



پوهنتون كاردان
KARDAN UNIVERSITY

Course Catalogue

For Master's in Business
Administration



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Introduction

Kardan University's Master of Business Administration (MBA) program prepares individuals for professional career opportunities in today's dynamic, challenging, and complex world of global business. The MBA program equips its graduates with the knowledge, skills, and competencies necessary to achieve their professional business goals and objectives. The MBA degree is especially valuable for individuals who plan to advance their careers through leadership opportunities within a broad range of organizations.

The prospects of success for the MBA program are excellent in Afghanistan. Thousands of university graduates completed their Bachelor's programs, and all of them cannot be absorbed at the public universities and foreign scholarship programs. As the MBA program by Kardan University is designed so that students broaden their view of business that includes Management, Marketing, Accounting, Human Resources, Organizational Behavior, and Business Research, hence the graduates would be able to make a significant economic uplift in their professional careers.

All the essential ingredients for a dynamic and modern academic program are incorporated at Kardan University in terms of highly qualified faculty and state of the art infrastructure, which makes this program a great success in Afghanistan.

Vision Statement

In the spirit of excellence, aspiring for knowledge and growth.

Mission Statement

A vibrant university inspiring academic and professional excellence.



Program Vision Statement

To be recognized as a trendsetter in management education with the core focus on achieving academic excellence.

Program Mission Statement

The mission of our MBA program is to educate, engage, and empower graduates to transform them into distinctively different, principled, insightful leaders, and effective business professionals.

Program Objectives

Kardan University is pursuing the sole objective of offering the MBA Program to provide world-class business education to the younger generation of Afghanistan, to inculcate a habit of critical thinking in the students, helping them build their characters to become well-rounded professionals, entrepreneurs, and better human beings, through a unique student-centered methodology. Kardan University is very much committed to value creation through the integration of multicultural faculty and learning facilities.

The program leading to the degree of Master of Business Administration (MBA) has the following objectives:

- To enable students to acquire the theoretical and practical skills needed to be globally competitive business managers.
- To promote student understanding of the problems and opportunities afforded by the various environmental forces confronting management in all types and sizes of organizations.
- To provide students with a common body of knowledge that applies to the management of private, public, and nonprofit organizations.
- To prepare students to be proficient in decision making and developing new, improved plans for implementation.
- To enhance student skills in the ability to identify problems, obtain relevant information, analyze alternatives, and implement appropriate solutions.
- To enable students to get a broad liberal education in social sciences, research, and mathematics to be best applied in the field of management.



- To provide students with experience in integrating the concepts and techniques from the various functional areas of business and applying them to organization-wide problems.
- To enable students to develop the cultural sensitivity, ethical responsibility, and social consciousness needed to become upright citizens of Afghanistan and the world.

MBA Program Outcomes

Graduates of the Master of Business Administration degree program will be able to:

- Integrate knowledge of accounting, marketing, change management, organizational theory and design, finance, banking, economics, strategic management, and quantitative analysis.
- Exhibit the ability to collect and analyze information and data to formulate analytically sound decisions and understand the likely consequences of those decisions.
- Utilize qualitative and quantitative methods to investigate and solve critical business problems.
- Apply the verbal and written communication skills required for executive-level employees.
- Identify and manage ethical issues and multicultural diversity issues.
- Evaluate the actions of an organization operating in a global business environment.
- Demonstrate the ability to utilize technology in multiple ways to achieve project and organizational goals.
- Elucidate leadership ability and team-building skills through class projects and involvement in student, community, and professional organizations.
- Undergo research literature and identify and analyze management research problems.
- Identify business opportunities, design, and implement innovations in the workspace.

Admission Criteria

The MBA program is divided into two key streams, i.e., business and non-business graduates equally contributing to the development of highly skilled managers and specialists.



MBA for Business Graduates

The MBA for Business Graduates 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.

Admission Criteria (Business Graduates)

Candidates holding 4-year Bachelor of Business Administration/ Economics/ Commerce with at least CGPA 2.00 out of 4.00, and/or 65% and above score will be eligible to apply. Candidates have to undergo a rigorous entry test exam followed by an interview to be successful for the enrollment in the MBA Program. Further, the candidates have to provide academic documents duly attested by the Ministry of Higher Education (MoHE) of Afghanistan.

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 foundational business courses during their first year. During the second year and onwards, students will learn about advanced topics in business, management, economics, and related fundamentals.

Admission Criteria (Non-Business Graduates)

Candidates holding 4-year Bachelor degree other than Business Administration/ Economics/ Commerce with at least CGPA 2.00 out of 4.00, and/or 65% and above score will be eligible to apply. Candidates have to undergo a rigorous entry test exam followed by an interview to be successful for the enrollment in the MBA Program. Further, the candidates have to provide academic documents duly attested by the Ministry of Higher Education (MoHE) of Afghanistan.

Examination and Assessment

The Academic year will consist of two regular semesters, i.e., Spring Semester starting from March and Fall Semester starting from September each year.



Regular Semester

Each semester will consist of 25 weeks. The semester break-down will be as follow

a)	Teaching weeks	16 weeks
b)	Examination Preparation	01 Week
c)	Midterm Examination	02 weeks
c)	Examination Preparation	01 Week
d)	Terminal Examination	03 weeks
e)	Compensation/Intra semester break	02 weeks

Nature / Mode of Examination

The evaluation of the student in each semester will comprise of the following assignment.

a) **Midterm Examination:** After 08 weeks in the case of a regular semester, the midterm examination will be conducted. The weight-age for Midterm examination will be 20%. The duration for the Midterm examination will be 90 minutes, and it will cover 50% of the full course.

b) **Terminal Examination:** After 16 weeks, the comprehensive examination will be conducted. The weight-age for the terminal examination will be 40%. The duration for the Terminal examination will be between 150 minutes, and the papers ought to be set from 100 % course outlines.

c) Candidates will be required to not only show a thorough knowledge of the textbook, mentioned in the course outline but also should be able to answer the questions of a similar standard, set with a view to testing the knowledge of student

d) The syllabus and course of reading for the examination can be changed from time to time. Those candidates who were failed in the course will re-register for the same course in the following semester and will study the course again with full fees. There will be no supplementary exam in the Master's Program.



In an emergency situation such as law and order situation, natural hazard, plague, if the university remains closed due to a government notification, the terminal examination may be taken after completion of 80% of teaching weeks in a regular semester or special semester as the case may be.

Makeup Examination

Makeup examination is a facility for students who miss the regular midterm/terminal examination due to some genuine problem. The student will be given only one chance for makeup examination. The student will be required to pay the prescribed fees for appearing in the examination. This is not the right of students; it is a facility from the university, which will be offered only once in midterm and terminal examination. If the student missed the opportunity of a Midterm Makeup examination, he/she would lose 20 marks. If a student misses the terminal makeup examination, he/she will re-register in the course and will pay all the course fees.

A. Midterm Makeup Examination.

- All candidates who are not able to attend the midterm examination will be given a chance to appear in the Midterm makeup examination.
- All candidates will be required to clear all the university dues before applying for the makeup examination.
- All candidates will be required to pay full fees, set for the Midterm Makeup Examination before the deadline fixed for the examination.
- There will be only one makeup examination for the midterm. No re – makeup examination will be arranged under any circumstances. Those candidates who missed the midterm make examination will lose 20 marks.
- A student who is not able to attend Mid Term will require to submit a written request with valid reasons, under normal circumstances, to the examination department within Five (05) working days from the date on which the examination will be held.
- The candidate will lose the right to apply for makeup examination if he/she failed to submit the written request to the examination department, and 20% marks will be deducted.



- The Midterm makeup paper will be set in all course cover up to the midterm makeup examination.

B. Terminal Makeup Examination.

- All candidates who were not able to attend the terminal examination will be given a chance to appear in the makeup examination.
- All candidates will be required to clear all the university dues before applying for the makeup examination.
- All candidates will be required to pay full fees, set for the Terminal Makeup Examination before the deadline fixed for the examination.
- There will be only one makeup examination in Terminal. No re – makeup examination will be arranged under any circumstances. Those candidates who missed the Terminal makeup will be considered as failed and will be required to re-register for the same course in the following semester. He/she will pay all the fees for the same course again.
- A student who is not able to attend Terminal examination will require to submit a written request with valid reasons, under normal circumstances, to examination department within Five (05) working days from the date on which the examination will be held.
- The candidate will lose right of applying for makeup examination if he/she failed to submit the written request to the examination department and 20% marks will be deducted.

Assessment Criteria

TYPE	PERCENTAGE	RATIONALE
Internal Assessment <ul style="list-style-type: none">• Major Assignment: 20%• Quizzes/ Minor Assignment:10%• Attendance: 10%	40 %	Equal weight-age is assignments and quizzes and at the same time emphasizing on the importance of class participation.
External Assessment <ul style="list-style-type: none">• Midterm: 20%• Terminal: 40%	60%	Students develop an examination sense through midterm examination; hence, 20% weight-age is appropriate. Midterm duly followed by terminal examination providing 40% weight-age, which is an opportunity to improve scores appropriately.



GRADING

MARK RANGE	GRADE POINT	GRADE	EXPECTED RESULT
90 and above	4.0	A	At least 25% expected to secure A grade
80 – 89	3.0	B	At least 35% expected to secure B grade
70 – 79	2.0	C	At least 30% expected to secure C grade
60 – 69	1.0	D	At least 7% expected to secure D grade
59 and below	0.0	F	At least 3% expected to secure F grade

GRADUATION CRITERIA

In the MBA Program, there are two streams, i.e., MBA Business and Non-Business. A total of 42 credits hours for business and 60 credits hours are required for non-business involving core and elective courses along with thesis are required to complete the program.

The medium of instruction is English for all the courses offered by the Department of MBA. The minimum duration for completion of an MBA degree is four semesters (2 to 3 years). It is awarded on completion of 42 and 60 Credits hours for business and non- business graduates with a minimum cumulative GPA of 2.25 out of 4.0. MBA curriculum is among the most responsive and up-dated learning resources that directly address the skills gaps across the specific business sectors.

Graduation Requirements for Business Graduates

No.	Category	Criteria
1	Credit Requirement	42 Credits
2	Dissertation and Defense	Pass
3	English Competency Test	Pass
4	Professional Seminars	6 Hours

Graduation Requirements for Non-Business Graduates

No.	Category	Criteria
1	Credit Requirement	60 Credits
2	Dissertation and Defense	Pass
3	English Competency Test	Pass
4	Professional Seminars	6 Hours



Credits Requirement

MBA Department (Business Graduates)

The students are required to complete 12 subjects during their MBA program, which include core, elective subjects, and Dissertation.

Summary of Credits Requirement for Business Graduates				
No.	Category	Subjects	Credits	Percentage
1	Core	8	24	57%
2	Specialization	4	12	29%
3	Dissertation	1	6	14%
Total			42	100%

MBA Department (Non-Business Graduates)

The students are required to complete 18 subjects during their MBA program, which include core, elective subjects, and Dissertation.

Summary of Credits Requirement for Non-Business Graduates				
No.	Category	Subjects	Credits	Percentage
1	Core	14	42	70%
2	Specialization	04	12	20%
3	Dissertation	01	6	10%
Total			60	100%



Course Curriculum

Core Courses (For Business Graduates)			
No.	Course Name	Pre-requisite	Credits
1	Strategic Marketing		3
2	Managerial Accounting		3
3	Advanced Management and Leadership		3
4	Executive Business Communications		3
5	Strategic Management	Advanced Management & leadership	3
6	Managerial Economics		3
7	Advanced Entrepreneurship		3
8	Advanced Research Design		3
Total Courses			8
Total Credits			24

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



Specialization Courses Finance and Management			
No.	Course Name	Pre-requisite	Credits
Finance (Any four courses may be chosen)			12
1	Investment Portfolio Management	Financial Management	3
2	Financial Statement Analysis	Financial Management	3
3	Financial Risk Management		3
4	Ethics and Corporate Governance		3
5	International Financial Management		3
6	Financial Reporting		3
7	International Trade and Finance		3
8	Financial Markets		3
9	Islamic Banking and Finance		3
Management (Any four courses may be chosen)			12
1	Problem Solving and Decision Making		3
2	Strategic Human Resource Development		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
Total Courses			4
Total Credits			12



Detailed Course Descriptions

Core Courses

Strategic Marketing	
Course Code	MKT-501
Credits	3
Pre-requisite	Essentials of Marketing
Description	<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">• Marketing strategy• Analyzing the business environment• The customer in the market place• Targeting and positioning• Marketing mix strategy <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 from a different perspective of the 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	
Course Code	ACC-502
Credits	3
Pre-requisite	Financial Accounting
Description	<p>This course provides students with an understanding of management accounting concepts related to the management functions of planning, control, and decision making. The course covers management accounting fundamentals and introduces a range of management accounting tools, including job and process costing, variance analysis, activity-based costing, and the balanced scorecard, as well as behavioral responses to management accounting information. Students are introduced to the application of management accounting tools for pricing, budgetary control, cost allocation, and performance evaluation as well as new developments in management accounting knowledge and techniques and how to assess these through cost-benefit analysis.</p>



Advanced Management and Leadership

Course Code MGT-503

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.

Executive Business Communications

Course Code COM-504

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.

Strategic Management

Course Code MGT-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.

Managerial Economics

Course Code ECO-506

Credits 3

Pre-requisite Economic Theory and Practice

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 Entrepreneurship

Course Code ENT-601

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.

Advanced Research Design

Course Code RM-602

Credits 3

Pre-requisite None

Description

This advanced research design course is designed to provide students with the skills and knowledge necessary to identify the information needed to address identified research questions (foundations or applications) and to use this understanding to develop and use viable research proposals. The course combines research design, data management and methods, and skills development. In the process, students will learn about the methods and elements of conducting research surveys and provide insights to address related issues. They will develop critical core competencies and skills required to carry out such an inquiry. These competencies and skills include: defining research questions; setting appropriate research objectives; study design that incorporates research objectives and budgetary constraints; secondary and primary data collection and instruments; sampling and analysis methods; and effective reporting of results



Economics Theory and Practice

Course Code ECO-481

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, the 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 the economy, mainly the GDP, GNI, and Income.

A final observation: Although the course is divided into 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 to deal with economic concepts. However, the distinction between the two areas turns out to be a useful way to think about all these issues.

Quantitative Analysis

Course Code STA-482

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. It aims to introduce you to a broad range of statistical concepts and associated quantitative techniques and research methods to help 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 the decision-making process.



Financial Accounting

Course Code ACC-483

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 focus on record-keeping, financial statement preparation process, and analysis of financial statements.

Managing People and Organizations

Course Code MGT-484

Credits 3

Pre-requisite None

Description

This course is designed to help students understand the foundation for the effective management of people and organizations. This course is not only emphasizing on planning, organizing, leading, and controlling aspects of organizations, but also this course is about understanding how people and groups in organizations behave, react, and interpret events. The purpose of this course is to link the concepts and theories of managing people and organizations within the context of Afghanistan to the students of MBA (non-Business). The principles and practices of modern management and human behavior are focused with special reference to sustainability, corporate social responsibility, and ethical management practices. Understanding how to mobilize and motivate employees is critical to organizational performance. Businesses excel when employees understand how their behaviors influence an organization's performance and enable strategy execution, and when they are led effectively and are motivated to do their best. Understanding and practicing these concepts is critical to understanding organizations and gives individuals, managers, and organizations the skills and tools they need to be effective.



Advanced Professional Development

Course Code COM-485

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 FIN-486

Credits 3

Pre-requisite Financial Accounting

Description

The purpose of the subject is to provide students an opportunity to 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 essential ingredients in terms of asset acquisition and valuation, financial and asset management. The course explains the important idea of the time value of money. Risk and return tradeoff is discussed in this course with a detail explanation of the measurement of risk and return. Valuation of long-term securities along with financial statement analysis has been explained in detail.



Essentials of Marketing	
Course Code	MKT-487
Credits	3
Pre-requisite	None
Description	Essentials of Marketing provides 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.



MBA Specialization Courses - Finance

Investment Portfolio Management	
Course Code	FIN-603
Credits	3
Pre-requisite	Financial Management
Description	<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. Several portfolio risk-return theories will be discussed. This course will also introduce the concepts of future and options.</p>

Financial Statement Analysis	
Course Code	FIN-604
Credits	3
Pre-requisite	Financial Management
Description	<p>The course aims to provide students 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. Students will develop skills in analyzing financial statements for investment, credit, and other business decisions. Given 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 US GAAP) will be highlighted where appropriate.</p>



Financial Risk Management	
Course Code	FIN-606
Credits	3
Pre-requisite	Financial Management
Description	<p>This course will focus on a variety of risks faced by financial managers and the tools available for managing these risks. Mainly, we shall focus on credit risk, interest rate and liquidity risks, market risk, foreign exchange risk, and country risk. We shall learn about the tools and techniques available for managing these risks such as future contracts, option contracts, stress testing, value-at-risk (VaR) and other standard risk-hedging techniques, and methods of measuring volatility. Students attending this course will be able to measure, analyze, and manage market risks, credit risks, etc. The subject explores bank regulations as well as theoretical and practical techniques to measure market risk, interest rate risk, and credit risk. It also discusses the theoretical and practical aspects of the insurance industry. The operational structure and some laws related to insurance will be addressed.</p>

Corporate Governance	
Course Code	FIN-607
Credits	3
Pre-requisite	
Description	<p>Corporate governance deals with the complex set of relationships between the corporation and its board of directors, management, shareholders, and other stakeholders. In recent years, the regulators and legislators have intensified their focus on how businesses are being run. They are endeavoring to create a template for new corporate governance and disclosure measures, which is beneficial for both the stakeholders and controllers.</p> <p>This course introduces the basic concepts of corporate governance and the theory of the firm. It is specially designed for the graduate study of such areas as management, finance, financial law, corporate law, economics, and related subjects. The course is designed to increase the depth of your understanding of corporate governance issues. As corporate governance is a multi-disciplinary subject – covering such topics as law, politics, management, finance, and economics - the course outlines the key theoretical and practical issues</p>



underpinning the study of corporate governance, and how they affect the governance of the modern corporation. International comparisons and differences in corporate governance are emphasized throughout the course.

International Financial Management

Course Code FIN-608

Credits 3

Pre-requisite Financial Management

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).

Financial Reporting

Course Code FIN-610

Credits 3

Pre-requisite None

Description

This course expands upon the underlying framework and concepts of Financial Reporting in the context of how accounting fits into the overall business environment of contemporary society. It provides a comprehensive review of the accounting process that was initially discussed in Financial Reporting. Students will study the conceptual basis of reporting. Students will also deepen their understanding of the preparation and knowledge of classified financial statements and related information. They will be able to apply analytical tools in making both business and financial decisions.

This course will focus on the study of contemporary accounting theory and application of generally accepted accounting principles to various specific topics and financial statement elements.



International Trade and Finance

Course Code FIN-611

Credits 3

Pre-requisite None

Description

This course focuses on the emergence of a global marketplace and considers its implications for trade and finance in an increasingly globalized world. You will develop an understanding of the main international economics and finance issues allowing you to understand why global trade and foreign investment take place. Why some countries are unwilling to have free trade in all commodities and what role can be played by international organizations. The course also considers currency exchange rates management issues. An in-depth understanding of international economics and finance issues is integral to successful global business strategies.

Financial Market

Course Code FIN-612

Credits 3

Pre-requisite None

Description

This course will provide students with an introduction to financial markets and an evaluation of the institutions, instruments, and participants involved in the industry. The mainstream markets to be evaluated include the equity, money, bond, futures, options, and exchange rate markets. The subject systematically reviews each of the mainstream financial markets and investigates the various institutional participants and the different types of financial instruments offered. This course is a gateway course to the electives in each of the finance streams. It provides some of the essential tools that you will need in our advanced finance classes, as well as to contribute as a finance professional upon graduation



Islamic Banking & Finance	
Course Code	FIN-613
Credits	3
Pre-requisite	None
Description	<p>This course is designed to teach delegates the principles of Islamic Banking and to highlight the differences between Islamic and conventional banking. It explores the different products and services commonly found in both the GCC and the Islamic market globally, and it assesses the relative advantages and disadvantages of each. By the end of the course, delegates will have a full understanding of the products and principals involved in Islamic Banking and how they differ from conventional banking models. Special accent will be placed on Islamic banking, its emergence, and development. The students will be informed about Islamic banking development. During the realization of the course program, the students will be presented with practical examples, given the opportunity to exchange opinions in discussions, debates, as well as comparison of conventional and Islamic banking.</p>



MBA Specialization Courses - Management

Problem Solving and Decision Making	
Course Code	MGT-626
Credits	3
Pre-requisite	None
Description	<p>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 essential, repetitive or novel, expected or unforeseen, but all are part of how managers spend their time.</p> <p>This subject will help students develop a deeper understanding of their decision-making capabilities in the context of business.</p>

Strategic Human Resource Development	
Course Code	MGT-627
Credits	3
Pre-requisite	
Description	<p>Strategic Human resource development (SHRD) is a vast field of practice and a relatively young academic discipline. Furthermore, SHRD is deeply concerned about the dynamic issues of individual and organizational change. Such a profession needs a complete and thoughtful foundational text. That is the purpose of this Module.</p> <p>This course aims to facilitate the learning of concepts and practices related to strategic human resource development (SHRD). The course will emphasize the role of SHRD in operationalizing corporate strategy and the creation and management of organizational knowledge. You will learn about contemporary adult learning and SHRD theories. You will learn how to integrate this knowledge when undertaking the analysis, design, implementation, and evaluation of effective SHRD interventions in organizations</p>



Conflict Management & Negotiation

Course Code MGT-628

Credits 3

Pre-requisite None

Description

The course aims to integrate the field of conflict in organizations and to consolidate the view that effective conflict resolution is an essential element for the effective administration and that the conflict is not 'bad,' as stated in the traditional sense, but to use. It also aims to transmit modes, procedures, and methods of conflict, effective utilization. This course will also cover negotiation with different aspects of negotiation strategies

Project Management

Course Code MGT-629

Credits 3

Pre-requisite None

Description

This course aims to equip students with the knowledge of project management and skills that a successful project manager uses for effective initiation, implementation, and termination of a project. Students get knowledge of different players involved in projects as well as in-depth information regarding organizational structure, scheduling, and communication, etc. for the project. Students are also taught how to prepare a project feasibility study, conduct financial and risk analysis, which is the core outcome of this subject.

In addition to the regular course work, students will be indulged in the discussion of project proposals, project reports, articles, and case studies also.



Organization Theory and Design

Course Code MGT-630

Credits 3

Pre-requisite None

Description This course emphasizes the practical applications of organization theory in topics that are essential to organizational success, including strategy implementation, innovation, organizational structure and culture, change management, and power and influence. Throughout the course, we will also consider the lessons and implications that organization theory offers for individuals' careers. In short, this course is about ideas and practices that can make or break organizations and careers. Thus this course is relevant to students considering careers in a wide range of fields, including (but not limited to) corporate management, strategy and management consulting, HR, entrepreneurship, finance, and law.

Change Management

Course Code MGT-631

Credits 3

Pre-requisite None

Description The course is of integrated nature related to multiple disciplines and has got a diverse and kaleidoscopic application. For instance, this is closely related to 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 MGT-632

Credits 3

Pre-requisite None

Description Employee Engagement course gives board-level leaders and HR managers real-world principles and approaches to put engagement to work. This course will help you to deliver the organization's vision and objectives; fast, effectively, and always with an eye on strategic outcomes. Committed employees go the extra distance for your business; they are more productive; have lower stress levels; enjoy greater work satisfaction, and will stay longer with your organization.

Supply Chain Management

Course Code MGT-633

Credits 3

Pre-requisite None

Description This course will expose students to the challenges involved in managing supply chains and understand the complexity of inter-firm and intra-firm coordination. In addition to the basic challenges and trade-offs associated with reducing costs and increasing responsiveness, this course will also discuss other supply chain issues such as sourcing and the need for greater transparency in supply chains and discuss the relationship between supply chain management and sustainability. The goal of the course is to develop a framework to address a variety of supply chain management challenges. Supply chain management, therefore, involves the coordination of multiple value-creating processes that typically fragmented and dispersed across organizational and national boundaries. This fragmentation creates opportunities (e.g., lower costs) but also challenges (e.g., longer lead times). Firms, therefore, need to find a way to exploit the benefits provided by fragmented supply chains, while making sure that the challenges are managed effectively

Disclaimer: The information and data provided in this document are subject to review, and Kardan University reserves the right to make any changes it may deem fit in the future.