Post Graduate Diploma in Leadership & Management Studies

DEPARTMENT OF LEADERSHIP & MANAGEMENT STUDIES

NATIONAL DEFENCE UNIVERSITY, ISLAMABAD

Introduction/Description

Post Graduate Diploma in Leadership & Management Studies has been designed with an objective to give opportunity to entrepreneurs, small business owners, general practitioners and students to understand the foundation of entrepreneurship and equip themselves with necessary skills required to manage business ventures. The program can also be of immense value for those middle managers who are interested in launching and managing new ventures from the platform of large scale corporations. Students interested in seeking higher education in Leadership & Management Studies or launching own ventures can also be benefited from the program.

Program Objectives

The Post Graduate Diploma in Leadership & Management Studies program aims at providing students the skills and competence to enter organizations with sound knowledge of the subject. Such skills include: Leadership skills, Communication Problem solving, Strategic thinking

Admission Eligibility Criteria

After MSc/ BS (16 years education) No Entry Test and No GAT Test Required for PGD Admissions

Course Exemption

Course(s) exemption is not allowed.

Duration

It is a one-year duration program that comprises two semesters. Each semester has 16 weeks duration.

Courses of Study

Same study scheme as of MPhil regular 2 semesters.

Assessment of Study Progress

The students' study progress evaluation mechanism is based on continuous assessment throughout the semester by giving assignments, quizzes, mid-term and final term exams. The mid-term and final term exams are conducted for diploma requirement

Award of Degree

To be eligible for the award of Post Graduate Diploma in Leadership & Management Studies, students are required to complete course work of minimum two semesters.

PGD in LMS Semester Scheme (3 credit hrs. each course)

S.No	Code No.	Title of Course	S.No	Code No.	Title of Course
Semester-I			Semester-II		
1	PGD LMS-700	Advance Strategic Management	5	PGD LMS-703	Advance Accounting and Financial Management
2	PGD LMS-701	Leadership, Theory & Practice	6	PGD LMS-704	Quantitative Analysis
3	PGD LMS-702	Research Method and Techniques	7		Elective-2
4		Elective-1	8		Elective-3

PGD in LMS List of Elective Courses (3 credit hrs. each course)

S.No	Code No.	Title of Course	S.No	Code No.	Title of Course
1	PGD LMS-705	Entrepreneurial Leadership	32	PGD LMS-736	Fundamental of Disaster Management
2	PGD LMS-706	Leadership and Decision Making	33	PGD LMS-737	Disaster & Sustainable Development
3	PGD LMS-707	Quantitative Techniques	34	PGD LMS-738	Disaster Risk Management
4	PGD LMS-708	Human Resource Management: Theory & Practice	35	PGD LMS-739	Research Approaches in Disaster Management
5	PGD LMS-709	Seminar on Advanced Strategic Management	36	PGD LMS-740	Operations Management
6	PGD LMS-710	Innovation and Technology Management	37	PGD LMS-741	Tourism and Disaster Risk Management
7	PGD LMS-711	NGO Management	38	PGD LMS-742	Critical issues in Eco-Tourism
8	PGD LMS-712	Behavioral Finance	39	PGD LMS-743	Team Management and Leadership in Tourism & Hospitality
9	PGD LMS-713	Contemporary issues in Defence Management	40	PGD LMS-744	Cultural Heritage Tourism
10	PGD LMS-714	International Financial Management	41	PGD LMS-745	Strategic Management: Hospitality & Tourism
11	PGD LMS-715	International Human Resource Management	42	PGD LMS-746	Tourism Policy Making: Organizational Dynamics
12	PGD LMS-716	E-Business Management	43	PGD LMS-747	International Tourism: Cultures and Behavior
13	PGD LMS-717	Logistics Management	44	PGD LMS-748	Cultural Resource Management
14	PGD LMS-718	Advance Marketing Research	45	PGD LMS-749	Advance Corporate Governance
15	PGD LMS-719	Advance Topics in Services and Industrial Marketing	46	PGD LMS-750	Leadership and Communication
16	PGD LMS-720	Advance Operations Management	47	PGD LMS-751	Global Marketing
17	PGD LMS-721	Seminar on Human Resource Staffing	48	PGD LMS-752	Leadership: Theoretical and Philosophical Approach
18	PGD LMS-722	Advance Qualitative Methods in Research	49	PGD LMS-753	Business and Public Policy
19	PGD LMS-723	Advance Quantitative Methods in Research	50	PGD LMS-754	Advanced Managerial Accounting
20	PGD LMS-724	Advance Corporate Finance	51	PGD LMS-755	Advanced Methods in

					Business Research
21	PGD LMS-725	Commercial Banking	52	PGD LMS-756	Advanced Business Policy
22	PGD LMS-726	Strategic Marketing	53	PGD LMS-757	International Human Resource Management
23	PGD LMS-727	Sales and Selling	54	PGD LMS-758	Financial Risk Analysis / Management
24	PGD LMS-728	Internet Marketing	55	PGD LMS-759	Leadership Practice and Ethics
25	PGD LMS-729	Consumer Behavior	56	PGD LMS-760	Management: leadership Perspective
26	PGD LMS-730	Recruitment & Selection	57	PGD LMS- 761	Organizational Change/Development
27	PGD LMS-731	Training and Development	58	PGD LMS-762	International Business Management
28	PGD LMS-732	Strategic Human Resource Management	59	PGD LMS-763	Statistical Inference
29	PGD LMS-733	Performance Appraisal & Compensation	60	PGD LMS-764	Project Supply Chain Management
30	PGD LMS-734	Humanitarian Leadership	61	PGD LMS-765	Strategic Brand Management
31	PGD LMS-735	Understanding the Natural Hazards	62	PGD LMS-766	Advanced Project Management

<u>**Course Outline**</u>

Research Method and Techniques

By: Dr. Muhammad Zia-ur-Rehman

Class Time: 3 hours

Consultation Time: Thursday 8:30-7:30

Contact Email:

drziaofficial@gmail.com

Objective:
This course aims to empower students with the skills needed to perform sophisticated quantitative analyses using contemporary statistical methods.

Course Overview:
Students will delve into subjects such as causal inference and Bayesian analysis, with an emphasis on practical application. The course is structured into two main sections: one focusing on causal inference, and the other on Bayesian analysis and cutting-edge regression methods

Learning Objectives:
Upon completing the course, students should achieve the following:

Knowledge:
Gain familiarity with various key techniques in contemporary quantitative methods.
Effectively communicate analysis results in a structured and understandable manner.

Skills:
Identify theoretically grounded research inquiries suitable for empirical examination.
Capably perform rigorous statistical analyses utilizing relevant statistical software.

General Competence:
Independently conduct statistical analyses utilizing data gathered by themselves.

Teaching Approach:
The course will employ a blended learning approach, combining synchronous and asynchronous sessions to cater to different learning styles and schedules. This will include:
    • Lectures: Live presentations covering key concepts and materials.

• Tutorials: Interactive sessions for group discussions, problem-solving, and clarification of doubts.
• Drop-in Sessions: Scheduled times where students can seek individualized assistance or clarification.
• Discussion Boards: Online forums for collaborative learning, sharing insights, and discussing course topics.
• Other Online Learning Opportunities: Various digital resources, such as videos, quizzes, and interactive exercises, to supplement learning.

This diverse teaching strategy aims to provide flexibility and engagement while ensuring comprehensive understanding and application of course content.

Course Description and Aims:

This course aims to enhance students' knowledge of **Research Method and Techniques**, preparing them for advanced dissertation-level research in management fields requiring robust quantitative analysis. The focus lies on utilizing specialist software such as SPSS and AMOS and SmartPLS for statistical analysis, interpreting resulting analyses, modeling and analyzing complex relationships—particularly multivariate relationships—and discerning correct inferences from data while recognizing incorrect analyses. Advanced computer modeling tools beyond Microsoft Excel will be employed to analyze and present quantitative data, fostering practical skills in statistical and mathematical techniques crucial for specialized management analysis and decision-making. The course integrates contemporary computational skills with advanced quantitative analysis and business statistics theories, enabling students to critically evaluate intricate business problems and scrutinize them through computer technologies. Additionally, students will develop proficiency in reading, comprehending, and interpreting original business and management research articles grounded in quantitative data and statistical analysis.

Learning Outcomes:

Having successfully completed the unit, students will be able to:
- Apply statistical techniques to business and management problems
- Use SPSS and Stata to perform statistical analysis.
- Evaluate and Communicate quantitative ideas effectively both in oral and written form

Course Requirements:

This course consists of a combination of lectures and discussion. Class preparation and participation are crucial to an effective and rewarding course. Students are expected to attend all class meetings, arrive on time, and be ready to discuss the week's reading assignments. The success of this course depends on your completion of the assigned readings, your prepared attendance, and your active participation. Take notes on your readings and bring them to class. This will facilitate your participation.

     A.   Assignments
     B.   Presentations
     C.   Quizzes
     D.   Semester Project/Research Project

E.   Mid Term/ Final Term

Prerequisites:

- In addition to hard copies of the assigned tasks, each student shall submit electronic/soft copies of their work. Please avoid any kind of plagiarism (copy pasting from internet) because your soft copies will be used to detect any such malpractice. Many techniques and soft-wares are used by the faculty to detect plagiarism. It is highly recommended that all of you go through the plagiarism policy guidelines of Higher Education Commission (HEC) at the earliest. Plagiarism Policy of HEC is available at the following website http://www.hec.gov.pk/QualityAssurance/download/Plagiarism_Policy.pdf
  To understand plagiarism please read ―A Little book of Plagiarism‖ (13 pages) at http://www.hec.gov.pk/QualityAssurance/download/Little%20Book%20of%20Pl agiarism.doc

- Plagiarism, which is ―when one quotes or paraphrases somebody else's words or ideas without crediting him or her‖ is absolutely forbidden at the National Defence University. It is equivalent to lying, cheating, or stealing and is considered to be fraud and theft. Therefore make sure that every writing assignment is written in your own words, not someone else's. . I reserve the right to fail and press for disciplinary action against any student who has plagiarized on any assignment, no matter how minor. Please review the above-mentioned website carefully and please do not hesitate to ask questions if you are unclear as to what is considered plagiarism or what is not. Plagiarism is a serious offense and can result in expulsion.

- Late submission Policy: All written work must be turned in the day it is due. Failure to hand in your assignment will result in a zero. Late papers are only accepted if given special permission by me with a legitimate excuse the day before the paper is due or other extreme circumstances. Communication is key. If you encounter a serious hardship during the course of the semester please do not hesitate to contact me.

Tentative Lecture Schedule:

Lectures	Topic/Contents
1	Introductory and Overview • Pace of knowledge creating • Concept construct and items/elements • Research for solving problems. • Definition of problem • Decision making based on research and data analysis. • Types of problems and decisions • Research defined • Research oriented thinking • When should the research be undertaken ? • Research design and types • Quantitative and qualitative studies

	• Quantitative research • Qualitative analysis • Validity, reliability and precision • Data, information, knowledge, wisdom • Conceptual model and statistical model • Inductive and deductive reasoning • Qualitative research process • Tips for novice researchers Quiz - 1
2	Scientific investigation • Purposiveness, • Rigor, • Testability, • Replicability and others • Building blocks of scientific research, • Hypothetico-deductive method Quiz 2
3	Technology and business research: • Internet, • Software, • Emerging applications, • Cyberspace, • Ethics in handling information Quiz 3
4	The research process (steps 1-6): • The broad problem area, • Preliminary data gathering, • Problem definition, • Theoretical framework, • Hypothesis development, • Elements of research design • Assignment - Research Paper allocation and review Test 1
5	• Capabilities and differences between statistical software. • Scope and nature of different advanced statistical techniques • Applying Statistical models for both univariate and multivariate data. Test 2
6	• Data gathering • Data processing • Data results and interpretation Test 3
	Mid Term Exam/Presentation/Practical hands on practice
7	Classifying data and measurement
	Study design
	Sampling frame
	Issues in sampling design

	Sampling strategy
	Questionnaire development for data collection
	Data analysis through SPSS
	Presentation of the results in quantitative research
	Assignment 1
8	Assignment – Research paper introduction writing
9	Data analysis and interpretation:
	Getting data ready for analysis,
	Data analysis and interpretation,
	Software packages useful for data analysis,
	SPSS and other software programmes,
	Appropriate statistical tests,
10	Assignment Gap analysis and literature review
	Assignment 2
11	Data Analysis using AMOS
	Data Analysis using SmartPLS
	The research report:
	Purpose of the report,
	Integral parts of the report,
12	Oral presentation,
	Discussion and questions,
	Sample of a report.
	Assignment 3
13	Assignment - Methodology of research paper
14	Assignment – Language of research paper
15	Practical hands-on practice Class work
	Practice of data collection and analysis (a practical exercise)
16	Final presentations
	End Term Exam

Books/Reference Material

- Advanced Research Methodology, Barker R. Bausell

- Interpretative Phenomenological Analysis: Theory, Method and Research by Jonathan A Smith, Paul Flowers and Michael Larkin (21 May 2009)

- Constructing Grounded Theory: A Practical Guide through Qualitative Analysis by Kathy C. Charmaz (18 Jan 2006)

- Roy M Chiulli, Quantitative AnalysisAn Introduction, 1st Edition

- Qualitative Researching by Jennifer Mason (18 Aug 2002)

- Beginning Statistics: An Introduction for Social Scientists by Ian Diamond and Julie Jefferies (13 Oct 2000)

- Qualitative Data Analysis: An Expanded Sourcebook by Matthew B. Miles and A. Michael Huberman (9 Feb 1994)

- Applying Regression and Correlation: A Guide for Students and Researchers by Jeremy Miles and Mark Shevlin (24 Nov 2000)

- Understanding and Using Advanced Statistics: A Practical Guide for Students by Jeremy J Foster, Emma Barkus and Christian Yavorsky (6 Dec 2005) by J. (John) Scott Long (21 Feb 1997)

- Discovering Statistics Using SPSS for Windows: Advanced Techniques for Beginners (Introducing Statistical Methods... by Andy Field (16 May 2000)

- Donald J. Treiman , Quantitative Data Analysis: Doing Social Research to Test Ideas 1st Edition

NATIONAL DEFENCE UNIVERSITY
Department of Leadership and Management Studies (LMS)

Course Outline
Course Name: Advanced Accounting and Financial Management

Course Description:

This advanced accounting and finance management course offers an in-depth overview of the accounting and finance world. It examines the internal workings of the finance/control function as it interacts with various constituencies to provide information for decision-making under uncertainty.

Furthermore, the advanced accounting and finance management course delves into the impact of capital markets on corporate finance, risk, and governance.

Reference Material
- Accounting and Auditing Research and Databases by Thomas R. Weirich
- Accounting control best practices by Steven M. Bragg, ISBN: 0470046791, Publication Date: 2006
- Encyclopedia of business and finance by Burton S. Kaliski, editor-in-chief

Course Learning Objectives (CLO's):
By the end of this advanced accounting and finance management course, participants will be able to:
- Define the nature and scope of financial reporting.
- Critique the concepts, rules, and procedures for corporate financial reporting.
- Interpret financial statements according to IFRS, FAS, SEC, and other standards.
- Incorporate risk management and corporate governance into business practices.
- Analyze the financial performance of an organization through its financial statements

Course Outline: Advanced Accounting and Financial Management
This course is divided into **16 weeks**, with the topics arranged sequentially to ensure logical progression and integration of key concepts.

Week 1: Introduction to Accounting and Its Framework
- What is Accounting?
- Forms of Accounting
- Importance of Profit and Decision Scenarios Explored
- Cash vs. Accrual Accounting

Week 2: Cash Flow and Accounting Standards
- Cash Flow Forecasting and Improvement

- Funding Business Operations

- Accounting Standards and Policy Choices

Week 3: Income Statement Basics
- Revenues, Costs, and Expenses: An Overview
- Direct, Variable, Fixed, and Mixed Costs
- Depreciation, Amortization, and Depletion Methods
- Profit vs. Cash

Week 4: Financial Statements in Detail
- Balance Sheet: Assets, Liabilities, and Equity
- Working Capital Cycle Management
- Introduction to the Cash Flow Statement

Week 5: Budgeting as a Decision-Making Tool
- The Master Budget: Planning, Control, and Communication
- Sales Budget as the "Driver"
- Operating Budget Components
- Flexible vs. Traditional Budgets

Week 6: Financial Projections and Variance Analysis
- Financial Budget and Pro Forma Statements
- Cash and Capital Budgets
- Variance Analysis: Price and Volume Effects

Week 7: Managerial Accounting vs. Financial Accounting
- Objectives and Roles of Managerial and Financial Accounting
- Cost Terminology: Variable, Fixed, Incremental, and Opportunity Costs
- Cost-Volume-Profit Scenarios: Contribution Margin and Break-Even Analysis

Week 8: Valuation and Business Performance
- Definitions of Value and Responsibility Centers
- Measuring Performance: Cost, Profit, and Investment Centers
- Business Valuation: Shareholder Value Creation

Week 9: Finance and Working Capital Management
- Components of Finance and Working Capital
- Critical Ratios: Current, Inventory Turnover, and Receivables
- Liquidity vs. Bankruptcy

Week 10: Capital Structure and WACC
- Equity and Debt Capital: Definitions and Cost Calculations
- Weighted Average Cost of Capital (WACC): Calculation and Applications
- Leverage: Operating, Financial, and Combined

Week 11: Investment Decisions and CAPEX Analysis
- Time Value of Money and Capital Project Evaluation
- Estimating Cash Flows and NPV/IRR Methods
- Risk Assessment and Post-Implementation Audits

Week 12: Risk Management and Corporate Governance

- Understanding Financial Risks: Strategic, Operational, and Functional
- Developing a Financial Risk Management (FRM) Strategy
- Importance of Corporate Governance in Financial Management

Week 13: Corporate Governance Models and Practices
- Corporate Governance Structures: 1-Tier vs. 2-Tier Boards
- Independent Directors and Chairman/CEO Duality
- Principal-Agent Theory in Corporate Governance

Week 14: Advanced Topics in Corporate Governance
- Emerging Trends in Governance
- Voluntary vs. Enforced Governance Practices
- Balancing Shareholders and Stakeholders

Week 15: Integrative Risk and Governance Discussions
- Joint Ventures, Alliances, and Environmental Risks
- Supply Chain, Reputation, and Catastrophic Risks
- Case Studies on Risk and Governance

Week 16: Final Review and Application
- Comprehensive Review of Key Topics
- Capstone Project or Case Study Presentations
- Open Forum for Discussions and Feedback

Course Outline

Course Name:	Advanced Strategic Management
Professor's Name:	Dr. Zia
Class Time: 3 hours	Consultation Time: Monday to Friday (9am-8pm)
Contact Email:	drziaemail@gmail.com

Textbook

- Concepts in Strategic Management and Business Policy, 12th Edition by Thomas L. Wheelen and J. David Hunger.

Course Description

The course caters to the explanation of business strategies, strategy formulation, strategy implementation and evaluation and control measures at corporate, business and functional levels of the businesses.

Reference Material

- Strategic Management: Concepts and Cases, 12th Edition by Fred R. David
- Case Studies of National and International Exposure.

Course Objectives:

- To facilitate students in understanding strategic management process
- To assist the concepts of strategic management with updated cases.
- To prepare the students to conduct a strategic audit of any of the manufacturing or service companies and to develop a business plan for implementation.

Course Outcomes:

The course shall contribute in the professional and technical knowledge of students in the academia and the business world.

COURSE OUTLINE

Week #	Lecture #	TOPICS TO BE COVERED
1.	1.	Introduction to Strategic Planning & Management, Business Policy, Benefits of Strategic Management, Impact of Environmental Sustainability, Learning Organization
	2.	Basic Model of Strategic Planning and Management
2.	3.	Mintzberg's Modes of Strategic Decision Making, Aid to Better Decisions
	4.	Corporate Governance: Role and Responsibilities of the Board of Directors
3.	5.	Sarbanes-Oxley Act, Trends in Corporate Governance, The Role of Top Management
	6.	Social Responsibilities of Strategic Decision Makers: Friedman's Traditional View and Carroll's Four Responsibilities of Business
4.	7.	Corporate Stakeholders
	8.	Environmental Scanning: External Environmental Analysis
5.	9.	Porter's Industry Analysis; Six Forces
	10.	Categorizing International Industries, Strategic Groups
6.	11.	Forecasting and Forecasting Techniques
	12	Resource Based Approach to Organizational Analysis: VRIO Framework, Determining the Sustainability of an Advantage
7.	13.	Eleven Business Models
	14.	Industry Value Chain Analysis
		MID TERM EXAMS
		MID TERM BREAK
8		Basic Organizational Structures Strategic Functional Issues: Internal Scanning
		(Contd.) Strategic Functional Issues: Internal Scanning Business Strategies; Porter's Competitive Strategies
9	19.	Competitive Tactics and Market Location Tactics

		20.	Cooperative Strategies: Collusion and Strategic Alliances
	10	21.	Corporate Strategy: Directional Growth Strategies
		22.	Stability and Retrenchment Strategies
	11	23.	Portfolio Analysis: BCG Growth-Share Matrix, Parenting Strategy
		24.	Functional Strategies: Strategy Formulation
	12	25.	(Contd.) Functional Strategies: Strategy Formulation, Strategies to Avoid
		26.	Strategy Implementation, Who Implements Strategy and What must be Done, Advanced Types of Organization Structures
	13	27.	Staffing: Staffing Follows Strategy, Leading: Assessing Strategy-Culture Compatibility, Action planning, International Considerations in Leading
		28.	Evaluation and Control: Balanced Scoreboard Approach, Responsibility Centers
	14	29.	Benchmarking, Problems in Measuring Performance
		30.	Guidelines for Proper Control, Strategic Incentive Management
			END TERM EXAMS

Semester Course Activities
- Sharing of any strategic business news by the students in each lecture class.

- Presentations of the case studies given by the instructor.

- Class activities based on the business terminologies taught to the students.

Project
- Term Paper – completely designed, submitted and presented (without any plagiarism).
- Strategic audit of any financial or non-financial organization. (Guidelines shall be provided on first week of the semester)

Additionally, the Professor may provide some case studies, notes/hand outs and research articles during the semester.

NATIONAL DEFENCE UNIVERSITY

Department of Leadership and Management Studies (LMS)

Course Outline

Course Name

Leadership theory and practice

Professor's Name:	Dr. Zia
Consultation Time:	9:00 – 8:00 Monday, Tuesday and Thursday
Contact media:	**drziaofficial@gmail.com**

Overview of the Course:

Leadership attracts considerable attention in both academic and popular business literature. This course is designed to help you integrate this diverse body of information to think about leadership in useful ways, and most important, to help you become a more effective leader.

In the first part of this course, students will learn about several popular leadership theories through a selection of related readings, self-reflection, and critical analysis of contemporary leaders and events. During the class portion of the course we will review research related to the application of various leadership theories and examine the practice of leadership through the experiences of guest speakers, cases and simulations.

Required Textbook and Materials:

• **Textbook:** Kouzes, J. M., & Posner, B. Z. (2017). The Leadership Challenge: How to make extraordinary things happen in organizations (6th edition). Josey-Bass.

- Materials:

o Harvard Business Publishing Course Pack: Additional articles and cases are in an online course pack. Access: https://hbsp.harvard.edu/import/957986 o Simulation link: https://hbsp.harvard.edu/import/957988

Plagiarism

Plagiarism is a form of academic dishonesty in which one person submits or presents the work of another person as his or her own, whether from intent to deceive, lack of understanding, or carelessness. Unless the course instructor states otherwise, it is allowable and expected that students will examine and refer to the ideas of others, but these ideas must be incorporated into the student's own analysis and must be clearly acknowledged through footnotes, endnotes, or other practices accepted by the academic community. Students' use of others' expression of ideas, whether quoted verbatim or paraphrased, must also be clearly acknowledged according to acceptable academic practice. It is the responsibility of each student to learn what constitutes acceptable academic practice. Plagiarism includes the following practices:

1. Not acknowledging an author or other source for one or more phrases, sentences, thoughts, code, formulae, or arguments incorporated in written work, software, or other assignments (substantial plagiarism);

2. Presenting the whole or substantial portions of another person's paper, report, piece of software, etc. as an assignment for credit, even if that paper or other work is cited as a source in the accompanying bibliography or list of references (complete plagiarism). This includes essays found on the Internet.

Lectures and the topics as below:

Week 1: Introduction to Leadership
- What Leaders Do and What Followers Expect: The Nature of Leadership
- When Leaders Are at Their Best

Week 2: The Foundations of Leadership
- Are Leaders Born or Made?
- What Leaders Really Do

Week 3: Developing Leadership Philosophy
- Create Your Leadership Philosophy
- Leadership Philosophy: Refining and Applying Your Framework

Week 4: Credibility and Authenticity
- Credibility is the Foundation of Leadership

- Discovering Your Authentic Leadership

Week 5: Vision and Charisma

- Inspire Shared Vision
- Envision the Future and The Role of Charisma

Week 6: Taking Initiative and Managing Risk

- Challenge the Process: Search for Opportunity
- Experiment and Take Risks

Week 7: Leadership in Context

- What Good Leadership Looks Like During a Pandemic
- The Perils and Pitfalls of Leading Change

Week 8: Midterm Activity and Reflection

- Group Simulation Activity
- Guest Lecture (Industry Leader or Scholar)

Week 9: Empowering Others

- Enable Others to Act
- Foster Collaboration

Week 10: Emotions and Leadership

- Current Emotion Research in Organizational Behavior
- Strengthen Others: Building Confidence and Resilience

Week 11: Leadership and Well-being

- Leadership and Well-being
- Encourage the Heart: Recognize Contributions

Week 12: Celebrating Achievements

- Celebrate Values and Victories
- Great Storytelling: Connecting Employees to Their Work

Week 13: Leadership for All

- Leadership is Everyone's Business
- Strengthen Your Leadership Influence

Week 14: Challenges and Risks in Leadership

- The Dark Side of Leadership
- The Disturbing Link Between Psychopathy and Leadership

Week 15: Advanced Topics and Case Studies

- Case Studies on Leadership Successes and Failures
- Open Discussion on Leadership Challenges

Week 16: Course Review and Wrap-up

- Reflective Session: Key Learnings

- Feedback and Discussion on Leadership Growth

<u>**Course Outline**</u>

Course Name: Quantitative Analysis
By: Dr. Muhammad Zia-ur-Rehman   Class Time: 3 hours Consultation Time: Thursday 8:30-7:30
Contact Email: **drziaofficial@gmail.com**

Objective:
This course aims to empower students with the skills needed to perform sophisticated quantitative analyses using contemporary statistical methods.

Course Overview:
Students will delve into subjects such as causal inference and Bayesian analysis, with an emphasis on practical application. The course is structured into two main sections: one focusing on causal inference, and the other on Bayesian analysis and cutting-edge regression methods

Learning Objectives:
Upon completing the course, students should achieve the following:

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Effectively communicate analysis results in a structured and understandable manner.

Skills:
Identify theoretically grounded research inquiries suitable for empirical examination.
Capably perform rigorous statistical analyses utilizing relevant statistical software.

General Competence:
Independently conduct statistical analyses utilizing data gathered by themselves.

Teaching Approach:
The course will employ a blended learning approach, combining synchronous and asynchronous sessions to cater to different learning styles and schedules. This will include:
   • Lectures: Live presentations covering key concepts and materials.

• Tutorials: Interactive sessions for group discussions, problem-solving, and clarification of doubts.
• Drop-in Sessions: Scheduled times where students can seek individualized assistance or clarification.
• Discussion Boards: Online forums for collaborative learning, sharing insights, and discussing course topics.
• Other Online Learning Opportunities: Various digital resources, such as videos, quizzes, and interactive exercises, to supplement learning.

This diverse teaching strategy aims to provide flexibility and engagement while ensuring comprehensive understanding and application of course content.

Course Description and Aims:

This course aims to enhance students' knowledge of statistical analysis in Quantitative Analysis in Management, preparing them for advanced dissertation-level research in management fields requiring robust quantitative analysis. The focus lies on utilizing specialist software such as SPSS and AMOS and SmartPLS for statistical analysis, interpreting resulting analyses, modeling and analyzing complex relationships—particularly multivariate relationships—and discerning correct inferences from data while recognizing incorrect analyses. Advanced computer modeling tools beyond Microsoft Excel will be employed to analyze and present quantitative data, fostering practical skills in statistical and mathematical techniques crucial for specialized management analysis and decision-making. The course integrates contemporary computational skills with advanced quantitative analysis and business statistics theories, enabling students to critically evaluate intricate business problems and scrutinize them through computer technologies. Additionally, students will develop proficiency in reading, comprehending, and interpreting original business and management research articles grounded in quantitative data and statistical analysis.

Learning Outcomes:

Having successfully completed the unit, students will be able to:
- Apply statistical techniques to business and management problems
- Use SPSS and Stata to perform statistical analysis.
- Evaluate and Communicate quantitative ideas effectively both in oral and written form

Course Requirements:

This course consists of a combination of lectures and discussion. Class preparation and participation are crucial to an effective and rewarding course. Students are expected to attend all class meetings, arrive on time, and be ready to discuss the week's reading assignments. The success of this course depends on your completion of the assigned readings, your prepared attendance, and your active participation. Take notes on your readings and bring them to class. This will facilitate your participation.
- A.   Assignments
- B.   Presentations
- C.   Quizzes
- D.   Semester Project/Research Project

E.   Mid Term/ Final Term

Prerequisites:
- In addition to hard copies of the assigned tasks, each student shall submit electronic/soft copies of their work. Please avoid any kind of plagiarism (copy pasting from internet) because your soft copies will be used to detect any such malpractice. Many techniques and soft-wares are used by the faculty to detect plagiarism. It is highly recommended that all of you go through the plagiarism policy guidelines of Higher Education Commission (HEC) at the earliest. Plagiarism Policy of HEC is available at the following website http://www.hec.gov.pk/QualityAssurance/download/Plagiarism_Policy.pdf
To understand plagiarism please read ―A Little book of Plagiarism‖ (13 pages) at http://www.hec.gov.pk/QualityAssurance/download/Little%20Book%20of%20Pl agiarism.doc
- Plagiarism, which is ―when one quotes or paraphrases somebody else's words or ideas without crediting him or her‖ is absolutely forbidden at the National Defence University. It is equivalent to lying, cheating, or stealing and is considered to be fraud and theft. Therefore make sure that every writing assignment is written in your own words, not someone else's. . I reserve the right to fail and press for disciplinary action against any student who has plagiarized on any assignment, no matter how minor. Please review the above-mentioned website carefully and please do not hesitate to ask questions if you are unclear as to what is considered plagiarism or what is not. Plagiarism is a serious offense and can result in expulsion.
- Late submission Policy: All written work must be turned in the day it is due. Failure to hand in your assignment will result in a zero. Late papers are only accepted if given special permission by me with a legitimate excuse the day before the paper is due or other extreme circumstances. Communication is key. If you encounter a serious hardship during the course of the semester please do not hesitate to contact me.

Tentative Lecture Schedule:

Lectures	Topic/Contents
1	Introductory and Overview - Pace of knowledge creating - Concept construct and items/elements - Research for solving problems. - Definition of problem - Data & Statistics: An Overview - Visualizing Data - Probability - Decision making based on research and data analysis. - Types of problems and decisions - Research defined - Research oriented thinking

	• Describing Distributions with Numbers • Normal Distributions • Sampling Distributions • When should the research be undertaken ? • Research design and types • Quantitative and qualitative studies • Quantitative research • Qualitative analysis • Interval Estimation for a Population Mean • Hypothesis Testing for a Population Mean (σ known) • Hypothesis Testing for a Population Mean (σ unknown) • Inference for Two Paired Means • Inference for Two Independent Means • Multiple Regression • Validity, reliability and precision • Data, information, knowledge, wisdom • Conceptual model and statistical model • Inductive and deductive reasoning • Qualitative research process • Tips for novice researchers Quiz - 1
2	Scientific investigation • Purposiveness, • Rigor, • Testability, • Replicability and others • Building blocks of scientific research, • Hypothetico-deductive method Quiz 2
3	Technology and business research: • Internet, • Software, • Emerging applications, • Cyberspace, • Ethics in handling information Quiz 3
4	The research process (steps 1-6): • The broad problem area, • Preliminary data gathering, • Problem definition, • Theoretical framework, • Hypothesis development, • Elements of research design • Assignment - Research Paper allocation and review Test 1
5	• Capabilities and differences between statistical software. • Scope and nature of different advanced statistical techniques • Applying Statistical models for both univariate and multivariate data.

	Test 2	
6	• Data gathering • Data processing • Data results and interpretation Test 3	
	Mid Term Exam/Presentation/Practical hands on practice	
7	Classifying data and measurement	
	Study design	
	Sampling frame	
	Issues in sampling design	
	Sampling strategy	
	Questionnaire development for data collection	
	Data analysis through SPSS	
	Presentation of the results in quantitative research	
	Assignment 1	
8	Assignment – Research paper introduction writing	
9	Data analysis and interpretation:	
	Getting data ready for analysis,	
	Data analysis and interpretation,	
	Software packages useful for data analysis,	
	SPSS and other software programmes,	
	Appropriate statistical tests,	
10	Assignment Gap analysis and literature review	
	Assignment 2	
11	Data Analysis using AMOS	
	Data Analysis using SmartPLS	
	The research report:	
	Purpose of the report,	
	Integral parts of the report,	
12	Oral presentation,	
	Discussion and questions,	
	Sample of a report.	
	Assignment 3	
13	Assignment - Methodology of research paper	
14	Assignment – Language of research paper	
15	Practical hands-on practice Class work	
	Practice of data collection and analysis (a practical exercise)	
16	Final presentations	
	End Term Exam	

Books/Reference Material

- Advanced Research Methodology, Barker R. Bausell

- Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2012). Essentials of Modern Business Statistics with Microsoft Excel (5th Edition). South-Western: Mason, OH.

- Interpretative Phenomenological Analysis: Theory, Method and Research by Jonathan A Smith, Paul Flowers and Michael Larkin (21 May 2009)

- Constructing Grounded Theory: A Practical Guide through Qualitative Analysis by Kathy C. Charmaz (18 Jan 2006)

- Roy M Chiulli, Quantitative AnalysisAn Introduction, 1st Edition

- Qualitative Researching by Jennifer Mason (18 Aug 2002)

- Beginning Statistics: An Introduction for Social Scientists by Ian Diamond and Julie Jefferies (13 Oct 2000)

- Qualitative Data Analysis: An Expanded Sourcebook by Matthew B. Miles and A. Michael   Huberman (9 Feb 1994)

- Applying Regression and Correlation: A Guide for Students and Researchers by Jeremy Miles and Mark Shevlin (24 Nov 2000)

- Understanding and Using Advanced Statistics: A Practical Guide for Students by Jeremy J Foster, Emma Barkus and Christian Yavorsky (6 Dec 2005) by J. (John) Scott Long (21 Feb 1997)

- Discovering Statistics Using SPSS for Windows: Advanced Techniques for Beginners (Introducing Statistical Methods... by Andy Field (16 May 2000)

- Donald J. Treiman , Quantitative Data Analysis: Doing Social Research to Test Ideas 1st Edition

Faculty of Leadership and Management Studies

Details of the Post Graduate Diploma Regular Program/Weekend Program:

Regular Program	**Weekend Program**
After MSc/ BS (16 years education) No Entry Test and No GAT Test Required for PGD Admissions	After MSc/ BS (16 years education) No Entry Test and No GAT Test Required for PGD Admissions Following Eligibility Criteria has been Followed from
Regular Program (Monday - Friday)	Weekend Program (Saturday-Sunday)

Credit Hours: 24	Credit Hours: 24
Courses: 8 Courses - 24 Credit Hours	Courses: 8 Courses - 24 Credit Hours Duration: 01-02 Years
Duration: 01-02 Years	Duration: 01-02 Years

Following Eligibility Criteria has been followed from Spring - 2025 Admissions.

Sr.	Degree Program	Education	Valid GAT (General	NDU Entry Test
1.	**Post Graduate Diploma in LMS**	• MSc/ BS (4 Years) or equivalent (Min. 16 years of education) from HEC recognized institution • Candidates must submit MA/MSc/BS • degree at the time of Admission	No GAT Test	No Entry Test Required

- **Cost (2x Semesters): Rs. 150,000/- (NON-REFUNDABLE)**
- **No Entry Test & Interviews required**

Last Date to Apply Online: 6th July, 2025