



پوهنتون كاردان  
KARDAN UNIVERSITY

# Course Catalogue

For Master's of Project  
Management

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## **Introduction**

The Master of Project Management program is designed for individuals who are keen to lead and manage projects of varying nature in the most desirable and efficient way. It integrates theory and practices in enhancing understanding, knowledge, skills, and competencies that are essential to plan, organize, implement, and monitor projects of diverse nature.

The core and elective subjects of the program above provide an insight into contemporary project related issues, concepts, and dilemmas locally, regionally, and globally. The main emphasis of the program is on the key disciplinary and interdisciplinary perspectives regarding project management, as clustered in terms of people management, financial management, and other resources management to achieve stakeholders' satisfaction.

The public, private, and developmental sectors of Afghanistan have been facing a lack of professionals in the field of Project management in recent years. Sound functioning of these sectors requires people with the necessary skills to undertake and execute projects successfully. The higher education system of Afghanistan, however, has come across many challenges and problems in terms of developing and designing project management programs. Considering the dire need to respond to business and socio-economic needs of the society and organizations, Kardan University, the leading private University in Afghanistan offers Master in Project management. Students with Political Science, engineering, natural sciences, Law, and other social science field are eligible to be enrolled. The program will qualify future project managers who would respond effectively towards the economic development of Afghanistan.

## **Vision Statement**

To instill excellence in teaching, learning and Research

## **Mission Statement**

To equip students for dynamic business environment by focusing on market-oriented

## **Purpose**

The purpose of the Master in Project Management (MPM) Degree Program is to prepare students to serve different economic sector as project managers and leaders. The 2.5-year MPM program is a professional degree program designed to prepare both pre and mid-career professionals and administrators.

As a professional program, the emphasis is placed upon learning concepts, processes, and techniques that are associated with the different phases of project management. The program blends theory with the practical dimensions of project planning and management and encourages a broadened academic and professional perspective. It is

a multi-disciplinary program combining rigorous training in analytical and quantitative methods with an emphasis on economic, social, and socio-economic development needs of the society and different sectors of the economy.

### **Program Objectives**

The program aims at developing professionals who will perform effectively as project manager either independently or being project managers in different organizations. It aspires to widen the knowledge base and skills of students in the theory and application of new technologies now in use in order to access, analyze, and utilize the information that is pertinent to the field of Project management. The program endeavors to strengthen students' project management skills, enabling them to perform management, communication, and problem-solving activities across a broad spectrum of professional disciplines.

### **Contribution to University Objectives and Mission**

The proposed program Master in Project Management is in alignment with three of the major strategic objectives (stated below) of 5-year strategic plan (2015-2020) of Kardan University and would contribute enormously to the cause of Kardan University.

#### **Strategic Objective:**

1. To enhance students' professional growth through the design and delivery of rewarding and intellectually rigorous academic programs and services.
2. To nurture and foster a talented faculty from diverse backgrounds, ensuring continuous professional development and research excellence.
3. To foster an environment of sustained innovation and growth with a focus on academic excellence.

The above three strategic objectives handsomely contribute to the strategic vision **“In the spirit of excellence, aspiring for knowledge and growth excellence “**and mission of Kardan university, which is **“A vibrant university inspiring academic and professional excellence”**.

### **Learning Outcomes**

- The outcome of the proposed program is to enable students to:
- Become well versed in the operational aspects of project management.
- Be able to strengthen planning and management skills.
- Make a difference by delivering service to the people in an equitable and neutral way.
- Communicate effectively with all the stakeholders.

- Identify the optimal managerial solution according to the nature of the problems that a project is all about.
- Be knowledgeable of the capacity of the personnel and their training needs.
- Adhere to the principles of effectiveness, efficiency, and economy despite pressures.
- Be able to work independently as well as collaboratively.
- Be able to maintain continuity where necessary and effect change where required.
- Upon successful completion, students will have the skills and knowledge to:
- Demonstrate understanding of historical, comparative and theoretical perspectives on project management.
- Demonstrate in-depth knowledge and understanding of key concepts and issues in the field of project management in Afghanistan and even outside the country.
- Reflect critically on and engage in key practical skills in the field of project management.
- Demonstrate knowledge of research principles and both qualitative and quantitative methodologies relevant to the field of project management.
- Apply conceptual analysis and evidence to investigate, analyze and synthesize complex managerial challenges from multiple perspectives.
- Apply self-management, communication, influencing and teamwork skills to complex project management challenges.

### **Admission Criteria**

The MPM 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.

### **MPM for Business and Project Management Graduates (2 years)**

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

### **Admission Criteria (Business and Project Management Graduates)**

Candidates holding 4-year Bachelor of Business Administration/ Economics/ Commerce/ Project Management with at least CGPA 2.25 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 prior to their enrollment in the MPM Program. Further, the candidates have to provide academic documents duly attested by the Ministry of Higher Education (MoHE) of Afghanistan.

### **MPM for Non-Business and Non-Project Management Graduates (2.5 years)**

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

### Admission Criteria (Non-Business and Non-Project Management Graduates)

Candidates holding 4-year Bachelor degree other than Business Administration/ Economics/ Commerce and Project Management with at least CGPA 2.25 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 prior to their enrollment in the MPM 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

Following is the semester break-down for the graduate level studies:

a) Teaching weeks	16 weeks
b) Examination Preparation	02 Weeks
c) Midterm Examination	02 weeks
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 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 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 examination can be changed from time to time. Those candidates who were failed in 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 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 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 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 Midterm. No re – makeup examination will be arranged under any circumstances. Those candidates who miss the midterm make examination will lose 20 marks.
- A student who is not able to attend midterm exam will require to submit a written request with supporting document proofing the reason for their absenteeism during the regular exam to the examination department Five (05) working days before the date on which the examination will be held.
- Those students who fail to provide genuine documents indicating the reason for their absenteeism during the regular exam will be entitled for a deduction of 20% of total marks in the makeup examination.

#### **B. Terminal Makeup Examination.**

- All candidates who were not able to attend the terminal examination will be given a chance to appear for 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 the terminal makeup examination fee before the deadline.
- There will be only one makeup examination in Terminal. No re – makeup examination will be arranged under any circumstances. Those candidates who miss the terminal makeup will fail the course and will require re-registering for the same course in the following semester and paying the fee for the failed course.
- A student who is not able to attend terminal exam will require to submit a written request with supporting document proofing the reason for their absenteeism during the regular exam to the examination department Five (05) working days before the date on which the examination will be held.
- Those students who fail to provide genuine documents proofing the reason for their absenteeism during the regular exam will be entitled for a deduction of 20% of total marks in the makeup examination.

### Assessment Criteria

TYPE	PERCENTAGE	RATIONALE
Internal Assessment <ul style="list-style-type: none"> <li>• <b>Major Assignment: 20%</b></li> <li>• <b>Quizzes/ Minor Assignment:10%</b></li> <li>• <b>Attendance: 10%</b></li> </ul>	<b>40 %</b>	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"> <li>• <b>Midterm: 20%</b></li> <li>• <b>Terminal: 40%</b></li> </ul>	<b>60%</b>	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
<b>90 and above</b>	4.0	A	At least 25% expected to secure A grade
<b>80 – 89</b>	3.0	B	At least 35% expected to secure B grade
<b>70 – 79</b>	2.0	C	At least 30% expected to secure C grade
<b>60 – 69</b>	1.0	D	At least 7% expected to secure D grade
<b>59 and below</b>	0.0	F	At least 3% expected to secure F grade



## Graduation Criteria

In the MPM Program, there are two streams, i.e., MPM Business/Project Management and Non-Business/ Non-Project Management. The students of MPM 2 years are required to successfully complete 42 credit hours that is consist of core courses, elective courses, and a written Capstone Project.

The students of MPM 2.5 years are required to successfully complete 60 credit hours that is consist of business foundation courses, core courses, elective courses, and a written Capstone Project.

The medium of instruction for the MPM program is English. The minimum duration for completion of the MPM degree (42 credits) is 1.5 years while the maximum is 2 years. The minimum duration for completion of the MPM degree (60 credits) is 2 years while the maximum is 3 years. The minimum CGPA criterion for graduation is 2.25 out of 4.0. MPM curriculum is among the most responsive and up-dated learning resources that directly address the skills gaps across the specific governmental, non-governmental and business sectors.

Graduation Requirements for Business and Project Management Graduates		
No.	Category	Criteria
1	Credit Requirement	42 Credits
2	Capstone Project and Defense	Pass
3	Professional Seminars	2* Full day

Graduation Requirements for Non-Business/Non-Project Management Graduates		
No.	Category	Criteria
1	Credit Requirement	60 Credits
2	Capstone Project and Defense	Pass
3	Professional Seminars	2*Full day

## Professional Seminar

Students are required to participate in a two\* full-day “Business” designated professional or scholarly conferences/Seminars/ event nationally or internationally and submit a post-conference report. Students must bring proper evidence such as the certificate of participation, certificate of completion, etc.

## Credits Requirement

### MPM Program (Business/Project Management Graduates)

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

Summary of Credits Requirement for Business/Project Management Graduates				
No.	Category	Courses	Credits	Percentage
1	Core	08	24	57%
2	Electives	04	12	29%
3	Project	01	6	14%
Total			<b>42</b>	<b>100%</b>

### MPM Program (Non-Business/Non-Project Management Graduates)

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

Summary of Credits Requirement for Non-Business/ Graduates				
No.	Category	Courses	Credits	Percentage
1	Foundation	06	18	30%
2	Core	08	24	40%
3	Electives	04	12	20%
4	Project	01	6	10%
Total			<b>60</b>	<b>100%</b>

### List of courses

Core Courses (For Business/Project Management Graduates)				
No.	Course Code	Course Name	Pre-requisite	Credits
1	PM-501	Project Communication and Proposal Writing		3
2	PM-502	Project Human Resource Management		3
3	PM-503	Project Cost and Time Management		3
4	PM-504	Scope and Integration Management		3
5	PM-505	Project Risk Management		3
6	PM-506	Project Procurement and Contract Management		3
7	PM-601	Project Monitoring and Evaluation		3
8	RM-602	Research Methods for Project		3
Total Courses				<b>8</b>
Total Credits				<b>24</b>

Elective Courses Business and Project Management Graduates				
No.	Course Code	Course Name	Pre-requisite	Credits
<b>(Any four courses may be chosen)</b>				
1	PM-611	Project Conflict and Negotiation Management		3
2	PM-612	Project Governance		3
3	PM-613	Project in Public Sectors Management		3
4	PM-614	Disaster Management		3
5	PM-615	Project Decision Making		3
6	PM-616	Project Strategic Management		3
<b>Total Courses</b>				<b>4</b>
<b>Total Credits</b>				<b>12</b>

Foundation Courses (For Non-Business/Non-Project Management Graduates)				
No.	Course Code	Course Name	Pre-requisite	Credits
1	ECO-481	Economic Theory & Practice		3
2	STA-482	Quantitative Analysis		3
3	ACC-483	Financial Accounting		3
4	MGT-484	Managing People and Organization		3
5	FIN-486	Financial Management		3
6	PM-488	Fundamentals of Project Management		3
<b>Total Courses</b>				<b>6</b>
<b>Total Credits</b>				<b>18</b>

Core Courses (For Non-Business/Non-Project Management Graduates)				
No.	Course Code	Course Name	Pre-requisite	Credits
1	PM-501	Project Communication and Proposal Writing		3
2	PM502	Project Human Resource Management		3
3	PM-503	Project Cost and Time Management		3
4	PM-504	Scope and Integration Management		3
5	PM-505	Project Risk Management		3
6	PM-506	Project Procurement and Contract Management		3
7	PM-601	Project Monitoring and Evaluation		3
8	RM-602	Research Methods for Project		3
<b>Total Courses</b>				<b>8</b>
<b>Total Credits</b>				<b>24</b>

Elective Courses for Non-Business and Non-Project Management Graduates				
No.	Course Code	Course Name	Pre-requisite	Credits
<b>(Any four courses may be chosen)</b>				
1	PM-611	Project Conflict and Negotiation Management		3
2	PM-612	Project Governance		3
3	PM-613	Project in Public Sectors Management		3
4	PM-614	Disaster Management		3
5	PM-615	Project Decision Making		3
6	PM-616	Project Strategic Management		3
<b>Total Courses</b>				<b>4</b>
<b>Total Credits</b>				<b>12</b>

### Semester Wise Breakup of Courses for 42 Credit Hours

There are eight core and four elective courses in three semesters, while fourth semester has a comprehensive Capstone project.

Road Map for MPM (42 Credits)					
Semester I			Semester II		
Course Code	Course Title	Credits	Course Code	Course Title	Credits
PM-501	Project Communication and Proposal Writing	3	PM505	Project Risk Management	3
PM-502	Project Human Resource Management	3	PM506	Project Procurement and Contract Management	3
PM-504	Scope and Integration Management	3		Elective I	3
PM503	Project Cost and Time Management	3		Elective II	3
Semester III			Semester IV		
Course Code	Course Title	Credits	Course Code	Course Title	Credits
RM-602	Research Methods for Project Manager	3	PRJ-699	Capstone Project	6
PM-601	Project Monitoring and Evaluation	3			
	Elective III	3			
	Elective IV	3			

## Semester Wise Breakup of Courses for 60 Credit Hours

There are six foundation, eight core and four elective courses in five semesters, along with a comprehensive project in fifth semester.

Road Map for MPM (60 Credits)					
Semester I			Semester II		
Course Code	Course Title	Credits	Course Code	Course Title	Credits
ECO-481	Economics Theory and Practice	3	FIN-486	Financial Management	3
ACC-483	Financial Accounting	3	PM-488	Fundamentals of Project Management	3
STA-482	Quantitative Analysis	3	PM-501	Project Communication and Proposal Writing	3
MGT-484	Managing People and Organization	3	PM-502	Project Human Resource Management	3
Semester III			Semester IV		
Course Code	Course Title	Credits	Course Code	Course Title	Credits
PM-504	Scope and Integration Management	3	PM-601	Project Monitoring and Evaluation Management	3
PM-503	Project Cost and Time Management	3	RM-602	Research Methods for Project Manager	3
PM-505	Project Risk Management	3		Elective I	3
PM-506	Project Procurement and Contract Management	3		Elective II	3
Semester V					
	Elective III	3			
	Elective IV	3			
PRJ-699	Capstone Project	6			

## Detailed Course Descriptions

Project Communication and Proposal Writing	
<b>Course Code</b>	PM-501
<b>Credits</b>	3
<b>Pre-requisite</b>	
<b>Description</b>	This Proposal Writing and Communications course contents are for students of master level courses. These contents are all practical and designed by well-known organisations who have established their brands in state, non-business and especially business projects. For any project manager, communication skills are crucial. And communicating with a variety of stakeholders begin as soon as the initial idea starts shaping and continues even post project completion.

Project Human Resource Management	
<b>Course Code</b>	PM-502
<b>Credits</b>	3
<b>Pre-requisite</b>	
<b>Description</b>	Project Human resource management course designed to give insight of human resource efficacy to project-based organization. Project Human Resource Management includes the processes that organize, manage, and lead the project team. The project team is comprised of the people with assigned roles and responsibilities for completing the project. Project team members may have varied skill sets, may be assigned full or part-time, and may be added or removed from the team as the project progresses. Project team members may also be referred to as the project's staff. Although specific roles and responsibilities for the project team members are assigned, the involvement of all team members in project planning and decision making is beneficial. Practices in order to meet the demands of business opportunities in the twenty-first century.

## Project Cost and Time Management

**Course Code: PM-503**

**Credits: 3**

**Pre-requisite**

### **Description**

This course presents important concepts in respect to time and cost as related to projects.

The area of time management will be covered with some emphasis on the planning schedule management, project activity requirements and project activity sequencing. This includes tools for schedule management, schedule management plan applications, resource estimating, resource estimation method and studying the critical path method, project evaluation review technique, project schedules and Gantt charts, milestones and reporting. The cost management component will look at a wide array of cost related measures. The objective is to provide students with an understanding of, and ability to produce and apply cost and management accounting information that is used in planning and control of projects. Particular emphasis is placed on mastering the topics of develop the plan of cost, cost estimate tools and estimate the project cost. This will include develop a project budget, methods of project budget and cost control techniques.

## Scope and Integration Management

**Course Code: PM-504**

**Credits: 3**

**Pre-requisite**

### **Description**

This book is organized into four sections.

Section I, “The Initiating of Projects,” sets the stage. This section includes the “Fundamentals” of project scope and integration management and “The Project Charter”.

Section II, consists of “The Planning, Defining, Scoping, and Structuring of Projects,” that focuses on the core elements of a project. Further, this section describes different project management plans and the essential documentations for a project.

Section III, involves “The Managing and Leading of the Execution of Projects,” which focuses on directing, managing, monitoring, and controlling the actual project work, the inevitable changes, and controlling and validating the project scope. Section IV, highlights “The Closing of Projects,” addresses two highly important, but often neglected elements in the life of a project, the project closure acceptance documentation (PCAD) and on lessons learned.

## Project Risk Management

**Course Code: PM-505**

**Credits: 3**

**Pre-requisite**

**Description**

This course covers the area of risk management in the project context. It highlights the importance of risk management and the need for project managers to think ahead in this regard. It contains essential risk management theory and concepts as applicable to project environments including project risk planning, preparation and response. It also overviews the areas of risk identification, assessment, monitoring and control. Qualitative and quantitative risk analysis techniques will be presented to students within this course. This course has been designed for project risk managers, risk owners, project managers, and members of the project office, project sponsors, functional managers, senior management and individuals interested in project risk management. They will learn to qualify and quantify project risks and develop appropriate risk responses, and will design and calculate key performance indicators for monitoring and controlling project risks.

## Project Procurement and Contract Management

**Course Code: PM-506**

**Credits: 3**

**Pre-requisite**

**Description**

This course provides participants with a systematic and interactive approach to procurement management primarily achieved through analysis of the Procurement Life Cycle (Pre-Award Phase, Award Phase, Post-Award Phase) from the perspective of both Buyers and Sellers. Participants apply their new skills to various case situations in order to evaluate the applicability and impact of different approaches and to learn how to successfully implement specific processes. The course is based on procurement management principles consistent with the Project Management Institute's Project Management Body of Knowledge.



## Project Monitoring and Evaluation

**Course Code: PM-601**

**Credits: 3**

**Pre-requisite**

### Description

The purpose of this course is to promote a common understanding and reliable practice of monitoring and evaluation (M&E) for project/programs. It is meant to be a desktop reference that supplements the more concise and Feld-friendly Guide. Therefore, this course is not intended to be read from cover to cover; the reader can refer to specific topics for more detail when needed. This course does not provide detailed guidance on conducting evaluations; this is provided in separate project resources. Instead, emphasis is placed on establishing and implementing a project/programme monitoring and related reporting system. However, as evaluation is integrally linked to monitoring, an overview of evaluation is included for planning evaluation events within the overall M&E system.

## Research Methods for Project

**Course Code: RM-602**

**Credits: 3**

**Pre-requisite**

### 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 enquiry. 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

## Foundation courses (For Non-Business/Non-Project Management

Economics Theory and Practice	
	<b>Course Code: ECO-481</b>
	<b>Credits: 3</b>
	<b>Pre-requisite</b>
<b>Description</b>	<p>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.</p> <p>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.</p> <p>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.</p>

Quantitative Analysis	
	<b>Course Code: STA-482</b>
	<b>Credits: 3</b>
	<b>Pre-requisite</b>
<b>Description</b>	<p>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.</p>

Financial Accounting	
<b>Course Code: ACC-483</b>	
<b>Credits: 3</b>	
<b>Pre-requisite</b>	
<b>Description</b>	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 the record-keeping, financial statement preparation process, and analysis of financial statements.

Managing People and Organizations	
<b>Course Code: MGT-484</b>	
<b>Credits: 3</b>	
<b>Pre-requisite</b>	
<b>Description</b>	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 the record-keeping, financial statement preparation process, and analysis of financial statements.

Financial Management	
<b>Course Code: FIN-486</b>	
<b>Credits: 3</b>	
<b>Pre-requisite : Financial Accounting</b>	
<b>Description</b>	<p>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.</p> <p>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.</p>

Project Management	
<b>Course Code: MGT-654</b>	
<b>Credits: 3</b>	
<b>Pre-requisite</b>	
<b>Description</b>	<p>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.</p> <p>In addition to the regular course work, students will be indulged in the discussion of project proposals, project reports, articles, and case studies also.</p>

### Elective Courses (For Business and Non- Business/Non-Project Management Graduates)

Project Conflict and Negotiation Management	
<b>Course Code: PM-611</b>	
<b>Credits: 3</b>	
<b>Pre-requisite</b>	
<b>Description</b>	<p>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.</p>

Project Governance	
<b>Course Code: PM-612</b>	
<b>Credits: 3</b>	
<b>Pre-requisite</b>	
<b>Description</b>	<p>This course is designed to make student understand and apply good governance in project-based organization. Projects are vitally important to organizations because it is through the successful delivery of projects that they are able to deliver services. Hence an organization that struggles to deliver its projects will also struggle to deliver the level of service its customers demand. Project governance – the process of project decision making and the framework, models or structures that are established to enable this – is recognized as a critical success factor for the delivery of projects.</p>

Project in Public Sectors Management	
	<b>Course Code: PM-613</b>
	<b>Credits: 3</b>
	<b>Pre-requisite</b>
<b>Description</b>	<p>The course takes a comparative and thematic approach to issues in public sector management, and encourages students to consider their relevance to their own workplaces. The course gives particular emphasis to issues of public sector reform and draws on leading-edge research by academic staff at various Universities across the world. The course has special relevance for public sector professionals and for those intending to work in that sector, as well as for professionals in the private and third sectors whose work is closely related to public policy and public administration. It is designed to be accessible to those who combine experience with professional and/or vocational qualifications.</p> <p>Furthermore, this course introduces students to some key concepts in the study and reform of public sector management. It is aimed at students from different national backgrounds who have some experience working in the public or non-government sectors. Some the topics are presented in a general way, from first principles, drawing on examples from many countries while others start from the Australian experience, and put it in a broader comparative context.</p>

Disaster Management	
	<b>Course Code: PM-614</b>
	<b>Credits: 3</b>
	<b>Pre-requisite</b>
<b>Description</b>	<p>This course is intended to provide fundamental understanding of different aspects of Disaster Management. The main purpose is to introduce students to the discipline of emergency management, and to familiarize students with fundamental concepts, methods, and issues in mitigation, preparedness, response, and recovery It will expose the students to the concept and functions of Disaster Management and to build competencies of Disaster Management professionals and development practitioners for effective supporting environment as put by the government in legislative manner. It would also provide basic knowledge, skills pertaining to Planning, Organizing and Decision-making process for Disaster Risk Reduction.</p>

Project Decision Making	
<b>Course Code: PM-615</b>	
<b>Credits: 3</b>	
<b>Pre-requisite</b>	
<b>Description</b>	<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>

Project Strategic Management	
<b>Course Code: PM-616</b>	
<b>Credits: 3</b>	
<b>Pre-requisite</b>	
<b>Description</b>	<p>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 device strategies, possession their businesses, define firm boundaries and maximize long term profits in the face of uncertainty and competition.</p> <p>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.</p>

*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.*