lead, motivate, organize, control and manage conflict, business writing and powerful presentation skills, and interpersonal communication. The program is tailored to meet the requirements of today's fast-paced workplace and emerge with new insight and practical techniques that will improve overall effectiveness.

## Financial Management

**Course Code** MBA-542

**Credits** 3

**Pre-requisite** None

**Description**

The purpose of the subject is to provide students an opportunity of understanding the process of adaptability to change in the financial arena, raise and invest funds efficiently and wise asset management.

This course is specifically designed to help students in making and evaluating their financial decisions. The comprehension of this subject will enable students to understand the basic ingredients in terms of asset acquisition and valuation, financial and asset management. The course explains the important idea of time value of money. Risk and return tradeoff is discussed in this course with detail explanation to the measurement of risk and return. Valuation of long term securities along with financial statement analysis has been explained in detail.



### Quantitative Analysis

**Course Code** MBA-517

**Credits** 3

**Pre-requisite** None

**Description**

This course is designed to develop your ability to quantitatively analyze data patterns, statistical trends, and quantitative business indicators, with the emphasis on helping you to be able to interpret and understand quantitative results for more informed decision-making. Its aim is to introduce you to a broad range of statistical concepts and associated quantitative techniques and research methods with a view to helping you appreciate the merits and limitations of these techniques as well as the data and technical requirements involved with their use. It is not the course's primary intention to teach you to remember the various concepts, techniques and formulas that it covers, but rather to let you gain practice in their use for decision making process.

### People & Organization

**Course Code** MBA-544

**Credits** 3

**Pre-requisite** None

**Description**

This subject is about understanding how people and groups in organizations behave, react, and interpret events. It also describes the role of organizational systems, structures, and processes in shaping behavior, and explains how organizations really work. Drawing from fields including management, anthropology, sociology, information technology, ethics, economics, and psychology, this subject provides a foundation for the effective management of people in organizations. Because it explains how organizations work from individual motivation to team dynamics to organizational structure. Because an organization's people are responsible for gaining and keeping a competitive advantage, understanding how to mobilize and motivate employees is critical to organizational performance.



## MBA Specialization Courses - Finance

| Investment Portfolio Management |   |
|---------------------------------|---|
| <b>Course Code</b>              | MBA-527   |
| <b>Credits</b>                  | 3   |
| <b>Pre-requisite</b>            | None  |
| <b>Description</b>              | <p>The course is designed to provide students a thorough overview of financial markets. The course will explain the various alternative investment opportunities and will discuss various types of financial markets. This course will also help in seeking investment opportunities in different portfolios. It will also give a complete understanding of bond fundamentals; bond yields and bond prices. A number of portfolio risk return theories will be discussed. This course will also introduce the concepts of future and options.</p> |

| Financial Statement Analysis |  |
|------------------------------|--|
| <b>Course Code</b>           | MBA-573  |
| <b>Credits</b>               | 3  |
| <b>Pre-requisite</b>         | None   |
| <b>Description</b>           | <p>The course aims to provide participants with an understanding of the use of financial statement information from a user perspective such as equity investor, debt holder, financial analyst and manager. The course examines the impact of different accounting choices on reported earnings, shareholders' equity, cash flow and various measures of corporate performance. Participants will develop skills in analyzing financial statements for investment, credit and other business decisions. In view of the considerable similarities among US Financial Reporting Standards (US GAAP), International Financial Reporting Standards (IFRS) and Financial Reporting Standards in Singapore (FRS) for most of the topics covered in this course, we will focus on FRS in this course. Main differences between FRS and IFRS (and/or US GAAP) will be highlighted where appropriate.</p> |



## Funds Management

**Course Code** MBA-520

**Credits** 3

**Pre-requisite** None

**Description**

This course introduces students to the process of managing investment portfolios. The primary focus will be on funds management at the institutional, rather than personal, level. Students will explore the continuous and systematic decision-making process underlying the management of publicly offered investment funds. The course explores and analyses the theory, concepts, tools and techniques of funds management in a global environment.

The objective is to provide an understanding of the tools used in the investment industry as well as the problems involved with delegated portfolio management. At the end of the course, the students should have a broad understanding the Asset Management Industry.

## Risk Management and Insurance

**Course Code** MBA-521

**Credits** 3

**Pre-requisite** None

**Description**

The Risk Management and Insurance specialty program will prepare students for careers in positions that help individuals and businesses identify and manage risks and understand the relationship of appropriate insurance product and related service solutions. The insurance business is knowledge-driven and an integral part of modern societies and the global economy. This program develops and integrates, business management, marketing, financial and statistical analysis skills. It places an emphasis on developing high standards of professional ethics, especially in relationship to this industry.



### Commercial and Development Banking

**Course Code** MBA-522

**Credits** 3

**Pre-requisite** None

**Description**

The rationale behind the inclusion of the course is to acquaint those students who want to pursue career in commercial banking sector with some of these practices. On completion of this course participant will have a good understanding on Commercial Banks Management, their role in economy, national and international regulation on banking, global banking standards/best practices and international financial development institutions. However, no prerequisite is required for this course. Knowledge of financial management is of good help.

### International Financial Management

**Course Code** MBA-524

**Credits** 3

**Pre-requisite** None

**Description**

The objective of the course is to provide the student with the conceptual framework necessary to appreciate and understand the challenges facing the financial manager in a global financial environment. The first half of the course covers the key financial issues faced by businesses operating internationally and tools available to help manage risks. Specifically, the determination of exchange rates, country risk analysis, foreign currency derivatives (futures, options, currency, and interest rate swaps), and the use of these products in risk management strategies to hedge foreign currency risk faced by the Multi-National Corporation (MNC).

The second half of the course focuses on the MNC and global foreign investment. Specifically, Euro currencies, international capital markets (including equities, global bond markets, and role of the major rating agencies), cost of capital, working capital, capital budgeting, short-term financing, and managing international cash flows within the multi-national corporation and its foreign subsidiaries. We will utilize cases and group projects to augment lectures, readings, and exercises.



## Taxation Management

**Course Code** MBA-525

**Credits** 3

**Pre-requisite** None

**Description**

The rationale behind inclusion of taxation management in program is that as MBA qualification holders most probably you will pursue career in business environment, where taxation has a big impact on its financial management, furthermore companies incur a high expense to pay tax consultant.

Your knowledge in tax legislation is a high value addition to your business. Besides that, your theoretical knowledge base helps you critically analyze existing taxation system and offer better suggestion. As tax authority you can offer amendment to tax law and play a key role to tax reform. In addition to all, you can also utilize your skills to provide consultancy and update individuals or companies on taxation systems.

## MBA Specialization Courses - Management

### Problem Solving and Decision Making

**Course Code** MBA-507

**Credits** 3

**Pre-requisite** None

**Description**

Every day of our lives, we are faced with situations that require us to decide what to say and do. Problems are further compounded by the fact that change and uncertainty now seem to be an inevitable part of our lives. Making decisions and bearing the responsibility for them is one of the cornerstones of the manager's job. This fundamental importance of decision making is reflected in the attention shown to it by several academic disciplines. Philosophy, Economics, Mathematics, and the Social Sciences have all contributed to better the understanding of how decisions are made, or ought to be made. Management life, like our every-day life, involves a whole series of decisions. They may be trivial or important, repetitive or novel, expected or unforeseen, but all are part of how managers spend their time.

This subject will help students develop a deeper understanding of their decision making capabilities in the context of business.



### Strategic Management

**Course Code** MBA-505

**Credits** 3

**Pre-requisite** None

**Description**

This course introduces the key concepts, tools, and principles of strategic formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course is focused on the information, analyses, organizational processes, and skills and business judgment managers must use to devise strategies, position their businesses, define firm boundaries and maximize long term profits in the face of uncertainty and competition.

Strategic management is an integrative and interdisciplinary course. It assumes a broad view of the environment that includes buyers, suppliers, competitors, technology, the economy, capital market, government, and global forces and views the external environment as dynamic and characterized by uncertainty. In strategy, the course draws together and builds on all the ideas, concepts and theories from functional courses such as accounting, economics, finance, marketing, organizational behavior, and statistics.

### Conflict Management & Negotiation

**Course Code** MBA-508

**Credits** 3

**Pre-requisite** None

**Description**

No organization runs for charity, it has to make money to survive well. Employees must give their hundred percent at work to ensure the maximum productivity. Nothing productive will ever come out if the employees are constantly engaged in fighting and criticizing others. Conflict management plays a very important role at workplaces to prevent conflicts and for the employees to concentrate on their work. The team leaders must ensure that the roles and responsibilities of each and every employee are clearly passed on to them.



## Project Management

**Course Code** MBA-509

**Credits** 3

**Pre-requisite** None

**Description**

The main objective of this course is very much on the application of economics to firm management and application of economic analysis to business decision-making & organization: basic economic tools, business objectives, demand analysis; pricing policies & competitive strategies, game theory, cost & production analysis, market structure, decision-making under uncertainty, capital budgeting & investment analysis.

## Organization Theory and Design

**Course Code** MBA-541

**Credits** 3

**Pre-requisite** None

**Description**

This course gives us the tools to evaluate and understand how a huge, powerful firm like Lehman Brothers can die and a company like Bank of America can emerge almost overnight as a giant in the industry. This course focuses on the analysis of concept and nature of organizations, their classification and detection of features of organizational systems, on studying of organization laws and principles, on the origins of their occurrence in nature and society, and also on studying historical organizational models, life-cycle concepts, and methods of organizational design. This course provides an overview of the main levers and institutional mechanisms that drive the business entities and ensure their steady and balanced work.

## Change Management

**Course Code** MBA-570

**Credits** 3

**Pre-requisite** None

**Description**

The course is of integrated nature related with multiple disciplines and has got diverse and kaleidoscopic application. For instance this is closely related with other subjects like Strategic Management, Organization Development, Training or Management Development.



Change is a constant in many of our lives. All around us, technologies, processes, people, ideas, and methods often change, affecting the way we perform daily tasks and live our lives. This Change Management course will give any leader tools to implement changes more smoothly and to have those changes better accepted. This will also give all participants an understanding of how change is implemented and some tools for managing their reactions to change.

## Employee Engagement

**Course Code** MBA-543

**Credits** 3

**Pre-requisite** None

**Description**

This course aimed at HR professionals, line managers and organizational change agents who want to increase the level of employee engagement in their organization. Researcher Intention in writing is to share not just what global best practice organizations do to engage their staff, but how they achieve this and profit from it, and what will stand in your way when you try to engage your employees. After the initial chapter, each chapter contains examples, key learning points and a checklist so that you can assess your organization and apply what you have learnt in a practical fashion.



- ☎ 0777 52 83 83 - 0799 52 83 83
- ✉ [info@kardan.edu.af](mailto:info@kardan.edu.af)
- 🌐 [kardan.edu.af](http://kardan.edu.af)
- 🌐 [fb.com/Kardan University](https://fb.com/Kardan%20University)
- 📍 Parwan-e-Du Square, Kabul, Afghanistan